HEKS/EPER International Programme (HIP)

ANNUAL REPORT 2018

on activities, progress, programme management, finances, acquisition, corporate governance, learning and patterns of international cooperation

ZURICH/LAUSANNE, MAI 2019
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Intro reporting system

For the reporting period 2018 HEKS/EPER international department comes up with a renewed reporting documentation with several papers/factsheets to document strategy, activities, progress and perspectives of the HEKS/EPER international programme 2017-2020. In brief …

- **HIP Annual Report 2018 …**
  - summarizing progress towards HEKS/EPER theories of changes and objectives in development cooperation, humanitarian aid, church cooperation;
  - documenting HEKS/EPER International Divisions evolution in management, finances, acquisition, corporate governance (including PSEAH) and monitoring–evaluation–learning;
  - outlining the key patterns of international cooperation HEKS/EPER identified from 2011 till 2018.

- **Thematic factsheets 2018 …**

- **SDC summary documents …**
  - results-oriented programme contribution management (CCAR) with an overview on key objectives and institutional evolution.
  - synopsis compiling key facts on the organization HEKS/EPER and some showcases of promising practices/successful projects.

- **The HEKS/EPER organizational annual report …**

- **Annual country reports 2018 …**
  - each HEKS/EPER programme in DC, HA and CC has its own detailed report 2018 (available upon request).

**Interested in more details or documentation?**

- Send your request: monitoringevaluationlearning@heks.ch
1 Summary of HEKS/EPER international programme 2018

In **development cooperation (DC)** HEKS/EPER strengthens civil society and inclusive governance structures, living together in peace, the pursuit of access to land and resources as well as sustainable production and inclusive market systems. HEKS/EPER’s **humanitarian aid (HA)** programme focus on emergency aid, restores economic livelihoods and rehabilitates public and private infrastructure of people and communities prone to or affected by disasters. Thus, HEKS/EPER contributes that all people and communities enjoy equal rights and prosperity despite shocks and stresses. With **church cooperation (CC)** HEKS/EPER supports church partners in their social work in favour of disadvantaged. *(HEKS/EPER international programme – HIP 2017-2020: see chapter 2).*

In 2018, HEKS/EPER and its 100 partners implemented 228 projects in 32 countries reaching 1’146’000 individuals in DC, 290’000 in HA, 35’000 in CC. The overall volume (net costs) of HEKS/EPER’s international programme was CHF 36.7 M (same level as 2016). DC South: CHF 16.6 M and DC East: CHF 6.35 M including SDC grants; HA: CHF 9.5 M and CC: CHF 3.6 M; other global activities: CHF 0.6 M *(financial details 2018 see chapter 3.2).*

HEKS/EPER has closed the year 2018 with a solid programme performance. Despite security issues and fragile contexts as well as financial challenges, local partner organisations together with our country offices realized progress and change in communities. This way, the activities contributed to HEKS/EPER’s theory of change to promote equal rights and enable prosperity on different levels – confirmed by the sound monitoring, evaluation, learning system. Key topics as access to land and resources, inclusive market, inclusion, conflict transformation as the facilitation of dialogue continues to be very relevant.

HEKS/EPER faces challenges to finance the growth of its development cooperation programme. As the income could not keep up with the scaling of projects and programmes over the last two years. As the increased competition for funding in Switzerland continues, further financial consolidation and concentration on less projects and countries plus a geographic as well as a thematic focus is needed in the months and years to come. HEKS/EPER is re-designing its development cooperation structure as well as promoting further decentralisation about programmatic adaption while ensuring governance and compliance standards. As one of the bigger NGOs in Switzerland and with its relevant programme as well the qualified and committed staff HEKS/EPER is ready to take up the challenge. *(More see chapter 3.1).*

![Agroecological production of Maize, Cassava and Manioc and access to market – a project of HEKS/EPER partner CEDERU in the Rutshuru region in the East of DR Congo.](image)
HEKS/EPER countries 2018

Programmes with Country Office

Asia/Middle East
- Palestine/Israel: DC / HA
- Bangladesh: DC / HA
- India: DC / HA
- Cambodia: DC

Africa
- Ethiopia: DC / HA
- Niger: DC
- Congo DR: DC / HA
- Senegal: DC
- South Sudan / Uganda: DC / HA
- Uganda: HA
- Zimbabwe: DC

Americas
- Brazil: DC
- Haiti: DC / HA
- Honduras: DC
- Columbia: DC

Europe
- South Caucasus: DC
- Armenia: DC
- Georgia: DC
- Moldova: DC
- Romania: DC / CC

Countries without office

Europe
- Italy: CC / HA
- Kosovo: DC
- Serbia: DC / CC / HA
- Slovakia: CC
- Czech Republic: CC
- Ukraine: CC
- Hungary: CC

Asia/Middle East
- Indonesia: HA
- Iraq: HA
- Lebanon: CC / HA
- Myanmar: DC
- Syria: CC / HA
1.1 Progress in development cooperation

Overall in 2018, HEKS/EPER supported in DC 1'146'000 individuals with 164 projects in 23 countries. HEKS/EPER’s analysis on DC projects and programmes does focus on three thematic hallmarks: 1) improved access to land; 2) inclusive and efficient market systems; and 3) the dialogue between empowered rights-holders and accountable duty-bearers. The table below shows the most important key indicators of DC including targets 2018, results 2018 and targets 2019.

<table>
<thead>
<tr>
<th>HKIs</th>
<th>Targets and results</th>
<th>A2L nb of beneficiaries</th>
<th>A2L nb of hectares</th>
<th>Claims Number of claims submitted and/or accepted</th>
<th>Income % of individuals perceiving increase</th>
<th>Access basic services nb of beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets 2018</td>
<td></td>
<td>50'948</td>
<td>25'869 ha</td>
<td>12'237 claims</td>
<td>44.7 %</td>
<td>38'660</td>
</tr>
<tr>
<td>Results 2018 (self-estimated)</td>
<td></td>
<td>61'974</td>
<td>101'713 ha</td>
<td>43'492 claims</td>
<td>53.6%</td>
<td>39'061</td>
</tr>
<tr>
<td>Results 2018 (digitally collected and analysed)</td>
<td></td>
<td>61'396</td>
<td>96444 ha</td>
<td>495 claims for 554'637 people</td>
<td>60.2 %</td>
<td>2003</td>
</tr>
<tr>
<td>Nb of projects/ countries collecting digital data</td>
<td></td>
<td>13 / 5</td>
<td>13 / 5</td>
<td>12 / 7</td>
<td>30 / 12</td>
<td>5 / 4</td>
</tr>
<tr>
<td>Targets 2019</td>
<td></td>
<td>150'000</td>
<td>194'000</td>
<td>6'950</td>
<td>43.7%</td>
<td>43'000</td>
</tr>
</tbody>
</table>

1.1.1 Access to land and resources

Land and resources are key for food security, prosperity and identity for people and communities in rural areas. Good land governance reduces inequality and conflicts, advances gender equality, conserves biodiversity and ecosystems. Finding innovative approaches, foster effective local, national and international alliances and facilitating enabling policy – all to secure self-determined land use – is crucial. Rural communities with secure tenure rights together with a sustainable management of the natural resources help to create a sustainable livelihood base for local communities and more resilient landscapes that directly contribute to climate change adaptation and mitigation. Throughout the last years, HEKS/EPER in cooperation with partner organizations and national as well as global alliances supported people and communities in securing their customary and legal rights to access land and affiliated resources such as water, seeds, forests, pastures or farmland.

The topic is linked to conflict, repression and imbalanced power relations with rural communities under pressure. In this regard the Peasants’ Rights Declaration (UNDROP) HEKS/EPER was co-advocating for and got adopted by the UN in 2018 is a milestone, a reference for civil society actors to hold duty-bearers accountable. HEKS/EPER commits itself to working towards the implementation of the UNDROP, advocating for it in Switzerland and abroad. The recognition of common land governance in the UNDROP is key as HEKS/EPER can confirm this being a promising approach with examples from Brazil, Cambodia, Niger or India showing also in 2018, collective ownership unites communities and promotes their way of living, agriculture and business.

In 2018, in 14 countries 44 projects are dealing to various degrees and with different approaches with the topic of access to land. Overall, HEKS/EPER facilitated in 2018 access to 101'713 ha of land for 61'974 people. Globally targeted was to reach 50'948 individuals supposed to benefit from 25'869 hectares land. Since 2013, HEKS/EPER projects are taking up the issue ‘access to land’ more systematically, included in their strategies and accordingly, the number of projects focusing on access to land has increased over the past. From 2009 till 2018, land projects led to improved access to land for more than half a million individuals.

Based on digital HEKS key indicator data from 13 projects in 5 countries with 6403 samples, HEKS/EPER together with its partners facilitated access to 96'444 ha of land covered by different access rights. 96.2% (92'781 ha) of this surface is covered by collective and 3.8% (3'662 ha) by individual land rights, and 98.3% (94'839 ha) are use rights for the people living on and from the land and 1.7% (1'604 ha) are transfer rights.
The figure left shows the status of land rights of the land secured for these 61’510 people in 2018. 96% of the analysed land rights are implemented and adjudicated – meaning that the land right is a legally binding right, usually documented and assigned by a legal authority and implemented in the sense that the concerned land is de facto utilised. 2.2% of the people’s land rights are implemented but not adjudicated and 0.2% in the process of being adjudicated. This shows that despite the difficulties and complexity of addressing land rights issues in many context HEKS/EPER is working, substantial progress could be achieved during 2018 and security of access to land – individually or collectively – increased. However, there are some exceptions of countries where this process is slower as for example DR Congo, where only 13% of the land rights are already implemented and adjudicated and the majority still in the process.

In addition, within 10 projects from 7 countries 150 new claims and 11 still relevant claims related to access to land have been submitted to the respective duty-bearers. 17% of these claims are accepted by the duty-bearers and 60% are of a binding character. Most of the claims related to access to land are individual claims (about 80%) but comprise also group and national claims and in total shall benefit about 10’000 households of the different project regions.

Based on a sample size of 7’259 people from 4 countries, 68.2% of the land rights monitored are documented in the name of men, 28.9% in the name of women and 1.7% in the name of both (man and woman). Thus, the fact that only about 30% of the documented land rights are in the name of women show the high vulnerability of women in the case of for example a change in their marital status or in context where the heritage systems is in favour of men, which is still the case in most of HEKS/EPER countries. The Figure right shows the results of this aspect differentiated by four analysed countries.

Perspectives ‘access to land’

Access to land and resources means, in the view of HEKS/EPER, that people have secured rights to land ownership and/or land use, and that they can control, manage and use the land and affiliated resources in the long term. Convinced that access to land is not only about land mobilisation and land titling, HEKS/EPER supports the development of inclusive land governance models and sustainable land use practices. There is a clear understanding that these models shall focus on a territorial working approach, which emphasizes the role of ecosystems and their potential to contribute to the food and livelihood security of local communities as well as their resilience towards the impacts of climate change. Also, a single new collective right leads to more effectiveness as it covers more individuals who profit (see figure 3: 96.2% (92’781 ha) of the land secured in 2018 are covered by collective and only 3.8% (3’662 ha) by individual land rights (even though 95.8% of the new rights are individual). Instead of hierarchical and vertical forms of land governance, HEKS/EPER’s territorial approach proposes a set of governance processes with more horizontal coordination, concertation and negotiation where all actors share authority. HEKS/EPER will pursue its call for access to land with
its three core demands which will contribute to sharpen HEKS/EPER’s specific institutional profile on the topic, give conceptual guidance and will also help to communicate on the achievements and major findings of its interventions in the field of access to land.

**PROMOTE THE RIGHT TO LAND**
HEKS/EPER requests that the right of every person or community to access, use and manage these resources are respected, protected and fulfilled. Land is the base to fulfil the right to food and food sovereignty. Land must serve the nutrition, the way of living and the cultural identity of local communities.

**ENABLE COMMON LAND USE**
HEKS/EPER is convinced that community-organised forms of management lead to sustainable use and conservation of finite resources and public assets such as land, water, forests and biodiversity. HEKS/EPER wants to promote and legally protect this economic and living form of the traditional ‘common land’.

**PROTECT LAND ACTIVISTS**
HEKS/EPER works to ensure that human rights defenders who are committed to the implementation of land, territorial and environmental rights are supported in their work and better protected against discrimination and violence.

**HEKS/EPER publication related to access to land**

*More details: See HEKS/EPER’s thematic factsheet 2019 on strategy, activities, progress and perspectives of access to land and resources.*

**1.1.2 Agroecological production and inclusive market**

All over the world farmers use **agroecological production** practices, which are rooted in traditional local knowledge. HEKS/EPER recognizes the importance of peasants managing human and natural resources to improve food security and nutrition. Peasants are custodians of complex and innovative techniques contributing to develop sustainable agriculture and more resilient rural livelihoods. During 2018, 75% of surfaces in HEKS/EPER programmes fulfilled the criteria of agroecological production. 71.7% of producers state an increase in yields with better knowledge on agroecological techniques as main explaining factor.

Over the past years, HEKS/EPER has shifted in many countries from a production-oriented to a more market-systems-oriented approach. This meant also a switch role of HEKS/EPER and its partners – from being a service provider to farmers towards being facilitator in a multi-stakeholder market setting. Facilitating market development aims to assist market actors to build relationships, to undertake collaborative action. A smooth switch towards **more facilitation**, which HEKS/EPER applies already in other topics such as access to land or conflict transformation. HEKS/EPER will strive to include more projects that focus on addressing systemic constraints and opportunities within a market system by looking for additional employment and income opportunities. In 2018, HEKS/EPER has trained many staff members in the topic of **inclusive businesses**. HEKS/EPER wants to take this further and fathoms internally how to grasp arising opportunities and instruments (e.g. loans or equity instead of grant money) to support promising entrepreneurs in the different country contexts.
Economic development has strongly contributed to lifting hundreds of millions out of poverty around the world. However, many people remain poor – especially in Sub-Saharan Africa –, unable to effectively participate in or benefit from economic opportunities despite being economically active as workers, producers or consumers. Structural inequalities, underdeveloped markets and other constraints lead to lack of access to inputs, financial and business development services, decent work and employment opportunities, technical knowhow as well as a lack of access to skills development opportunities and information that people would need to be competitive and to adapt to economic challenges and opportunities. To include poor people better in market systems, to improve the systems and to make them more inclusive, so that the poor can benefit from them as well, is hence an important means within HEKS/EPER’s work.

Based on data from 30 projects in 15 countries, about 60.2% of the targeted beneficiaries state that their income increased in 2018 (45.9% medium increase and 14.3% massive increase) due to project interventions (see figure right). The global target was 45%. The target 2019 stays with 44%.

Out of the persons stating a positive change in their incomes nearly 60% explain this increase by increased outputs and about 50% by the increase of market prices. The additional income was used by about 60% of the people for consumption purposes and about 35% used it as savings for later, 40% have reinvested the money and 38% used it for education purposes (multiple answers possible).

About 20% of the sampled individuals stated a decrease of their incomes, mainly due to decreased production because of diseases, unfavourable weather conditions and increased production costs – especially transportation, animal feed and other input costs.

Overall HEKS/EPER planned to address inclusive market approach towards 131’000 individuals, yet projects covered in 2018 more than 170’000 people.

Perspectives ‘inclusive market’

HEKS/EPER projects and programmes promote a market systems development approach that strengthens the voice of families and local communities, upgrades the value chain structure for the benefit of producers and/or consumers, and therefore contributes to a strengthening of income-generating conditions for rural families and communities.

Pursuing systemic changes in market development involves developing a vision for a more efficient, inclusive and equitable market system and working from several angles with critical market players to achieve this goal in a self-sustaining way. Since systemic challenges in a market system involve many different actors, and solutions require coordinated action, it is in HEKS/EPER’s experience essential that all the relevant actors are involved in the process of developing an understanding of the entire system, identifying and addressing challenges and exploiting the opportunities.

In future, HEKS/EPER will strive to adjust its project portfolio to include even more projects that focus from the onset on addressing systemic constraints and opportunities in the entire market system be it in agriculture-based markets or in non-agricultural based markets by looking for additional employment and income opportunities.

More details: See HEKS/EPER’s thematic factsheet 2019 on strategy, activities, progress and perspectives of sustainable food & agriculture systems.

More details: See HEKS/EPER’s thematic factsheet 2019 on strategy, activities, progress and perspectives of inclusive market systems development.
1.1.3 HRBA and dialogue between duty-bearers and rights-holders

Overcoming inequalities (SDG 10) and leaving no one behind are core elements of HEKS/EPER mission and vision. Thus, the implementation of the Human Rights-Based Approach (HRBA) has been a key issue of concern in this reporting period as well. The HEKS/EPER experience capitalisation from 2017 and implemented learning in 2018 confirmed the value and relevance of the approach that aims at making duty-bearers more accountable and right-holders empowered to claim their rights striving towards participation of civil society and toward economic, social, political justice.

HEKS/EPER strengthens vulnerable right-holders and develops projects with partners who can reach out through advocacy and inclusive policy dialogue to duty-bearers to influence them for the benefit of local communities and most vulnerable/excluded groups. Local authorities are often easier to address, as they are confronted with communities and problems. However, on national level successful advocacy and institutionalizations were possible as well: E.g. with an inclusive education system for marginalized children in Kosovo, Roma settlement policy in Serbia or the financial participation of municipalities to enable inclusion of minorities in Romania. Also, in Niger, the national law and policy of the ‘code rural’ is an institutionalized base for facilitating co-existence of pastoralists and sedentary farmers enhancing prosperity for both. The learning event of SDC and Swiss NGO platform on Enabling Environment revealed, multi-level advocacy and the cooperation of opinion leaders may convince other duty-bearers, but even more important is the participation and ownership of civil society members and organizations to enable effective sustainable development. To fight the increasing inequality and fragility, HEKS/EPER and its partners foster living together in peace and improved inter- and intra-group relations of excluded and antagonized groups. A promising example: through diapraxis and advocacy for systemic changes on legal and practical level towards the inclusion of Dalits/Adibashi in India and Bangladesh were achieved.

Observing the actions of rights-holders and the space of civil society to claim and realize their rights, it is deeply troubling that more than 80% of the global population face a situation where the space for civil society is closed, highly repressed or where civil society face substantial legal and political obstacles. In HEKS/EPER focus countries, like Syria, South Sudan and DR Congo the space for civil society is closed and in others like Honduras, Colombia, Ethiopia, Zimbabwe, Uganda, the Palestinian Territories, Ukraine, Cambodia and Bangladesh the civic space is repressed (civicus atlas 2019). In these countries there is little chance for a fully engaged and mobilized civil society which is a precondition to overcoming inequalities as a new study commissioned by HEKS/EPER in collaboration with ACT alliance has shown. Real and transformative progress to achieve the SDGs and leaving no one behind will not be possible without a fully engaged civil society and population. The strength of civil society is its diversity and its rootedness in communities, its direct development experience, and its capacities for public engagement. SDG 16, for peace, justice and effective institutions, is well beyond reach, in places where civic space is closed and repressed, where civil society cannot freely act with poor and marginalized populations to safeguard accountable and inclusive institutions.

As an indicator for the space and empowerment of rights-holders, HEKS/EPER is measuring the number and type of claims made in the frame of its programme. During 2018, 43’492 claims were submitted (amongst them the project of APF Land Forum India alone made 42’925 claims to enable individual land rights). Digital quality data analysed 495 new claims made in 2018, with 105 accepted. Out of the total 495 claims 77 % were individual claims, 18 % collective claims and 5 % at national level. Overall, more than 554’000 people are stakeholders of these claims. Interestingly, amongst claims made the proportion of those claims demanding the general rights for an enabling environment has increased from 1% to 7%. This shows that awareness raising on the importance of fundamental freedoms as the right to assembly, protest, an speak out has had an effect and led to action.

The high number of claims made, which are still not accepted may be disappointing on the one hand but as a sign of high motivation of marginalised groups daring to claim for rights they have been deprived of on the other. HEKS/EPER projects are moving from only making easy claims (e.g. individual birth certificates
which are basic to claim later for rights) to complicated initiatives like claims towards collective land tenure rights, which could be precedent cases and may instigate a broader systemic change. The number of non-binding claims (2018: 51% binding claims; 41% non-binding) has increased in comparison with 2017 data. This is in line with the finding, that the proportion of claims made at national level has increased from 0 to 5%.

The experience capitalisation showed that HEKS/EPER that the inclusion of duty-bearers into the HEKS/EPER engagement has increased. In 2018, HEKS/EPER has facilitated 339 capacity building events in the field of human-rights based approach, conflict sensitivity and conflict transformation that included not only 6,833 rights-holders, but also 505 duty bearers. For example in Bangladesh, 2018 a regional level consultation was held at Rangpur where all heads of the departments of Rajshahi and Rangpur division attended and two public hearings were conducted at the community level with the presence of representatives of All-Party Parliamentary Groups to know the reality of Dalit and Adibashi in Bangladesh and to raise their demand for social inclusion to the authority. Experience evidences that most authorities that participated these events afterward made essential commitments to ensure the rights of minorities through their existing services and programmes.

Number of own initiatives taken for equality and non-violence is important to follow-up the success of capacity building endeavours in how far own initiatives of communities are following the capacity building events. These own initiatives show commitment as well as behavioural change and are thus an indicator for the possible sustainability of a project. Data gathered from 6 projects in 6 countries show that 118 activities have been traced; 63% are collective initiatives – 52 were taken up independently, 35 facilitated by HEKS/EPER and 31, supported by other organizations.

Perspectives ‘rights-holders & duty-bearers’

The application of a (human) rights-based approach has proven to yield many good results, certainly on local and provincial level. HEKS/EPER will strive for multi-level advocacy including more national and international levels; including also international cooperation policy in Switzerland – the planned merger with BfA is an opportunity to do so. Economic interests of duty-bearers are often key for exclusion of marginalized, but at the same time are an opportunity for peace and inclusion (e.g. Bangladesh/Zimbabwe, but also Romania, Serbia, Kosovo). To progress sustainable in this regard, the HEKS/EPER diapraxis approach is very promising. A chance to enable inclusion are global frameworks such as the SDCs and key actors like the Worldbank with its policies, and the effectiveness discourse. A focus must also be on conflict sensitivity, social inclusion, resilience, gender and HRBA. Differing social identity inherit often stereotypes leading to discrimination and conflicts; therefore, it is necessary to change narratives to enable claims towards rights and at the end real inclusion. HEKS/EPER wants to screen and grasp opportunities of changing spaces (e.g. Ethiopia) to enable new dialogue practices.

More details: See HEKS/EPER’s thematic factsheet 2019 on strategy, activities, progress and perspectives of the human-rights based approach and the cooperation with duty-bearers and rights-holders.

More details: See HEKS/EPER’s thematic factsheet 2019 on strategy, activities, progress and perspectives of social inclusion & participatory governance structures.
1.2 Humanitarian aid

HEKS/EPER was active in 13 countries, mainly in the Middle East (Iraq, Syria, Lebanon), and sub-Saharan Africa (Uganda, South Sudan, Ethiopia and DRC), in Haiti as well as responding to recent humanitarian Crisis in Asia (Bangladesh, Indonesia, India). Altogether, 290’000 people have benefitted from HEKS/EPER humanitarian aid projects in 2018: 205’137 from emergency aid (distributions of food-/non-food items, etc.), 43’390 from rehabilitated lively-hood, 81’241 from reconstructed infra-structure, 32’000 from increased preparedness. Uganda/South Sudan (civil war in South Sudan) and Bangladesh (Rohingya crises in Myanmar) have become more relevant operations in 2018 – both with a prospect to become long-term humanitarian interventions. Therefore, working towards social cohesion between refugees and hosts as well as to build up long-term economic perspectives will be key to mitigate the crises.

More than ½ million Rohingya live-in South-Eastern Bangladesh in camps having no perspectives on returning nor of inclusion in Bangladesh.

### Key data 2018 - HEKS/EPER humanitarian aid – no. of individuals

<table>
<thead>
<tr>
<th>country</th>
<th>project</th>
<th>Emergency – life saving: Distributions of food, water &amp; non-food items</th>
<th>Livelihood agronomical &amp; economic development, credit schemes</th>
<th>Reconstruction wash, shelter, housing, roads, schools, etc.</th>
<th>Prevention &amp; preparedness strengthening resilience, disaster preparedness</th>
<th>total individual benefiting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Bangladesh</td>
<td>Rohingya</td>
<td>750</td>
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<td></td>
<td>4’000</td>
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<tr>
<td></td>
<td>Rohingya</td>
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<td>Indonesia</td>
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<td>11’000</td>
</tr>
<tr>
<td>Syria</td>
<td>East Ghouta,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22’625</td>
</tr>
<tr>
<td></td>
<td>Dara’a</td>
<td>38’095</td>
<td></td>
<td></td>
<td></td>
<td>38095</td>
</tr>
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<td></td>
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<td></td>
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<tr>
<td>The Americas</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haiti</td>
<td>Resilience, nutrition</td>
<td>DC</td>
<td>DC</td>
<td>DC</td>
<td>DC</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td>Refugees Syria</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>Serbia</td>
<td>Migration route</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1’800</td>
</tr>
<tr>
<td>DR Congo</td>
<td>CEDERU-Bunia</td>
<td>17’000</td>
<td></td>
<td></td>
<td></td>
<td>17’000</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>Borana</td>
<td>6’000</td>
<td>32’000</td>
<td>32’000</td>
<td></td>
<td>38000</td>
</tr>
<tr>
<td>S. Sudan</td>
<td>Central Equatoria</td>
<td>44’217</td>
<td>26’190</td>
<td>19’243</td>
<td></td>
<td>60’000</td>
</tr>
<tr>
<td>Uganda</td>
<td>Bidi</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>17’108</td>
</tr>
</tbody>
</table>

Individuals benefitting from HEKS/EPER HA projects – per country and objective in 2018.
HEKS/EPER’s HA unit wants to strengthen its conflict-related programming beyond ensuring conflict sensitivity during implementation. Expertise from development cooperation and by HEKS/EPER thematic advisors must be incorporated systematically into response projects, allowing HEKS/EPER to develop a value added on top of regular humanitarian aid programming like distributions, WASH and reconstructions. Detailed conflict sensitivity analysis must be done in the early phase of the response, and projects shall consider components in which different interest groups (conflict parties; host and refugee community, etc.) will be linked through diapraxis fostering participation and ownership. Cash programming has been proven an effective approach for many interventions, and therefore HEKS/EPER will adopt it whenever appropriate.

1.3 Church cooperation

CC is a mandate defined in discussion with the FSCP (SEK). Whilst the cooperation with the partner churches in the Czech Republic, Hungary, Slovakia, Serbia and Romania, remained on the same level, the project volume has been extended in the Ukraine and in the Middle East.

In Eastern Europe, HEKS/EPER works through well-coordinated and interlinked projects with focus on inclusion of the elderly, handicapped and minorities through projects providing home care, fostering inclusion of Roma or refugees, supporting the handicapped or projects protecting and counselling victims of domestic violence. There is a strong nexus with HEKS/EPER’s DC Roma inclusion programme Eastern Europe which is active in Serbia, Romania and Kosovo. Supporting the churches to maintain a vivid community life with children’s events, social activities and minor infrastructure rehabilitations is the 2nd, but minor pillar of CC.

Middle East: As the war in Syria continued and 13 Million people or more than 80% of the Syrian population are dependent on humanitarian aid, HEKS/EPER confirmed its engagement not only in HA, but also in CC. After the pilot phase till 2017, in 2018 activities in CC activities did expand. Experiences over the last years had shown, that the partner churches are playing a relevant role in their societies towards reconciliation and inclusion and that they are able to implement projects professionally. In 2018, cooperation with the partners in Lebanon and Syria could be strengthen and the two main projects in Syria (scholarship programme and Sunday school) are progressing.

<table>
<thead>
<tr>
<th>Country</th>
<th>Key data 2018 - HEKS/EPER church cooperation – no. of individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strengthening &amp; inclusion of disadvantaged</td>
</tr>
<tr>
<td></td>
<td>(homecare, pwd, domestic violence, migration, etc.)</td>
</tr>
<tr>
<td></td>
<td>Church life (infrastructure, family/ children activities, etc.)</td>
</tr>
<tr>
<td></td>
<td>Sense of belonging to the same church family</td>
</tr>
<tr>
<td></td>
<td>Sense of belonging to the same church family (exchange Switzerland &lt;-&gt; abroad)</td>
</tr>
<tr>
<td></td>
<td>beneficiaries per country</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>1000</td>
</tr>
<tr>
<td>Hungary</td>
<td>2000</td>
</tr>
<tr>
<td>Italy</td>
<td>120</td>
</tr>
<tr>
<td>Romania</td>
<td>20’000</td>
</tr>
<tr>
<td>Serbia</td>
<td>845</td>
</tr>
<tr>
<td>Slovakia</td>
<td>320</td>
</tr>
<tr>
<td>Ukraine</td>
<td>608</td>
</tr>
<tr>
<td>Lebanon</td>
<td>60</td>
</tr>
<tr>
<td>Syria</td>
<td>1’500</td>
</tr>
<tr>
<td>Partnerships</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>25’173</td>
</tr>
<tr>
<td></td>
<td>8’615</td>
</tr>
<tr>
<td></td>
<td>1’650</td>
</tr>
<tr>
<td></td>
<td>35’380</td>
</tr>
</tbody>
</table>

Individuals benefitting from HEKS/EPER CC projects – per country and objective in 2018.

Summary CC activities per country

In Hungary, the Roma project expanded its objectives to promoting inclusiveness of Reformed schools, launching a broad discussion based on a study conducted about the inclusiveness of these schools. The refugee project provided study support and language courses to children and adults, to enable them to integrate into the Hungarian school system or job market. Sensitization activities continued but became more difficult due to the political climate before and after the elections.

In Slovakia, the evaluation of the first project phase of the Roma project showed that the involved congregations made significant efforts to include Roma, be it through their diaconal work with children and
youth or through integration of Roma families in church activities. As a result of this evaluation, the Reformed Christian Church in Slovakia started to develop an overall Strategy for Roma Integration.

In the Czech Republic CC cooperation develops in the frame of the respective country program. The main focus in Czech Republic is the support of migrant workers who are in danger to be exploited or trafficked, on church activities for children and youth and renovation of church infrastructure in local congregations. In the last year, first discussion about having a facing out of HEKS/EPER were taking place since during the past years the state became more and more a stable and reliable partner.

In Romania the second country program (2018-2022) with its new strategy has started. The biggest country programme of CC strengthens the inclusion of old and care dependent people with homecare and people with disabilities by providing them jobs. Also, it supports victims of domestic violence to break the cycle of violence and become independent from their aggressors. A formation programme for pastors and congregational projects to improve the infrastructure contribute to an active church live. Beside different programmes in the domain of Roma and social inclusion could be installed. As cooperation with Government remains difficult with changing regulations, lots of administration and differing commitments of municipalities securing State funding remains difficult.

In the Ukraine (Transcarpathia) the programme of CC 2018 increased regarding volume and quality. With the Transcarpathian Christian Foundation Diakonia the homecare service (started in 2017) could already be expanded from 2 to 6 working points with more than 13’000 visits made. The day centres in Mevővari and Hetyen contributed to a more independent live for 71 handicapped. Also, in 2018, 72 Roma children attended afternoon classes in four villages. HEKS/EPER continued to support the Diocesan Centre in Beregszasz, providing food to 280 deprived people and running an elderly home and a crisis centre for women and children affected by domestic violence. The youth camps were attended by 2000 children.

In Syria, the 10 schools of the church partners NESSL and UAECNE, are attended by one quarter of Christian and three quarters of Muslim students. As trust and cooperation between different (religious) groups has significantly diminished during the war, it is important to maintain institutions like the open church schools, where students with different backgrounds are learning and living together. Due to war and economic crisis many parents struggle to pay school fees. HEKS/EPER supported disadvantaged parents of 1’500 students with scholarships. The children programme in 12 congregations are attended weekly by more than 2000 children, coming from different denomination and religions experiencing a safe place to play and exchange.

HEKS/EPER finances its church partner in Lebanon to support children (mostly refugees from Syria) to have a successful school career through afternoon classes for elementary (40 students) and intermediate level (8 students). Further, a rest home for old people could be expanded.

Perspectives ‘church cooperation’

In 2018 HEKS/EPER published its new long-term strategy on church cooperation on how to strengthen the public relevance of Reformed churches in their countries with focus on 3 areas: inclusion of disadvantaged, strengthening church life and building partnerships between Swiss and foreign Reformed churches. (see also https://www.heks.ch/sites/default/files/documents/2019-01/HEKS_Konzept_KiZA_Deutsch_A4.pdf).
CC wants to focus on stable and reliable partnerships with its church partners in Eastern Europe and in the Middle East and to building relationship to the Swiss Reformed Churches. In the Czech Republic CC will phase-out in 2020. The cooperation with the Waldensian Church in Italy is in the frame of their very generous funding of HEKS/EPER projects through 8xmille. In the Middle East CC wants to concentrate on establishing a well rooted and trustful cooperation with our 3 partners in Lebanon and Syria while identifying a project supporting children older than 12. In Romania CC is implementing a pilot project financed by the church of Basel with two swiss nurses and a Hungarian nurse in the domain of wound care management und hygiene in cooperation with Diakonia Sf. Gheorghe with the goal to collect experiences in hygiene and wound care trainings and managements. Given the fact that in Romanian home care 50% of all medical treatments are linked to wounds this intervention would be a very important milestone towards professional training and increased quality.

Churches can play an important role in their societies towards dialogue and inclusion.

1.4 Managing the HEKS/EPER international programme

Learn more about finances, MEL, acquisition, PSAEH, patterns emerging from and around HEKS/EPER’s international cooperation activities and prospects toward the future strategy: chapter 3 outlines the institutional evolution of HEKS/EPER and how it manages its programmes and projects.
2 The HEKS/EPER International Programme

According to the foundations’ statute, HEKS/EPER has the mandate to act on behalf of the Protestant churches of Switzerland. It is the Assembly of Delegates of the Federation of Swiss Protestant Churches (FSPC) which briefs the aid organisation on its mandates and assignments. ‘HEKS/EPER campaigns for a more humane and equitable world’ and ‘to assist people in economic and social need in Switzerland and abroad’. ‘The focus of its commitments is on the dignity of each individual. This is one of the principles of universal human rights and it is also reflected in basic Christian values.’¹ The mission statement expresses its deep respect for people of all cultures, ethnicities and religions. As such, HEKS/EPER supports people and communities in gaining prosperity or claiming their rights regardless of their religious affiliation, ethnic origin, social background, gender or sexual orientation. All people should be able to live a life in dignity and of safety in social, economic and political terms.

According to the statute, ‘the International Division fights the causes of hunger, injustice and social deprivation; and gives humanitarian and emergency aid.’ In addition, ‘HEKS/EPER cultivates dialogue with rights-holders, duty-bearers, donors and working partners. HEKS/EPER bases its work on values like self-determination, solidarity, responsibility, participation and grass-roots involvement. The top priority is to bring people to a point where they are independent from outside aid. This is why schemes and projects are developed in a spirit of partnership and run in liaison with those affected.’

2.1 Theories of change

The year 2018 marks the 2nd year of the HEKS/EPER International Programme 2017–2020, elaborated during 2016. Building on the strengths of the International Programme in 2017, HEKS/EPER adapted the practical implementation by refining approaches and principles learning from promising practices, evaluations, progress monitoring, but also from experiences gained from failures and challenges and assessing the fast-changing context. The programme document serves as a guideline for the HEKS/EPER International Department in Switzerland and abroad as well as for its partner organisations. Furthermore, it is ‘strategy statement’ for the SEK, the donors and the broad public.

This chapter outlines the theory of changes of the current HIP, on which also this document reports. HEKS/EPER’s operates in three sections, development cooperation (DC), humanitarian aid (HA) and church cooperation (CC). In 2018, HEKS/EPER and its local partner organisations implemented more than 200 projects in 32 countries. Figure 3 allows to get an overview on HEKS/EPER’s current results framework.

The theories of change of the three sections are …

- Development cooperation (DC): HEKS/EPER strengthens civil society and inclusive governance structures, living together in peace, the pursuit of access to land and resources as well as sustainable production and inclusive market systems. Thus, HEKS/EPER contributes so that all people and communities enjoy equal rights and prosperity despite shocks and stresses.

- Humanitarian aid (HA): HEKS/EPER’s humanitarian aid saves lives, alleviates suffering, restores livelihoods and rehabilates infrastructure by providing and improving access to live-saving resources and basic services, livelihood opportunities, private and public infrastructure as well as increasing resilience of people and communities prone to or affected by disasters.

- Church cooperation (CC): The contribution of reformed churches to their societies is recognised as relevant while working towards inclusion of disadvantaged, strong church life and partnerships between Swiss and foreign Reformed churches.

HEKS/EPER coordinates all efforts and seeks synergies between the sections and its objectives to achieve progress and relevance.

The cross-cutting issues of gender, conflict sensitivity and resilience building must be mainstreamed in all projects and programmes of the 3 sections as best as possible. Specific guidelines, tools and check lists help the planning and implementing staff to do so.

The HIP also describes the management framework, highlighting focus and growth strategies, capacities, resources, cooperation, funds and financial accountability and the programmatic steering, using tools to monitor, learn and steer in order to achieve the HIP’s objectives. HEKS/EPER strives for ‘enabling management’, which contributes to a professional, effective, transparent, relevant, and impact-oriented implementation that is meaningful for the people and communities we work with. PCM, financial and administrative standards and other management and programmatic policies are applicable for all programmes and projects to ensure quality and progress.

In general, HEKS/EPER continued in 2018 with its approach to act close to local realities in mainly rural areas through qualified staff organized in country offices. The main stakeholders are the people and communities we work with, rural families organised in locally rooted organisations of civil society such as CBOs, associations and producer groups. Implementing partners are local or national NGOs or lobbying platforms and networks. If there is no specific qualified partner organisation present in the programme region, HEKS/EPER can act as a self-implementer through a project implementation unit (PIU), as it is the case in a few priority countries.

In Niger near Maradi – women are working grains to get flour. Access to local and resistant seeds is key to have enough yields.
Figure 2: HEKS/EPER’s results framework of the HIP 2017–2020 for the activities in development cooperation, humanitarian aid and church cooperation.

<table>
<thead>
<tr>
<th>Sections</th>
<th>Development cooperation (DC)</th>
<th>Humanitarian aid (HA)</th>
<th>Church cooperation (CC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ToCs</td>
<td><strong>Equal rights &amp; prosperity</strong> despite shocks and stresses</td>
<td><strong>Lifesaving, recovery, preparedness &amp; prevention</strong></td>
<td><strong>Contribution of reformed churches to their societies is recognized as relevant</strong></td>
</tr>
</tbody>
</table>

**Approach**
- **Cross-cutting issues**
- **Principles**
- **Programmatic objectives**

**Resilience building / Gender / Conflict sensitivity**

**Holistic & systemic perspective / Learning for steering**

<table>
<thead>
<tr>
<th>Institutional objectives</th>
<th>Development of rural communities</th>
<th>Humanitarian aid</th>
<th>Church cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Access to land, resources, services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Secured access to land and resources.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Secured access to basic services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Production &amp; market systems</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Sustainable agricultural production.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Inclusive &amp; efficient market systems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Civil society &amp; governance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Enhanced security &amp; space for civil society.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Inclusion &amp; participatory governance structures.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Living together in peace</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Improved intra- &amp; inter-group relations.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **Life saving through access to water, food, shelter, sanitation.**
2. **Rehabilitated livelihood opportunities.**
3. **Reconstructed public and private infrastructure.**
4. **Increased prevention and preparedness.**

1. **Strengthening & inclusion of disadvantaged.**
2. **Strengthening church life.**
3. **Churches in dialogue with differing confessions.**
4. **Sense of belonging to the same church family.**

1. The impact of HEKS/EPER interventions on access to land, territories and resources gained acknowledgement in the development sector and public visibility.

2. International division programme work is relevant, effective and implemented professionally.
2.2 Approaches and perspectives

HEKS/EPER works with a holistic and systemic perspective as well as the human rights-based approach, which shall foster dialogue between duty-bearers and rights-holders as well as contribute to good governance and systemic change.

The core competency of HEKS/EPER lies in pursuing a holistic approach to international cooperation and thus an explicit consideration of the interconnectedness and synergies between its three sections. HEKS/EPER can add substantial value by creating such synergies and making use of interfaces and mutual reinforcing, which lead to working strategies that enable interventions to devise change processes more efficiently, competently and effectively, and make it possible to bring about structural changes in society, the economy, politics/governance and the environment.

HEKS/EPER defines systemic change as transformations in the structure or dynamics of a system that leads to impacts on large numbers of people, either in their attitudes and values, material conditions, behaviour or access to information, services and products. Systems analysis which examines social, political and economic value systems, the diversity of different groups of stakeholders with different attitudes, interests and behaviours as well as their relationships, provides important entry points for interventions in terms of possible paths and channels to change the system. HEKS/EPER is in constant search for new cooperation models and working approaches.

HRBA: International civil, cultural, economic, political and social rights as well as national and local legislation and values (in line with universal human rights) provide a guiding framework for the HEKS/EPER international programme. Human rights standards and principles – such as participation and empowerment, accountability and advocacy, equality and non-discrimination, and links to human rights mechanisms – frame not only HEKS/EPER’s results but are also integrated into all stages of the programming process (analysis, planning, implementation and impact measurement). In order to change negative systems, a certain space to act is needed. This space includes the possibility of speaking out, cooperating and linking up with others without fear of being threatened or even physically attacked. This is a precondition for empowering rights-holders and holding duty-bearers accountable. (More on HRBA and duty-bearers/rights-holders see chapter 1.1.3).

HEKS/EPER programmes combine the project/programme objectives adapted to the respective context and needs of the people and communities, also fostering diapraxis. Applying a holistic perspective in this sense not only means making use of the synergies between the thematic fields of action but also combining practical and strategic activities, advocating through a strong network along the lines of a human rights-based approach for the needs of the target group. A foundation of values which entails commitment and public attitude of striving for equal rights and living together in peace provides a backing for vulnerable groups to claim rights and the motivation of duty-bearers to stick to their responsibilities of fulfilling rights in a mutual constructive dialogue enabling inclusive and participatory governance structures.

2.3 Who HEKS/EPER works for and with?

HEKS/EPER works mainly in rural areas in favour of people and communities who do not enjoy equal rights and prosperity due to being socially, politically or economically disadvantaged, such as the landless, smallholders, marginalised indigenous/traditional/rural communities, the underrepresented, the oppressed, the disaster-prone, conflict-affected people, etc. And thus HEKS/EPER works with:

- Rights-holders, individuals entitled to enjoy human rights (for individuals and groups), to claim these rights (and be protected if they do so peacefully) and to redress when rights are violated, as well as with the obligation to respect the rights of others.
- Duty-bearers, stakeholders with the responsibility to respect, promote and ensure rights such as state authorities, local or national leaders and representatives in politics, economics, religion or communities.

To improve the situation of people and communities, HEKS/EPER does not exclusively work with the most vulnerable or those who are discriminated against, but also with people and grassroots organisations close to them that have a significant impact on the fight against poverty and in securing economic security, fostering social inclusion or creating peace. Women are still amongst the most marginalised, certainly single mothers or elderly women without supporting relatives. Also, HEKS/EPER facilitates the mutual dialogue with duty-bearers to create a base to continue or launch joint initiatives promoting development.
2.4 Cross-cutting issues

In its projects and programmes, HEKS/EPER includes 3 cross-cutting issues which are key to achieving the objectives and making sustainable progress: gender, conflict sensitivity and resilience. Specific guidelines and tools combined with capacity building and a PCM system for coherent planning and monitoring the issues enable mainstreaming of the issues.

To learn more about the cross-cutting issues …

- Conflict sensitivity
- Gender
- Resilience

… HEKS/EPER provides specific annual thematic reports 2018. Also, in chapter 3.5 you will find the annual report on PSEAH findings and activities of HEKS/EPER.

3 Management for quality, learning, progress and results

This chapter describes how HEKS/EPER fosters the relevance and efficiency of its activities as postulated in its institutional objective. It includes the evolution of HEKS/EPER as an organization highlighting finances, institutional governance including PSEAH, acquisition, monitoring evaluation learning, networks and alliances.

3.1 Programme management

In 2018, HEKS/EPER ID in cooperation with almost 100 partner organisations was active in 32 countries through 228 projects: 164 DC projects in 23 countries; 34 HA projects in 10 countries; 30 CC projects in 9 countries. HEKS/EPER has local coordination offices (CO) for 17 priority programmes, and 4 HA delegations. Overall, 149 staff were working in the countries (including delegates) and almost 50 at HHQ in Zürich and Lausanne (equivalent to 30 fulltime jobs).

HEKS/EPER had a good start in the strategic phase 2017–2020 with the new strategy which was built on previous experiences and existing competences and therefore considered as a continuation of the previous phase. HEKS/EPER continues in 2018 to implement coherent country, regional and thematic programmes under its global HIP strategy. It also constantly seeks to identify and use synergies between its 3 domains of work, development cooperation, humanitarian aid and church cooperation to deliver professionally implemented and relevant programme and project work.

However, as the income could not keep up with the scaling of projects and programmes over the last two years, HEKS/EPER is re-designing its development cooperation structure, concerning number of countries, country offices as well as promoting further decentralisation about programmatic adaption while ensuring governance and compliance standards.

To increase relevance and effectiveness meeting the needs of people and communities it remains key to be flexible and permanently adapt strategy, programme and activities to the changing and fragile context – the now 6-year-old HIP principle Learning4Steering (also known as adaptive management) is paramount for adaptive management. HEKS/EPER made steps towards more evidence-based programming while planning and during implementation. Read more on MEL (monitoring evaluation learning) in chapter 3.6.

The Field Financial and Administrative Guidelines (FFAG) were brought to the country staff with several capacity building workshops in 2017 and 2018. This policy does establish and maintain an administrative management system which facilitates an effective and economic utilisation of resources available to HEKS/EPER. It fosters an optimal internal control system promoting good corporate governance.

HEKS/EPER has zero tolerance’ against any misuse of power with policies and code of conducts addressing explicitly discrimination and bullying/mobbing, sexual harassment and exploitation, corruption, child protection, violation of national and international legislation. Additionally, progress has been made in integrating PSEAH in our policies and governance structure. The whistleblowing reporting system proved to be effective in several cases allowing HEKS/EPER to take adequate measures to fight fraud and to deal...
with misuse of power (see chapter …). A PSEA case which has also been presented as a positive learning exercise at an SDC event helped test and refine further our system and most importantly created a better awareness about the issue. HEKS/EPER wants to further improve in applying its corporate standards and policies on accountability, transparency and good governance and PSEA (see also chapter 3.5) to oppose any misuse of power and to promote effective work. Therefore, the organisation has applied for full membership at the Core Humanitarian Standards (CHS) Alliance.

Striving for innovation has gained momentum in 2017 and continued being important in the reporting period of 2018. Several managers and staff of the organisation attended workshops about innovation and with other ACT alliance member organizations, thinktanks, start-ups, tech and other private sector companies to discuss together how new technologies such as distributed ledger technology (e.g. blockchain), new communication tools and other approaches, technologies and global trends which can or must play a role in international cooperation and for HEKS/EPER. HEKS/EPER has developed a business plan for an impact investment entity that can support and enhance the impact of the organisation’s income and employment activities. Primary consideration is that projects with a ‘business model’, meaning financial sustainability primarily, should be financed with loans instead of grants. It is planned the supervisory board will decided about this new and innovative venture in 2019. Additionally, HEKS/EPER has trained a number of field and HQ personnel in ‘Inclusive business model’.

Supporting systems: HEKS/EPER has launched in 2017 a cloud-based file and communication platform using Microsoft Sharepoint Online. This proofed to be very effective in 2018 as all country offices of HEKS/EPER have now access and editing rights to the same files as the staffs at HQ. Especially during proposal development and reporting processes staff appreciate the simultaneous work on the same documents. Also 87% of the projects did use HEKS/EPER digital data collection and analysis IT tool in 2018 (more in chapter 3.6) of Visible Solutions (introduced in 2017).

Management perspectives 2019 and beyond

A central topic of effective management is the targeted use of HEKS/EPER funds. This is not only about low administrative costs, but also about the concrete progress or impact of projects on society, the economy and politics for the benefit of the marginalized and the poor. To this end HEKS/EPER is looking specifically for partnerships with other organisations, civil society, the authorities and the private sector. Because HEKS/EPER projects should initiate systemic positive changes beyond the duration and region of the project. Already in the HIP 2017-2020, HEKS/EPER outlined how to strive towards more organisational decentralisation and also internationalisation with more capacities and decision power in the countries (hub strategy). In 2018, ID management team worked on scenarios how decentralisation may be realized. HEKS/EPER commits itself to focus on less topics, less programmes/projects and less partners implementing the same or higher volume in order to sharpen HEKS/EPER’s profile and increase added value as well as effectivity, increased visibility and impact. This discussion has been integrated in the strategy process also relevant for HEKS/EPER’s application for SDC’s programme contribution under the new NGO Policy 2021-2024.

In the sense of a ‘room of manoeuvre’ to establish the next HIP, it shall aim at …

- **Shortening of path between decision-making and field**, reviewing the role and responsibilities of ID HHQ and of country offices. Aim: working towards more efficiency, further decentralisation, more flexibility and agility, increased motivation.
- **Reduction of structural costs**, e.g. ‘reasonable’ ratio HEKS/EPER Office-volume and programme work / impact, ratio ID HHQ vs. total ID volume. Aim: to be coherent and relevant in a region / country / programme and to establish a structure which can be financed even without additional mandates.
- **Focus on less topics, less programmes/projects, less partners with the same or higher volume.** Aim: sharpening of HEKS/EPER profile and increase added value as well as effectivity, increased visibility and impact.
- **Continue** to work in Development Cooperation, Humanitarian Aid and Church Cooperation, and rethink / restructure interlinkages and keep HRBA and systemic perspective as pillars of our strategy.
A brief analysis on challenges and opportunities of decentralization and focus done by HHQ staff did reveal that a major strategic change has to be done with care. More analysis and a clear plan towards a renewed HEKS/EPER international department will be done in 2019.

### Opportunities decentralization

- More thematic expertise in the countries.
- Higher efficiency: pooling resources (programmatic & overhead, etc.). Costs/staff at HHQ does not rise.
- Today’s DO-CD setup is a bottleneck – more inclusive communication TA – more international teams (e.g. M&E team with staff in countries)
- More innovation based on local experiences. Include local knowledge for programming - profit from local networks and knowledge.
- Efficient processes, context familiarity and local expertise. More financial and programmatic competences in the field.
- Way to re-think the whole DC approach of HEKS/EPER leaving business as usual track.
- HEKS/EPER becomes more attractive as an employer for country managers and thematic experts, if decision power is decentralized as well.
- Less topics: We’ll be more recognizable, easier for COM/FUND, advocacy, acquisition in Switzerland and in the countries itself.
- Easier financial controlling with less, but bigger programmes/projects.
- Adjusting focus on financial realities is also a long-term opportunity.
- More funding opportunities in the countries itself
- Chance to define with HEKS/EPER Switzerland joint overall goals.
- More country-country communication – building ‘regional teams’.
- Evidence & Effectiveness & Learning4Steering based on more local analysis / including country knowledge for overall strategy.

### Challenges decentralization

- How to stay thematically flexible with changing needs or donor request, if less strategic topics?
- Is local competence really accessible for HEKS/EPER?
- How to keep in touch with HHQ realities and challenges (donors etc.).
- Does focus on 1-2 DC objectives hinder LRRD?
- Challenging to acquire grant money while undergoing adaptation (risk of underfinancing over 2-3 years) as donors do not know where we go.
- If we move consequently from services to facilitation -> are donors really willing to finance this – many like hardware.
- Is decision-making based on thematic and competence or sheer financial prospects? And how will staff react on this supporting change process?
- Corruption (pressure on office staff, internal fraud, etc.)
- How to find qualified staff for countries?
- HEKS/EPER programmatic and organizational identity and coherence – link CO-HHQ – lack of coherence and compliance.
- Change management and organizational reorganization is always challenging active and passive resistance, loosing scope, unknown increasing costs, efficiency, team spirit with declining moral, project delays, resources/tools not adapted, loss of employees, less quality, confusion about objectives/new hierarchy/new processes.

### 3.2 Finances

HEKS/EPER’s overall expenditure in 2018 amounted to CHF 75 million (CHF 83 million in 2017). For activities in the international division including humanitarian aid, HEKS/EPER spent – full cost accounting – CHF 36.7 million (CHF 42.4 million in 2017). Total ‘DC South’ project costs amounted to CHF 16.6 million, while ‘DC East’ project costs totalled CHF 4.1 million – both without SDC mandates. In 2018, SDC contributed in total 35% of the costs of DC South and East. The total contribution of SDC amounted to CHF 7.7 million which also includes CHF 0.5 million for the humanitarian Aid. For HA HEKS/EPER spent 9.5 M and in CC 3.6 M

In 13 countries, the yearly expenses 2018 were above 1 M CHF (14 in 2016, 15 in 2017). Since 2013, the ratio of large vs small DC projects in country programmes has improved gradually, from less than 30% projects with a volume of more than CHF 100’000 in 2012/2013 to 47% in 2018. 83% (2017: 77%; 2016: 69%) or more than CHF 17.4 M of the DC overall volume was implemented through projects with a yearly project amount above CHF 100’000. In 2018, 17 (2017: 22) projects invested more than CHF 250’000; 7 more than 400’000.

The overall ratio between HHQ costs and total portfolio volume is 14.5% (2017: 14%)

In development cooperation, the trend towards lower donations continued. As a result, HEKS/EPER ID had to cut project expenditure sharply last year, with the first measure taken already in the frame of a budget revision in the 1st quarter 2018. Even though the expenses did stick to this revised budget, the income generate was still lower than expected and HEKS/EPER had to further use its existing provisions, this to a level in development cooperation which do not allow to further rely on them. For this reason, the budget for 2019 provides for a very cautious pace in project expenditure and savings measures had been taken at headquarters.

### Change of the accounting system

Last year, full cost accounting was introduced for the first time. This means, each project receives a share of the project support costs at HQ and at country level. In a further step, the remaining costs such as
infrastructure, service, finance, human resources are allocated proportionately to the projects. The most common key for distribution is volume. The financial table below is based on this new cost accounting. The comparison with previous years is not meaningful, which is why it was dispensed. The figures are also no longer directly comparable with HEKS/EPER’s external financial report, which follows the cost distribution logic in the ZEWO financial report.

Full cost accounting has many advantages for the financial monitoring of individual projects, as it takes into account all costs incurred. Timely control is essential for management, especially in these rather difficult times. Last year HEKS/EPER also simplified and automated many IT processes.

Closing of the HEKS/EPER International Programme 2018 net and gross expenses, including SDC contribution.
### Humanitarian aid South

<table>
<thead>
<tr>
<th>Country</th>
<th>2018</th>
<th>2017</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>231'177</td>
<td>273'734</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Iraq</td>
<td>926'457</td>
<td>1'424'210</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Lebanon</td>
<td>632'545</td>
<td>891'084</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>India</td>
<td>417'101</td>
<td>716'466</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Middle East general</td>
<td>39'140</td>
<td>88'138</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Syria</td>
<td>523'656</td>
<td>800'413</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>270'964</td>
<td>443'055</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>DRC</td>
<td>417'560</td>
<td>528'946</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>258'540</td>
<td>398'486</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Pakistan</td>
<td>99'920</td>
<td>132'319</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>South Sudan</td>
<td>1'738'913</td>
<td>2'143'901</td>
<td>500'000</td>
<td>23%</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>170'000</td>
<td>170'000</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Haiti</td>
<td>195'245</td>
<td>401'054</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Honduras</td>
<td>200'000</td>
<td>200'000</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total programme</td>
<td>6'287'270</td>
<td>8'866'679</td>
<td>500'000</td>
<td>6%</td>
</tr>
<tr>
<td>Total management</td>
<td>2'579'409</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total HA South</td>
<td>8'866'679</td>
<td>8'866'679</td>
<td>500'000</td>
<td>6%</td>
</tr>
<tr>
<td>SDC contribution*</td>
<td>500'000</td>
<td>500'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SDC contribution in %</td>
<td>5.64</td>
<td>5.64</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SDC Mandates HH South</td>
<td>62'139</td>
<td>141'309</td>
<td>115'000</td>
<td></td>
</tr>
</tbody>
</table>

### Humanitarian aid East

<table>
<thead>
<tr>
<th>Country</th>
<th>2018</th>
<th>2017</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>255'088</td>
<td>380'690</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Ukraine</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Serbia</td>
<td>162'981</td>
<td>231'498</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total programme</td>
<td>418'069</td>
<td>612'188</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total management</td>
<td>194'119</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total HA East</td>
<td>612'188</td>
<td>612'188</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>SDC contribution*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SDC contribution in %</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Church cooperation

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2017</th>
<th>Change</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>CC Europe regional</td>
<td>100'272</td>
<td>134'782</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>211'799</td>
<td>298'818</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Hungary</td>
<td>316'112</td>
<td>436'864</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Italy</td>
<td>46'695</td>
<td>65'563</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Lebanon / Asia regional</td>
<td>129'775</td>
<td>167'346</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Romania</td>
<td>430'007</td>
<td>611'200</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Serbia</td>
<td>604'269</td>
<td>838'276</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Slovakia</td>
<td>41'198</td>
<td>56'352</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Syria</td>
<td>264'500</td>
<td>362'592</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Ukraine</td>
<td>435'000</td>
<td>589'772</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total programme</td>
<td>2'575'627</td>
<td>3'561'565</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total management</td>
<td>985'938</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total CC</td>
<td>3'561'565</td>
<td>3'561'565</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>SDC contribution*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SDC contribution in %</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Other global projects

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>557'496</td>
<td>557'496</td>
<td>-</td>
</tr>
</tbody>
</table>
HIP Annual Report 2018 – Swiss Church Aid

### Overview costs HEKS/EPER international programme

<table>
<thead>
<tr>
<th>Category</th>
<th>DC &amp; HA overall (without SDC mandates)</th>
<th>HIP overall: DC &amp; HA &amp; CC (including mandates)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total programme DC</strong></td>
<td>17'980'827</td>
<td>29'631'614</td>
</tr>
<tr>
<td></td>
<td>20'739'490</td>
<td>36'689'778</td>
</tr>
<tr>
<td></td>
<td>7'742'000</td>
<td>7'742'000</td>
</tr>
<tr>
<td><strong>Total programme DC &amp; HA</strong></td>
<td>27'829'289</td>
<td>36'689'778</td>
</tr>
<tr>
<td></td>
<td>34'337'418</td>
<td>36'689'778</td>
</tr>
<tr>
<td></td>
<td>7'742'000</td>
<td>7'742'000</td>
</tr>
<tr>
<td><strong>Total costs DC &amp; HA</strong></td>
<td>34'337'418</td>
<td>36'689'778</td>
</tr>
<tr>
<td></td>
<td>7'742'000</td>
<td>7'742'000</td>
</tr>
<tr>
<td><strong>SDC contribution</strong>*</td>
<td>7'742'000</td>
<td>7'742'000</td>
</tr>
<tr>
<td><strong>SDC contribution in %</strong></td>
<td>22.55</td>
<td>22.55</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3.3 Grant Acquisition and institutional fundraising

Since 2016, HEKS/EPER ID pursues an acquisition strategy that seeks to achieve a greater diversification of its funding portfolio through the acquisition of grants and contracts from bi- and multilateral donors. 2018 saw an intensification of acquisition-related activities at HHQ as well as at country level, not only but also due to increased financial pressure linked to the decline of private funds and fewer humanitarian emergencies. HEKS/EPER notably increased its efforts to present its work to new international donors through targeted engagement and more effective communication as well as proactive participation in donor coordination mechanisms at country-level. HEKS/EPER also gained significant experience in handling donor application processes through hands-on training and actual proposal submissions to a variety of donors.

A major setback for institutional fundraising was the European Commission’s decision to exclude all Swiss NGOs from accessing ECHO as of January 2019. The decision came as a surprise after HEKS/EPER’s application to obtain a Framework Partnership Agreement (FPA) had been pending in the final approval stage for almost one year. Strategies are currently being explored to mitigate the impact of this decision on our plans to expand our humanitarian portfolio to hard-to-reach places.

The total income from grants amounted to CHF 9.8 M in 2018.

### Grants for Development Cooperation

In 2018, HEKS/EPER managed 10 active development cooperation grants across 8 countries (see figure 23), signed 2 new contracts for an innovative market systems development project with DANIDA in Georgia and for a climate adaptation project with UNDP in Bangladesh.

Out of 30 submitted proposals, HEKS/EPER won 3, which constitutes a win rate of 10%. While there are reasons to explain this outcome (notably authorizing real-time submissions for learning purposes but without serious prospects of winning), this result is not satisfying, especially compared to the excellent win rate of 30% in 2017. Over the coming years, HEKS/EPER aims to stabilize its win rate at 20% through a more reasonable balance of quality and quantity of submissions. A dozen proposals are still pending from 2018 at the time of writing this report, out of which two have passed the first round of selection and are in full proposal development phase at the time of writing this report.

### Grants for Humanitarian Aid

In 2018, HEKS/EPER managed 11 grants in humanitarian aid, responding to emergencies in 10 countries. 11 were contracts with Swiss Solidarity. In addition, HEKS/EPER received a contribution from SDC to work on the nexus of aid and development in Haiti, with a focus on food security and nutrition.
### HEKS/EPER active grants 2018 – development cooperation

<table>
<thead>
<tr>
<th>Project</th>
<th>Country</th>
<th>2018: total spending</th>
<th>HEKS/EPER co-financing</th>
<th>Partner</th>
<th>Donor</th>
<th>Duration from – to</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDC grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>918.034</td>
<td>Georgia</td>
<td>646’750</td>
<td>0</td>
<td>HEKS/EPER direct implementation</td>
<td>SDC East Cooperation</td>
<td>01.12.2015-30.11.2018</td>
</tr>
<tr>
<td>942.383</td>
<td>Romania</td>
<td>1’564’301</td>
<td>947’406</td>
<td>FAER, Diakonia Romania</td>
<td>SDC East Cooperation</td>
<td>01.02.2015-31.12.2018</td>
</tr>
<tr>
<td>830.390</td>
<td>Haiti</td>
<td>141’309</td>
<td>110’240</td>
<td>CASC</td>
<td>SDC Humanitarian Aid</td>
<td>01.07.2018-30.06.2020</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2’993’082</strong></td>
<td><strong>1’478’368</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMS grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>842.398</td>
<td>Colombia</td>
<td>261’585</td>
<td>70’628</td>
<td>Direct implementation</td>
<td>FDFA/AMS</td>
<td>15.09.2017-14.09.2019</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>261’585</strong></td>
<td><strong>70’628</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants in cooperation with other NGOs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>756.342</td>
<td>Niger</td>
<td>215’578</td>
<td>0</td>
<td>Helvetas PHRASEA</td>
<td>Helvetas</td>
<td>01.04.2017-31.03.2022</td>
</tr>
<tr>
<td>926.330</td>
<td>Kosovo</td>
<td>355’996</td>
<td>304’126</td>
<td>Terre des Hommes, VoRAE</td>
<td>VoRAE</td>
<td>01.01.2016-31.12.2018</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>571’574</strong></td>
<td><strong>304’126</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants by other donors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>918.036</td>
<td>Georgia</td>
<td>307’737</td>
<td>152’975</td>
<td>ELKANA, ANKA, PAKKA</td>
<td>DANIDA</td>
<td>01.01.2018-01.07.2023</td>
</tr>
<tr>
<td>918.046</td>
<td>Georgia</td>
<td>599’235</td>
<td>321’097</td>
<td>HEKS/EPER Romania, ELKANA</td>
<td>European Commission</td>
<td>01.12.2016-30.11.2018</td>
</tr>
<tr>
<td>610.417</td>
<td>Bangladesh</td>
<td>72’312</td>
<td>4’977</td>
<td>BSDO, IRV</td>
<td>UNDP Bangladesh</td>
<td>15.08.2017-14.08.2018</td>
</tr>
<tr>
<td><strong>Total grants (CHF)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4’805’525</strong></td>
<td><strong>2’332’171</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In DC in 2018, HEKS/EPER managed 10 active grants with a total contract value of roughly CHF 4.8 M., contributing a total of 2.3 M in co-financing.
### HEKS/EPER active grants 2018 – humanitarian aid

<table>
<thead>
<tr>
<th>Project</th>
<th>Country</th>
<th>2018: total spending</th>
<th>HEKS/EPER co-financing</th>
<th>Partner</th>
<th>Donor</th>
<th>Duration from – to</th>
</tr>
</thead>
<tbody>
<tr>
<td>640 . 326</td>
<td>Iraq</td>
<td>122'135</td>
<td>31'748</td>
<td>REACH</td>
<td>SwS (funds refugee)</td>
<td>01.08.2018- 02.02.2019</td>
</tr>
<tr>
<td>660 . 331</td>
<td>Lebanon</td>
<td>644'355</td>
<td>312'355</td>
<td>Najdeh</td>
<td>SwS</td>
<td>01.01.2018- 31.12.2018</td>
</tr>
<tr>
<td>672 . 003</td>
<td>Syria (East Ghouta)</td>
<td>299'143</td>
<td>114'991</td>
<td>GOPA</td>
<td>SwS</td>
<td>01.04.2018- 30.06.2018</td>
</tr>
<tr>
<td>672. 006</td>
<td>Syria (West Ghouta &amp; Dara’a)</td>
<td>103'909</td>
<td>98'038</td>
<td>GOPA</td>
<td>SwS</td>
<td>01.09.2018- 30.11.2018</td>
</tr>
<tr>
<td>610 . 422</td>
<td>Bangladesh</td>
<td>259'208</td>
<td>66'428</td>
<td>Christian Aid</td>
<td>SwS</td>
<td>01.06.2018- 30.11.2018</td>
</tr>
<tr>
<td>630 . 368</td>
<td>India</td>
<td>692'732</td>
<td>492'733</td>
<td>CASA</td>
<td>SwS (India18)</td>
<td>01.10.2018- 31.01.2019</td>
</tr>
<tr>
<td>774.786 . 367.002</td>
<td>Uganda</td>
<td>726'969</td>
<td>268'183</td>
<td>Acord</td>
<td>SwS (Fund Famine Africa)</td>
<td>01.05.2017- 31.01.2019</td>
</tr>
<tr>
<td>774 . 369</td>
<td>South Sudan</td>
<td>878'616</td>
<td>446'507</td>
<td>Acord</td>
<td>SwS (Fund Famine Africa)</td>
<td>01.07.2017- 30.06.2018</td>
</tr>
<tr>
<td>636 . 355</td>
<td>Indonesia</td>
<td>443'055</td>
<td>222'571</td>
<td>ACT</td>
<td>SwS (Earthquake Indonesia)</td>
<td>01.10.2018- 28.02.2109</td>
</tr>
<tr>
<td>706 . 391</td>
<td>Ethiopia</td>
<td>398'486</td>
<td>350'016</td>
<td>GPDI</td>
<td>SwS</td>
<td>01.07.2017- 30.06.2018</td>
</tr>
<tr>
<td>830 . 388</td>
<td>Haiti</td>
<td>445'061</td>
<td>228'576</td>
<td>Self-implementation</td>
<td>SwS (Fund Hurricane Matthew)</td>
<td>01.01.2018- 31.03.2019</td>
</tr>
</tbody>
</table>

**Total grants (CHF)**

<table>
<thead>
<tr>
<th>Total grants (CHF)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5'013'669</td>
<td>2'632'146</td>
</tr>
</tbody>
</table>

In HA in 2018, HEKS/EPER managed 11 grants with a total contract value of roughly CHF 5 M., contributing a total of 2.63 M in co-financing.

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### Learning from grant acquisition and management and outlook 2019

HEKS/EPER considers grants an important opportunity for organisational learning and development. While HEKS/EPER strives to diversify its funding portfolio and increase the volume of country programmes through an increase in grants, it pursues opportunities in a strategic way to ensure all acquired grants contribute to the fulfilment of the objectives set out in the HIP 2017–2020. As such, grants are a means to achieve greater programme impact and reach, and greater organisational capacity and effectiveness by aligning to often more rigorous reporting and evaluation requirements.

Some key learnings and consequences for 2019 are:

- **Donor engagement**: HEKS/EPER’s chances of acquiring new grants depend to a large extent on the quality of our relationship with a given donor. Donors appreciate regular, transparent and thematically competent communication, and are more likely to entrust funding to HEKS/EPER if they are aware of our strengths and capacities.
Perspectives: Professional, pro-active donor engagement will remain a priority issue to further strengthen relationships and improve grant acquisition.

- **Donor requirements and compliance:** The increasingly diverse donor base brings with it an increasing complexity regarding grant management and reporting practices, as well as financial (accounting, audits), legal and overall compliance issues.
  
  Perspectives: It will be critical to train staff (notably DOs and Controlling) on donor grant management practices, ensure adequate institutional support for acquisition-related legal and compliance issues, and continue to adapt structures and processes to make donor reporting more efficient.

- **Average grant size:** In 2018, the average grant size was XXX. This is an improvement compared to 2017. However, to bring down the relative costs of grant application and management, the average size per grant still needs to increase.
  
  Perspectives: HEKS/EPER continue to apply a more selective approach to grant acquisition, aiming at larger volumes. Small grants may still be pursued if they are a strategic investment, either because they particularly advance our mission, fund a niche area (incl. innovation) or constitute an entry point to build a donor relationship.

- **HEKS/EPER added value and implementation approach:** A positive trend is the increasing flexibility to adapt our implementation mode to the context in question. In addition to working with partners (our traditional way of doing business), HEKS/EPER also explores direct implementation of projects. Especially in humanitarian settings direct implementation is often considered the better fit, as it allows for a better control of resources and ensures compliance with high implementation standards and tight timelines.
  
  Perspectives: Especially in development cooperation, mixed approaches (direct implementation, working alongside other INGOs and implementing through local partners) should be further encouraged and explored.

- **Thematic expertise:** In 2018, thematic advisors have been highly involved in almost all proposal development processes. This shows that the outlines process has been put into practice. This is important because developing a proposal for international donors requires high levels of excellence in HEKS/EPER’s core thematic areas, such as market systems, access to land or conflict transformation. Channelling our existing in-house expertise towards the acquisition of grants and – subsequently – allocating sufficient backstopping capacity to relevant project implementation ensures high quality programmes and projects, which in turn is key for donor retention (not to mention the impact itself).
  
  Perspectives: Continuing to build up decentralized thematic expertise remains of importance. Also, familiarizing thematic advisors with donor requirements, language and concepts should also be a point of concern in 2019/20.

- **Strategic partnerships:** The trend of donors preferring to fund consortia of organisations who jointly implement large-scale projects or programmes persists.
  
  Perspectives: HEKS/EPER will continue to increase its efforts to build partnerships with organisations of complementary strategic value, such as other members of ACT Alliance, but also research institutions and the private sector.

- **Proposal quality:** While HEKS/EPER has significantly increased the quantity of submissions to donors, proposal quality has not been consistent throughout the organisation.
  
  Perspectives: To increase HEKS/EPER’s internal capacity to develop winning proposals for bi- and multilateral donors, a webinar will be held on the topic, accessible to all staff. In addition, external consultants with relevant donor experience will be brought in if the need is identified at opportunity review stage.

- **Resources:** In view of the increased number of submissions, the acquisition team lacked adequate capacity during peak periods to be able to provide adequate guidance and quality assurance.
  
  Perspectives: As part of the restructuring process, the availability and allocation of HEKS/EPER acquisition resources should be re-evaluated and improved.
3.4 Corporate governance - PSEAH

HEKS/EPER has got a Corporate Governance/PSEAH policy laid down in its FFAG (Field Financial and Administration Guidelines) and annexed code of conducts as well as regulations – the policy includes complaint mechanism, controlling standards and HEKS/EPER does report and learn on it. More info on management see chapter 3.1.

In this Chapter we report on HEKS/EPER endeavour in applying its policy with focus on PSEAH already in the reporting structure according to the contract 2019/2020 with SDC …

<table>
<thead>
<tr>
<th>Outcome 2</th>
<th>Indicator: Standards and functioning compliance mechanisms exist. Type and effectiveness of collaborations between institutional partners in the field of PSEA.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2.1</td>
<td>Active participation and constructive inputs in a joint learning process on PSEA organized by SDC</td>
</tr>
<tr>
<td>Output 2.2</td>
<td>Code of Conduct with zero tolerance valid for HEKS/EPER and all its contractual partners elaborated and introduced into the contracts with all its partner organisations.</td>
</tr>
<tr>
<td>Output 2.3</td>
<td>Availability of didactic material (Good Governance toolbox, recommendation checklists) Workshops for inclusion of PSEA with focus of target group protection (complaint mechanisms, mainstreaming in project work)</td>
</tr>
</tbody>
</table>

Outcome 2: Standards and functioning compliance mechanism exist

The new FFAG introduced in 2017 are a binding policy for HEKS/EPER in dealing with its staff, partners and suppliers. It contains clear regulations for its work in the countries outlining how to ensure good corporate governance covering the topics of corruption and misuse/abuse of power with the associated complaint mechanisms and how to put the policy into practice. HEKS/EPER’s code of conduct papers for staff, partners and contractors emphasise ‘zero tolerance’ against any misuse of power addressing explicitly discrimination and bullying/mobbing, sexual harassment and exploitation (PSEAH), corruption, child protection, violation of national and international legislation. HEKS/EPER has laid down its principles in a Transparency Code, which is annually evaluated.

A whistleblowing reporting system has been set up and in each priority country an anti-corruption/PSEAH officer has been appointed. This officer’s main task is to build up capacity in the country office and within the partner organisations to implement the HEKS/EPER good governance policy.

In these internal whistle blower centres, employees, partners and beneficiaries can address their complaints. These are investigated within a professional framework and, if the suspicion is confirmed, consistently sanctioned. In this way, two major cases of abuse within partner organisations in Bangladesh and Cambodia came to light in 2018. (See output 2.1.)

Outcome 2: Type and effectiveness of collaborations between institutional partners in PSEA

As laid out in outcome 2.1 HEKS/EPER provided inputs in a joint learning process on PSEA organized by its ‘institutional partner’ SDC.

Furthermore, HEKS/EPER became a CHS Alliance member … With the CHS Alliance membership HEKS/EPER commits itself to further strengthen its processes, systems and corporate culture when it comes to effectivity, transparency and mutual accountability.

CHS Alliance is a network of more than 240 members (NGOs, donors, alliances) committed to improving development work and humanitarian aid through the application of a set of 9 standards (see picture below) committed to improve quality, accountability and people management of development work and humanitarian assistance. It aims to strengthen the position of the people and communities in the projects and addresses power imbalances in project work. HEKS/EPER ID strongly believes that we owe the people and communities in the countries we work in professionalism and good quality.
HEKS/EPER is sure to benefit from a broad learning community with leading international NGOs and donors\(^2\). Several donors are also requesting compliance with CHS. Swiss Solidarity (GK) will require from their partners to be member of CHS to be eligible for program funding in the future. Several staff members of HEKS/EPER have experience with the former HAP standards. The principles of participation, proactive information sharing, and feedback mechanism have been incorporated in the HEKS/EPER PCM as well as the FFAG manuals. Additionally, the country offices in Bangladesh, Cambodia and India have already conducted self-assessments to learn more about its compliance and accountability performance. This experience will be used to guide the process of self-assessment under CHS.

CHS Alliance is not dictating specific tools. It promotes the [Core Humanitarian Standard on quality and accountability](#) (see above) and provides therefore a verification scheme allowing CHS members such as HEKS/EPER to check its own approaches, policies, processes and tools to ensure the effectiveness and quality of actions, participation & ownership of people, conflict sensitivity implemented, PCM or MEL tools, complaint mechanisms etc.

With becoming a member of CHS HEKS/EPER commits to …

- Undertake a self-assessment against the CHS standards within two years to build and strengthen our capacity on mutual accountability.
- Provide annual feedback on how HEKS/EPER uses and learns from CHS.
- Have a staff code of conduct and complaint mechanisms that includes prohibition of sexual exploitation and abuse by staff (FFAG).
- Having a quality & accountability framework in place within two years (PCM).

Therefore, a guided self-assessment process with at least 4 projects in 2 countries is needed. Also, we want to improve as an organization in regard to mutual accountability, institutional governance, PSEA, Anti-corruption, etc. The next steps are …

- Till June 2019, we will build-up a CoP CHS elaborating a plan on how to proceed to fulfil the commitments and to capitalize on our experience and to mainstream all endeavours towards better policies and its active implementation at HQ, CO and PO level.
- In October 2019, we launch the self-assessment process with at least 4 projects in 2 countries doing so in 2020. Also, we want to improve our capacities peer reviews, independent verification and even certification, if desired.

**Output 2.1: Active participation and constructive inputs in a joint learning process on PSEA organized by SDC**

HEKS/EPER took actively part and provided inputs in a joint learning process on PSEA organized by SDC.

In the last meeting, the example from Bangladesh concerning a HEKS/EPER partner organisation was shared in an SDC meeting on PSEA, introduced by the consultant Luise Ammerschuber (cf. above).

In Bangladesh whistle blowers denounced the director of a partner organization for sexual abuse. Furthermore, financial corruption in various forms was detected. In collaboration with an external expert HEKS/EPER investigated the case, consulting a local lawyer with experience in sexual abuse cases. HEKS/EPER decided not to prosecute the director because the victim did not want her name to become public and was afraid of further social stigmatisation. Whistle blower protection was of great importance. HEKS/EPER informed the other donor organisations and local authorities as well as important bodies such as the SDC of the termination of cooperation with this organisation. Documentation on the case has been done in detail, enabling to understand the background, the steps taken and decision making as well as to get an

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\(^{2}\) Save, Care, Oxfam are part of the initiative. ACT Alliance is a network member. Individual ACT members are also with CHS, e.g. Christian Aid, Church of Sweden, Danish Church Aid, Finn Church Aid, LWF and, Norwegian Church Aid.
overview of the proof available. Lessons learnt and further recommendations have been formulated and discussed.

In Cambodia, another case of abuse was detected. Staff of a HEKS/EPER partner organisation had used purchases intended for the beneficiaries for its own purposes. In addition, the signatures of suppliers and beneficiaries had been forged and acquaintances and friends had been given preferential treatment when selling seeds. After intensive examination of the allegations HEKS/EPER terminated its cooperation with the organisation.

Both incidents were communicated pro-actively internally and externally towards donors, public media, other NGOs and in networks (media release, article in the HEKS/EPER donor magazine ‘handeln’.

Output 2.2: Code of Conduct with zero tolerance valid for HEKS/EPER and all its contractual partners elaborated and introduced into the contracts with all its partner organisations.

HEKS/EPER is a member of the CHS Alliance, ACT Alliance and Transparency International, and acts according to the Code of Conduct for Contractual Partners of the FDFA. HEKS/EPER also exchanges with Bread for all and partners on these issues and is part of the KoGe working group on Good Governance. HEKS/EPER has a Gender Justice Policy, which is currently being updated, and the Human Rights-Based Approach underpins the entire programme.

The FFAG policy provides details regulations, standards and agreement templates to which contracted staff and organizations have to comply to, the list of HEKS/EPER’s Standards & mechanisms below highlight key documents...

- **HEKS/EPER Code of Conduct**
  - Reglement gegen Diskriminierung, Belästigungen und Mobbing (Handbuch)

- **ACT Code of Conduct**

- **FFAG (Field Financial and Administration Guidelines)**

- **Staff regulations**

- **Partner Agreement**

- **Supplier Code of Conduct**

- **IFRC Code of Conduct**
Output 2.3: Workshops for inclusion of PSEA with focus of target group protection (complaint mechanisms, mainstreaming in project work)

After an immense investment in 2017 introducing the FFAG policy for each country office and HQ staff with capacity building workshops, in 2018 HEKS/EPER placed emphasis on the consolidation of good governance policies to avoid/mitigate misuse of power in the countries and the further dissemination of our good governance guidelines to the partner organisations.

HEKS/EPER continued in 2018 to sensitize and professionalize its country staff with additional learning events in Cambodia, Bangladesh, Israel/Palestine and for the partners in Eastern Europe. By doing so, HEKS/EPER is promoting a culture in which abuses are not tabooed but are made a subject of discussion and prevention. Prevention of sexual abuse, exploitation and harassment is part of this sensitization. In 2019 the focus for capacity building in applying HEKS/EPER’s good governance policy will be on staff and partners implementing humanitarian aid projects.

Output 2.3: Availability of didactic material (Good Governance toolbox, recommendation checklists)

Didactic material is being provided and procedures being discussed in the workshops over the past years but is also accessible to all staff online on intranet and for partners at the country offices.

3.5 Monitoring, evaluation, learning (MEL)

Since 2014, HEKS/EPER has consistently been striving for setting up a comprehensive approach to MEL that facilitates global performance assessment and enables evidence-based steering decisions. The main building blocks for a global MEL approach got set till 2017 with adapted PCM guidelines, a sound monitoring system for projects and programmes including digitalised key indicators, evaluation policy, impact assessments, etc. The necessary capacity building to the staff and partners involved were provide with country workshops and online courses. In 2018, focus lay on consolidating these achievements, professionalize its implementation, promoting ownership and a learning culture on all levels: project, country programme, globally and also per thematic priorities.

HEKS/EPER aims to progress according to the set theory of change and the objectives of the HIP, the country programmes and the projects as well as to create the best possible impact with its interventions. And as outlined in chapter 3.1, HEKS/EPER wants to increase its relevance and effectiveness meeting the needs of people and communities. Therefore, projects and programmes shall not only plan interventions based on sound analysis and evidence (evidence-based programming), but while implementing it is key to remain...
flexible and permanently observe, analyse, learn and adapt strategy and activities to the changing fragile context. Therefore, MEL processes assure that HEKS/EPER systematically reviews the interventions logic and results doing a sound performance assessment providing also info to fulfill the HIP principle Learning4Steering. L4S means to have a system in place to grasp promising practices, failures, risks, opportunities, enabling or disabling factors of success etc. to allow innovation, adaptive management of a project, but also to share learnings with other stakeholders in and around the project (including beneficiaries), with HEKS/EPER staff and project teams all over the world as well as with many other partners, donors and networks.

These information, analysis and decisions are documented in annual project, programme, HIP and thematic reports, evaluation and impact assessment reports, trainings’ and knowledge sharing events’ minutes, etc.; and of course, in HEKS/EPER’s digital data collection and analysis tool.

The theory of change of all institutional investments towards MEL and PCM, as indicated in the figure below, is that improving the global MEL system and the ‘evidence base’ will gradually, and partly indirectly lead to improved global performance assessment and increased project and programme quality. Implemented activities (blue boxes in figure 24) to reach these objectives include mainly: to commission impact evaluations in collaboration with local and international research institutes (e.g. INTRAC and Swisspeace); to put in place a standard set of digitalized HKI (DC, HA, CC) with external technical support (e.g. VisibleSolutions, INTRAC and Nadel); to keep up-to-date PCM guidelines and M&E concepts partly involving external support (e.g. INTRAC); and to conduct PCM trainings in-country and to provide technical M&E help-desk services at all institutional levels.

The general objective of improved global performance assessment has been achieved partly, meaning that most upstream objectives have been achieved partially (e.g. improved evidence base, better global MEL system, and professional use of PCM guidelines). However, there is scope for improvement. For instance, the system needs to define more clearly how HIP reporting is supposed to combine findings from all our institutionalized data collection channels, including MSC, standard evaluations, impact evaluations, digital key indicators, project/programme monitoring reports, and patterns and other insights from global learning spaces.

**Three levels of performance assessment …**

HEKS/EPER MEL unit is responsible to enable a high-quality implementation of the whole project/programme cycle management (PCM). To assess and document performance HEKS/EPER is working on three levels …

1) **Monitoring:** HEKS/EPER applies a global approach building on the quantitative data and qualitative information on project level, aggregating them on country and global level. HEKS/EPER follows up the defined Theory of Change, the outcomes/outputs and well-defined observation field according to the set targets described/ measured by indicators. It analyses results and progress at least once a year and defines steering decisions.

Highlight in 2018 was the ‘going life’ of HEKS/EPER digital data collection and analysis tool grasping primary data with beneficiary interviews for all DC projects of country programmes. Again – in November and December 2018 –, 15 country offices and its respective desks were trained on how to collect, analyse and document data of the 28 HEKS/EPER key indicators. More than 200 emails with questions/feedback from countries were answered and many feedbacks processed for further improvements of the system. 37 new users of partner organisation and HEKS/EPER offices registered, in November/December 2018, alone. HEKS/EPER aimed that by the end of 2018, ¾ of its global portfolio is integrated into the new global performance system and 60% collect primary digital data. Figures 2018 show, 87% of the project transmitted a digital performance report and 75% collected primary data at beneficiary level. MEL unit targets got clearly topped. Using the digital data system for analysis was partly successful on country office level and for thematic analysis of the thematic advisory team (see chapter 1), but on desk management level and on project level the MEL unit has to further promote the advantages of the digital HKI system.

2) **Evaluations:** Usually external independent consultants assess the entire programme or project cycle mostly at its end reviewing and measuring achievements, and judges the overall progress ideally including approaches, factors, structural set-ups providing recommendations for next phases and insights to be shared on national or global level. Judgement and recommendations are based on specific criteria, e.g. relevance, effectiveness, efficiency, sustainability, impact.

**Example: Evaluation MOLI 2011-2018 – M4P project in Georgia**

Evaluation shows effectiveness of M4P approach to economically boost the livestock sector with smal-scale farmers profiting.

In 2018, a project for the development of rural communities in Georgia was evaluated, financed by the Swiss Agency for Development and Cooperation (SDC) and implemented by HEKS/EPER from 2011 to 2018. The aim of the project was to improve the livelihoods of small and medium-sized livestock farms in the Kacheti region by improving access to the market, increasing milk and meat production and developing a market system that enables livestock farms to sell higher quality products that meet EU standards at better prices. HEKS/EPER followed a systemic approach: a total of 73 service enterprises were supported, with which the livestock farmers cooperate: Village mills, dairies and slaughterhouses, but also veterinary pharmacies and agricultural advisory services.

The study, carried out by the Agricultural Research Centre of the Tbilisi University of Economics and Business, revealed that the cooperation between the two institutions is very limited: The dairy and meat industries are now flourishing in the Kacheti region. By improving the production conditions of feed mills, dairies and slaughterhouses and intensifying the cooperation of livestock farms with veterinary surgeons and pharmacies, it was possible to improve the nutrition and health of the animals, increase milk and meat production and increase the income of livestock families by 190 percent. These families now benefit from more affordable services and profitable sales opportunities. In addition, they are now networked in a national dairy industry association and can better represent their interests to the authorities. A total of around 39’300 livestock farmers improved their livelihoods.
In 2018, 18 evaluations were executed for DC projects; 2 for HA projects (see also Annex B). A meta-analysis on quality of the evaluations methods and reports was launched and its results will be analysed in 2019. First data show that recommendations and evidence of these evaluations have been well taken up in the project planning of the next phase documented in the project proposals. And standard evaluation practice has improved to some extent (better TOR, introduction of inception report, more management responses – 10% in 2016, 36% in 2017, 37% in 2018 –), but the improvement does not reflect a critical mass of evaluations yet. Moreover, management responses and their capitalization need to be further promoted on the part of line management.

3) Impact assessments: HEKS/EPER adheres to the OECD-DAC definition of impact which considers impact to be ‘the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended’. Consequently, any impact assessment (IA) should not only describe or measure the progress and changes that have been observed but should also identify the role of the project or programme in producing these changes. This is often referred to as causal attribution, causal contribution, or causal inference.

Four Impact assessments were running in 2018. A capex on impact assessment revealed how to improve the IA designs and how to design IAs to be able to transfer insights from one to other contexts.

### Impact assessments (baseline / endl ine)

<table>
<thead>
<tr>
<th>Country / working section / design</th>
<th>Thematic focus</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senegal / DC / theory-based with contribution analysis and process tracing</td>
<td>Access to land</td>
<td>Monitoring is ongoing, as per plan; endline assessment of second phase to take place during the first semester of 2019; this endline report is expected by November 2019 at the latest.</td>
</tr>
<tr>
<td>Palestine/Israel / DC / mixed approach of counterfactual theory based and network analysis</td>
<td>Right to return, including access to land and strengthening civil society</td>
<td>Design stage and baseline report completed in 2017. Final impact study and report follow in 2021</td>
</tr>
</tbody>
</table>

### 3.5.1 Knowledge sharing and capacity building

HEKS/EPER strives to be a learning organisation promoting individual and team capacity, skills through trainings, incorporating external expertise, space for reflection and analysis, sharing knowledge and promising practices. Knowledge sharing shall enhance the learning4steering principle of the HIP and the PCM to increase flexibility, relevance and effectiveness. It enables meaningful target-oriented planning and adequate implementation of our programmes and projects with people and communities we are working with benefitting in the long-term. KS provides ideas and tools for learning, facilitation and networking.

In the countries, capacity building touches topics such as the FFAG, building resilience, disaster response plan, conflict-sensitivity, human rights-based approach, conflict transformation or inclusive market.

### Adaptive management – learning 4 steering (L4S)

Nevertheless, HEKS/EPER has to be self-critical and check, if HQ, the country offices and the implementing units and partner organisations have really this mindset and the capacity or knowledge to use MEL to act flexible and if so, if the administrative burdens, management set-ups or financial constraints are not suffocating innovation and adoptions. Do we really have time and resources for reflective spaces to analyse progress, exchange on promising practices and screen for innovative approaches? And HEKS/EPER has to analyse, what set-up is most promising for effective implementation – e.g. through a PIU, a partner organisation or a strategic alliance. Also, while striving for effectiveness and adequate ratios between
programmatic and management costs and therefore despite the tendency towards increasing financial volumes of project and country programme, internal learnings show HEKS/EPER must give smaller innovative projects a chance as they might be trendsetter for future promising programmes and strategies.

Reports and analysis show, some implementing partners still tend to focus on activities instead of following a goal-oriented evidence-based strategy. There is the risk that the respective context is only analysed in the beginning of programme or project phase while writing the proposal and establishing the logframe. Especially in times of insecurity there is a tendency to apply a ‘wait’n’see approach’. And also, during phases of stability having established good relations to duty-bearers you might get ‘lazy’ not screening the context and you might get caught by changes. But, to discern and react to volatile economic, social and political situations is vital for reaching long-term goals. Furthermore, screening and analysing context is not only a method to react on challenges of a changing context but should be a tool to spot windows of opportunities.

Perspectives of MEL

The original ‘M&E strategy’ was designed to renew the PCM system including necessary templates and tools as well as a key indicator system with a simple digital data tool. PCM, HKI for DC are considered to be established. Meanwhile, the strategy has been adapted by the M&E unit and the ID management and includes as key points: i) From M&E to MEL incorporating Knowledge Sharing in the unit; ii) innovation and leading M&E agency; iii) quality assurance (proposals, evaluations, reports, HKI, etc.); iv) enlarged HKI system with performance assessment and longitudinal tracking. This has its effects on the staff pool. As HEKS/EPER wants to be a front-runner in Switzerland regarding MEL creating ownership within HEKS/EPER to apply MEL and its tools (HKI system) and to create credibility with the NGO community and towards donors (especially SDC) enough human resources are needed. The MEL unit would stand for the full programme/project cycle with knowledge sharing as an inclusive part of it. Therefore, the team set-up may be adapted towards a decentralized global MEL unit with a small team at HHQ and 3-4 MEL hubs in the countries covering several programmes providing MEL advisory services backing up projects/programmes – e.g. helpdesk project planning (logframe, m&e plan, etc.), evaluation (ToRs, IR, etc.), digital data helpdesk.

Challenges & opportunities of MEL in a focus – decentralization scenario

What are opportunities & challenges when working towards clear decentralization, more facilitation than services, being a ‘focussed organization’ with structural adaption at HHQ and in the field as stated in the HIP 2017-2020 and also in the management analysis in 2018? See box below …

<table>
<thead>
<tr>
<th>Opportunities MEL</th>
<th>Challenges MEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>- More potential to consider, use, produce external and internal evidence.</td>
<td>- MEL HQ rather controlling than enabling L4S?</td>
</tr>
<tr>
<td>- Less HKIs, but more capacity to use and learn.</td>
<td>- Accountability vs. L4S?</td>
</tr>
<tr>
<td>- Gap between DO, MEL, TA could be closed.</td>
<td>- HKIs may need re-allocation to different objectives, some may be cut, new ones needed -&gt; resources!</td>
</tr>
<tr>
<td>- More South-South learning within thematic units between the countries.</td>
<td>- Different MEL skills/structures needed (more local competences – capacity building by HHQ – MEL with thematic competence)</td>
</tr>
<tr>
<td>- MEL would acquire more thematic expertise.</td>
<td>- Do we have enough MEL resources in new structures?</td>
</tr>
<tr>
<td>- Easier cooperation with selected research institutes.</td>
<td></td>
</tr>
</tbody>
</table>
3.5.2 Regional thematic meetings

Key learning milestones in 2018 were the 4 thematic meetings, held in Berlin (Germany) on inclusive business, in Entebbe (Uganda) on conflict transformation, in Cape Town (South Africa) on collective land rights and on social inclusion Eastern Europe (Serbia). Overall, 50 staff members and external guest participated to learn from each other in order to do even more effective work – for the benefit of people and communities in the projects, but also for an effective use of the donations. The core topics were selected upon the insights of the ID Forum 2017 and the analysis made elaborating the annual report 2017.

**Thematic meeting ‘access to land’ – South Africa**

HEKS/EPER put an approach based on territory, landscape, social identity and ecosystem in the focus of this learning event and community protocols and links to national and international frameworks enable securing and/or access land and adding value to it with sustainable production and creating market opportunities. Secured access to territories and restoring and sustaining ecosystem services ensures human well-being in the sense of secured access to land, water and other resources, sufficient nutritious food, social cohesion, participation, peaceful co-existence between different user groups and locally adapted economic development opportunities. Convinced that access to land is not only about land mobilisation and land titling, HEKS/EPER supports the development of inclusive land governance models and sustainable land use practices. There is a clear understanding that these models should focus on a territorial working approach, which emphasizes the role of ecosystems and their potential to contribute to the food and livelihood security of local communities as well as their resilience towards the impacts of climate change. Also, collective land governance is not new to HEKS/EPER in its work as it is part of the strategy to secure and use land in Brazil, Colombia, Senegal, Niger, Ethiopia, Zimbabwe, Palestine/Israel, India and Cambodia.

To focus on the Commons and strong local communities and customary institutions means …

- Local people and communities are placed in the centre for decision-making on the governance and use of land and resources within territories / ecosystems.
- The notion of the Commons can contribute to thinking on territorial development challenges, by focusing on the multiple and complex rules and regulations implemented by the actors managing resources.
- Importance of recognizing the scope of local institutions especially customary institutions established for managing the Commons such as land, water, biodiversity combined with their extensive traditional knowledge, their values, identity and thus their recognition as custodians of ecosystems.

Explicit link to overarching legal frameworks to systematically use the legal power either on national and/or on international level. Important frameworks on international level to establish legal recognition of a sustainable use and management of land and resources are inter alia …

- the Convention on Biological Diversity CBD) and its Nagoya Protocol,
- the UN Declaration on the Rights of Peasants and Other People Working in Rural Areas (see evolution 2018 in Chapter 1.1.1),
- the ILO Convention 169,
- the FAO Tenure Guidelines.
Community Protocols as one tool to promote and secure collective land tenure practices generated by communities to set out how external actors must engage with them ...

- Tell the community’s story and articulate community relationships between land, natural resources, knowledge, cultures.
- Give information on territories and resources and set out rights under customary, national and international law.
- Call on stakeholders to respect customary laws relating to actions on territories and to take positive actions where requested – such as providing information. Interface tools between external actors and the community are needed.
- Are internationally accepted as legal tool under the Nagoya Protocol of the Convention on Biological Diversity

HEKS/EPER conveyed to strive towards institutional and practical measures to promote access to land as listed below ...

Institutional level
- Refine and clarify vision and develop a position paper on HEKS/EPER’s approach related to access to land and territories.
- Share the vision / position paper with all parties involved and invest in building-up a common understanding across the different country contexts.
- Get commitment from all relevant countries to implement a territorial / ecosystem-based approach and work on the further development of a substantial project portfolio.
- Document good practices and flagship processes and use these practices and competences to develop “specific products” that can be used for acquisition purposes.
- Strategically engage in linkages to relevant network and alliances and establish and strengthen the relationship.

Practical level
- Legitimate local practices, local governance and heritage systems on a project level through the application of participatory documentations processes, e.g. BCPs, mapping processes, seasonal calendars, GIAHS, etc.
- Analyse and enhance on a community / project level community approaches which have been neglected in the past and actively look for emerging patterns, practices that are only applied by a few (look for positive deviance)
- Actively look on a programme / project level for collaboration with academia, research institutions to improve evidence base
- On a programme / project level engage in broadening the network to like-minded organisations / actors
- Set up a Community of Practice to further develop the linkages between A2L, ecosystem services and climate change adaptation
- Design the next phase of HEKS/EPER’s institutional A2L project taking into consideration the outcomes of the A2L workshop in South Africa
- For acquisition new narrative may be interesting – e.g. other end goals (Climate change, livelihood etc).
Thematic meeting on conflict transformation and diapraxis - Uganda

Based on the learning of the IDF 2017 and the annual reports 2017 as well as the ongoing work of the HEKS/EPER CoP on conflict transformation HEKS/EPER staff working in DC and HA discussed on the basic theory of change on conflict transformation as well as tools of analysis and exposed the theory with practical CT projects in different countries. Added value of conflict sensitivity, diapraxis were confirmed as well as the importance to contribute to security and protection of civil society and its organizations.

The joint understanding of diapraxis has been confirmed meaning joint practical work instead of exchange limited to verbal conversation. It describes the work of developing mutual appreciation among people of different backgrounds, such as different identity groups who hold grievances against each other, by working together on common projects with a shared goal. Diapraxis is not only dialogue but transformation of shared reality by means of dialogue and action. Entry point to diapraxis is a good context analysis and a trustful relationship to the different groups HEKS/EPER wants – after preparing the process with care – to bring together. How much preparation is need depends on the level of grievances and fragmentation within the groups should be addressed first?

Recommendation on protection of civil society members, groups and organizations as well as to promote commitment of communities towards peace elaborated were …

- To promote successful development fighting shrinking space is inherent. Therefore, it is necessary to increase practises of HRBA and to raise awareness about adequate tools, strategies and enabling legal frameworks – awareness of people and communities, but also of duty-bearers, media and within HEKS/EPER and its partners.
- Link with and support national and international networking activities and promote more actively advocacy – including C4D as e.g. social media. Linking also CSOs laws and shrinking space.
- Stronger focus on business and human rights, accountability of large entrepreneurs in Switzerland.
- Decreasing the level of victimization, fighting negative narratives and emphasizing empathy.
Thematic meeting on inclusive business – Germany (Berlin)

Aim was to obtain a basic understanding of inclusive business and to identify HEKS/EPER future strategy as well as to analyse projects where market approaches are already reality. HEKS/EPER met with several social entrepreneurs: Berlin Organics, Africrops, Coffee Circle, exchanged with TRUVALU on impact investment mechanisms and had the workshop facilitated by ENDEVA.

Economic development projects and grants for many years mainly were implemented along 2 axes of intervention: Supporting people and communities to become «entrepreneurs» in the agricultural or other sectors; and creating employment opportunities. Both interventions have its limitations rooted in dependency on grant financing, lack of ownership and entrepreneurship, free-rider problem and no-exit scenarios.

Therefore HEKS/EPER wants to strive towards more inclusive business facilitation/implementation with 2 key objectives …

- Help individuals / communities to establish a financially viable business or to benefit from the activities of businesses (as producers, consumers, employees) – both with the goal to improve their livelihood.
- Achieve “recycling” of financial flows (thanks to returns on investments, aiming for capital preservation rather than profit maximization) to sustain HEKS/EPER’s grant business; and access to new donors (e.g. investment funds, foundations, high net worth individuals).

HEKS/EPER wants to move from a pure food security strategy to a clear market-oriented approach. This needs an in-depth understanding of the market environment and therefore, it is vital to foster the capacity of involved actors and establish reliable and lasting business links. Encouraging continuous innovation and adaptive management; proactively use windows of opportunities. This needs a long-term commitment of all involved actors.

HEKS/EPER got already inclusive market & business models

Examples of IB models (see picture right) are projects in Georgia, Romania and Niger. Many IBs working in developing countries face challenging market conditions. While some inclusive businesses have found innovative solutions of their own, market-wide constraints should be addressed in a systematic manner in order to enable and support companies working with the BoP.

Challenges for HEKS/EPER are:

- existing NGO projects are often not attractive for investments (not investment-ready)
- Existing HEKS/EPER and partner staff often do not have the necessary business competencies, skills, time and mindset
- Existing institutional instruments and processes are currently not designed to manage investments
- Navigating between HEKS/EPER non-profit and business-oriented approach and image, especially vis-à-vis beneficiaries or investees.
Perspectives are …

- Co-investment in existing impact investment funds / ventures such as the Truvalu group
- Own investments in specific companies / organisations as direct impact investor: e.g. current investment collaboration with PAKKA, different investment / co-investments within ongoing and new MSD projects
- Decreasing HEKS/EPER microfinance commitment (capital: about 4 million CHF available by 2021, currently about 1.3 million as loans with partners)
- Step-by-step development of additional ideas / business models for the achievement of the set goals: e.g. development of a M+E business case, inclusion of ideas developed by “HEKS/EPER domestic division”.
- Legal and financial clarification for the establishment of a separate legal entity and defining the necessary steps to set-up this entity.

Expected benefits of IB

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<thead>
<tr>
<th>Benefits for the Poor</th>
<th>Benefits for companies</th>
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<tr>
<td>Meeting basic needs</td>
<td>Develop new markets</td>
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<tr>
<td>Improving productivity</td>
<td>Strengthen supply chains</td>
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<td>Increasing incomes</td>
<td>Create innovations</td>
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<td>Gaining voice</td>
<td>Long-term growth potential</td>
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Thematic meeting ‘Social inclusion Eastern Europe’ – Serbia

For our programme on Roma Inclusion we had a workshop together with all involved partners (Hungary, Serbia, Kosovo, Romania) this year. The different projects have established different successful models for social inclusion. The next step is to institutionalize the successful projects in the whole region and move from providing support for individual students to more increased inclusiveness of the institution (educative system). From Roma Inclusion to social inclusion (even if Roma remain the most excluded groups) but we now framed it broader to mitigate some of the risks for conflict. We are currently working on a working paper on social inclusion together with Bangladesh staff. Challenges: Advanced institutionalization of programs causes issues for the partner organizations, so they have to rethink their role. We need more service providers and advocacy. Importance of Roma leaderships and role models (many of these programs are not let by Roma yet).
3.6 Alliances and networks

Since HEKS/EPER often works with community-based organisations and local partners and is itself a rather small player – also when implementing directly – the integration of its activities into thematic or advocacy/lobbying networks is of crucial importance. HEKS/EPER strives to bring communities, partner organisations and other stakeholders into contact with each other. HEKS/EPER’s endeavours to openly search for and cultivate cooperation, partnerships, dialogue and networking contributes to a more effective and efficient achievement of its set objectives. Through networking, HEKS/EPER is committed to expanding knowledge and expertise for the benefit of its own international cooperation work, to lobby for the interests of the people and communities we work with.

HEKS/EPER is therefore strategically affiliated with specific coalitions and cooperation partners. In this section, the most significant national and international networks that HEKS/EPER belongs to are described. In addition, HEKS/EPER is a member of many national and multinational networks relating to specific priority countries.

Major networks/specialist groups HHQ participates in. At country level, COs engage in additional networks.

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<th>Networks</th>
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<td><strong>ACT Alliance</strong></td>
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<td><strong>Alliance Sud</strong></td>
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<td><strong>Swiss NGO Platform</strong></td>
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<td><strong>Global Network for the Right to Food and Nutrition</strong></td>
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<td><strong>Swiss NGO DRR Platform</strong></td>
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<td><strong>SDC networks</strong></td>
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<td><strong>CHS Alliance</strong></td>
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<td><strong>Conflict Sensitivity Community Hub</strong></td>
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<td><strong>Swiss Forum on Rural Advisory Services</strong></td>
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<td><strong>Aguasan</strong></td>
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<td><strong>Swiss Water Partnership</strong></td>
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<td><strong>KOFF / Swisspeace</strong></td>
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<td><strong>Bread for All cooperation alliance</strong></td>
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<td><strong>FAO NGO Working Group</strong></td>
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<td><strong>Beam Exchange</strong></td>
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<td><strong>Max Havelaar Foundation</strong></td>
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<td><strong>Intrac M&amp;E network</strong></td>
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<td><strong>Klima-Allianz</strong></td>
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<td><strong>SEVAL</strong></td>
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4  Emerging patterns of HEKS/EPER’s international cooperation

At HEKS/EPER’s headquarters, the 2018 annual country reports from DC country offices, humanitarian aid projects and church cooperation as well as the results of various MEL tools such as evaluations, monitoring and analysis with the HEKS/EPER digital key indicators or field visit reports and ‘most significant change’ interviews were shared and analysed by HHQ ID staff. As in previous years, emerging patterns of HEKS/EPER’s various interventions – either opportunities or challenges – most relevant to HEKS/EPER to act successfully according to its ToCs have been identified and are documented in this chapter, adding up to the patterns of previous years which are still relevant.

Analysed patterns will be included by HEKS/EPER ID in project and programme steering decisions and strategy adaptations at project, country and HHQ level – new guidelines, projects or initiatives and alliance may emerge. HEKS/EPER systematically addresses these identified issues to make significant contributions to improving equality and prosperity among people and communities HEKS/EPER is working with. Capacity building measures and learning events such as the ID Forums in 2017 and again in 2019 or in the regional thematic meetings 2018 as well as additional workshops, partner meetings, DO and CO/CD meetings play a relevant role to further develop and adapt management, content and networks. 2018 saw 4 regional thematic meetings with HHQ management and thematic advisors as well as country staff exchanging in-depth the topics ‘access to land’, ‘inclusive markets & business’, ‘conflict transformation’ and ‘Whole of Syria perspectives’, with learning being part of these patterns. And of course, identified challenges and opportunities will be part of the reflections for the strategy process 2021-2014.

Patterns from 2011 to 2018

Identified patterns from previous years proved to be landmarks for new developments within HEKS/EPER, refining its profile and actions. Figure 27 shows the ‘major pattern lines’ since 2011. most relevant emerging patterns which may hamper or foster the implementation and the sustainability of projects and programmes, depending on how well HEKS/EPER deals with these challenges and opportunities.

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<td>Taking into account the many dimensions of ‘access to land’ – land rights, use, commons, innovative approaches, …</td>
<td>Networks / partnerships /alliances for effectiveness, security, systemic change, advocacy</td>
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At knowledge-sharing workshops during the reporting process, HEKS/EPER identified recurring patterns affecting negatively or enabling positively its work. The figure shows the most important patterns and the years when they were analysed in depth.

In 2018, the HHQ team identified or re-identified again key patterns emerging from and around HEKS/EPER’s international cooperation activities. Below is a compilation on opportunities and challenges and how HEKS/EPER dealt and deals with the most relevant recurring patterns.
4.1 Access to land

As in previous years, the topic of access to land remains of key importance for HEKS/EPER’s work that combines various aspects: local and international governance, conflict transformation issues, economic and social empowerment and inclusion, the fulfilment of the right to food, etc. HEKS/EPER will continue to refine its profile with regards to access to land and further expand its thematic competence and experience.

2018: Common/collective land governance and the UN declaration on Peasants’ Rights

In 2018, the opportunity on working in the domain of collective / common land governance emerged which enable and secure access to land – see details in Chapter 1.1.1. Linking collective land governance with national and international frameworks is one of the success factors as the rights-based approach is even in fragile contexts with conflicts to fight repression and imbalanced power relations with the rural communities under pressure. Therefore, the adoption of the UN Declaration on the Rights of Peasants and Other People Working in Rural Areas, in December 2018, is a huge opportunity. The UNDROP includes the right to land, including collective land rights, the right to water, to seeds, to agroecological forms of production, based on an intact environment or the right to determine one’s own economic goals and nutritional patterns. The Declaration outlines States’ responsibilities to respect, protect and fulfil the rights of peasants and other people working in the rural area, who historically have been discriminated. The Declaration encompasses all the important rights of HEKS/EPER’s core constituencies to overcome systematic discrimination. Therefore, HEKS/EPER will continue to enhance the implementation of the UNDROP in future. HEKS/EPER will support peasants around the globe to meaningfully claim and enjoy their rights. Switzerland has advocated for the adoption of the UNDROP during the negotiations and, with its approval in New York, sent a clear and praiseworthy signal.

It must be the aim of HEKS/EPER to support the civil society and their organizations to have control over their resources (land, knowhow, seeds, water). To strengthen local governance is helpful for A2L – e.g. conflict mitigation procedures. A2L is therefore strongly linked to other objectives of the HIP such as inclusion and peace as well as the political and policy dialogue.

Bringing customary laws promoting collective land governance and state laws together may foster inclusiveness and gender equality especially in countries where women have no or less access to individual land titles. Overcoming fragmentation of communities (social cohesion) remains an entry point for successful collective land governance which helps to obtain, protect, manage communal lands. Collective land governance strengthens the bargaining power of the people and often also protects the land from a sell-out by individuals in economic need or under pressure by big landowners or enterprises.

A dialogue or even cooperation with authorities in a shrinking space is always challenging, but necessary when there is lack of political will to implement and improve legal frame-work and is accompanied by a discourse of economy vs equality as access to land is usually a very sensitive issue that causes repression and conflict, because land means economic, cultural and political power. Promising examples of this: In Palestine, the right of access to cultural heritage has extended the freedom of movement of people. In Brazil, the UN declaration on the rights of peasants to land, culture, traditions, and indigenous or traditional communities in Latin America and Africa HEKS/EPER works with local NGOs, networks and movements, rooted in and/or representing these excluded groups. HEKS/EPER want to move from integration (bring target group in system) to inclusion (systemic change for all) and include economic empowerment. This needs dialogue with duty-bearers and the mainstream society. But which cooperation (if at all) with states, attacking human rights is possible and where are the red lines? How to ensure that a cooperation with authorities do not become part of the problem?

4.2 Towards inclusion enabling sustainable development

The topic of inclusion has been and continues to be at the core of HEKS/EPER’s commitments. All our endeavours are aimed at ensuring equal rights, equal opportunities, active participation and dignity of people and communities excluded based on their identities. Social inclusion encompasses access to basic services (education, health, etc.), land and resources, labour and markets, social and cultural spaces as well as inclusive and participatory governance structures. Striving towards social inclusion of discriminated minority groups such as Roma, Dalit, Adivasi, migrants, persons with disabilities, children and elderly people and indigenous or traditional communities in Latin America and Africa HEKS/EPER works with local NGOs, networks and movements, rooted in and/or representing these excluded groups. HEKS/EPER want to move from integration (bring target group in system) to inclusion (systemic change for all) and include economic empowerment. This needs dialogue with duty-bearers and the mainstream society. But which cooperation (if at all) with states, attacking human rights is possible and where are the red lines? How to ensure that a cooperation with authorities do not become part of the problem?
2018: Diappraxis and addressing duty-bearer as promising approaches to strive for inclusion

HEKS/EPER encounters more fragile contexts and increased inequality – therefore, to strive for inclusion focus must also be on conflict sensitivity, social inclusion, resilience, gender and HRBA. Differing social identity inherit often stereotypes leading to discrimination and conflicts; therefore, it is necessary to change narratives for real inclusion – e.g. to work on anti-gypsyism (Serbia/Kosovo) to enable social & economic inclusion. HEKS/EPER wants to screen and grasp opportunities of changing spaces (e.g. Ethiopia, Zimbabwe, Bangladesh). Economic interests of duty-bearers are often key for exclusion of marginalized but at the same time an opportunity for peace and inclusion: e.g. Bangladesh, Cambodia, Brazil, Honduras or Zimbabwe, but also in Eastern Europe with the Roma programme in Romania, Serbia, Kosovo. The HEKS/EPER diappraxis approach is very promising (see also results 2018 in Chapter 1.1.3). Also, HEKS/EPER has to check for risks & chances of costumery systems for inclusion, certainly in the domain of inclusiveness and gender equality. A chance to enable inclusion are global frameworks such as the SDCs and key actors like the Worldbank with its policies, and the effectiveness discourse.

Inclusion in Bangladesh

Advocacy for the rights of Dalit and Adibashi

In the current program phase 2017-2020, HEKS/EPER strengthens the social inclusion of Dalit and plain land ethnic minority living in the Northwest of Bangladesh in the wider light of the human rights-based approach.

Due to intense advocacy efforts for rights of Dalits and Adibashi on national level, HEKS/EPER and its partners have successfully reached major milestones in 2018: Together with partner organisations an All-Party Parliamentary Group (APPG) on plainland Adibashi and Dalit rights has been formed with the aim to further sensitize policy makers and a national civil society platform has been established, to raise collective voice in favour of Dalits and Adibashi and to promote their rights. As a result of previous advocacy initiatives, social inclusion of Dalit and Adibashi has gained weight on the national agenda and the Government of Bangladesh started to budget more funds for social inclusion initiatives. However, despite these positive achievements, the tense security situation for minorities, the shrinking space of Dalit and Adibashi organisation and the ongoing exclusion of minorities remain key challenges in Bangladesh.


4.3 Systemic perspective

Achieving systemic change has become an overarching principle of HEKS/EPER's programmes and projects with the new HIP 2017–2020. HEKS/EPER seeks to foster transformations in the structure or dynamics of a system that lead to a positive change for a larger number of people. HRBA and the HIP objectives inclusive market as well as the dialogue between duty-bearers and rights-holders and social inclusion/good governance are very much linked to the systemic perspective. This is very visible in the HEKS/EPER programmes for inclusion (Roma in Eastern Europe or Adivasi/Dalit in Bangladesh).

2018: Promoting systemic inclusion – advocacy as well as access to rights and services

Globally, 47'000 marginalized benefitted thanks to HEKS/EPER’s programmes from improved access to public services. In 4 countries of Eastern Europe nearly 10'000 individuals got access to basic services. In Kosovo, Serbia, Romania 800 Roma upgraded housing, 7800 children and youth benefitted from improved education services and 1950 did profit from job schemes. In Moldova homecare provided access assistance for almost 2000 elderly and sick. HEKS/EPER must differentiate on how to use the indicator access to basic services and allocating it not only to the HIP objective ‘basic services’, but more to describe endeavours towards HIP objectives on inclusion, governance and systemic changes as well institutional reforms, which may result in access to services as ’evidence’ for successful negotiations between rights-holders and duty-bearers or for a better inclusion of marginalized communities and individuals. Focus must not lay in providing services by HEKS/EPER or its partners substituting Government, but on facilitating access with duty-bearers made accountable and them providing and financing education, infrastructure, health, social assistance, etc. Giving incentives with initial financing or to co-financed projects/services (duty-bearers, community members, private sector and/or INGOs) for a clearly limited time. Promising examples are home care or Roma inclusion services with substantial contributions of local municipalities towards such endeavours.
In more stable countries advocacy and concrete project work have enabled economic or political systems to change positively. Successful institutionalizations were possible with an improved education system for marginalized children in Kosovo, Roma settlement policy in Serbia or the financial participation of municipalities in Romania. Also, in Niger, the national law and policy of the ‘code rural’ is an institutionalized base for facilitating the co-existence and prosperity of transhumant cattle owners and seditarian farmers.

In fragile and humanitarian contexts, supporting disadvantaged communities for more rights and better living conditions is more difficult. When establishing relations with the authorities or business representatives, HEKS/EPER and its partners must maintain their independence and not orient their cooperation too unilaterally. Because established relationships can be quickly destroyed by personnel changes as it happened in Brazil and Kosovo when the Governments changed. But Kosovo is a good example on how broad dialogue involving many stakeholders created ownership not only within the existing ruling Government, but also within key players of economy, administration, civil society and former opposition party members. The mapped institutionalization of a school reform, the HEKS/EPER partners was advocating for since years, wasn’t stopped, but passed legislation.

Many promising practices contain a multi-stakeholder approach creating ownership amongst various actors. To achieve this, donor and partner organisation coordination to convene on joint strategies and actions are paramount. Clever advocacy based on local and international experience addressing with the adequate form the relevant groups and opinion leaders help facilitating dialogue between duty-bearers and rights-holders. Multi-level advocacy on local, national, international level promotes systemic change (e.g. Kosovo, Brazil, Palestine, Bangladesh). Networking within NGOs and communities to get its key actors on the same page for joint action is also relevant.

In contexts such as Romania, Kosovo, Serbia HEKS/EPER managed to install co-financing of projects with authorities and individuals contributing to project costs. In the long-term promising practices shall reach a broad public, which is either benefitting or supporting such important initiatives. Only, if an initiative or projects is self-sustainable, replicated and institutionalized positively, it can be rated as a success. Working systemically and striving for institutionalization doesn’t mean to work only with State authorities, but with many relevant stakeholders.

To promote systemic change, an iNGO has to understand the local values, incentives and obstacles. Robust systems must be identified, and the decision on how to approach stakeholders and which system will be favoured and fostered is key to initiate progress and not doing harm. Context and stakeholder analysis as foreseen in the PCM are paramount for success.

### 4.4 Inclusive market & inclusive business enhancing prosperity and inclusion

In the past, HEKS/EPER has mostly understood and implemented its projects in a ‘traditional sense’ – meaning engaging with the local civil society through classic local partner organizations, typically supporting the people in a combination of soft skills (trainings, coaching, etc.) and provision of inputs and/or infrastructure. For a couple of years now, HEKS/EPER promotes a more systemic market-oriented approach that emphasises income generation and market demand striving to promote inclusive business and markets models. This necessitates an understanding of all market stakeholders in the project, their issues and interests, and the long-term solution should provide a win-win situation for all involved. To improve a system without creating new dependencies, HEKS/EPER and its implementing partners take up the role of a facilitator. Instead of classic trainings by NGOs, the NGO supports public and private sector partners to work differently, for the benefit of the people of our concern. MSD strengthens the accountability of rural families and communities, upgrades the value chain structure to benefit producers and consumers, and therefore contributes to a strengthening of income-generating conditions for farming families. Genuine participation, in the sense that the process of intervention planning and action is led by market actors – and therefore that they feel a strong sense of ownership over it – is essential to ensuring that the transformations persist.

**2018: consolidating the inclusive market approach**

HEKS/EPER projects and programmes promote a market systems development approach that strengthens the voice of families and local communities, upgrades the value chain structure for the benefit of producers and/or consumers, and therefore contributes to a strengthening of income-generating conditions for rural families and communities. Pursuing systemic changes in market development involves developing a vision for a more efficient, inclusive and equitable market system and working from several angles with critical market players to achieve this goal in a self-sustaining way. Since systemic challenges in a market system
involve many different actors, and solutions require coordinated action, it is in HEKS/EPER’s experience essential that all the relevant actors are involved in the process of developing an understanding of the entire system, identifying and addressing challenges and exploiting the opportunities.

HEKS/EPER strongly believes that adhering to a conflict sensitive approach, is key in order to create long-lasting results without creating conflicts touching these aspects …

- Introducing **business-approach** in small-scale agricultural production (mindset change among beneficiaries, partners and ourselves.
- Slow switch of HEKS/EPER to a system of **impact investment** with a separate legal entity as an opportunity to be a more pro-active actor in inclusive business.
- How to link **HRBA + business approach** and what is role + responsibilities of HEKS/EPER? Slowly switch to the system of Impact investment with a separate legal entity
- Lack of business expertise and need of mindset change are challenges for people and communities, partner organizations and HEKS/EPER staff to be able to get away from subsistence or simple value chains to a business approach.
- Resilience of people & sustainability of projects are long-term aims. But is the market working for the poor after HEKS/EPER left?
- Social cohesion is a challenge for effective collaboration to get better prices & policy change.
- Economic empowerment: Dealing with power imbalance, promoting inclusiveness.
- Increased facilitation role in many contexts (e.g. more market, less production).
- Challenge in M4P to document evidence (progress, impact) for target groups (SDG leaving no one behind).

**Inclusive business to create Income and employment for the marginalized and landless**

In future, HEKS/EPER will strive to adjust its project portfolio to include even more projects that focus from the onset on addressing systemic constraints and opportunities in the entire market system be it in agriculture-based markets or in non-agricultural based markets by looking for additional employment and income opportunities.

**Agroecological production and market access in DR Congo**

**Increased income thanks to better products and better market access**

The Rutshuru region in East Congo is marked by armed conflicts, lack of governance, political and economic crises. In this fragile context, farmers find it very hard to produce and sell agricultural goods. HEKS/EPER project of partner CEDERU aims to tackle the main reasons of rural communities having access to markets and not gaining income and therefore increase market knowledge, enabling to use effectively financial resources and access to credits, ameliorate storage conditions, interlink producers and actors along the value chains and raise the marketability of the products. Also, there is advocacy towards enabling laws, which would foster the local economy. Thanks to an integrative and efficient market system maize, cassava and manioc producers built up a sustainable agricultural production with higher yields and were able to increase income per household significantly thanks to better market access skills. The number of accompanied producers did more than double over the past years – with more than 50% women. The families were able thereby improve their nutrition and housing situation as well as school fees for their children.


Agriculture and small businesses form the basis for work and income in rural areas. Key aspects of this are good vocational training and people’s ability to run their businesses successfully and to survive on the open labour market. HEKS/EPER supports them in enhancing their employability or in setting up small businesses. But upgrading skills alone is often not enough. In a free market driven by profit maximization, the poorest and marginalized communities are the first to be excluded. The private sector too would only stand to gain from an inclusive market system: market participation by everyone boosts productivity and hence purchasing power and growth. HEKS/EPER therefore raises awareness on the part of authorities and business people regarding the added value offered by inclusive market systems and strives to persuade them to change market conditions such that the poorest are also included.
4.5 Networks and alliances to gain relevance and effectiveness

HEKS/EPER’s endeavours to cultivate cooperation, partnerships, dialogue and networking contribute to more effective and efficient achievement of its set objectives, aiming at relevance, upscaling and systemic change as well as protection and security. Through networking, HEKS/EPER is committed to expanding knowledge and expertise for the benefit of its own international cooperation work and lobbying for the interests of the people and communities it works with. An important step made was the strengthening of cooperation with the ACT Alliance over the last years.

2018 – the UN Peasants’ Rights are a huge opportunity to advocate for access to land & resources

A promising practice on long-term effectiveness of joint campaigning and advocacy is the UNDROP. In late 2018, the UN General Assembly in New York adopted a path-breaking Declaration on the protection of the rights of peasant families and other people working in rural areas. In concert with an alliance of civil society organizations, HEKS/EPER had championed the adoption of this Declaration and will now also be campaigning for its implementation. Rights on paper are one thing, their implementation in reality is another. The UNDROP is described as «soft law», in other words, it is not legally binding. The rights are therefore not directly actionable, but by adopting the Declaration, States have committed themselves to implementing it politically.

In its international project work HEKS/EPER therefore aims to raise awareness regarding the new Declaration and to support its partners in claiming these rights in their respective countries. Moreover, together with other Swiss civil society organizations, HEKS/EPER is keen to initiate dialogue with the Administration so as to work towards the systematic implementation of the UNDROP in and by Switzerland. Implementing UNDROP will also present challenges for Switzerland, for example when it comes to harmonizing Swiss agricultural or trade policy with the rights of smallholders, for instance under bilateral trade agreements or intellectual property legislation.

4.6 Rural urban interdependencies

The fast rate of urbanisation and rising migration to cities brings with it both risks and opportunities for migrants, communities and governments. HEKS/EPER identified that in its contexts, rural-urban migration leads to brain drain in rural areas, decreasing basic services, shrinking economic and social power and reducing prospects, especially for younger generations. Therefore, HEKS/EPER’s programmes have to be sensitive to the following topics: How to deal with projects where there are participants who ‘lose out’? How to work with highly ‘migratory’ communities (decreasing vs. managing migration)? In addition, HEKS/EPER decided to keep mainly to rural areas in the HIP 2017–2020, but of course took into account the linkages to local or national centres relevant for rural communities (markets, decision-making power, etc.).

4.7 Resilience building

Acknowledged as a key opportunity for people and communities to be able to withstand shocks and stresses, HEKS/EPER invested a significant amount of resources to mainstream resilience into its projects and programmes. This has resulted in meaningful progress at institutional level and encouraging initial results. Resilience has to be followed up with in this HIP phase.

2018: HEKS/EPER’s role as mediator and facilitator as the chance to increase resilience

HEKS/EPER combined in 2018 its knowledge on facilitation dialogue and access to land to promote a holistic CCA approach through enabling communities using their ecosystem traditionally, which often proves to be sustainable, producing low emissions and therefore binding CO₂ (e.g. in Brazil and also opportunities with pastoralist approach in Ethiopia). In Bangladesh HEKS/EPER has been recognized by the Bangladeshi Government to be eligible to hand in a concept not for the ‘Green Climate Fund’ tender to promote CCA. HEKS/EPER and its partners are interesting to the GFC not because of sheer climate competence but being close to marginalized communities and consequently being able to address the issue at level of most vulnerable.
Furthermore HEKS/EPER realized again, that humanitarian aid project may be an entry point for long-term resilience activities. It remains key to persuade also donors not only to invest in short-term emergency relief, but to engage for a change towards a development cooperation approach for long-term resilience of communities being able to mitigate, resist or even bounce back crises and catastrophes. In Haiti, SDC is now co-financing with humanitarian funds such a long-term resilience project of HEKS/EPER.

HEKS/EPER want to launch an internal CoP on resilience including acquisition to promote CCA and resilience throughout HEKS/EPER increasing capacities and also making CCA activities and components more visible to donors and partners.

HEKS/EPER wants to support rural communities to become more resilient towards environmental hazards and man-made conflicts, e.g. in Haiti with the CASC project combining a school nutritional project with parents contributions and building-up a seeds storage as a reserve in case of Hurricane damages.

4.8 How to facilitate dialogue – duty-bearers, rights-holders and HRBA

For HEKS/EPER programmes it is necessary to reach also duty-bearers as they are mostly the decision makers and can influence the development of a society or even a country (findings 2018 see also Chapter 1.1.3). HEKS/EPER, therefore, develops also projects with partners who have the ability to reach out to duty-bearers and to influence them. Of course, this is not always easy, especially in countries where the conflict is still ongoing or where the duty-bearers don’t feel responsible. Depending on the project country, various factors restrict the dialogue between disadvantaged communities and the ‘powerful’ from business, politics and society. Lack of will and prejudice can exist on both sides.

Local authorities or business representatives can be often easier be addressed, as they are confronted and linked with people and problems. While HEKS/EPER and its partners build good relationships with duty-bearers, they must pay attention to maintain independence. Another challenge exists in countries where positions in governments are personalized. After changes of power, established trust and cooperation can completely collapse if one has aligned oneself unilaterally.

We meet different settings with different challenges in reaching out to duty-bearers. As mentioned, in situations of ongoing conflicts, it is hardly possible for the weaker party to reach out to the duty-bearers of the stronger party, and often this is also a taboo in the own society. We should therefore pay attention to cross border partnerships where members of the stronger party can speak up on behalf of the weaker party. Or we reach out to the duty-bearers via international duty-bearers who pressure on decision makers to stick to international law. Nevertheless, members of the oppressed party should also hold their own representatives accountable to claim rights.

In fragile contexts, which means mostly a lack of government structures, it can be more efficient to reach out to local authorities and also to offer capacity building to local authorities. This can develop into
interactive platforms and participatory budgeting to ensure the accountability of the duty-bearers, especially on a local level. It is important to work transparent and professional to avoid the suspicion of corruption. If HEKS/EPER projects are working in close cooperation with duty-bearers, including payments, we must define clear red lines for institutional support to maintain our independence. We must be aware of different scenarios how relationships can develop and withdraw if transparency is not given. We must be conscious of our role in conflicts and political interference and discuss it openly with our local staff and partner organizations.

As mentioned above, in development countries political and personal changes often mean not only the loss of the contact person but also the loss of the contact to the duty-bearers as such. In such settings it is important to support the ownership of the local population to guarantee continuity on at the local level and to develop a unified approach of a broad range of stakeholders to avoid dependency on one level of authorities. For institutional cooperation it might be advisable to have a memorandum of understanding.

In general experience tells us that multi-level advocacy and the use of opinion leaders can convince other duty-bearers.

Reaching out for the rights-holders: how to overcome fragmentation and how to empower

Social cohesion and collective land rights

Access to land/resources & conflict transformation in Cambodia: Farmers secure their collective right to water

In Kampong Chnang, the collaboration with two local partners has brought solution to a long-lasting water conflict. A private company diverted water resources from a river which has provided water for personal consumption of local communities, their cattle as well as water for agriculture. The project has been successful to unify and empower the farming families to link up with local and provincial authorities and to jointly dialogue with the company leading to a signed contract guaranteeing access to water for the local communities.

Questions remain: Do we work with the people and communities we really want to work with – the most vulnerable or do we cooperate with the ‘capable’? E.g. if we got innovative, income-generating, sustainable farming approach – how do we deal with reluctant/resistant farmers as maybe in Georgia? Do we only work with those coping with our mindset? And how do we empower – are we forcing individuals to fast into cooperatives, unify activities in forums/unions as maybe in the Indian land forum which know internal problems. Or in Congo, where we want to foster cooperatives, but have people ownership to join or is it a donor-driven approach? On the other hand, the Palestine/Israel practise with the Open Forum is promising as it strengthens coherence, capacity, effectiveness.

HEKS/EPER has observed in various contexts that groups perceived as homogenous externally often have significantly divergent interests internally on many levels – for example, from village to village or also within villages themselves – on account of ethnicity, religion, history, economic or social status, individual attitudes or action strategies. The ‘social mistrust’ within communities and the lack of civic awareness are challenging. We are experiencing significant fragmentation within the rural communities of Honduras, for example. The tangible polarisation due to the overall political and economic context constitutes a significant obstacle to achieving the targeted objectives with the participating population. A specific example is the situation in...
Zacate Grande: out of 900 families, around 400 belong to the local organisation, the ADEPZA. This is campaigning for the entire community to obtain ownership of collective land titles. Around 300 families do not agree with this initiative. These are families who are favoured by the large landowners, receiving jobs and gifts. They recognise them as the legitimate owners and attempt to get by in everyday life. A further 200 families fluctuate between the two positions. Day-to-day tensions and conflicts between the members of these three groups are on the agenda and have a detrimental effect on all parties concerned. The apparent hopelessness of finding a general consensus and a strategy approved by everyone regarding the issue of land conflict makes it difficult or impossible to adhere to its originally determined objectives of resolving the land conflict. An increasingly large number of the members are becoming more and more militant and fail to understand the passive approach of the ADEPZA’s management committee. They are willing to defend their rights by taking up arms if necessary. The ADEPZA finds itself sandwiched between various positions and is in danger of being wiped out.

What HEKS/EPER has experienced in cooperation with its partners in Zacate Grande is repeating itself in different forms at many other locations in South Sudan, Zimbabwe, Cambodia, Lebanon/Syria, etc. This context presents major challenges for development cooperation. Of immediate importance in our view is promoting dialogue with all groups and supporting activities in which everyone can participate. Good context and conflict analyses as well as constant reflection are also required to identify the actors and their intentions and relations. HEKS/EPER must create trust through transparency in its own activities and react to misinterpretations.

Recommendations for HRBA and dialogue …

- It is important that HEKS/EPER monitors its own accountability as well as to monitor accountability of duty-bearers.
- Continue and foster exchange on challenges and successes of HRBA on practical level in CT Advisory Group and other exchange platforms.
- More efforts should be put in trust building between duty-bearers and rights-holders to bridge the mistrust gap.
- Religious leaders (churches, mosques among others) should be included as facilitators that can apply soft pressure to governments.
- When working with duty-bearers, it is of added value to identify those that are motivated and using their momentum to gain more on board.
- Through context analyses, we can identify key actors that would have influence then approaching them for possible collaborated efforts.
- There is a need to foster more peer to peer exchange within HEKS/EPER for the sake of exchanging on the different experiences and challenges that are faced in the field, that we may capitalize on the existing experiences.

4.9 A free strong civil society enables development

A free and strong civil society is the precondition for sustainable economic development. The work of HEKS/EPER will remain ineffective in the long run without the involvement and ownership of the population. In many HEKS/EPER project countries, however, political participation by civil society is severely restricted – not least of all owing to bad governance. Inefficient government structures and the absence legal certainty make it difficult to claim fundamental rights, and instead create a climate of distrust that renders cooperation between civil society and local authorities impossible and foments conflicts. To support the population in claiming their right to participate, HEKS/EPER encourages dialogue with the authorities. The latter are made aware of their duty to observe human rights and of the pivotal importance of legal certainty and vibrant democracy to economic development.

Insecurity, fragility, international cooperation under pressure

There is little evidence that the number of fragile or repressive states will reduce over the next half decade. Rather, it is the case that the pressure on resources will continue to increase, which in turn may result in further internal conflicts and these countries can barely provide the basic needs of its people, namely the poor. With HEKS/EPER operating in such contexts for many years now, it is of interest to understand how its projects still have a particular impact and if system change is feasible.
Criticism and cost pressure targeting international cooperation

Questions are constantly being raised about the utility and sustainability of development cooperation: can development projects actually improve the living conditions of people in need? And is there not some seepage of funds in aid agency administration or in corrupt governments? Politicians, media and donors are now more critical than ever. It is becoming increasingly important for relief agencies to report transparently on their work. For many years HEKS/EPER has been systematically reviewing the outcomes of its projects, relying inter alia, on sound scientific methods, and has been continuously optimizing its work – not just in terms of quality, but also of efficiency. The cost pressure is indeed considerable and the donations market competitive. With its professional monitoring and evaluation system, HEKS/EPER is optimally equipped also to secure international funding for its development projects.

4.10 Enabling management – make international cooperation work

How to manage successful and effective international cooperation was and is an institutional key concern of HEKS/EPER. Therefore, HEKS/EPER has invested in new management tools (PCM, Monitoring, Institutional Governance, Finances, Management Policies (FFAG)), has held also in workshops at HHQ and in the COs to increase skills on effective project implementation.

2018 – focus and visibility are opportunities for effectiveness and funds

As in 2018 the generated income could not keep up with the scaling of ID’s projects and programmes over the last two years, HEKS/EPER is re-designing its development cooperation structure, concerning number of countries, country offices as well as promoting further decentralisation about programmatic adaption while ensuring governance and compliance standards. First measures will be taking in 2019 – all adaption in the long-term will be part of the new HEKS/EPER international programme 2021-2024 – first discussion on adaptation have been held already in December 2018. To increase relevance and effectiveness meeting the needs of people and communities it remains key to be flexible and permanently adapt strategy, programme and activities to the changing and fragile context. Also, HEKS/EPER wants to focus on less countries, less projects, less partners and less topics – but with the same or even slightly higher financial volume. Decentralization and more capacity and decision power in the countries might be the future scenario after a benchmark analysis has been done with a result encouraging HEKS/EPER to go into this direction. The hub strategy of the HIP 2017-2020 has to be put in place more rigorously.

Competence & relevance & visibility

To focus has various advantages. One is, of course, implementing cost effective reaching set objectives. But focus means also being able to build up core competences on the topics which then is an added value to answer to real needs of people and communities. HEKS/EPER as a more specialized and qualified organisation has the chance to become a more attractive organization to partner with in alliances or also be more recognized within the donor community and therefore be able to generate the needed funds. The MEL system providing evidence on the projects and programmes progress plays an important role towards credibility, but certainly more impact.

Changing development paradigm

In a multipolar world, international development thinking and practice as well as the donor landscape is changing significantly. With the structural shift in the organisation and exercise of economic and political power with the rise of emerging economies, new actors in development cooperation also emerged. Such actors are Middle Eastern countries, Brazil, China and India which have their own political and economic interests and new approaches; not all of them work according to humanitarian principles.

States having received humanitarian aid for many years now have the possibility of deciding for themselves how and by whom they want to be supported during crises. The ‘western’ orientated system of development cooperation and humanitarian aid is increasingly coming under scrutiny, and its acceptance in certain regions is diminishing. To some extent, the economic and political interests of a donor have always been conditions for support, but there is a clear change from conditions such as acceptance of human rights towards straight-forward donor interest, often contributing to a non-enabling environment or economic exploitation.

The new role of business and the private sector is taken into the development sphere in order to provide the funding that countries do not want to provide.
4.11 Communication tools and strategies for development

ITC is not only vital for monitoring and analysis with a digital data system (see chapter 3.5) as HEKS/EPER built it up over the past year with data collection at beneficiary level. But while implementing C4D (communication for development) has become an important tool to provide information and communication on rights, economic and social opportunities or on technologies and methods for production, processing and marketing. Reaching out to people and communities, but also to enable networking with the support of ITC is fundamental for HEKS/EPER’s role to facilitate progress and change. Some examples …

- C4D is key in enabling the transfer of knowledge, i.e. disseminating good practices and innovative farming models, and in providing small-scale farmers access to market information.
- It is key in informing right-holders about their rights, accessing public information and supporting them in holding duty-bearers accountable.
- Communication platforms are important in connecting stakeholders and managing networks. More capacity and ownership can be created for people and communities, but also iNGOs and other development actors will learn and contribute. Communication must be multidirectional, responsibility for communication must be shared.
- Information and communication technologies and strategies are needed to reach out to a larger audience and gain useful publicity amongst targeted stakeholders.

Until today, information has mainly been disseminated through interpersonal communication, printed or electronic media: public meetings, information sessions, cultural event (theatres), exhibitions, brochures, banners, radio, TV.

Using opportunities of new media

But, more recently SMS, websites and new media such as social media with Facebook, twitter, YouTube, blogs gain importance. However, there remains a large untapped potential in using more modern ICT in the project work of HEKS/EPER. Tailor-made apps for smartphones, mobile money transfer apps, new social media channels and even blockchain technologies could be used more effectively in reaching out to people, enabling access to information, facilitating interaction and communication among people. While in few project contexts some modern ICTs are already in use, other more remote contexts still suffer under a lack of infrastructure. HEKS/EPER wants to engage more intensively with the opportunities modern ICT provide and the challenges this faces in remote project contexts.

4.12 Long-term perspective of humanitarian aid and cash programming

HEKS/EPER ideally want to shift from emergency aid towards long-term development and to further develop the nexus of humanitarian aid and development cooperation. 19 of the world’s 21 major humanitarian crises have now lasted more than five years – including in the Middle East, where HEKS/EPER delivers emergency aid and the essentials for survival in Iraq, Lebanon and Syria. HEKS/EPER must deal with these permanent crises as the long-term strengthening of economy and society is the key – for example by creating income-generating opportunities or promoting peaceful coexistence. HEKS/EPER must strengthen its presence in the region as well as implement more of its own projects, beyond strictly supporting partner organizations. Expertise from development cooperation and by HEKS/EPER thematic advisors must be incorporated systematically into response projects, allowing HEKS/EPER to develop a value added on top of regular humanitarian aid programming like distributions, WASH and reconstructions.

Detailed conflict sensitivity analysis must be done in the early phase of the response, and projects shall consider components in which different interest groups – conflict parties; host and refugee community; will be linked through diapraxis fostering participation and ownership. However, sustaining long-term development projects calls for more human resources as well as expanding the financing base to international donors. HEKS/EPER has to increase visibility of its humanitarian activates towards new donors and achieve compliance for getting grants of e.g. USAID, DFID. To implement HA as PIU seems to be the only chance to get access to relevant funding. Nevertheless, HEKS/EPER concepts and practical experience on conflict sensitivity and being close to communities as we work with local partner organizations might be a unique selling proposition of HEKS/EPER.

Cash programming has been proven an effective approach for many interventions, and therefore HEKS/EPER will promote this more actively. In several internal learning events HEKS/EPER analysed the various modalities of cash programming and its advantages and risks …
• Cash programming leads to less opportunities for fraud than in-kind distributions as procurements, transport and storage of goods are not part of the projects itself.
• A quick but sound market analysis is needed to decide on the appropriate cash method, if at all. HEKS/EPER tools of DC (MSD guidelines) may be useful.
• It is effective to combine cash approach clever with other activities and approaches as well as to link it to pre-conditions.
• Cash programming is – of far – a HA tool. HEKS/EPER got to explore, if it is applicable in DC – e.g. social services vouchers or starting capital for businesses?
• HEKS/EPER has to make evidence on Cash projects visible more systematically to convince donors and partners to finance it and to work with it.
• Gender-sensitive cash programming remains a challenge as it is with in-kind distributions. Mechanisms and power relations excluding women are reality in both approaches.
• Be careful not to cause ‘digital harm’ and to have data protections tools and policies in place. This applies to ‘classical’ distributions, but even more cash projects, certainly when digital money transfer is involved with even more sensitive beneficiary data.
• Cash programming may overcome charity image of cash distributions and does create less dependency on the donor’s decision on goods and services provided – it can strengthen dignity as people have a greater say on how to use the cash.
• Cash programming does not replace endeavours to work towards mutual accountability, participation and ownership according the CHS standards. Including communities in the project design is highly recommended – having the right to choose goods in voucher fair or just to have money at unconditional disposal does not mean ownership and decision power.

HEKS/EPER cash projects in 2018 …
• Haiti: cash for work after the cyclone Matthew.
• Lebanon: unconditional cash for Syrian refugees and cash for work (camp hygiene).
• Nigeria: unconditional cash for IDPs.
• South Sudan: cash for work in camps.
• Iraq: unconditional/conditional & unrestricted/restricted cash in livelihood project for returnees.
• Bangladesh: cash for work in camps.
• Ethiopia: cash for work after a drought reconstruction water systems.
• DRC: unconditional restricted cash through a fair – for IDPs (in camps).
HEKS/EPER is a member of actalliance, CHSAlliance.

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5 Appendices

A) Context of international cooperation

Context related to HEKS/EPER’s activities – analysis of March 2018

In 2017, HEKS/EPER launched its new international programme 2017–2020 (HIP). Key topics addressed such as human security, equal rights and prosperity cross border and require internationally coordinated commitments. In order to play an appropriate and relevant role in a world that is increasingly complex and multi-polar, HEKS/EPER continuously reflects on the international context, especially on how to contribute to the Agenda 2030, and adapts its strategy and implementation. The global trends HEKS/EPER refers to are summarised in this chapter are based on the initial context analysis for the HIP revised in March/April 2018. The next context analysis will be done in 2019/2020 preparing the next HIP phase 2021-2024.

FAO estimates, that ‘around 815 million people suffer from hunger with 489 million living in conflict countries. Simple correlations show higher levels of chronic and acute food insecurity and undernutrition in countries affected by conflict. On average, 56 percent of the population in countries affected by conflict live in rural areas, where livelihoods largely depend on agriculture. Syria\(^3\) Iraq or South Sudan\(^4\) provide illustrative examples of conflict’s destructive impact on agriculture, food systems and poverty.\(^5\) 2017, world hunger has increased once again after declining for 15 years driven by conflicts and the impacts of climate change. The food security situation has worsened in particular in parts of sub-Saharan Africa, South-Eastern Asia and Western Asia, and deteriorations have been observed most notably in situations of conflict and conflict combined with droughts or floods.\(^6\)

Malnutrition affects almost one in three people on the planet. With overall 1.6 billion people living in multidimensional poverty, it remains a major challenge for the global community. Poverty strikes people in fragile contexts most heavily, with 72% of all poor people living there.

About 80% of the rural population engages, at least to some extent, in primary sector labour. Of the 570 million farms worldwide, 90% are family farms and 72% smallholders. They produce most of the world’s food, but also house the majority of its poor and hungry.\(^7\) Typically, the poorest are most dependent on the agriculture-based economy. At the same time, 75% of the world’s population suffering from hunger live in rural areas\(^8\). HEKS/EPER therefore works in rural areas to fight poverty and hunger as well as to enhance food sovereignty and self-determination in inclusive sustainable agriculture supporting small-scale farmers in access to land, production and access to markets.

Worldwide, 663 million people have no access to safe drinking water and 2.4 million people have no access to proper sanitation.\(^9\) Crops and livestock account for 70% of all water withdrawals, and up to 95% in some developing countries. Two-thirds of the world population could be living in water-stressed countries by 2025 if current consumption patterns continue. Water withdrawal for irrigation and livestock will increase as global population growth and economic development drive food demand up. Just access to land and its resources, especially the right to water, are key to eradicating poverty. Access to land and resources is likely to become increasingly disputed due to environmental stresses, degradation, demographic pressure, land grabbing, etc. (chapter 5.1.1). With natural resources diminishing and a third of the soil worldwide degraded and affected strongly by flood and drought\(^10\), good land governance, intact ecosystems, deeper knowledge on the efficiency and sustainability of land and water usage and peaceful solutions to land and water disputes are vital.

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\(^3\) FAO (2017): Formerly a vibrant middle-income economy, 85% of the population of Syria now live in poverty.

\(^4\) FAO (2017): In February 2017, more than 4.9 million people, over 42% of the population, were severely food insecure.


\(^8\) WFP (March 2016). Website: https://www.wfp.org/hunger/who-are


The FAO states that GDP growth originating in agriculture is at least twice as effective in reducing poverty as growth generated in non-agriculture sectors. Nevertheless, the promotion of non-agricultural activities and production cycles in rural and peri-urban areas remains important for diversifying income sources, creating employment and contributing to food security for families (small businesses, artisans or other service providers, which are important for a functioning society)\(^\text{11}\). Therefore, agricultural and development policies need to incorporate multi-functionality in rural areas into their actions and thinking.

**Inequality** with respect to the fulfilment of fundamental rights, discrimination and absolute economic inequality are on the rise and remains a key obstacle to enhancing sustainable livelihood opportunities. More than 75% of households live in societies where income is more unequally distributed than in 1990.\(^\text{12}\) Since 2000, 50% of the increase in global wealth benefited only the wealthiest 1% of the world’s population. Conversely, the poorest 50% of the world’s population received only 1% of the increase.\(^\text{13}\) Although there is evidence that some gains have been made in narrowing disparities in life expectancy, education and health, the need to enhance equality to foster lasting development has come to be recognised globally, as the SDGs\(^\text{14}\) show. Multiple sources of evidence indicate that discrimination remains a driver of exclusion in both developed and developing countries. Therefore, HEKS/EPER with its HIP continues to strive for equal rights \((\text{Chapter 3})\) with the human rights-based approach as the overarching approach for all programmes and projects \((\text{Chapter 4})\).

Over the past ten years, 0.7 million people have lost their lives, over 1.4 million have been injured and 23 million have been made homeless by disasters. **Risk exposure** is high, with more than 1.5 billion people having been affected in various ways. Disaster trends are increasing worldwide with more than one-third of the world’s poor living in multi-hazard zones. Climate change, limited land use, land degradation and lack of governance are risk drivers. Resilience building is key for any development. As such, HEKS/EPER will continue its strategy to mainstream resilience building in its DC and HA programmes to enable people and communities to withstand shocks and stresses related not only to environment or economy, but also to conflicts \((\text{Chapter 7.4})\).

**Climate Change** is real. With 330 Billion USD in losses, 2017 marks the second highest year on record regarding disaster loss. 97% of loss events were being caused by extreme weather events. The floods in South Asia caused by prolonged monsoon rains (2700 people killed), the four consecutive hurricanes: Harvey, Irma, Jose and Maria all category 4 and 5 which devastated the Caribbean and the US (costliest hurricane season on record with 215bn USD loss) or renewed drought at the Horn of Africa are only a few and the ones captured by media attention, not to mention all the small-scale events such as more localized floods, landslides or drought. Even though individual events cannot be directly traced to climate change, experts expect such extreme weather to occur more often in future, as air and sea temperature are rising constantly (currently approx. 1 degree warming on global average). The reinsurer MunicRe therefore states that ‘2017 gives a foretaste of what to expect in the future’.\(^\text{15}\) Impacts are forcefully felt by the most vulnerable.

Of the people living in poverty in 2017, 70% are female and are hit harder by social, economic and political inequalities, often facing discrimination and violence. Women often work informally and are unpaid. Most relevant for HEKS/EPER, working with rural communities and duty-bearers, is for example the lack of female participation in communities as well as in regional and national decision-making bodies. Therefore, working on gender equality remains key when aiming for prosperity and equal rights for ‘all’.

Inequalities and disenfranchisement weaken social cohesion and security, encourage inequitable access to land, services and resources, and hamper sustainable development and peaceful societies. Social fragmentation, political unrest, extremism, insecurity, armed conflicts and even risk exposure are ‘fostered’ by inequalities, often combined with a lack of good governance. Therefore, HEKS/EPER notes that it is increasingly challenging for NGOs and CSOs to promote peace and human rights. Conflicts, criminality and governments introducing restrictive laws shrink the space for civil society and its organisations \((\text{chapter 5.5})\). Democracy and rule of law is at stake – not only in LICs and MICs, but also in developed or ‘Western’


\(^{14}\) See SDG no. 10.

countries in the wake of ‘combating terrorism’ and the rise of right-wing populism and autocratic regimes. Amnesty International stated in its annual report for 2017 that it ‘saw a record numbers of individuals come under attack for taking a stand against injustice, with more than 312 killings recorded in 2017, up from 281 the year before’.

The global trend of shrinking space for civil society action has increasingly become one of the key obstacles to implementing development or humanitarian aid projects. There is a risk of weakening the influence of civil society and democratic decision-making. The role of civil society is disputed by new and more restrictive laws, including NGO regulations\(^{16}\), which shrink the manoeuvring room for local communities and community-based organisations. This is in spite of the fact that the international community has recognised CSOs as development actors in their own right\(^{17}\). They act as a catalyst for social progress and economic growth. They play a critical role in keeping governments accountable and help to represent the diverse interests of the population, including its most vulnerable groups. The 2030 Agenda for Sustainable Development acknowledges the role of civil society in implementing the SDGs in several paragraphs\(^{18}\).

The links between achieving sustainable and equitable development and the principles of good governance is gaining some acceptance with the introduction of goal 16 on peaceful and inclusive societies and accountable and transparent institutions in the 2030 Sustainable Development Agenda. However, the intrinsic value of civic freedoms (i.e. freedoms of expression, assembly and association) as part of this agenda is very weakly embedded. This is despite the fact that the Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda called not only for ‘a fundamental shift – to recognize peace and good governance as core elements of well-being’ but specifically that ‘responsive and legitimate institutions should also encourage freedom of speech and the media, open political choice, access to justice, accountable government and public institutions’. There remains thus the risk that these important civic freedoms will receive less importance in a sustainable development agenda if more attention is not given to researching the value of these freedoms, particularly in the long-term, for ensuring success, stability and sustainability of both development efforts and national and foreign investment for these purposes. As has been seen with the inequality agenda in recent years, understanding and researching some of the more instrumental and economic arguments for upholding these universal values might assist in broadening levels of support among other actors.

To counter these trends, a broad reaffirmation of human rights is urgently needed. Governments founded on human rights are better placed to hear their citizens and recognise and address their problems. HEKS/EPER, being a civil society organisation, seeks to cooperate with civil society actors and partners to implement its programmes and projects (chapter 9.2). HEKS/EPER is certain that iNGOs representing civil society and working with local civil society organisations promoting dialogue between duty-bearers and rights-holders are an asset for conflict transformation, the protection of human rights and human rights defenders.

The lack of economic and social prospects – combined in many contexts – and violent conflicts lead to internal (urban-rural) and international migration. Currently, 65 million people\(^{19}\) are refugees or displaced people – the most since the Second World War. Of these, 86% are hosted in developing countries, which is an additional burden. In addition, many more people seek to gain individual and/or economic security abroad due to poverty and limited prospects in their countries.

In Syria, over half of the population has been forced from their homes, and many people have been displaced multiple times. 1.5 million displacements took place from affected areas of northern and southern Syria, in 2017 only. More than 5.6 million Syrian refugees are in five countries: Turkey, Lebanon, Jordan, Iraq and Egypt. The number of people displaced within Syria is estimated to be up to 8.7 million by the end of 2016. According to OCHA, 13.1 million people are in urgent need of humanitarian assistance inside Syria, including close to 3 million people in need trapped in besieged and hard-to-reach areas, where they are exposed to grave protection threats.

HEKS/EPER increases its endeavours in the Middle East with actions in humanitarian aid, but also church cooperation.

The civil war in South Sudan with millions of displaced within the country and 1 million fleeing to Uganda and another 1.4 million to Sudan, Congo, Ethiopia and Kenya. It led to 7.1 million people in South Sudan...
heading towards severe food insecurity. In 2017, HEKS/EPER shifted towards humanitarian activities in both countries, South Sudan and Uganda.

**International aid landscape and HEKS/EPER**

A *changing aid landscape* sees a structural shift in the organisation and the use of economic and political power. The rise of emerging economies and the new role of the private sector results in countries or businesses becoming stronger actors in development cooperation. They pursue their own political and economic interests and new approaches, with not all of them working according to the principles of human and international rights. But in a world, that is increasingly socio-politically and economically interlinked, and with challenges not only being restricted to local areas but being influenced and influencing contexts abroad, only joint efforts can tackle challenges.

A landmark was the *Paris Climate Agreement* with the aim of keeping global warming under 1.5 degrees. At the *UN Climate Change Conference in Bonn* (2017) the 197 Parties achieved not real progress on implementing the Paris Agreement. The #WeAreStillIn campaign including the ‘American Pledge Report’ of US governors, mayors, economic leaders and many others proofed that the Paris spirit is alive in the US, despite the Governments exit.

**Agenda 2030 – SDGs**

In September 2015, the UN countries agreed on the *2030 agenda for sustainable development (SDGs)*. This agenda came into effect in 2016 and will address the most burning issues to improve the situation of human beings globally.

Based on analysis of its programmes and the contexts HEKS/EPER is working in, the sustainable development goals and targets have to be understood as a non-dividable overall intervention strategy. This mind-set was reflected in HEKS/EPER’s former international programme and is also reflected in the new programme for 2017–20. It seeks to create internal synergies between its three sections – DC, HA and CC – and

![Diagram of HEKS/EPER contribution to the Sustainable Development Goals and the corresponding targets](image)

**Figure 1:** HEKS/EPER contribution to the Sustainable Development Goals and the corresponding targets.

**Blue:** SDGs and targets HEKS/EPER contributes towards.

**Dark blue:** SDGs HEKS/EPER has a specific focus according to its ToC/objective framework (contribution to more than half of the corresponding targets of an SDG).

**White:** SDGs/Targets HEKS/EPER has no substantial contribution to.
promotes a holistic and systemic perspective in order to contribute to the equal rights and prosperity of people and communities despite shocks and stresses. Within the SDG framework, Figure 1 (previous page) shows the interconnectedness of the SDGs and the corresponding targets, and which SDGs and targets HEKS/EPER contributes towards.

Switzerland’s contribution to the SDGs

The Swiss Government emphasizes that ‘the SDGs are to be achieved around the world, and by all UN member states, by 2030. This means that all states are called upon equally to play their part to contribute. Switzerland is also required to implement the Goals on a national basis. In addition, incentives are to be created to encourage non-governmental actors to make an increasingly active contribution to sustainable development.’

In August 2017, the Swiss Confederation undertook the first consolidation to the implementation status and Switzerland’s future need for action, including consultation with civil society organisations, academic institutions and actors from the private sector. They had the opportunity to demonstrate their contribution to achieving the SDGs and to comment on the government’s priorities. The results of the consultation serve as a basis for Switzerland’s first Country Report 2018 for the attention of the UN and as an orientation for the further implementation of Agenda 2030. HEKS/EPER also took part in the consultation and intends to contribute to the SDG as an overall institution at both national and regional level.

Switzerland had been very active in formulating the ambitious goals of the agenda 2030, but the real progress to implement those actively in Switzerland is neglectable. In order to emphasize the importance of the SDGs 40 Swiss organizations, amongst them HEKS/EPER, formed in 2017 the ‘Civil Society Platform Agenda 2030 for sustainable Development’. The platform, based at the Alliance Sud office, shall elaborate recommendations for action to implement the Agenda 2030 for the attention of Swiss politics and other duty-bearers and facilitate the dialogue between governmental, private and civil society actors as well as enable sensitization of the public. Only with the active participation of civil society and claims towards authorities can make sure the ambitious goals will be achieved.

Key SDGs HEKS/EPER is contributing towards

In the frame of the consultation and in coordination with civil society platform, HEKS/EPER defined the five most important goals it strives to contribute towards in the coming year on international and Swiss level.

**Goal 1.4**

By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

- **Goals HEKS/EPER:** Practical and legal access to land and resources and their sustainable use as well as secure access to services (infrastructure, education, social security, etc.) are key objectives of the HEKS/EPER foreign strategy in order to promote economic prosperity and food security. HEKS/EPER strengthens small farmers and producers in rural areas in land law (individual land titles as well as land used collectively), production, market access and helps to resolve land conflicts.

- **Contribution HEKS/EPER:** Between 2009 and 2017 HEKS/EPER enabled access to land for more than ½ million individuals – 2017, 12 countries worldwide, 41 projects were dealing to various degrees and with different approaches with the topic of access to land. In addition, HEKS/EPER is working to ensure that land can be used profitably for the rural population with measures for sustainable agroecological production and market access. HEKS/EPER is involved in global processes such as the VGGT, the introduction of the UN declaration for Peasants’ Rights or the Global Convergence on Land & Water Struggles.

**Goal 2.3**

By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

- **Goals HEKS/EPER:** HEKS/EPER is committed to the prosperity and quality of life of the rural population – especially small farmers and marginalised people through secure access to land, resources, inputs and infrastructures. It promotes know-how in agroecological production techniques and advocates product diversity in order to minimize environmental and market risks. HEKS/EPER strengthens the market knowledge of smallholder families and promotes fair market systems, among other things by mediating between producing companies and customers.
• **Contribution HEKS:** More than 100 HEKS/EPER projects contribute to improved agricultural production and higher income from smallholder households – including access to and protection of land/resources, improved production, access to locally adapted seeds. Improved access to the market system is promoted in 53 projects through M4P, value chains for those affected by poverty, access to institutional and international markets, certification, inclusion of marginalised people.

**Goal 4.5**

By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

• **Goals HEKS/EPER:** HEKS/EPER is working in Switzerland through projects and campaigns to ensure that socially and economically disadvantaged people (including migrants, people with a deep educational background, discriminated groups) have access to education, work, state offers and services and also to the labour market. Abroad, HEKS/EPER strengthens marginalised people so that they have access to public services such as education and offers practical vocational training and after-school classes.

• **Contribution HEKS/EPER:** HEKS/EPER offers various educational courses for the socially disadvantaged in Switzerland. HEKS/EPER provides foreign-language parents with knowledge for the targeted promotion of their children in preparation for school entry. HEKS/EPER also supports young people looking for an apprenticeship. Qualified migrants from third countries receive support in HEKS/EPER projects in order to better contribute their professional skills to the Swiss labour market.

**Goal 10.3**

Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

• **Goals HEKS/EPER:** In the HEKS/EPER strategy, the social integration of disadvantaged population groups – alongside the advocacy of the socially disadvantaged – is one of the two thematic priorities of domestic work. The focus is on the social integration of disadvantaged people and minorities. HEKS/EPER is also committed to ensuring that even the most vulnerable population groups can actively demand and realise their rights in its foreign strategy.

• **Contribution HEKS/EPER:** Swiss Church Aid is politically (consultations, position papers, etc.) and socially (programmes and projects) committed to inclusive participation of all people in society. In Switzerland, HEKS/EPER focuses its work on the following topics: Work integration, access to justice, housing, language and everyday knowledge, intercultural interpreting and mediation, early support for children and parental education, age and migration. HEKS/EPER also runs an advisory centre against discrimination.

**Goal 16.3**

Promote the rule of law at the national and international levels and ensure equal access to justice for all.

• **Goals HEKS/EPER:** With its human rights-based approach, HEKS/EPER aims at sustainable changes in inequalities and the fight against violations of rights. International law, international agreements and the national/local legal framework form the guideline. Compliance with human rights standards – such as participation, accountability and representation of interests, equality and non-discrimination – are objectives of HEKS/EPER and are integrated as a method in all phases of the programme process.

• **Contribution HEKS/EPER:** In 33 countries (2017) HEKS/EPER networks people and grassroots organisations who are peacefully committed to codetermination and rights. HEKS/EPER educates local people about their rights and promotes dialogue between the population, government and business at local, national and international level. In Switzerland, HEKS/EPER contributes to equal access to justice for all people through its legal advice centres for asylum seekers, among other things.
B) Evaluations of HEKS/EPER programmes/projects

In 2018, HEKS/EPER commissioned the following – mostly external – project and programme evaluations; including four impact evaluations, of which two are completely new.

### ToC Development Cooperation

<table>
<thead>
<tr>
<th>HIP objectives</th>
<th>Project evaluations incl. project number/partner organization/topic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access to land, resources, services</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Secured access to land and resources | Brazil 812.354 rural development/ethnic minorities  
Cambodia 652.323 CIRD-MPVC  
Cambodia 652.325 BCV  
Cambodia 652.326 CECT  
Niger 756.338 ZAMTAPO  
Niger 756.343 Doum palms (Taimakon)  
Zimbabwe 768.365 Moriti Water Project  
India 630.363 People’s Forums for Land Rights |
| Secured access to basic services | Haiti 830.368 public centres/schools construction (CASC)  
Niger 756.349 health  
Moldova 934.311 viniculture (PIU)  
Romania 942.383 Social Inclusion/Education Roma (FAER) |
| **Production & market systems** | |
| Sustainable agricultural production | Brazil 812.354 rural development/ethnic minorities  
Honduras 835.390 smallholders/seeds  
Cambodia 652.323 CIRD-MPVC  
India 630.358 Cashew Value Chain  
Moldova 934.311 viniculture (PIU)  
Georgia 918.034 MOLI |
| Inclusive & efficient market systems | Brazil 812.354 rural development/ethnic minorities  
HN 835.390 smallholders/seeds  
Cambodia 652.323 CIRD-MPVC  
India 630.358 Cashew Value Chain  
Niger 756.343 Doum palms (Taimakon)  
Zimbabwe 768.348 Silveira House TAP  
Moldova 934.311 viniculture (PIU)  
Romania 942.383 Social Inclusion/Education Roma (FAER)  
Georgia 918.034 MOLI |
| **Civil society & governance** | |
| Enhanced security & space for civil society | Zimbabwe 768.385 YETT  
Cambodia 652.325 BCV  
South Sudan 774.361 knowledge/violence |
| Empowered rights-holders & accountable duty-bearers | Brazil 812.354 rural development/ethnic minorities  
Honduras 835.390 smallholders/seeds  
Cambodia 652.325 BCV  
Cambodia 652.326 CECT  
Niger 756.338 ZAMTAPO  
Niger 756.343 Doum palms (Taimakon) |
| Inclusion & participatory governance structures | Cambodia 652.325 BCV  
Cambodia 652.326 CECT  
Niger 756.338 ZAMTAPO  
South Sudan 774.361 knowledge/violence  
Romania 942.383 Social Inclusion/Education Roma (FAER) |
| **Living together in peace** | |
| Improved intra- & inter-group relations | Zimbabwe 768.385 YETT |
| Commitment & public attitude towards peace | Cambodia 652.325 BCV  
South Sudan 774.361 knowledge/violence |
ToC Humanitarian Aid

<table>
<thead>
<tr>
<th>HIP objectives</th>
<th>Project / programme evaluations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life saving through access to water, food, shelter, sanitation</td>
<td>South Sudan 774.369 CEER</td>
</tr>
<tr>
<td>Rehabilitated livelihood opportunities</td>
<td>Zimbabwe 768.379 cyclone ‘Dineo’</td>
</tr>
<tr>
<td>Reconstructed public and private infrastructure</td>
<td>Zimbabwe 768.379 cyclone ‘Dineo’</td>
</tr>
<tr>
<td>Increased prevention and preparedness</td>
<td>Zimbabwe 768.379 cyclone “Dineo”</td>
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</table>

ToC Church Cooperation

<table>
<thead>
<tr>
<th>HIP objectives</th>
<th>Project / programme evaluations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening &amp; inclusion of disadvantaged</td>
<td>None</td>
</tr>
<tr>
<td>Strengthening church life</td>
<td>None</td>
</tr>
<tr>
<td>Dialogue &amp; church family</td>
<td>None</td>
</tr>
</tbody>
</table>

C) Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2L</td>
<td>Access to land</td>
</tr>
<tr>
<td>ACT</td>
<td>ACT alliance (coalition of faith-based organisation working in international cooperation)</td>
</tr>
<tr>
<td>CC</td>
<td>Church cooperation</td>
</tr>
<tr>
<td>CBO</td>
<td>Community-based organisation (grassroot organisation)</td>
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<tr>
<td>CD</td>
<td>Country Director HEKS/EPER</td>
</tr>
<tr>
<td>CMS</td>
<td>Change monitoring system</td>
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<tr>
<td>CO</td>
<td>Country office (of HEKS/EPER in priority programme countries)</td>
</tr>
<tr>
<td>CP</td>
<td>Country programme (DC or HA)</td>
</tr>
<tr>
<td>CS</td>
<td>Conflict sensitivity</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil society organisation</td>
</tr>
<tr>
<td>CT</td>
<td>Conflict transformation</td>
</tr>
<tr>
<td>DC</td>
<td>Development cooperation</td>
</tr>
<tr>
<td>DB</td>
<td>Duty-bearer</td>
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<tr>
<td>DRR</td>
<td>Disaster risk reduction</td>
</tr>
<tr>
<td>EAPPI</td>
<td>Ecumenical accompaniment programme in Palestine/Israel</td>
</tr>
<tr>
<td>FBO</td>
<td>Faith-based organisation</td>
</tr>
<tr>
<td>FFAG</td>
<td>Field financial and administrative guidelines</td>
</tr>
<tr>
<td>FIAN</td>
<td>Food First Information and Action Network (international organisation for the right to food)</td>
</tr>
<tr>
<td>HA</td>
<td>Humanitarian aid</td>
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<tr>
<td>HHQ</td>
<td>HEKS/EPER headquarters (in Switzerland)</td>
</tr>
<tr>
<td>HIP</td>
<td>HEKS/EPER international programme</td>
</tr>
<tr>
<td>HKI</td>
<td>HEKS/EPER key indicator</td>
</tr>
<tr>
<td>HRBA</td>
<td>Human rights-based approach</td>
</tr>
<tr>
<td>I&amp;E</td>
<td>Income and employment</td>
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<tr>
<td>ID</td>
<td>International division (of HEKS/EPER)</td>
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<tr>
<td>iNGO</td>
<td>International non-governmental organisation</td>
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<tr>
<td>KI</td>
<td>Key indicator</td>
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<tr>
<td>KS</td>
<td>Knowledge sharing</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and evaluation</td>
</tr>
<tr>
<td>M4P</td>
<td>Making markets work for the poor</td>
</tr>
<tr>
<td>MSC</td>
<td>Most significant change</td>
</tr>
<tr>
<td>MSD</td>
<td>Market system development</td>
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<tr>
<td>NGO</td>
<td>Non-governmental organisation</td>
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<tr>
<td>PCM</td>
<td>Project or programme cycle management</td>
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<tr>
<td>PIU</td>
<td>Project implementation unit</td>
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<tr>
<td>PSEAH</td>
<td>preventing sexual exploitation, abuse and harassment</td>
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<td>RH</td>
<td>Rights-holder</td>
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<tr>
<td>SDC</td>
<td>Swiss agency for development and cooperation</td>
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<td>SDG</td>
<td>Sustainable development goals (Agenda 2030)</td>
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<tr>
<td>UNDROP</td>
<td>United Nations’ Declaration on the Rights of Peasants</td>
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<tr>
<td>WCC</td>
<td>World council of churches</td>
</tr>
<tr>
<td>ZEWO</td>
<td>Swiss certification foundation for non-profit organisations collecting donations</td>
</tr>
</tbody>
</table>