

Annual Report 2010

HEKS International Division



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Acronyms

ACT	Action by Churches Together
APRODEV	Association of World Council of Churches related Development Organisations in Europe
BfA	Bread for All
CBO	Community-based Organisations
CoP	Community of Practice
CSO	Civil Society Organisation
DevRC	Development of Rural Communities
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EAPPI	Ecumenical Accompaniment Programme Palestine-Israel
EB	Executive Board
EU	European Union
FDFA	Federal Department of Foreign Affairs
FBO	Faith Based Organisations
FFPG	Field Financial and Programmatic Guidelines
FSPC	Federation of Swiss Protestant Churches
HA	Humanitarian Aid
HHQ	HEKS headquarters
HIV-AIDS	Human immunodeficiency virus - Acquired immune deficiency syndrome
HR	Human Rights
HRBA	Human rights-based approach
ICCO	Inter-church Organisation for Development Co-operation
ID	International Division
IDP	Internally Displaced People
INGO	International NGO
KS	Knowledge Sharing
M&E	Monitoring and Evaluation
M4P	Market for the Poor
NGO	Non-Governmental Organisation
PCM	Project Cycle Management
PCT	Peace and Conflict Transformation
SDC	Swiss Agency for Development and Cooperation
SEND	Swiss and Egyptian NGO Dialogue project
TdH	Terre des Hommes
UNSCR	United Nations Security Council Resolution
WATSAN	Water and Sanitation
WCC	World Council of Churches
YWCA	World Women Christian Association
YMCA	World Men Christian Association
ZEWO	Swiss Certification Foundation for non-profit Organisations collecting charitable donations

Summaries

Abstract - English

In this report the International Division of HEKS informs about its work in development cooperation, humanitarian aid and inter-church aid. The new implementation concept *Development of rural communities* identifies core working areas. HEKS has gained expertise with respect to access to land and defence of territories. Most HEKS country programmes are rooted in rural community development; the intersection with peace promotion and conflict transformation and HRBA is obvious in most of them. The rights perspective is widely integrated. The protection of partner organisations and beneficiaries exposed to conflict, however, is an emerging issue. HEKS responded to natural disasters in six countries. *Disaster Risk Management* documents were drafted for each focus country. The *Inter-church aid concept* was defined in a dialogue process involving stakeholders from the church environment. HEKS plays an important facilitating role; the HEKS offices are key drivers for local learning and foster collaboration among partner organisations. The *Field Financial and Programmatic Guidelines* allowed for improved handling of financial and managerial requirements and better transparency. The first version of the *Change Monitoring System* was tested and was used to establish HEKS' first *Report on Effectiveness*. The internal evaluation of the knowledge sharing project recommends pursuing the path taken. HEKS sought alliances and increasingly worked in a networked way.

Extrait- Français

Ce rapport annuel vise à rendre compte de l'engagement de l'EPER dans la coopération au développement, l'aide humanitaire et l'entraide des églises. La mise en œuvre du concept de *Développement des communautés rurales* identifie des zones de travail centrales. L'EPER a gagné en expertise en ce qui concerne l'accès à la terre et la défense des territoires. La plupart des programmes-pays de l'EPER s'inscrivent dans le développement des communautés rurales. Toutefois, leur caractère transversal qui regroupe souvent les concepts de promotion de la paix, de transformation de conflits ainsi que l'approche basée sur le respect des droits de l'Homme est évident dans la plupart des projets. La perspective de promotion des droits est largement intégrée aux différents programmes. Ainsi la protection des organisations partenaires et des bénéficiaires exposés aux conflits constitue une question d'actualité. L'EPER a proposé une aide suite à des catastrophes naturelles dans six pays, pour lesquels des protocoles sur la gestion des risques de catastrophes naturelles (*Disaster Risk Management*) ont été produits. Le concept d'entraide des églises a été défini suite à un processus basé sur le dialogue impliquant différents protagonistes du milieu des églises. L'EPER joue un rôle important de facilitateur. En effet, les bureaux de l'EPER dans les pays représentent les principaux moteurs de l'apprentissage au niveau local et d'encouragement à la collaboration entre organisations partenaires. Les directives financières et programmatiques (FFPG) ont permis de satisfaire les exigences de gestion de projets et financière pour aboutir à une meilleure transparence. La première version du système de suivi des changements (*Change Monitoring System*) a pu être testée et a permis de rédiger le premier rapport d'efficacité de l'EPER. L'évaluation interne du projet de partage du savoir (*Knowledge sharing*) a démontré l'utilité de continuer sur cette voie. L'EPER a particulièrement cherché des alliances et a travaillé davantage dans une perspective de réseautage.

Abstracto- Español

La división internacional de HEKS informa en el presente documento sobre sus actividades en el ámbito de la cooperación al desarrollo, la ayuda humanitaria y la ayuda de las iglesias. El nuevo concepto de implementación *Desarrollo de las comunidades rurales* permite seleccionar ámbitos clave de actuación. HEKS ha acumulado una significativa experiencia en materia de acceso a la tierra y defensa de los territorios. La mayoría de los programas nacionales de HEKS se basan en el desarrollo de las comunidades rurales, y en casi todos ellos se ha hecho obvia y patente una intersección entre los conceptos de la promoción de la paz, la transformación de conflictos y el enfoque basado en los derechos humanos (HRBA). La perspectiva basada en los derechos humanos está ampliamente integrada en nuestros programas; debemos, no obstante, enfrentarnos a un nuevo reto: proteger a las organizaciones socias y a los beneficiarios víctimas de los conflictos. HEKS ha respondido a las catástrofes naturales ocurridas en seis países, para cada uno de los cuales se redactaron documentos específicos de *Gestión del riesgo de catástrofes*. Otro concepto, la *Ayuda de las iglesias*, se ha elaborado por medio de un proceso de diálogo en el que participaron las partes interesadas del mundo eclesial. HEKS desempeña, en este sentido, un importante papel facilitador. Las oficinas de HEKS son un motor clave para el aprendizaje a nivel local y

para fomentar la colaboración entre las organizaciones socias. Las *Directrices financieras y programáticas* han permitido mejorar la gestión financiera y operativa, así como la transparencia. Hemos probado la primera versión del *Sistema de monitoreo de cambios*, lo que nos ha permitido elaborar el primer *Informe sobre eficacia* de HEKS. La evaluación interna del proyecto «Intercambiar conocimientos» recomienda proseguir el camino emprendido. HEKS ha buscado alianzas y ha incrementado sus actividades en red.

Executive Summary

In this report the International Division of HEKS informs about its work in development cooperation, humanitarian aid and inter-church aid. The report seeks to account for HEKS' engagement and the performance of its programmes and endeavours to support internal reflection and learning.

The new implementation concept **Development of rural communities** identifies core working areas: access to and defence of resources, sustainable production and food security, value creation and access to markets. HEKS has gained significant expertise with respect to access to land and defence of territories. Specific attention was given to "access to resources", which is considered to be one of the core aspects for achieving food security and the self-determination of rural communities. HEKS has broadened its definition from "access to land" to "access to and preservation and defence of territories". It addresses not only the struggle for land, but also the particular demands and rights of rural minorities with regard to the preservation and use of their ancestral community territories.

The process of drawing up the **Peace policy** was launched with a systematic analysis of all peace projects and conflict sensitivity practices. Most HEKS country programmes are rooted in development of rural communities; the intersection with conflict transformation and HRBA is obvious in most of them. Land-grabbing and displacements, and also the criminalisation of organisations and civil society movements engaged in the land struggle, need to be addressed in a holistic way. The rights perspective is widely integrated and contributes to a more sustainable development process. Applying a rights perspective protection of partners exposed to conflicts, however, is an emerging issue. The **CoP Advocacy Work** systematised experiences and prompted the clarification of HEKS' advocacy practice.

HEKS responded to various natural disasters in six countries according to its new **Humanitarian Aid implementing concept**. In Haiti, thanks to its local roots, HEKS was able to set up roadside kitchens just a few days after the earthquake; its humanitarian response has been a challenge and a milestone. On a conceptual level, HEKS drafted specific **Disaster Risk Management** documents for each focus country. Only by adopting an integrated approach can communities be strengthened to become resilient to natural hazards and climate variability.

A process of dialogue involving a wide range of stakeholders from the church environment was initiated to define the **Inter-church aid concept** of its cooperation with East European churches. Many cantonal churches emphasised the importance of the ecclesiastical and theological profile, but showed little interest in or possibility of financing inter-church cooperation.

HEKS sought alliances and increasingly worked in a networked way. HEKS and especially the HEKS offices play an important facilitating role. They are key drivers for local learning and foster collaboration among partner organisations. HEKS offers them space and time for joint reflection on the context and on project work. HEKS strengthens networking as well as analytical and adaptive capacities and allows partners to develop joint agendas. Measuring the impact of HEKS in its facilitating role, however, is challenging as this kind of contribution has indirect consequences on project implementation.

The **Field Financial and Programmatic Guidelines** proved to be a good tool for the HEKS offices for improved handling of financial and managerial requirements and better transparency. Exploring complexity triggered a series of reflections leading to a first version of the **Change Monitoring System** providing a framework for capturing changes occurring in HEKS' projects not in a purely linear way. The framework was tested in Asia and Latin America and was used to draw up HEKS' first **Report on Effectiveness**. In cooperation with external partners, HEKS reflected on its current planning practice and explored what the planning of interventions in living systems encompasses. The annual reporting process on division level gained in depth. The multi-step synthesis made it possible not only to identify key issues, but also to sharpen ID's identity. HEKS will rethink its programme evaluation practice. In general,

evaluations need a much clearer focus and targeted evaluation questions. The internal evaluation of the knowledge sharing project has made it clear that greater inclusion of the HEKS offices in the division is the project's biggest success and, at the same time, its biggest challenge. The division should pursue the path taken and consolidate its knowledge sharing efforts.

Résumé

Ce rapport annuel vise à informer de l'engagement de l'EPER dans la coopération au développement, l'aide humanitaire et l'entraide des églises. Il entend particulièrement rendre compte de l'efficacité de ses programmes ; il constitue également un effort de réflexion interne et d'apprentissage

La mise en œuvre du concept de **Développement des communautés rurales** permet d'identifier des zones de travail centrales : accès et défense des ressources, sécurité alimentaire et production durable, accès au marché et création de valeur ajoutée. L'EPER a gagné une expertise importante concernant l'accès à la terre et la défense des territoires. Une attention particulière a été donnée à « l'accès aux ressources » qui est considéré comme le moyen principal pour atteindre la sécurité alimentaire et l'autodétermination des communautés rurales. L'EPER a élargi sa définition passant du concept d' « accès à la terre » à celui d' « accès, de préservation et de défense des territoires ». Ce concept permet de prendre en compte non seulement la lutte pour la terre, mais également les demandes particulières et les droits des communautés rurales minoritaires à préserver et à utiliser les territoires sur lesquels leurs communautés résident.

Le processus de définition de la politique de l'EPER en matière de promotion de la paix, **Peace Policy**, a pu être initié grâce à une analyse systématique de tous les projets de promotion de la paix et de sensibilisation aux conflits. Bien que la plupart des programmes-pays de l'EPER sont profondément enracinés dans le développement des communautés rurales, l'intersection avec les thèmes de transformation de conflits et de HRBA est évidente dans la plupart d'entre eux : l'accapement des terres et les déplacements de population, ainsi que la criminalisation des organisations et des mouvements issus de la société civile engagés dans la lutte pour la terre doivent être traités de manière holistique. La perspective des droits est largement intégrée et contribue à un processus de développement durable. Assurer la protection des droits de nos partenaires demeure une question d'actualité. La **CoP Advocacy Work** a systématisé les expériences et est parvenue à clarifier la pratique de l'EPER en matière de plaidoyer.

Grâce à son **concept de mise en œuvre de l'aide humanitaire**, l'EPER a pu intervenir dans six pays touchés par des catastrophes naturelles. En Haïti, l'EPER a pu mettre en place des cuisines itinérantes seulement quelques jours après le tremblement de terre grâce à son solide encrage local. L'action humanitaire de l'EPER a constitué un défi de taille ainsi qu'une étape importante à atteindre. Au niveau conceptuel, l'EPER a rédigé un protocole de gestion des risques naturels pour chacun des pays de concentration.

La production du concept d'entraide des églises issu de la coopération avec les églises d'Europe de l'Est est le résultat d'un dialogue impliquant un large spectre de protagonistes issus du milieu des églises. Plusieurs églises cantonales ont souligné l'importance de l'aspect ecclésiastique et théologique de l'EPER mais n'ont manifesté que très peu d'intérêt ou de possibilité de financement de l'entraide des églises.

L'EPER a particulièrement cherché à lier des alliances et à travailler davantage en réseau. L'EPER et ses bureaux régionaux représentent les vecteurs principaux de l'apprentissage au niveau local et encouragent la collaboration entre organisations partenaires. L'EPER leur offre le temps et l'espace nécessaires à une réflexion commune sur le contexte et sur l'action des projets. L'EPER permet aussi à ceux-ci de développer un programme commun.

Les directives financières et programmatiques (Field Financial and Programmatic Guidelines) ont prouvé leur efficacité. Elles ont permis d'améliorer la gestion financière et de satisfaire aux exigences minimales en matière de gestion de projet afin d'arriver à une meilleure transparence. Une série de réflexions a été initiée et a conduit à la première version du **Change Monitoring System**, qui fournit un cadre de travail capable de saisir les changements intervenus dans les projets de l'EPER d'une manière non linéaire. Ce cadre de travail a été testé en Asie et en Amérique latine et a permis à l'EPER de rédiger son premier **rapport de performances**. Conjointement avec des partenaires externes, l'EPER a réfléchi à sa pratique actuelle et a exploré ce que signifie la planification des interventions dans un système vivant, en constant

changement. Le processus de rédaction du rapport annuel au niveau de la division, a ainsi gagné en profondeur. La synthèse réalisée en plusieurs étapes a permis non seulement d'identifier des questions clés mais également d'affûter l'identité de la division internationale. L'EPER entend encore repenser sa pratique d'évaluation des programmes. De manière générale, les évaluations requièrent de se concentrer plus clairement sur des questions ciblées. L'évaluation interne du projet de partage du savoir (Knowledge Sharing) a montré distinctement que la large inclusion des bureaux EPER dans la division, représente son plus grand succès mais demeure en même temps son plus grand défi. La division se doit de continuer sur cette voie et d'intensifier ses efforts de partage du savoir.

Resumen

La división internacional de HEKS informa en el presente documento sobre sus actividades en el ámbito de la cooperación al desarrollo, la ayuda humanitaria y la ayuda de las iglesias. El informe pretende dar cuenta del compromiso de HEKS en este sentido así como de la eficacia de sus programas, al tiempo que intenta apoyar un proceso interno de reflexión y aprendizaje.

El nuevo concepto de implementación denominado **Desarrollo de las comunidades rurales** identifica varios ámbitos clave de trabajo: acceso a los recursos y defensa de los mismos, producción sostenible y seguridad alimentaria, creación de valor y acceso a los mercados. HEKS ha acumulado una significativa experiencia en lo que se refiere al acceso a la tierra y la defensa de los territorios. Se ha prestado una particular atención al «acceso a los recursos», considerado uno de los aspectos más importantes a la hora de conseguir la seguridad alimentaria y la autodeterminación de las comunidades rurales. HEKS ha ampliado su definición de «acceso a la tierra», extendiéndola al «acceso, preservación y defensa de los territorios». Este concepto abarca no solo la lucha por la tierra, sino también las demandas y los derechos específicos de las minorías rurales con respecto a la preservación y el uso de sus territorios comunitarios ancestrales.

También se ha puesto en marcha un proceso para elaborar una **Política de paz**, con un análisis sistemático de la práctica acumulada en todos los proyectos de paz y en materia de sensibilidad ante los conflictos. La mayoría de los programas nacionales de HEKS se basan en el desarrollo de las comunidades rurales, y presentan una clara intersección entre los conceptos de la transformación de conflictos y el enfoque basado en los derechos humanos (HRBA): se deben abordar de una manera global los problemas relacionados con la expropiación de las tierras y los desplazamientos, pero también con la criminalización de las organizaciones y los movimientos de la sociedad civil comprometidos con la lucha por las tierras. En todos estos programas hemos integrado ampliamente la perspectiva basada en los derechos humanos, lo que contribuye a un proceso de desarrollo más sostenible. No obstante, la aplicación de una perspectiva de protección de los derechos de los socios víctimas de conflictos plantea un nuevo reto. La **Labor de sensibilización de las comunidades de prácticas** ha sistematizado las experiencias en este sentido, y ha contribuido a clarificar las prácticas de sensibilización de HEKS.

HEKS ha respondido a diferentes catástrofes naturales ocurridas en seis países, de acuerdo con su nuevo **Concepto de implementación de la ayuda humanitaria**. En Haití, y gracias a su fuerte implantación local, HEKS pudo poner en pie un dispositivo de cocinas ambulantes tan sólo unos pocos días después del terremoto; su respuesta humanitaria supuso todo un desafío, y ha marcado igualmente un verdadero hito. A nivel conceptual, HEKS ha elaborado documentos específicos de **Gestión del riesgo de catástrofes** para cada uno de los respectivos países. Solo adoptando un enfoque integrado se podrán reforzar las comunidades y hacer que sean resistentes a los desastres naturales y a la variabilidad del clima.

El desarrollo del **Concepto de ayuda de las iglesias** en su cooperación con las iglesias de Europa oriental condujo a un proceso de diálogo en el que participaron un amplio abanico de actores y partes interesadas del mundo eclesiástico. Numerosas iglesias cantonales subrayaron la importancia del perfil eclesiástico y teológico, pero mostraron escaso interés o posibilidades para financiar una cooperación entre las iglesias.

HEKS ha buscado alianzas y ha incrementado sus actividades en red. HEKS, y sobre todo sus oficinas, desempeñan un importante papel como mediador o facilitador: las oficinas de HEKS son un motor clave para el aprendizaje a nivel local y para fomentar la colaboración entre las organizaciones socias. HEKS les

proporciona espacio y tiempo para realizar una reflexión conjunta sobre el contexto y las actividades de los proyectos. HEKS refuerza igualmente la cooperación en red, así como las capacidades analíticas y adaptativas, y permite a los socios desarrollar una agenda conjunta. Resulta difícil, no obstante, medir el impacto real de este papel facilitador de HEKS, ya que este tipo de contribución tiende a tener unas consecuencias más bien indirectas en la ejecución de los proyectos.

Las **Directrices financieras y programáticas** han demostrado ser una excelente herramienta que ha ayudado a las oficinas de HEKS a mejorar la gestión financiera y operativa, así como aumentar su transparencia. La complejidad del sistema condujo a una serie de reflexiones que se plasmaron en la primera versión del **Sistema de monitoreo de cambios**, que proporciona un marco para detectar los cambios que se produzcan en los proyectos de HEKS no solo de forma lineal. Tras ponerse a prueba dicho marco en Asia y América Latina se elaboró el primer **Informe sobre eficacia** de HEKS, en colaboración con socios externos. En dicho informe HEKS reflexionó sobre sus prácticas actuales de planificación, así como sobre la planificación de intervenciones en sistemas «vivos». Los informes anuales a nivel de división ganaron en profundidad; la síntesis en varias etapas ha permitido no solo identificar cuestiones clave sino también reforzar el perfil de la división internacional. HEKS va a replantearse sus prácticas de evaluación de programas. Las evaluaciones necesitan, en general, un enfoque mucho más claro y centrarse en cuestiones más concretas. La evaluación interna del proyecto «Intercambiar conocimientos» ha puesto claramente de manifiesto que la mayor integración de las oficinas de HEKS en la división constituye sin duda el mayor éxito del proyecto, y también supone, al mismo tiempo, su mayor desafío. La división deberá proseguir el camino emprendido y consolidar su labor de intercambio de conocimientos.

1 Introduction

This report by the International Division of HEKS is addressed to donors, especially the Swiss Agency for Development and Cooperation, to HEKS' Board of Trustees and Executive Board, to partner organisations and to internal staff. It informs about HEKS' work in development cooperation, humanitarian aid and inter-church aid. For the first time, HEKS has compiled not only an annual report, but also a report on effectiveness. The reports' purpose is twofold: it seeks to account for HEKS' engagement and the performance of its programmes; and it endeavours to support internal reflection and learning and herewith to strengthen the intelligence of HEKS as an organisation. As in the previous three years, the report is the result of shared reflection and synthesis involving the whole division. This internal reflection not only produced the material and core insights for drafting the joint report, but also gave a better sense of the core issues challenging the division and its programmes. The distillation process has gained in depth and momentum; the annual workshops are a cornerstone not to be missed in the institutional year of the division.

2 Institution HEKS

2.1 Strategy

This year, several key issues and concepts that play an important role in the implementation of the HEKS corporate strategy 2008-2012, were explored in greater detail:

- A concept describing the scope and content of the focal theme of development of rural communities has been defined and submitted for approval by the Executive Board by early 2011.
- The priorities of HEKS' inter-church aid mandate were redefined in a broad consultative process involving partner churches in Switzerland and in Europe.
- The role and contribution of advocacy work in HEKS' development programmes was clarified and transformed into concrete procedures. This process involved different levels of the organisation and is to be pursued by the Board of Trustees in early 2011.
- HEKS' reflection on aid effectiveness, started in 2009, proved to be a catalyst for innovative thinking. HEKS experimented with the complexity theory to draft possible new approaches in the way it plans and assesses its projects. With the Change Monitoring System HEKS sharpened its analytical and reflective instruments and practice.
- The Field Financial and Programmatic Guidelines for the HEKS offices were updated after an initial 18-month run and specific guidelines were developed for and communicated to HEKS' partners.

These different achievements are developed in the corresponding chapters of this report.

2.2 Institutional development

In early 2010, HEKS launched a consultation among its constituency, supporters and stakeholders about a possible name change. There are several disadvantages to the current name: it is an acronym, it is not the same in all languages and it is not all that well known in Switzerland. Two possible new names were proposed: *Respecta* and *Vitalibra*. The consultation ran for several weeks and met with huge interest. More than 10,000 people expressed their opinion by voting for one of the three names. While the end result confirmed the current name with 80% of the votes, it can be said that the consultation process in itself renewed and strengthened the ownership by HEKS' constituency of its aid agency.

HEKS bid for three SDC tenders this year and was awarded one of them in Azerbaijan. HEKS joined with Intercooperation to bid for a further SDC tender in Georgia. Although the tender pooled the expertise of two Swiss NGOs, the mandate was awarded to a foreign NGO. Mandate acquisition and implementation is a rather new field for HEKS and there is hope that such an experience will add to the organisation's learning curve. The SDC procedure for international invitations to tender, however, requires considerable financial and human resources from NGOs. For NGOs, it is

increasingly difficult to justify using donations to carry such costs. Additionally, the criteria used by SDC to award mandates are not always transparent or convincing in the eyes of bidding NGOs. This led HEKS to take legal recourse for the award of an SDC mandate in Niger to another bidder. This action, however, did not have a concrete conclusion, as the administrative court specified by SDC proved not to be in charge of this kind of tender.

Throughout the year, HEKS participated with Greenpeace in a Swiss National Research Fund project under the lead of the University of Applied Sciences of North-Western Switzerland. This project aims to adapt to NGOs an international instrument developed by the industry to measure its own sustainability in different areas, such as management or the environment. A pilot of this instrument was tested with HEKS' partner, UAW (Useful to Albanian Women) in Albania. The practicability and relevance of this comprehensive instrument in the context of developing countries needs to be further assessed.

HEKS carried out an internal evaluation of the relevance of sharing the DevRC advisor position between Zurich and Latin America. It proved to be an important asset having a specialist visit the HEKS offices in Latin America on a regular basis. It became obvious, however, that headquarters needs additional resources on this focal theme, for example, to develop skills in value chains and marketing. Accordingly, an 80% position was advertised at the end of the year. At the same time it was decided to keep the regional advisor position with the option to have similar arrangements in different continents.

Due to the fact that in 2010 two major disasters occurred in 2010 and humanitarian activities became more important, HEKS expanded its humanitarian aid unit throughout the year. In November, the Executive Board decided to upgrade the staff unit into a department within the International Division. This decision will allow HEKS to respond even more swiftly and professionally to disasters happening in its focus and stand-by countries. Further steps are still needed, for instance, the creation of a floater function to be able to rapidly send experienced HEKS expatriate staff, familiar with all the necessary procedures, to the field for initial assessments and rapid response.

2.3 HEKS Offices

The new HEKS office in Goma (DR Congo) officially started working in January. The decision to be present in the country with its own structure in order to better support and monitor the work of the partner organisation proved to be justified. Old partnerships could be phased out and new ones could be developed. The HEKS office in Bosnia Herzegovina closed its doors at the end of June; the programme will be phased out in the course of 2011.

The exchange of know-how between HEKS offices was promoted throughout the year with, for example, a cross-learning visit between India and Bangladesh, a joint climate workshop between South Africa and Zimbabwe and a regional meeting between desk officers and country directors of the Latin America region (for further details on knowledge sharing see chapters 5.1 and 5.4).

The increasing investment in reporting requirements is a challenge for HEKS and its staff as well as its partner organisations. The HEKS offices are proactively engaged in strengthening partners' M&E capacities for more quality reporting and for critical and learning-oriented self-reflection. There is also a potential for HEKS as an organisation to strengthen its own reporting practice in order to make it more effective (and less time consuming) and more reflective (and richer and more focused on learning). Important steps have already been taken; particular attention is needed with regard to the instruments, the harmonisation and better use of existing and newly created instruments (FFPG, CMS, evaluation guideline) and platforms created in the last few years (annual synthesis workshops, CMS workshop).

2.4 Communication and Networking

HEKS' annual campaign was based on the right to land. It was advertised with a project in Georgia around the milk-collecting centre in Mirashkani village. This project was part of an SDC mandate implemented by HEKS (see chapter 4.4). A campaign dossier was widely distributed in Swiss Reformed Churches. Further examples from several countries in the dossier illustrated how the access to resources, such as land, is essential for sustainable development work. HEKS launched, for the third time, its very successful campaign "donate help" before Christmas, allowing people to symbolically buy project components as give-aways to their friends or relatives.

HEKS sought alliances and increasingly worked in a networked way during the year:

- HEKS initiated coordination between the main aid agencies (TdH, Caritas, Worldvision) planning to develop programmes in Romania with the Swiss cohesion funds.
- HEKS and Intercooperation bid for an SDC M4P tender in Georgia, capitalising on the experiences of both Swiss NGOs in the region.
- HEKS is part of an alliance with major Swiss NGOs to respond to an SDC call for water-related projects.
- HEKS invited YWCA/YMCA Switzerland to become a junior partner in the implementation of the diapraxis SEND project financed by Swiss FDFA.
- HEKS was invited by Swissaid to present its way of preparing its annual report; and shared its experiences in and thinking on impact assessment with BfA and ACT and the ad hoc ZEWO working group.
- HEKS involved several Swiss NGOs (Swiss Red Cross, Helvetas, Swiss Contact, Medicus Mundi, Swiss Commission for Research Partnerships with Developing Countries and the Swiss Distance University of Applied Sciences) in the evaluation of its knowledge sharing project (see chapter 5.4).
- HEKS initiated, jointly with the Pestalozzi Children Foundation supported by SDC, a one-day peer workshop on HRBA programming. Eighteen participants from seven Swiss NGOs shared their experiences in HRBA programming (see chapter 3.2).
- HEKS is part of a Swiss NGO DRR platform that cooperates closely with SDC and Swiss Solidarity regarding the different strategies for strengthening DRR within international cooperation activities.

3 Themes and mandates

3.1 Development of rural communities

Implementation concept development of rural communities

An important milestone was the finalisation of the implementation concept, finally approved by the Executive Board in November 2010. Before submission to the board members, the document was widely discussed among ID's staff working at headquarters and in the HEKS offices. The objective of the implementation concept was to clarify HEKS' focal theme Development of rural communities and to illustrate:

- the coherence between HEKS' vision and mission and its practical work in the field of DevRC;
- the work carried out so far by HEKS in the sector of food security and rural development; and
- the orientation and frame of reference for staff regarding the definition of objectives, positions, and priority work areas and principles.

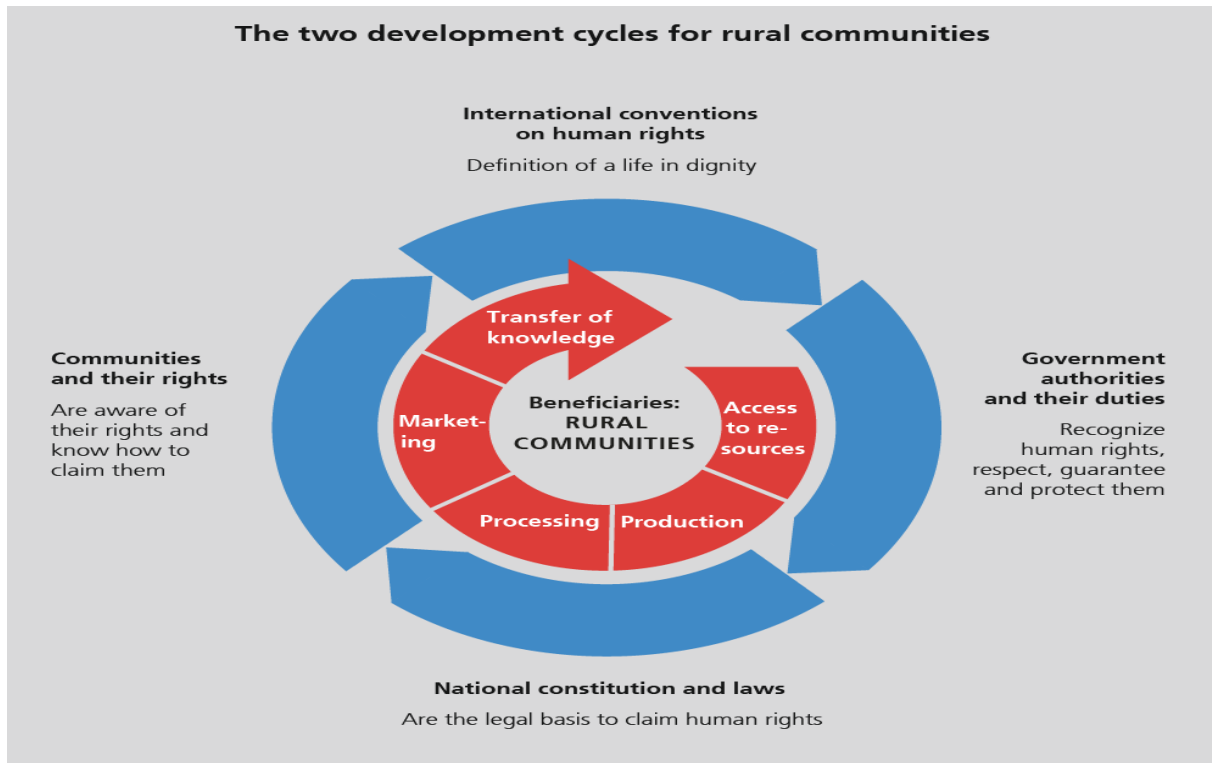
The document defines important working principles as well as the strategic working areas of DevRC and establishes the following general objectives:

- Greatest possible self-determination and inclusion in rural community decision making
- Hunger and poverty alleviation, through targeted measures and integrated into a rights perspective working approach
- Security of basic rural services

It identifies core working areas proceeding from HEKS' specific competencies and expertise. The following aspects received special attention:

- Access to and defence of resources
- Sustainable production and food security
- Value creation and access to markets

Based on two development cycles HEKS' rural development projects are embedded in a strong rights-based working approach.



Access to land and defence of territories

A considerable number of projects have a strong focus on this aspect. Over the last few years, HEKS has gained significant expertise in this topic, creating worthwhile synergies between its two main working areas, DevRC and peace and conflict transformation. An important milestone to further develop the land resource issue at a more regional level was a regional meeting, carried out in May 2010 in Guatemala. The workshop preparation process clearly showed that a huge majority of HEKS' projects in Latin America are directly related to the struggle for land and other resources. Case studies carried out in the five Latin American focus countries, Honduras, Guatemala, Columbia, Brazil, and Haiti, made it possible to summarise common aspects, lessons learned and mutual challenges.

Based on these findings, the Latin America team identified key elements and agreed upon a continental strategy regarding access to land:

- Shift from the land approach to the **territorial approach**, with the focus placed on **access and defence of territories** rather than access to land. In a nutshell, this involves securing access to land in a holistic way, including resources above and below ground, and responsible and sustainable management of the ecosystem, its religious and spiritual value and more.
- Aspects like the **cultural identity and self-determination** of different beneficiary groups and traditional populations are crucial to developing this holistic territorial approach.

- Activities to strengthen the struggle for land and territory are important, but there is also a need to simultaneously introduce **adequate land use and production systems** that support rural communities on their way to achieving sustainability of the territories and their resources.
- There is a need to **deepen and qualify conceptual discussion** on access to resources and a rights-based approach, for instance, with respect to **traditional populations and territories**.
- Analysis of government policies in Latin America related to access to resources clearly shows that they fail when they rely purely on market-driven concepts, for instance, in the context of land reform programmes. Therefore, HEKS' projects that support partners in their struggle towards access to resources are going to focus on a **rights-based approach based on national constitutions and laws as well as on international conventions**.
- **The safety and protection** of the population involved and of human rights defenders is a concern and must be included in intervention strategies.
- Project activities require political intervention in the form of **lobbying and advocacy action** at regional, national and international level.
- Supporting partners fighting the vigorous **criminalisation of organisations and civil society movements** engaged in the struggle for land and resources is becoming an increasing challenge.

In order to make the rights-based approach a reality, it was also planned to strengthen network activities and alliances at local, national and international level that aim to:

- defend the right to food and other related human rights, for instance, through the systematisation of **emblematic cases** in the country programmes in Latin America;
- support HEKS' partner organisations and beneficiary groups in **monitoring public policies** related to human rights, such as the right to food;
- strengthen partner organisations and beneficiary groups in their capacity to **propose and negotiate public policies** with government bodies; and
- qualify partner activities and intervention with respect to the **accountability for rights** and the development of new instruments for the protection of human rights.

In order to qualify its expertise in the field of access to resources, HEKS also recognises the challenge of developing strategies for countries that implement programmes in conflict-sensitive regions. On SDC's invitation to apply for an increment of the programme contribution in the coming two years, HEKS submitted a project proposal "access to land in difficult countries" such as Palestine, Niger and the DR Congo. This project was approved by SDC in the last quarter of 2010.

Land struggle of the Quilombolas, Brazil

In Brejo dos Crioulos in the north of Minas Gerais HEKS and its partner organisation, Centro de Agricultura Alternativa (CAA), are collaborating with 503 Quilombola families (around 3,500 persons). The Quilombolas are fighting to get their land back and to build a better and more sustainable future. As descendants from escaped African slaves they belong to Brazil's poorest population group, often deprived of access to education, running water and sufficient food. Traditionally they lived in remote inland areas, but were driven from their land in the 1960s by landowners. According to Brazilian law, their homeland belongs to them. The process to regain their land titles is not progressing. The land reform authorities are not responding to dialogue. For this reason the HEKS partners MST (movement of the landless) and FIAN (specialising in the right to food) joined the Quilombolas and CAA in their land struggle. With the assistance of lawyers, their case was taken to the court of Minas Gerais. It is the first court case involving more than 300 Quilombolas communities living in the region of Minas Gerais claiming their land back. The first hearings have been held. Through information campaigns and advocacy, their case is attracting international attention; the land (17,309 ha for 500 families) recovery process is progressing.

Climate change

Integrating the complex issue of climate change into projects and country programmes is a challenging task. HEKS, therefore, decided to focus its DevRC activities mainly on climate change adaptation measures. In close cooperation with the Humanitarian aid desk, a working approach is going to be implemented with the intent to better coordinate rural adaptation measures, preparedness and disaster risk reduction activities at both project and programme level.

In continuation of the 2009 activities, when four climate proofing workshops were carried out in Latin America (Honduras, Haiti) and Africa (Niger, Ethiopia), two more workshops took place in cooperation with BfA in the Philippines and Zimbabwe. These workshops produced valuable information not only with respect to the integration of climate change aspects into the rural development projects of each country, but they have also been of great importance with regard to the adaptation and further development of the Climate and disaster risk tool for climate proofing projects, developed by BfA and HEKS. Based on the findings of the workshops, follow-up activities regarding climate change and rural development have been incorporated into new country programmes, for instance, Ethiopia, Guatemala and Honduras.

At network level, a small, informal working group was formed, composed of representatives of four Swiss and German church-based organisations (BfA, HEKS, Bread for the World and Diakonie Emergency Aid) in order to promote practical knowledge-sharing activities, for instance, with respect to applying experiences with different working tools in the field, as well as to stimulate contacts between partner organisations of the referred agencies.

Value chain approach

HEKS' projects and programmes have a strong focus on VC creation. Due to its wide and diverse spectrum of working contexts, it is an institutional challenge for HEKS to obtain a better overview regarding the different stages of VC experiences at project and programme level. Therefore, a screening process based on a specific questionnaire was launched in order to receive more systematic information regarding the current state of VC development in the country programmes. During 2010, the questionnaire was tested amongst colleagues in the country teams of Latin America and the Philippines. The data acquired is now being processed. The results and findings will be presented and discussed at HEKS' next ID Forum in June 2011.

3.2 Peace promotion and conflict transformation and HRBA

Peace and conflict transformation is the 2nd focal theme of HEKS' development work. It aims to address the root causes of violent conflicts and to promote a non-violent constructive conflict culture leading towards sustainable peaceful societies. Overcoming inequitable patterns and structural violence thus lies at the core of HEKS' peace projects. The HRBA putting emphasis on analysis and reflective practice, as well as, methods of effective peace building play a crucial role in this endeavour. Hence, the year 2010 was marked by policy processes and capacity building measures for these two approaches, both at headquarters and within partner organisations.

Peace promotion and conflict transformation

- ***Sharpening HEKS' profile in peace promotion and conflict transformation:*** An upcoming important step in the institutionalisation and systematisation of HEKS' peace work is the development of a new peace policy. Therefore, a systematic analysis of all peace projects as well as HEKS' conflict sensitivity practices has been carried out. The interviews conducted with all desk officers and country directors helped raise awareness on conflict and peace issues and assess the needs regarding capacity building. The results of the analysis and the discussions held at a participative workshop will constitute the basis of the new HEKS peace policy.
- ***Increasing effectiveness of peace projects:*** Analysis and learning build the basis of HEKS' endeavours in peace promotion and are continuously promoted. The Palestine-Israel country programme as well as the project *Promoting Dialogue for Regional Reconciliation* in the South Caucasus have been evaluated according to methods of effective peace building. Partner organisations have participated in planning and strategy-building sessions and their analytical capacities have been strengthened.
The peace promotion efforts in Guatemala have also undergone a shift; the strategy focus has moved from projects dealing with the post-war country's difficult past to projects addressing the on-going human rights violations and the environmental damage caused by mining companies

and their private security companies. This decision to change strategic direction was taken following an analysis of the current conflict situation and the needs of the people.

- **Criminalisation of civil society organisations and protection of partners:** Where states fail or refuse to respect, protect and provide the fundamental rights of the people, it is all the more important to empower communities and strengthen civil society in claiming and realising their rights. Building up and supporting civil society organisations, therefore, constitutes the basis of the HEKS approach in failed states.

Partner organisations in some countries have faced criminalisation attempts and restrictions in its actions. In Ethiopia, the *Charities and societies legislation* of 2009 forced HEKS to cut down its peace and human rights activities. Palestinian and Israeli human rights organisations in Israel have been confronted with increasing administrative barriers. In Colombia, civil society organisations and social leaders are still life-threatened on a daily basis by paramilitary and guerrilla groups. And since the coup d'état in 2009, civil society actors in Honduras have to work in an insecure environment facing threats and government restrictions. The list of project countries where HEKS and its partner organisations are exposed to risks and threats goes further, not least because of the commitment to work with the most discriminated and marginalised groups and to challenge unequal power structures. In order to increase the security of its partner organisations, HEKS promotes networking and alliance building on a local, national and international level. Furthermore, assessments are carried out on how peace promotion and the rights-based approach can be continued under restrictive legislations. HEKS considers that, in such cases, it is worthwhile combining it with DevRC.

The ACT Alliance Rights and Development working group has carried out assessments for a study on the shrinking political space of NGOs and CSOs. A study has been finalised and steps for further joint activities to secure civil societies place through international advocacy have been agreed upon. Most important, however, are the local knowledge of HEKS' partner organisations and constant analysis of the conflict situation.

- **Preventing conflicts by creating new perspectives and deconstructing stereotypes:** In violent conflicts, unemployed young people are particularly exposed to the risk of falling into a vicious circle of violence. Therefore, HEKS supports projects, for example, in Sudan, Colombia, Albania and Zimbabwe, which offer vocational training for young people and build their capacities to act as responsible social leaders. This responds to the desire of every young human being to become a meaningful member of society and live a decent life.

Conflict transformation and the voice of young people, Zimbabwe

The Youth Empowerment and Transformation Trust YETT strengthens and supports youth organisations in civil society. HEKS, the Bethlehem Mission Immensee and the Fund for Development and Partnership in Africa, in consultation with the Zimbabwean partner organisations, sought to develop a common approach to conflict transformation for the reconstruction of Zimbabwe. YETT works with youth organisations in order to have their consolidated views heard and respected. The objective is to ensure the full participation of young people in national development. The joint youth approach had an initial core partnership of seventeen national youth organisations.

Deconstructing stereotypes of the "other" is another important pillar in preventing violent conflicts between different people within a country or across borders. *Promoting Dialogue for Regional Reconciliation* enhances discussions about the "other side" by showing films to Armenians and the Azeri. Romani people and Albanians are being encouraged and supported to work together to realise their rights. And the Swiss Egyptian NGO Dialogue (SEND) aims at overcoming stereotypes and deconstructing prejudices of Islam and Christianity as well as the West and the East by applying dialogue techniques in discussions on values (see chapter 5.5).

- **Combating domestic violence and empowering women as peace agents:** Domestic violence and a culture of violence at societal level are inherently interlinked. HEKS and its partners support women in standing up for their rights and refusing to be victims in their own

homes. Initiatives, such as the *Women Competence and Culture House* in Albania, provide legal and psychological support and run nationwide campaigns against sexual discrimination and domestic violence. These endeavours not only aim to improve the situation of women, but also to address one of the root causes of the culture of violence that negatively affects the development of the whole society.

- **The intersection of PCT – DevRC– HRBA:** Economic, social and cultural rights, in particular the right to food, are central to HEKS' development work. In working towards realising these rights, HEKS' partner organisations in various countries have been increasingly confronted with cases of land-grabbing, environmental deterioration due to mining and plantations, displacements and intimidation by the state or private security forces. At the HEKS Latin America regional meeting this issue was analysed more closely and the notion of "*defence of territory*" was created (see 3.1). Especially for issues concerning land-grabbing and displacements in countries such as Colombia, Brazil, Guatemala and the Philippines, it is necessary to further elaborate the intersection of PCT – DevRC – HRBA. In addition, the agriculturalist-pastoralist conflicts in African project countries need an intersectional approach.

Human Rights-based Approach

- **A common HEKS understanding of the HRBA:** After the appreciative inquiry at the ID-Forum in 2009, an internal process was launched in 2010 to capitalise on experiences in rights-based working and to find a common understanding of the HRBA at HEKS. The drafting of an implementation concept, best practices and a handbook for capacity building improved the understanding of the HRBA within HEKS and built the basis for upcoming partner training. Together with the Pestalozzi Children's Foundation and the SDC, HEKS stimulated an exchange between Swiss development stakeholders regarding the implementation of the HRBA, its challenges and the lessons learned. A follow-up in small groups on specific relevant issues is planned for 2011.
- **Strengthened capacities among partners in rights-based working:** The approach was also promoted among partners in Cambodia and Moldova. Training on HRBA basics, analysis and strategy building were held and offered new perspectives. Follow-up and close support are important and further capacity-building measures are planned in other project countries in 2011. The ID-Forum 2009 is bearing fruit. In 2010, a clear increase in partners applying the HRBA was observed. With the partner organisations that have a long-standing tradition of rights-based working, HEKS can build upon considerable knowledge in applying the HRBA.
- **Systematisation of HEKS Advocacy Work:** Applying a rights-based approach towards the realisation of human rights makes advocacy a central element of HEKS' development work. Experience and literature show that advocacy becomes increasingly important and requires a strategic and coordinated approach on multiple levels. Therefore, a CoP on advocacy capitalised on the experiences of partners, drew on lessons learned and drafted an advocacy concept (see 5.4). The process will be finalised in 2011, allowing HEKS to act faster and more effectively in speaking out against human rights violations and injustice related to the activities in its thematic fields. Related to this, the first country-level advocacy strategy has been developed for Israel-Palestine. This makes it possible to pursue a coherent and coordinated approach and links HEKS' projects in the field with HEKS' activities in Switzerland.

3.3 Humanitarian aid mandate

HEKS' response to major disasters: Emergency aid, rehabilitation and reconstruction projects

The year 2010 was marked by three major disasters – the earthquake in Haiti, the drought in Niger, which was perceived as a silent catastrophe, and the floods in Pakistan. In 2010, HEKS responded to various natural disasters in a total of six countries. HEKS has been involved in all countries according to its new *Humanitarian Aid Implementing* concept. With the exception of Pakistan and Indonesia, all

the interventions took place in focal countries where emergency aid was implemented through the HEKS offices in cooperation with our local partner organisations (see annex; chapter 9).

In **Haiti**, thanks to its local roots, HEKS was able to set up roadside kitchens just a few days after the earthquake. Forty-two local employees working in a large kitchen prepared 3,000 hot meals every day for a period of 100 days. These meals were distributed in twelve camps in Pétion-Ville, a suburb of Port-au-Prince. HEKS has, for decades, been actively involved in the area of food security, including agricultural projects, in the Grand'Anse department in the south-west of the island. With the earthquake triggering migration from the capital to the provinces, Grand'Anse alone saw the return of more than 120,000 victims of the earthquake. Poor families suddenly had to provide for additional relatives or friends, but often had little enough food for themselves. Those aided by HEKS thus received support in the form of seeds and tools intended to help them grow bananas, vegetables and rice. HEKS is concentrating its reconstruction work on the region of Petit Goâve. The earthquake heavily damaged this town. HEKS has chosen this region for various reasons. The area is situated between the HEKS office in Port au Prince and the traditional project region in the Grand'Anse; this facilitates the logistics for new projects. SDC and several Swiss NGOs are active in Petit Goave, allowing for coordination and synergies. In a first phase, 300 houses are being repaired and some 100 houses are to be reconstructed in situ. HEKS has further plans to implement a relocation project for around 200 families in Meilleur Haut, a place on the outskirts of the town. An additional holistic livelihoods project will complete the humanitarian programme in Petit Goave. The whole humanitarian response of HEKS has been a challenge and a milestone regarding the setup of and the cooperation between all the involved HEKS stakeholders in Haiti and in Switzerland.

Further activities in the field of humanitarian aid were implemented in the aftermath of the natural disasters in Asia in autumn 2009. In the **Philippines** and in **Indonesia**, HEKS quickly provided emergency aid and managed to move fast to early recovery. This timely shift (after around three months) proved to be very valuable and allowed the population to return fairly quickly to their normal course of life. HEKS provided, for example, seeds, production facilities such as green houses, irrigation pumps and similar items. This helped boost local agricultural production and also made it possible to use the particular dynamics during the recovery phase to strengthen partners' capacities in their respective fields of action.

A particularly fruitful achievement was the cooperation with Caritas Switzerland in **Pakistan**. HEKS had implemented a series of reconstruction projects after the 2005 earthquake with its traditional partner organisation, Anatolian Development Foundation ADF. In 2009, HEKS cooperated in an emergency aid project with Caritas Switzerland and ADF. Now, after the severe floods in August 2010, this earlier cooperation proved to be of great value as it made it possible to quickly implement major relief projects in the Malakand District in north-west Pakistan. Synergies between the two Swiss organisations could be used in the sense that HEKS had vast experience in cooperating with ADF, while Caritas had the opportunity to send a delegate into the field and an office at stand-by in Islamabad that could be reopened rapidly. Furthermore, the financial resources of both organisations could be injected in order to reach as many beneficiaries as possible. This kind of cooperation between Swiss NGOs should – in our opinion - become more regular.

Emergency aid after floods for Roma community in Albania

At the beginning of 2010, parts of the town Shkoder were flooded due to unfavourable weather conditions and the opening of water dams that threatened to crack. The two HEKS partners - Diakonia Agapes and Useful to Albanian Women - carried out an initial assessment. Joined by a third partner, YWCA, they discovered that a marginalised Roma community (85 families of about 325 persons) urgently needed assistance. They lived in sheds on the parking lot of a lorry owner. HEKS agreed to finance an emergency project implemented by the three NGOs under the lead of Diakonia Agapes for 50,000 CHF. The emergency aid consisted in material aid (food, family and hygiene kits) as well as emotional, psychological, social and health services with priority given to children and women.

Disaster Risk Management

On a conceptual level, HEKS has achieved a milestone by developing the management of disaster risks further. Specific DRM documents are about to be prepared for each focus country, using the

same framework for all countries. This gives all HEKS staff a quick overview of the relevant information concerning DRM (risk analysis including risks resulting from climate change, stakeholder analysis, early warning systems, potential partner organisations, and emergency response procedures) in all focus countries (see climate change in chapter 3.1).

DRM initiatives in relation with rural development, poverty reduction and climate change, Zimbabwe

Matabeleland South Province, Matobo, is a region prone to drought. The DRM initiatives respond to the "Triple Threat" in South Africa that refers to the combined danger of the HIV-AIDS epidemic, food insecurity due to climate variability, and weakened government capacity. In particular, these initiatives consist in making rural communities more resilient to drought by implementing community-based adaptation and mitigation measures. Following a community risk assessment conducted in Matobo with women and men (small farmers), adaptation measures were identified and further developed. They encompass tangible and applicable actions in terms of redesigning and diversifying farming techniques and crops, soil and water management, agro-forestry, the preservation and re-introduction of indigenous livestock breeds, the support and protection of livelihoods diversification and on-going awareness of the impacts of climate change (for instance through a Climate Change and Disaster Risk Reduction training workshop supported by BfA and in coordination with the local Government). Mitigation measures were also identified with farmers. They can contribute modestly towards mitigating greenhouse gas emissions (reduce burning of savannahs, reforestation (fruit trees in gardens as carbon sinks), use of organic manure as fertiliser, etc.).

In the course of enhancing its preparedness in countries particularly vulnerable to natural disaster and/or conflict, HEKS is currently setting up a *Rapid Assessment Team* in Indonesia. The team will become active in the event of an emergency situation. It consists of approximately 10 staff members from current HEKS partner organisations in Indonesia, who are trained in rapid assessment, security, coordination and basic first aid, food- and non-food item distribution as well as setting up emergency WATSAN infrastructure and emergency response projects. The advantages of such a local assessment team are its proximity to the place of disaster as well as its local knowledge of the context and language. Furthermore, HEKS stays in permanent contact with partners in Indonesia and accounts for the capacity building of its partners. The *Rapid Assessment Team* Indonesia is a pilot project, which could be extended regionally or applied in other countries with a high risk of natural disaster and/or conflict.

Scope of interventions

A general challenge HEKS faces is still the limited capacity and competencies of its HEKS offices regarding humanitarian aid. This remains particularly true in the case of a major disaster, when important resources and activities have to be deployed. A first step in order to mitigate this situation was taken by employing a Junior Programme Officer. This person has reinforced HEKS' DRM at headquarters and in his or her focus countries that are at high risk of future disasters or armed conflicts. There is still a long way to go and HEKS must strongly support and strictly follow its policy of strengthening humanitarian aid activities, including DRM.

Another important issue to be tackled by the HA department together with the communication division is the question of how to best cooperate with the media and how to explain the approach regarding participation and sustainability. All too often, the media only reports on sudden disasters followed by fast emergency aid and very visible results. Sustainable humanitarian aid normally means a long-lasting process with little output to show on a TV screen. One of HEKS' core competencies is precisely *Linking Relief, Rehabilitation and Development*, which requires a long process to explain this complex and measured approach to journalists.

HEKS' head of humanitarian aid participated in the ACT reference group on humanitarian response. This working group was created in order to improve the global humanitarian aid response system of the ACT Alliance. Significant steps in this direction have been achieved during the year (alliance-wide consultations have been conducted and the gaps in the current system identified and the initial results and conclusions have been presented to the ACT governing board). In April 2011, a respective document will be presented. Cooperation within an international network would be of the utmost importance in order to upscale our humanitarian interventions, to use synergies between the member organisations related to training activities, DRR measures and the implementation of

humanitarian projects, and to reach a satisfactory level in the oft-cited coordination between agencies.

3.4 Inter-church aid mandate

Defining the Inter-church aid concept was a major task planned in the HEKS strategy 2008-2012, stipulating the clarification of the content and the geographical focus of its future cooperation with East European churches. The concept design was a dialogue process involving the member churches of the Federation of Swiss Protestant Churches, partner churches in Eastern Europe, European organisations together with interested groups and individuals.

HEKS compiled a document giving an overview on its engagement in Eastern Europe over the past 20 years and outlined a draft of the future strategy. The response to the widely open consultation process was enormous, revealing the great interest in this particular field of HEKS' work; 65% of the FSPC member churches and 100% of the foreign partner organisations gave their feedback. As an alternative to written feedback, HEKS organised workshops and meetings allowing for critical debate. The participants valued the direct contact with HEKS, they acknowledged HEKS' engagement in Eastern Europe, but concluded that there is a lack of communication as the work done is given enough visibility. Even amongst people close to the church the mandate was unknown as, among the public, HEKS is mainly known for its development cooperation and humanitarian aid. The workshops also proved to be a good opportunity to promote cooperation among churches.



The majority of the parties involved in the consultation process agree on how HEKS perceives its future Inter-church aid mandate. They support the focus on community building and diaconia. The partnership, as well as the exchange between Swiss and Eastern European parishes, must be strengthened. The consultation also made clear that theological and ecclesiological dialogue with the partner churches in Eastern Europe is essential. In particular, the FSPC emphasises that Inter-church aid does not have to be limited to community building and diaconia alone. HEKS also has to support the divinity faculties and the church leader critically and empower them in their ecumenical orientation. In this issue, HEKS will take the role of a critical partner that facilitates different contacts with churches and church institutions. Further feedback concerns the training and further education of Eastern European churches. Scholarships, international ecumenical contacts and dialogue and reconciliation concepts on ecclesiastical and social topics are greatly needed. The focus is less on individual academic scholarships than on the practical training of clergies. The consultation clearly showed that the geographical focus should remain on Eastern European countries and should not be extended to the South.

The foreign partners, German protestant churches, their aid agencies, the church of the Waldensians as well as the partner churches in Eastern Europe, valued the collaboration with HEKS. They all welcome the round tables as a valuable instrument to enhance transparency and collaboration as they create synergies and complementarity among sister churches and help to overcome the competition amongst different organisations. Eastern Europe would like support for recovery trips for clergy.

Financing Inter-church cooperation remains challenging. Many cantonal churches emphasised the importance of the ecclesiastical, theological and prophetic profile of Inter-church aid, but the interest in and the possibility of financing activities or engaging in fund-raising remains limited.

The results of the consultation process are the basis for the Inter-church aid concept 2011-2016. It will be defined and submitted for approval to HEKS' Board of Trustees and the FSPC Council within the first quarter of 2011.

3.5 Cross-cutting themes: Gender and HIV – Aids

Gender mainstreaming and minimal gender standards

Also in 2010, HEKS followed a consequent gender mainstreaming strategy. Gender-disaggregated data, information about the social and economic situation of women and men (e.g. workload), gender relations (e.g. participation in decision making), institutional and governmental structures, rights and social practices, as well as objectives and indicators are important for programmes and projects. HEKS' offices act as key facilitators for gender sensitivity among partner organisations. HEKS Philippines launched, in May 2010, a new partners' collaboration initiative on gender and HRBA: each partner organisation delegated a gender adviser. Under the guidance of the HEKS office, they share across organisations and jointly develop a way forward to measure the impact of gender in programmes and projects.

"It is not enough for partners to report the disaggregated number of men and women in project activities; more important, is to see the extent of participation of women and how it affects roles in decision making, access to information and resources, etc."
Barbara E. Salazar; HEKS Office Philippines

In 2010, the gender adviser supported and commented on the evaluation as well as the planning of several country programmes. Gender equality was mainstreamed into the new concepts of rural community development and the HRBA. The internal collaboration was also reinforced at project level, for example, planning for a peace camp with young women of SEND (see 3.2 and 5.5), and Eastern Europe Day, where the director of a women's shelter in Romania talked about gender-based violence and awareness raising in local communities. Further gender knowledge and methodical experience sharing between country directors has to be strengthened in 2011.

A preliminary draft of manageable and sustainable *Minimal Gender Standards* was prepared in 2010. The minimal standards should support the implementation and the monitoring of gender mainstreaming, and make it more consistent and more effective.

Promotion and protection of women

The innovative project, *Women, Peace and Security* (UNSCR 1325), in Colombia effectively combines food security and peace promotion as well as organisational development and leadership training. The HEKS partner organisation, OFP (Organización Femenina Popular), uses the UNSCR 1325 as an instrument for education in peace and gender competence. The project aims to establish women's courts to break the silence and speak about human rights violations, to fight for the punishment of war crimes and to establish an agenda for peace.

Gender sensitivity and female leadership are critical for the development of rural communities in Zimbabwe. Women are committee members leading the HEKS projects. Gender training enabled them to challenge cultural taboos and to negotiate sex. Furthermore, the context analysis paid attention to gender-specific vulnerabilities, the distribution of work and workloads between men and women and gender-specific adaptation strategies to climate change. The analysis was carried out in relation with the climate change and community risk assessment in rural villages in Matobo district in collaboration with BfA in October 2010.

As part of a food security programme in Niger, women gained access to land; each of them received a plot of land for cultivation. The HEKS partner helped them develop their income generating activities, for example, cheese production, groundnut oil and goat breeding. They were introduced to preservation and storage and product marketing.

In Bangladesh, community sex workers in rural areas are assisted in finding alternative incomes to support their families. As change agents, they also become engaged with their communities. Through incentives for income generating activities, men are also involved in the project.

Empowerment of community sex workers, Bangladesh

Monowara shared the destiny of many women in Bangladesh. She became a young widow and thus lost the minimum shelter She began to work as a maid servant in a rich neighbour's house where she was raped. She was raped again as she tried to receive local government assistance. She had no other choice than to sell her body to feed her children. She joined the HEKS NARI project (revival initiatives of 600 village prostitutes in Ulipur) and got access to awareness, management training, adult literacy and skills training. Through the project she received a sewing machine with a micro-credit grant. Later, she took out another micro-credit loan and leased a plot of land to grow rice. Now she grows rice in her field, she tailors and sells her products. And she has become an active member of the NARIA Union executive Committee.

HIV-AIDS

In 2010, HIV-AIDS was addressed primarily within HEKS' programmes in Africa where the prevalence is high, mainly in the southern countries Zimbabwe and South Africa and, on a smaller scale, in Eritrea. Project components are:

- Spreading knowledge on how to avoid HIV infection
- Providing wholesome food and helping to generate income for people living with HIV-AIDS
- Providing access to counselling and therapy for infected people
- Fighting against stigmatisation
- Taking care of affected children

Promoting well-being among HIV-AIDS affected rural households in Msinga, South Africa

In 2010, the project succeeded in bringing about significant change in the lives of members of farmer support groups in Msinga. The biggest improvement was with regard to food security and mobilising local financial resources, largely through activities in the gardens. Households are now food secure as they have access to nutritious meals that incorporate fresh vegetables. The groups help poor community members if there is a burial. Group members have made income from selling surplus vegetables from the gardens. Income generated by individuals pays for household needs like non-vegetable food, such as cooking oil, margarine, salt and other items, such as candles and paraffin.

In order to fight against new HIV infections, it is important to understand the social, economic and other systemic factors that fuel the infection. When in a crisis situation, food becomes scarcer and social arrangements start to deteriorate, people living with HIV-AIDS require even greater care as they depend on nutritious food and therapy continuity.

One of HEKS' key interventions is the home-based care approach. But one should bear in mind that home-based care does not actually provide health care, but social care, thus limiting the life chances of those who depend on it. Nevertheless, home-based care is an extremely important intervention, particularly in rural areas where public health facilities are inadequate. In addition, it is important for HEKS and its relevant partners in Southern Africa and in other relevant contexts to understand that HIV-AIDS is deeply connected to a deep crisis of social reproduction, which affects consumption patterns in poor people's homes. Therefore, training and capacity building are key. And last but not least, there is an absolute need to focus attention on the role of the state (health sector) in responding to HIV-AIDS as well as widespread under-development. This can be done by reinforcing lobbying and advocacy activities as well as by introducing a rights perspective.

4 Countries and regions

4.1 Africa

South Africa: 2010 was a year of stability and regaining confidence from the year before, which was extremely challenging given the news of budget cuts, as well as HEKS phasing out of South

Africa. Furthermore, the knock-on effects in the real economy, and in particular the decline in jobs and rise in food insecurity, only exacerbated the situation of the people of our concern. The effects of climate change, specifically through drought, are taking its toll on rural communities. Lack of water and access to water sources are severely undermining emerging small-scale farmers. Fortunately, the positive effects of farmers' associations and saving clubs have strengthened these farmers as they are not confronting these challenges as individuals, but as a collective. The work on organic farming and climate change will hopefully bear fruit with time. A key driver for collaboration this year was the external programme evaluation and the post-evaluation workshop. This was an extremely important process as independent partnership emerged as a result. It seems that there are closer working relations between partners working in the same geographical areas. Partners shared funding opportunities as well as strategies towards sustainability.

Zimbabwe: Most partner organisations could plan and implement activities without much external influence and setbacks. Although the economy and political landscape is still fragile, the year 2010 can be described as having been relatively stable. The HEKS office used the opportunity to build on the gains from 2009 and provided much more structured support and mentoring. The most vulnerable groups, including orphans, people living with HIV and AIDS, single-headed households, the elderly, the terminally ill and unemployed young people and adults, were highly exposed to the effects of poverty. The HEKS office also played its part by supporting the therapeutic feeding of more than 2,000 men and women suffering from AIDS in 10 clinics in Gwanda district. Overall, it was easier to track results and to provide appropriate interventions. Major activities included an inspirational evaluation process of the country programme, two partner training courses in Do No Harm and climate change respectively, development of the Zimbabwe country programme policy paper, evaluation of partner projects and ongoing learning from partners.

The situation in **South Sudan** can be described as a country in transit, marred by a mindset of uncertainty, short-term vision and wavering commitment. The post-war era demands that the South Sudanese continue with the massive task of reconstructing and rebuilding their country. It makes great sense for HEKS Southern Sudan to focus its effort and resources on supporting the development of rural communities. The partners have started to understand the importance of organisational development and their task of moving from short-term project orientation to long-term programme orientation. The Sudan Health Association (SUHA), involved in water and sanitation, has proved its technical capacities, but still needs to consolidate its organisational set-up and management system. HEKS has renewed its partnership with ASTAD (Agency for Social Transformation and Development), a small community-based organisation carrying out adult literacy activities, which has proved to be effective in mobilising communities. The transformation of food baskets to surplus production within a year in Sudan is by no means an easy task, but this has been made possible through ACORD's (Agency for Cooperation and Research in Development) technical professionalism.



Food security for returnees in South Sudan
Hellen and her family returned last year from exile in Uganda. After the signing of the Comprehensive Peace Agreement, it took time to ensure refugees' safe return to South Sudan because of Lord's resistance army activities. In her Sudanese village, Lobonok, there was nothing. They started with a makeshift home and were given food rations through the returnee programme. They had no guarantee of what would come next. Hellen's husband enrolled in training and received some seeds and tools from HEKS' partner. The small family is now settled and food is available in plenty. Their small child is growing happily in their new home. They are now thinking about how to work with their neighbours to market the surplus of the crops and vegetables.

The political, social and economic situation under the restrictive government in **Eritrea** remained the same in 2010. Commodity prices are continuously on the rise, despite the relatively good crop harvest. Despite this, HEKS' partners have succeeded in implementing almost all their set activities. The provision of animal-drawn carts has also developed the rural communities by increasing the mobility of people with disabilities, through income generating activities and by addressing the rural population's dire need for transportation. The skills-development training and micro-credit activities (petty trade, animal fattening, agriculture etc.), have assisted poor rural households in making an income and securing their households' food needs, clothing and their children's educational and health expenses. Through various awareness-raising workshops, ERNAB (Eritrean National Association of the Blind) succeeded in convincing local governments that the visually impaired can contribute to the well-being of their households and community. Though the word *Human Right* cannot be used in Eritrea, HEKS' partners are applying the rights-based approach.

Ethiopia: The main challenges in implementing the country programme were the new charities and societies legislation that prohibited international and local NGOs from engaging in peace building, human rights and good governance. In 2010, the HEKS country programme was evaluated by external consultants and got good marks. Based on the recommendations, the programme document for 2011 - 2014 was drafted. HEKS pushed its partners to think of a value chain approach by carrying out successive training and field assessments with four partners. There is a gradual paradigm shift from subsistence agriculture to a market-oriented production system. *Women and young people were assisted in the process self-organising, applying for legal licenses as a Natural Resource Management Cooperative*, and accessing 120 ha of land in Shashemene district. They acquired experience in leadership and management skills to run small businesses. A big success in 2010 was the completion of a spring water supply scheme. The provision of potable water at various water points for rural communities and small towns in the lowlands of Shashemene district was started. Also, the Rift Valley water supply project using bone char as a defluoridation medium and the construction of a bone char preparation plant are going well. As part of water and soil conservation initiatives, and also to combat climate change, more than 500,000 seedlings of different indigenous and exotic trees and fruits were raised and distributed to farmers with subsidies.

North Kivu, the HEKS focal region in eastern **DR Congo**, was again hit by conflict between the regular army and various rebel groups. This ongoing war led to looting and displacement of the population and often made the partners' project work in the field difficult. The opening of the new HEKS office in Goma in January 2010 allowed closer monitoring and made it possible to play an active role in the development of the projects and partner relations. By the second half of the year, the office was fully operational. The evaluation of the two programme components, rural development and basic education, shows that partners need close follow-up in their activities and that the wide geographical and thematic range need to be streamlined. The phasing out of some education activities and the replacement of underperforming partners, makes it possible to engage with new partners with competencies in access to land, agriculture and psychosocial support of violated and traumatised women and girls. The capacity building programmes - literacy, skills development, development of small business - for young people and women show results (beehives, fish ponds, brick production). The community organisation process in the villages is important and successful. These civil society groups are engaged in the production and processing of agricultural products, as parent organisations for the community school or in the preparation of the election process.



Capacity building of women in North Kivu, DR Congo

In Buhombo, a mill was installed with the support of HEKS in order to empower women economically. This mill is managed by a committee of women and is used 30 km around the Goma-Kibumba road. About 65,000 inhabitants of 55 villages benefit from it. The mill has a warehouse where 11 workers are paid by the women's committee.

Senegal: The ongoing decentralisation process, supported by national policies, fits into the HEKS approach of a more gender-balanced development of rural communities. HEKS' partners carried out important activities on the value chain development of biological vegetables for the market of the greater Dakar region. Exchanges of lessons learned and knowledge capitalisation helped to further strengthen the partner network. The new local initiative of CBOs together with the partner organisation CERFLA (Centre d'études de recherche et de formation en langues africaines) in the semi-arid Ferlo region is making good progress. Concentrating on just two geographic regions allows the HEKS office to carry out focused monitoring on a smaller number of partners.

In **Niger**, the political situation took a new direction with the military coup in February 2010. The military government, however, maintained control of the situation and the programme implementation was not hampered. Security was difficult, but HO staff always had access to the partner project region. The extreme dry season was becoming longer every year and, combined with inadequate rainfall in 2010, herds were dramatically reduced and many families were starving. HEKS responded with 3 experienced partner organisations with a humanitarian programme opening nutrition centres for children, co-financed by Christian Aid. Further components were cash-for-work and distribution of animal fodder. Carrying out regular monitoring visits of the partner projects was an important task for the HEKS office. The implemented activities focused on DevRC (access to land for women, access to water points for vegetable growing for local markets, *Moringa tree* plantations as a cash crop) linked to food security. The deterioration of the security situation in the focus region, as well as the bad performance of one partner, led to a shift into a new geographical area. Piloting a project approach with a new partner (secure livelihoods and conflict-free access to land for livestock nomads and settled farmers), started in the last quarter of 2010.

4.2 Asia and the Middle East

The HEKS **India** programme was pursued with its three components: SEASON (Sustainable Efforts in Agriculture to Strengthen Our Nature) for the promotion of food sovereignty, including the distribution of bio-intensive kitchen gardening seeds, fruit saplings, poultry, vermicompost, land development and seeds, bio-pesticides and crop insurance; MNREGA (Mahatma Gandhi National Rural Employment Guarantee Act, including access to the national employment scheme for the poorest populations); and the land struggle. A major achievement was almost reached in Karnataka state with the promise of the restitution of 161,000 ha of land to Dalit and Adivasi communities. The public announcement planned for the symbolical date of Dr. Ambedkar's birthday celebration for election-agenda reasons was delayed by heavy rainfall; it is still postponed. This is a good example of how volatile the context of the core issue of land struggle can be. A new, four-year phase of HEKS India programme will be planned before a possible phasing out – notably in order to keep the momentum gained in the past few years on the land struggle issue. An evaluation of the current phase is under way.

India: From individual training to community development: A young Adivasi woman supports her village
Kavitha, a Lambani (Adivasi) woman aged 24 years from Utnal Tanda, participated in the Sthree's Holistic Women Empowerment Programme. Kavitha continued her higher studies and is proud to be the first woman from her village to take up graduation studies through distance education. She earns her living by working as a supervisor for the mid-day meals programme at the primary school in her village and earns a monthly salary of Rs. 1,100/- (CHF 26). In

addition, she works as an agent for a private finance company on a commission basis. She is the secretary of the women's federation (250 women from 11 villages) and helps to maintain all the documents, such as minute books, ledgers, and savings pass books. She is the coordinator of two villages and actively participates in the development of her community. Under her leadership, 15 members have found employment under MNREGA and earned a wage of INR 1,23,000/- (CHF 2,861). She has also supported her villagers to mobilise resources from the government for housing, income generation and other welfare measures. She has a strong will to work for her community. She feels that the regular training that coordinators like her receive from HEKS' partner Vishala encourages them to strengthen their commitment and work. She is proud to be a part of the development in the two villages and this feeling motivates her to face any hurdles and encourages her to walk miles with the women for their rights.

HEKS **Bangladesh** pursued its main programme concerning the promotion of rights of Dalits and Adivasis in the north of the country. In the south, the HEKS partner Beez Bistar's mangrove reforestation programme showed significant results as an effective way to reduce natural disaster risks in a very exposed region. These achievements were, however, briefly endangered by another kind of plague that people are often faced with in Bangladesh, and that HEKS' partners are actively fighting against: land grabbing. A powerful landowner tried to seize the reforested land to establish his own business. Luckily, Beez Bistar succeeded in mobilising the local government and sufficient media coverage in order to prevent this catastrophe.

At the end of April, HEKS **Cambodia** organised the first HRBA partner training in Phnom Penh. The training allowed the participating NGOs to reflect on their changing roles under a rights perspective. Key lessons for HEKS as organiser are: The importance of the analysis process, especially looking beyond project borders in order to identify root causes and opportunities for intervention and collaboration. The use of national laws, regulations or policies could be leverage for development projects. And follow-up with partner organisations has to be prepared carefully. Especially valuable was the exchange with the country director of HEKS Philippines already experienced in applying a rights perspective. Within a few months following the training, the partners started to involve the local government in their projects, which underlines the success of the training. HEKS Cambodia tried to better understand how partners SOFDEC (Society For Development in Cambodia) and SACRED (Society for Action and Change for Rural Education and Development) disseminate and improve agricultural knowledge and skills in villages. It would be interesting to systematise such knowledge transfer.

Philippines: A major step was achieved as the partner TFM (Task Force Mapalad Inc.) succeeded in approaching international companies such as Nestlé and Mars to sell the produce of farmers' cooperatives (coffee and cacao). The main challenge was to find the right structure to deal with international business partners. TFM, therefore, set up social enterprises in which TFM holds 51% of the shares and the farmers 49% - with the option to take over the enterprise after 7 years. Rubber tree production also made a big leap forward as the province governor and other NGOs showed interest in replicating the project of the HEKS partner's KRDFI (Kasanyangan Rural Development Foundation, Inc.) in other parts of Mindanao. In the north of the country, HEKS pursued its rehabilitation project following the floods of 2009. HEKS' area of intervention was again affected by typhoon Megi at the end of the year – which led to a new emergency intervention.

Israel-Palestine: Advocacy was a main concern in the Middle East programme since HEKS took over the lead last year of the implementation of the international observers programme, EAPPI, in Switzerland. A workshop was conducted in late 2009 to identify, with implementing partners, possible advocacy issues to be taken up by HEKS at international level. A similar consultation took place this year with a panel of representatives from civil society in Switzerland. An advocacy concept for Israel-Palestine was defined with concrete action options in Switzerland. The concept was discussed with the HEKS Executive Board before being submitted for approval to the Board of Trustees in the first half of 2011. The Swiss Federation of Protestant Churches sent an official delegation on a fact-finding mission in the Middle East in the autumn. HEKS took this opportunity to raise the awareness of representatives of the cantonal churches to the way its programme addresses the situation in the region – with a special focus on its involvement in the EAPPI programme. The ongoing activities within the Open Forum were pursued. HEKS co-commissioned a conflict sensitivity

assessment of the Gaza context conducted by the *Centre of Peace Building* of Swiss Peace in October 2010. In December, HEKS' long time partner, Physicians for Human Rights, was awarded the Alternative Nobel Prize of the Right Livelihood Foundation.

Lebanon: The activities in the Lebanon focused on capacity building measures for HEKS partners; the programme will be phased out in 2011 following the decision taken in 2009.

4.3 Latin America and the Caribbean

The earthquake on the 12th of January 2010 with the epicentre near Port au Prince caused, in **Haiti**, a tremendous loss of human life and deteriorated the social, economic and political situation in the country. This had a big impact on the HEKS programme in Haiti. All resources were concentrated on a rapid humanitarian response. The HA activities were managed by the HEKS office: Distribution of prepared meals in the campsite around the HO, seed distribution through the partner organisation to farming families which took in internally displaced people in the HEKS project area, Grand'Anse, and the planning of reconstruction of houses in a destroyed town outside of the capital. The HEKS team was increased with technical and management expatriate staff.

Beside humanitarian aid, the development projects gained new momentum in the second half of the year: The value chain for coffee was further developed with new processing locations. Progress was made in income generating activities (agriculture, tropical fruits). HEKS continued to be involved in a programme to restore school buildings and in the capacity building of parent committees for school management. The new regional office in Jérémie was opened in the second half of 2010. An experienced Haitian agronomist took the lead. Together with a Swiss technical adviser, closer partner collaboration and greater thematic support and monitoring were initiated.

Enhancement and preservation of sloping plots in Haiti

Eric Charles lives in Grand Vincent district. He is a member of a local farmers' network. The fruit tree plots are a model in terms of enhancing sloping plots by placing emphasis on soil and water conservation in order to maintain their fertility. Trees and food crops grow side by side on these plots. He used all the skills, knowledge and support he received from the network to develop his plot. Charles is aware that, above all, the advantages in terms of diversification of income his plot gave him, the market value due to the number of fruit trees has much increased in comparison with other plots in the area. With this success, he became a major supporter of this technique and encourages other members of the community to use it. The lemon tree is the most profitable species. The profits made through the sale of lemons have often allowed him to pay his children's school fees.

Honduras: The year 2010 was marked by the aftermath of last year's military coup: A chaotic political situation, human rights violations, murder and impunity, restricted freedom of action, etc. HEKS continued supporting the advocacy work of COFADEH (Comité de Familiares de Detenidos Desaparecidos de Honduras) and the Latin America Council of Churches. HEKS was involved in building up an ecumenical human rights observation group to protect the leaders of civil society movements. Luckily, the political unrest did not have much influence on the implementation of the projects. In 2010, the two thematic programs were externally evaluated. Based on the recommendations, the new country programme 2011 -2014 was drafted. HEKS will continue working with partners operating mainly in rural areas. Exchange of experiences between the partner organisations and the population was important. The partner organisations were supported in taking a more a value chain approach (access to processing facilities and to markets) and including young people in the development of rural communities. CBOs took action to protect their natural resources (water sources and fertile soil). Communities were encouraged to take initiatives and to defend their rights vis-à-vis local authorities.

The economical crisis and climate change were affecting **Guatemala** and had a strong impact on food security, mainly of indigenous people, high food prices, bad harvests and less income. HEKS Guatemala evaluated its thematic programmes (DevRC and promotion of human rights and a peace process). In the planning process for the next programme cycle a clear focus on two geographic rural areas is targeted. Particularly in connection with peace promotion and human rights violations, for example, the expulsion of indigenous people from their territories, HEKS has a strong partnership with FBOs and churches. The definition of the new country programme supports networking

activities and synergies among partner organisations. HEKS has also contributed to greater experience sharing among ACT members. In a regional meeting among all the HOs of Latin America, held in Guatemala at the end of May, a fruitful exchange and concept development on thematic access to land and territories were initiated (see 3.1).

Young leaders engage in their communities, Guatemala

Felipe Cocoa, a young indigenous Mayan Q'eqchi', lives in a remote rural community of Ixcán, a region in the north of Guatemala. Because of the poverty in this region, he only has an average level of education and supports his father in agriculture. Felipe has been trained as a young leader by HEKS partner organisation, Social Pastoral de Ixcán, engaged in youth violence prevention in a Guatemalan society that is still marked by the conflict of the mid '90s. In his spare time, Felipe coordinates the pastoral youth group. He is also a member of the Community Development Council representing young people. Felipe, along with other young people, are discussing the situation of young people; they have organised a Youth Network to gain the attention of the local authorities. They are also preparing a proposal for municipal politicians and programmes for the benefit of young populations in Ixcán.

HEKS **Colombia** was challenged by the complex and changing conflict situation, combined with the uncertainty of the presidential election. HEKS consolidated its work after a transition phase putting the main focus on the rural regions of Choco and Catatumbo, regions affected by social and armed conflict. The integration of agricultural activities within the country programme is on the way. Communities were supported in their land struggle, in organic farming and product transformation. Climate change is a reality in Colombia and was manifested by a severe drought at the beginning of the year and floods at the end. Adaptation measures have been streamlined into all projects. Further actions were taken to protect victims of armed conflict in the affected rural communities, especially young people and women. The engagement of the HEKS office in national coordination platforms between NGOs, churches and women's organisations led to a valuable exchange on protection, peace promotion and human rights.

In **Brazil**, HEKS is engaged in the two regions Cerrado and Pará with a strong focus on integrated development of rural communities, networking among communities and strengthening civil society. Partner organisations in the Cerrado made progress in their struggle to obtain land titles. As a result, the population's self-awareness became stronger; they are aware of their rights (for example, access to land, water, knowledge and local markets) and are committed to acting and networking to achieve and protect their rights. In the key projects, family food security was considerably strengthened through diversified production methods. The application of the value chain approach and support for market access helped improve the income of various communities. According to the decision to concentrate programme and project activities, the process to phase out the Pará region was initiated in 2010. HEKS Brazil received various visitors from Switzerland, which led to fruitful conceptual discussion of the HEKS programme. This created synergies in involving different networks with the objective of sharing experiences and developing joint initiatives. Awareness rising in Switzerland and Europe is an important aspect of the Brazilian country programme.

4.4 Eastern Europe

A major development for the **South Caucasus** programme was achieved as HEKS was awarded a mandate for a SDC M4P project in Azerbaijan. The implementation phase started in mid-September with the appointment of an international team leader in the field. Final activities will be developed upon analysis carried out during the inception phase of 7.5 months. HEKS commissioned a movie on its engagement in Georgia for its national annual fundraising campaign in Switzerland. The film was based on one of the successes of the SDC mountain development programme that ended in 2009. The movie shows the set up, with the local community, of a milk collecting centre and cheese processing unit in the village of Mirashkhani (see chapter 2.4). Swisspeace evaluated the project of dialogue and reconciliation implemented by Armenian and Azerbaijan partners of HEKS and gave directions for the further process.

Generation of income of internally displaced people in Azerbaijan

In the absence of a peace agreement between Armenia and Azerbaijan, 570,000 IDPs in Azerbaijan are still living under precarious conditions. As part of the project "Rural Empowerment of IDPs in Lachin winter grounds" in the hamlet of Sheylanly, a group of vegetable producers was organised and trained. With the support of the staff of HEKS' partner, a greenhouse was provided. This initiative created an additional source of income for the local population. Due to the established market connections, 40% of the vegetables were sold and 60% was used for family consumption. Part of the new income was not distributed among the group members. Instead, the group established a fund with the plan to extend activities the next year.



Moldova: A self-evaluation was conducted together with the HEKS partners. This led to various adjustments in the programme: It was decided to launch, next year, a farmers' school for sustainable agriculture. Micro-finance institutions were identified to support the rural entrepreneurs and replace the grant system previously used in the programme. Lastly, the home-care component of the programme is to run as a distinct project from 2011. As a consequence of the knowledge sharing initiatives promoted by headquarters, HEKS Moldova launched its own newsletter for its partner network.

Renovation of the kindergarten in Pinzareni village, Moldova

Pinzareni village in north Moldova has a population of 1366 people of whom 7% are children under 7 years old. One of three main socio-cultural edifices, the kindergarten, was in the most deplorable conditions. The floor and the ceiling were dilapidated and there were no sanitary installations. With HEKS' support, two local NGOs got in touch with the local public administration and managed to integrate the village community into the project. The villagers contributed by bringing funds as well as their own labour force or even construction materials. Inspired by this success, the community has also applied to government programmes and has obtained funds to renovate the furniture, the kitchen building and utilities. By renovating the kindergarten, the community has accomplished several of its main objectives: a healthy environment for its young children; higher attendance at the kindergarten; employment options for parents; and positive partnership relations between the local public authority and civil society.

Western Balkan

- HEKS brought its **Albania** programme closer to the Swiss population. The endeavour was developed with the parish of Arlesheim and the Church of Basel Land as part of HEKS' Inter-church aid mandate. A youth group from Switzerland spent one week in summer with an Albanian youth group, which allowed the young people to gain an insight into each other's specific contexts and countries. Early in the year, HEKS supported an emergency aid action in the town of Skhodra, flooded in late 2009. HEKS successfully brought together three local NGOs to support a Roma community. As HRBA was applied within the emergency project and an analysis was carried out, the municipality of Skhodra could be persuaded to cooperate in the rehabilitation project for the most marginalised Roma community. The project will start in spring 2011. Cooperation between the different stakeholders was successful. Unfortunately, the same region was again flooded in December - which led HEKS to consider a new humanitarian intervention.
- HEKS' Inter-church aid partners in **Romania** were strongly hit by the financial crisis; the state was almost bankrupt. The priority was to keep the home-care and women shelter projects going, rather than expand them. HEKS started to identify possible partners to implement projects with the Swiss cohesion funds. In the same way, HEKS convened a meeting between major Swiss NGOs (TdH, Caritas, Worldvision) to assess the possibility of coordinating their efforts.
- **Kosovo:** A new 3-year project for the social and economic integration of the Roma people was launched. This project is co-financed by SDC with cooperation with the Federal Office for Migration. HEKS decided to transfer the responsibility for its Roma project to the Roma NGO "Voice of Roma" and to phase out its cooperation with the main partner, "Women for

Women", by the end of 2010. A challenging task will be the institutional development of "Voice of Roma". They should become the main agent for Roma issues in Kosovo.

- **Serbia:** HEKS pursued its home care and Roma inclusion projects with long-time partner Ecumenical Humanitarian Organisation (EHO). In 2010, EHO was awarded the prize of Eurodiaconia (a European platform for transnational learning and practice sharing between social providers). The prize was awarded for the innovative "dweller driven" house upgrade and sanitation approach. This approach was developed within the HEKS project, "Roma inclusion", co-financed by SDC and the Federal Office for Migration.
- **Bosnia Herzegovina:** After the decision of 2009 to reduce the number of HEKS focal countries, the HEKS office in Sarajevo was closed in the summer 2010. HEKS' only remaining programme is to be monitored from Switzerland until it runs out in early 2011.

5 Management for quality, progress and results

5.1 Programme Management and Partner Collaboration

Close partnership is one of the success factors of HEKS' country programmes. HEKS attaches great importance to partner collaboration. The HEKS offices have a clear facilitating role; country directors foster collaboration among partner organisations and function as hubs for knowledge sharing, capacity building and networking (see also chapter 5.4). Jointly with the desk officers in Switzerland, they monitor closely and give advice and guidance. The inclusion of partners in the new country programming in Guatemala, South Africa and Zimbabwe in 2010 underlines the importance of joint reflection within partner networks. The inclusive, open process allows for effective programming and ownership; partners in Zimbabwe commented, *"Although the power differences between HEKS and its partners exist, these processes assisted in cultivating an attitude of equality and mutual learning"*. The strong attention on partnerships pays out for HEKS. Supporting partners' organisational development not only enhances successful and intelligent project design and implementation, but also helps strengthen civil society (for example, YET Trust, a programme that became a trust, a new key player in Zimbabwe's civil society established in the niche of youth and peace promotion).

5.2 Controlling

The implementation of the FFPG administrative guidelines in 2009 was successfully completed in almost all the HEKS offices. In most offices the guidelines were welcome as they provide clear instructions to the country directors and desk officers on "how to deal" with specific issues. It also led to clear improvements in terms of quality and standardisation (Moldova, Caucasus, Zimbabwe).

Feedback was obtained from the field regarding the use of and gaps in the FFPG. The feedback was compiled and used to update the guidelines. An amended version of the FFPG, as well as a new partner manual, has been sent to the HO. The HEKS partner requirements and "how to manage good practice" for partner organisations were completed. The document consists of two parts. The first part describes the requirements that a partner organisation must fulfil. The second part contains advice on how to deal with project management and administrative tasks. The document is not considered to be a binding guideline for the partner organisation. It should, however, give them an idea of how to manage their projects and the related administration.

During 2011, further clear instructions regarding the use of the partner manual will be given to the country directors. Furthermore, the responsible person for controlling has planned field visits in order to work together with administrative staff on specific weaknesses. The audits 2010 will show where the HEKS offices stand with regard to complying with the given rules and procedures and where headquarters will have to place its focus for 2011.

5.3 Evaluation and Change Monitoring

Country programme evaluations

In 2010, seven country or thematic programmes (South Africa, Zimbabwe, Honduras, Guatemala, Israel – Palestine, Ethiopia, RD Congo) were evaluated. The responsible persons for the country programmes judged the evaluations as successful. In their view, the evaluations helped generate the information needed to design the follow-up programmes. The programmes' achievements highlighted by the evaluations are outlined in the *Report on Effectiveness*. Below is the evaluation approach of the seven country programme evaluations:

- One may critically ask whether programme management decisions were taken on the basis of the evaluation or whether decisions were “only” confirmed by the evaluation. Was the core intention learning from evaluation or more looking for confirmation from the external independent side? This leads to the question of the evaluation's purpose: Evaluation for accounting and, therefore, greater legitimacy of its programme work; evaluation for improvement and, therefore, quality management; evaluation for learning or evaluation for knowledge generation?
- One can see that the evaluations are quite similar. The chosen evaluation approach mostly follows the same pattern (evaluation at programme end; document analysis, surveys, interviews, field visits). Is it a good sign that programme evaluations follow a similar approach using standard survey methods? How do these methods encourage partner organisations, CBOs and the people of our concern to reflect on themselves and their actions? Do these approaches facilitate change processes? Do these evaluation activities help stimulate self-reflection, enhance reflective practice? It might be of value for the division to consider especially, a) that participative evaluation involves partners and communities in the definition of the evaluation questions; b) that evaluations on specific questions throughout the programme's implementation would be of greater interest.

These questions must still be raised. A joint evaluation understanding is necessary to ensure that evaluations are not only a “necessary routine”, but a “trilling moment for learning and discovery”, allowing HEKS and its partners to learn and to grow as organisations.

Evaluation system and change monitoring system

HEKS pursued the reflection process initiated in 2009 on the impact of its programmes. To that end, HEKS participated in the ZEWO working group, which was set up to develop guidelines on this issue for NGOs working in the field of development.

HEKS developed a Change Monitoring System based on the theory of the “Most Significant Change”. With the CMS, HEKS aims to systematically capture changes occurring in its programmes. Such changes are not always reflected in the reports and log frames, which look at reality through the focused lenses of the projects. The data collected with the CMS are qualitative in nature. Therefore, the CMS serves to reflect upon HEKS' practice in order to improve it, rather than to strictly prove its results. HEKS chose this orientation because of the high complexity of the environments it works in and because of the limited resources available to demonstrate impact in a rigorous way.

The CMS was tested in an initial phase in the country programmes of Asia and Latin America only. The data collected formed the basis of the *Report on Effectiveness*, which is part of the annual report. The instrument is to be improved and extended to Europe and Africa in 2011. The reflection on the CMS triggered a new project that attempts to take complexity into account, not only in the evaluation phase, but also in the project planning phase. A prototyping project was launched – which is described under the innovation chapter (see 5.5). It is also worth noting that links are emerging between the CMS and the HRBA approach as both the instrument and the approach attempt to address the complexity of the projects' environments.

Networking and joint reflections were crucial for the persons involved in defining the CMS. As outlined in chapter 2.4, HEKS engaged in joint thinking and sharing its reflections and experiences (ZEWO, ACT, BfA, Swissaid; see chap. 2).

5.4 Shared learning

Methodological support and strengthened internal collaboration

2010 was marked by several internal reflections and policy processes (see chapter 3). The KS project methodological support has resulted in more inclusive, transparent and learning-oriented policy dialogues. The reflection on ID's organisational practice in the first semester of 2010 brought about a redefinition of its meeting culture. The debate on complexity launched in 2009 and pursued throughout the year of 2010 has led to the first version of the Change Monitoring System, as well as to the pilot project, "Prototyping", exploring alternative models for project planning. Selected HEKS offices and partner organisations played a key role in these pilot projects (see 5.3 and 5.5). Alongside these new initiatives, the KS project supported the design and facilitation of different internal and external workshops giving priority to participative methods allowing for collaboration and conversation. The monthly newsletter, info@, celebrated its 2nd anniversary. It is gratifying that more than ½ of the articles are contributed by HO. After 3 years, KS culture requires constant attention. KS needs to be attractive, meaningful, easy and fast. In order to keep the KS drive alive, the introduction of a KS award for exemplary sharing behaviour might be stimulating.

HEKS Offices: The key drivers for local learning

The KS project has its boundaries within the HEKS offices. They are the responsible key facilitators for sharing and learning within their partner networks (see 5.1). Their initiatives not only support local learning processes, but also drive the country programmes; and they are essential for identifying and feeding back key insights to headquarters. The annual reporting process clearly demonstrated that thematic expertise is critical and the support by desk officers and thematic advisers needed.

The "walking office" of the DevRC thematic adviser successfully advised the Latin American programmes on VC, organic production and marketing. But more specific know-how on core issues such as marketing questions is required. Also the evaluation of the KS project identified "greater sharing among HEKS offices and better contact between the thematic advisors and the country programme managers at headquarters and in the HEKS offices around the globe is one of the key priorities to tackle." In the coming year, the country directors' initiatives for knowledge and capacity building deserve greater visibility within the division.

"What you know you should not keep, but try to pass on. And by doing so you also learn by the feedback you receive."
Nana Topuridze; HEKS Office South Caucasus

"Taking time off for critical thinking is crucial for the programme's success. We are so often busy being busy. By exchanging with others we gain insight and inspiration."
Juliana Majengwa; HEKS Zimbabwe

Evaluation of the KS project 2008 - 2010

The internal evaluation of the KS project 2008 – 2010 was conducted with a strong learning focus. Interviews with key persons, an enquiry with the HEKS offices, internal workshops at headquarters and a peer workshop with members of HEKS' inland department and external knowledge managers from Swiss development organisations helped shed light on the knowledge sharing practice from different angles. The evaluation findings make clear that greater inclusion of the HEKS offices in the division is the project's biggest success and, at the same time, its biggest challenge. The division should pursue the path taken and consolidate its knowledge sharing efforts. Priority has to be given to exchange among peers. Here, a clever combination of face-to-face, voice-to-voice and online platforms could be of benefit.

The CoP advocacy work helped clarify HEKS' advocacy practice

As a result of HEKS' knowledge sharing endeavours, a Community of Practice was set up after the ID-Forum 2009 to explore best practices in advocacy work. In 2010, the CoP – consisting of representatives from HHQ and HO - laid the groundwork for the development of an HEKS Advocacy Policy for International Cooperation. The policy states that HEKS primarily understands itself as a development agency. It defines the issues where HEKS engages in advocacy endeavours, as a complementary field of activity to its development work in order to increase the latter's sustainability. The policy also defines the internal procedures to be applied at HO and HHQ level in that regard.

First concrete implementation steps were assessed with the advocacy concept HEKS has to develop within its EAPPI mandate given by the Swiss Federation of Protestant Churches (see under Israel-Palestine, chapter 4.2) and with the annual HEKS winter campaign. The policy and its possible fields of implementation must, however, be submitted to the Board of Trustees in 2011.

5.5 Innovation

Prototyping

With the development of its Change Monitoring System, HEKS deepened its reflection on complexity and took inspiration from the *Complex Adaptive Systems* theory based on the observation of living systems. HEKS' partner organisations' experience shows that projects do not progress in a linear way and constantly adapt to external influencing factors. These external factors lead to continuous planning and evaluation in which the partners learn from daily experience to keep the project on course. The same iterative mechanism is used in many other fields (e.g. software development). It is called prototyping by industry where products are developed in a "learning by doing" way – giving more importance to short learning cycles than to long-term planning.

HEKS entered into a partnership with the South Africa-based consulting company, *Ingenious People's Knowledge*, to explore possible alternative ways to plan and manage projects taking complexity better into consideration. In order to observe which planning mechanisms partners have developed in highly complex situations, HEKS convened a four-day workshop with its Philippine partners on Mindanao, Philippines. Experiences were shared and a new planning instrument was drafted. The new instrument places concepts such as attractors, rules and boundaries as main drivers in project planning. More emphasis is given to the project stakeholder's self-organising capacities as a living system.

In accordance with the idea of short learning cycles underlying the prototyping approach, the instrument is to be further developed and tested in concrete short applications (pilot projects) in four countries (Albania, Israel-Palestine, Colombia and Philippines) in 2011. The potential of prototyping, its implication on HEKS' planning procedures and the way this possible new instrument can be reconciled with back-donors' requirements remain to be explored and possible answers might emerge as the process unfolds.

New tool for dialogue with FBOs developed

In the ongoing discussion about the specificity of FBOs, HEKS developed and tested a practical dialogue tool with its partner organisation in Egypt as part of the Swiss FDFA financed SEND diapraxis project. Both organisations managed to agree on practicalities in their collaboration by matching values in their respective Christian and Muslim backgrounds. Shared working principles and requirements were then identified as a logical consequence of these values. Interestingly, HEKS thus managed to explain its working principles through the Christian value system whereas the usually used human rights framework was ineffective in this particular context. This proved to be a good example of how HEKS can actually use a religious as well as a secular value system to make its working principles understandable.

6 Finances

The overall expenditures of HEKS in 2010 amounted to CHF 55.7 Mio (CHF 55.5 Mio in 2009). For activities in the International Division, HEKS spent 28.4 (CHF 28.1 Mio in 2009).

In comparison to last year the expenditures for development cooperation decreased by CHF 1 Mio, whereas the amount for humanitarian aid increased by CHF 1.9 Mio. This was mainly caused by the earthquake in Haiti as well as the floods in Pakistan.

For further details see [appendix: 8](#), Financial accounts SDC Credit South and Eastern Europe 2010.

7 Objectives and Conclusions

7.1 Objectives 2008/9 – 2012

Objectives 2008/9 - 2012	Comments
<p>Concentration of 90% of the projects on HEKS two thematic focuses; geographic and thematic concentration of inter-church aid</p>	<p>Baseline was set in 2010 to divide the 270 projects into the following categories:</p> <ul style="list-style-type: none"> - Development of rural communities: 64% - Peace Promotion: 14% - Other projects, mainly international cooperation: 22%.
<p>Definition of innovative and adapted evaluation approaches (methodologies, guidelines) to show impact (focus on outcome level)</p>	<p>HEKS pursued the reflection on impact of its programmes. A first version of its Change Monitoring System was drafted. Its aim is to systematically capture the changes occurring in its programmes. The data collected are qualitative in nature. The CMS was tested in Asia and Latin America and helped establish HEKS' first report on effectiveness. In 2011 an improved 2nd edition of the instrument will be applied in all programmes.</p> <p>HEKS participated in the ZEWI impact working group and exchanged with like-minded organisations its thinking and draft instruments.</p> <p>A first evaluation guideline was drafted in the course of 2010, but not yet widely discussed and finalised as the definition of the CMS was prioritised. A joint evaluation understanding as well as a coordinated evaluation approach integrating the CMS into the PCM will be important objectives for 2011.</p>
<p>Improvement of the social and economic situation of rural communities through technical know-how, improved market access and infrastructure, access to resources (achievement of rights), civic capacities and good governance at all levels</p>	<p>The implementation concept Development of rural communities has been widely discussed and was approved by the Executive Board.</p> <p>The regional meeting in spring 2010 in Guatemala focused on the struggle for land as a huge majority of HEKS' projects in Latin America are directly related to questions of land and resources. Case studies carried out in Honduras, Guatemala, Columbia, Brazil, and Haiti make clear that HEKS needs to shift from the land approach to the territorial approach, in which access and defence of territories is the focus and not access to land.</p> <p>At the level of market access, HEKS carried out promising experiments in the Philippines and intends to use the M4P project mandate in Azerbaijan to gain know-how and experience. This issue however remains a challenge in the majority of the HEKS country programmes.</p>
<p>Improved focus of peace policy (peace promotion and conflict transformation)</p> <ul style="list-style-type: none"> ▪ Projects contribute to a better understanding ▪ All projects integrate conflict awareness as a cross-cutting issue 	<p>The process to draw up a peace policy was launched: a systematic analysis of all peace projects and HEKS' conflict sensitivity practice has been carried out. This process helped raise awareness on conflict and peace issues and assess the needs regarding capacity building.</p> <p>The intersection of PCT – DevRC – HRBA demonstrated during the Guatemala meeting is obvious in most HEKS country programmes: land-grabbing and displacements, and also the criminalisation of organisations and civil society movements engaged in the land struggle, need to be addressed in a holistic way.</p>
<p>Strengthening of competencies in prevention and preparedness of partner organisations in focal countries and defined stand-by countries</p>	<p>The issue of Disaster Risk Management has been developed further. Specific DRM documents are about to be prepared for each focus country giving HEKS staff a quick overview of the relevant information (risk analysis including risks resulting from climate change, stakeholder</p>

	<p>analysis, early warning system, potential partner organisations, and emergency response procedures).</p> <p>HEKS is part of the Swiss NGO DRR platform cooperating closely with SDC and Swiss Solidarity regarding the different strategies to strengthen DRR within international cooperation activities.</p>
<p>Consequent decentralisation process through the strengthening of HO' areas of competence (strategic and financial controlling), transfer of responsibilities</p>	<p>The FPPG administrative guidelines were successfully implemented in almost all the HEKS offices. The guidelines led to clear improvements in terms of quality and standardisation as they provide clear instructions on "how to deal" with specific issues. Feedback from the field was incorporated in the updated version of the FPPG. Additionally, a new partner manual was prepared at headquarters and distributed in the countries.</p>
<p>Establishment of Knowledge Sharing within the ID leads to strengthened exchange and knowledge transfer on two thematic issues, especially among coordinators, and supports further development of strategy and organisational integration</p>	<p>2010 was marked by several internal reflections and policy processes. The methodological support has resulted in more inclusive, transparent and learning-oriented policy dialogues. It strengthened internal collaboration considerably.</p> <p>For country programmes, thematic exchange and support by desk officers and thematic advisers is critical. For certain fields, HEKS needs to buy in more specific know-how (e.g. marketing questions).</p> <p>The internal evaluation of the KS project 2008 – 2010 has made clear that greater inclusion of the HEKS offices in the division is the project's biggest success and, at the same time, its biggest challenge. The division should pursue the path taken and consolidate its knowledge sharing efforts.</p> <p>The CoP Advocacy Work – launched during the Open Space at the ID-Forum 2009 - prompted clarification of HEKS' advocacy practice.</p>

7.2 Conclusions

Evaluation, CMS, reporting, org. reflection

- Thinking on and exploring complexity triggered a series of reflections: the nature of projects, HEKS' theory of change and pathways to change, and made it possible to "talk about impact and daring to talk about measuring impact" not in a purely linear way.
- The reporting process gained in depth. The multi-step synthesis made it possible not only to identify key issues, but also to sharpen ID's identity. The processes, as well as the created platforms (annual reporting workshops), prove to be a great source of information and inspiration providing an overview on HEKS' work and output. Moreover, the compilation and mapping process have delivered precious material for the CMS and HEKS Report on Effectiveness. There is potential to make even better use of this key moment by further reflecting in these platforms various data gathered around the year in the programmes and by drawing on lessons learned.
- The review of the programme evaluations undertaken in 2010 underlines the necessity for HEKS to rethink its evaluation practice. In general, evaluations need a much clearer focus and real evaluation questions on issues HEKS or its partner organisations have doubts about; on additional exploration that would enhance programme implementation; and on activities where proven results are urgently needed. At the same time, HEKS should value self-evaluation more, and combine external evaluation with internal reflections.
- The Field Financial and Programmatic Guidelines proved to be a good tool for the HEKS offices for improved handling of financial and managerial requirements and better transparency.
- The FPPG administrative guidelines have also turned out to be an important and valuable tool to strengthen the capacity of partners in financial and managerial matters.

Facilitation role of HEKS, especially of the HEKS offices

- The added value of HEKS has its source in its facilitating role - especially at the level of the HEKS offices. HEKS offers its partner organisations space and time for joint reflection on the context and on project work. HEKS strengthens networking, as well as analytical and adaptive capacities, and allows partners to develop joint agendas. All together the programmatic approach is strengthened. Measuring the impact of HEKS in its facilitating role is, however, challenging as this kind of contribution has indirect consequences on project implementation.
- Exchange is mutual: HEKS brings themes, questions and know-how to its partners. And HEKS listens to what its partners have to say. HEKS is also shaped by discussions in the countries and by observations fed back by the HEKS offices. Several processes can demonstrate the "ping pong" of discussions where "field experiences" played a key role (e.g. HRBA; climate change, prototyping). The impetus to clarify HEKS' position regarding advocacy came from its partners (especially in Israel- Palestine) as they were asking for a clear position from HEKS on issues of international dimension. One year and a half after the issue emerged during an Open Space at the ID-Forum 2009, the EB of HEKS is discussing the drafted advocacy concept.

Towards a learning organisation

- Greater internal collaboration and including the HEKS offices in policy drawing processes from an early stage was achieved through the inclusion of expertise and questions thanks to a switch in working mode: working more voice-to-voice in combination with email and wiki allows for cross-country collaboration.

Programme evolution

- The rights perspective is widely integrated in programmes, projects and organisational development. The HRBA approach helps strengthen awareness of interdependencies and, therefore, gives a sharpened target orientation. Combined with the involvement of a broader group of stakeholders, this allows for more sustainable development processes.
- Specific attention was given to the topic "access to resources", which is considered to be one of the core aspects for achieving the food security and self-determination of rural communities. In this context, it became evident during the annual reporting workshops that HEKS has broadened its definition from "access to land" to "access to and preservation and defence of territories". This new working approach emerged as one of the key issues in several country programmes. It addresses not just the struggle for land in order to obtain land titles and realise agrarian reform projects for landless families, but also the particular demands and rights of rural minorities with regard to the preservation and use of their ancestral community territories. These issues will be further explored during the ID-Forum 2011 and should allow HEKS to sharpen its profile.
- Most country programmes are rooted in development of rural communities. While working with HRBA protection is, however, an emerging issue - protection of partner organisations and beneficiaries exposed to conflicts (e.g. over land with rebels or agribusiness). Within the focal theme, peace promotion and conflict transformation protection becomes more closely linked with development of rural communities.
- Disasters are often seen as acts of nature. But this is far from the reality. The major factors influencing disasters are human and social vulnerabilities, matched with the overall capacity to respond to or to reduce the impact of natural hazards. Poverty is, therefore, a major factor that increases the disaster risk, by increasing vulnerability to disaster and reducing existing coping capacities. HEKS acknowledges that DRR and poverty alleviation need to be addressed together. Only by adopting an integrated approach can communities be strengthened to become resilient to natural hazards and climate variability. This way HEKS will make a difference between a community trapped in a grinding poverty cycle, and one with secure lives and livelihood. The interesting initiatives developed so far will be explored further in the coming year.

Appendix

8 Financial accounts: SDC Credit South and Eastern Europe 2010

Land	Budget 2010	Budgetierter Anteil DEZA	Rechnung 2010	Rechnung 2010 Anteil DEZA	Anteil DEZA in %
Bangladesh	750'000	190'000	690'960	150'460	21.78%
Indien	911'197	261'797	863'123	460'700	53.38%
Kambodscha	600'000	160'000	450'385	133'248	29.59%
Philippinen	830'000	210'000	791'141	209'954	26.54%
Vietnam	165'000	0	160'887	0	0.00%
Region Südostasien	1'595'000	370'000	1'402'413	343'202	24.47%
Total Asien	3'256'197	821'797	2'956'496	954'362	32.28%
Äthiopien	1'440'000	360'000	1'392'726	347'166	24.93%
Eritrea	620'000	150'000	510'155	217'176	42.57%
Sudan	439'901	85'000	796'406	82'199	10.32%
Region Horn von Afrika	2'499'901	595'000	2'699'287	646'541	23.95%
Burkina Faso	100'000	25'000	92'577	25'000	27.00%
Niger	663'000	167'000	555'906	115'116	20.71%
Senegal	707'000	180'000	598'435	176'760	29.54%
Region Sahel	1'470'000	372'000	1'246'917	316'876	25.41%
Zimbabwe	628'239	152'140	620'600	136'837	22.05%
Südafrika	483'000	125'000	485'280	223'811	46.12%
Region Südliches Afrika	1'111'239	277'140	1'105'879	360'648	32.61%
Kongo	1'072'360	270'000	1'126'712	269'999	23.96%
Total Afrika	6'153'500	1'514'140	6'178'796	1'594'063	25.80%
Brasilien	781'000	195'000	731'917	265'575	36.28%
Kolumbien	751'000	205'000	687'126	179'984	26.19%
Südamerika	1'532'000	400'000	1'419'043	445'560	31.40%
Guatemala	539'000	140'000	468'187	166'831	35.63%
Honduras	668'000	170'000	405'500	95'614	23.58%
Mexiko	40'000	0	34'221	0	0.00%
Zentralamerika	1'247'000	310'000	907'908	262'444	28.91%
Haiti	875'000	225'000	966'086	158'141	16.37%
Total Lateinamerika	3'654'000	935'000	3'293'038	866'145	26.30%
Palästina	793'870	236'000	553'664	88'290	15.95%
Libanon	110'000	0	100'000	0	0.00%
Total Naher Osten	903'870	236'000	653'664	88'290	13.51%
Überregional Südkaukasus	494'050	162'000	501'444	167'824	33.47%
Armenien	165'750	30'000	127'013	19'231	15.14%
Azerbajjan	105'000	0	228'948	20'036	8.75%
Georgien	235'200	30'000	196'643	40'000	20.34%
Total Südkaukasus	1'000'000	222'000	1'054'048	247'091	23.44%

Total Albanien	512'532	57'000	500'960	0	0.00%
Total Bosnien Herzegovina	230'000	0	138'706	0	0.00%
Total Kosovo	335'000	4'000	124'061	1'789	1.44%
Total Balkan	1'077'532	61'000	763'727	1'789	0.23%
Total Moldau	602'970	110'000	603'675	145'865	24.16%
Total Osteuropa	2'680'502	393'000	2'421'450	394'745	16.30%
Total Projektkosten Netto	16'648'069	3'899'937	15'503'443	3'897'606	25.14%
Projektbegleitung für Süd-Programme			2'485'134	490'400	19.73%
Projektbegleitung für Osteuropa-Programme			497'084	55'264	11.12%
Total Kosten Süd & Ost 2010	16'648'069	3'899'937	18'485'661	4'443'270	24.04%

9 Overview: Humanitarian Aid projects 2010

Emergency aid and rehabilitation projects

Project	Volume and source of funding	CHF
Tsunami 2004 Indonesia Focus: Income Generation	Project volume: Contribution Swiss Solidarity	450,000 350,000
Earthquake 2009 Indonesia Focus: Early Recovery, WASH and DRR Credit Unions, Construction of Latrines	Project volume: Contribution Swiss Solidarity:	1,100,000 800,000
Cyclone and Floods 2009 Philippines Focus: Early Recovery for Agriculture Rehabilitation of Agricultural Infrastructure, Distribution of Seeds and Tools	Project volume: Contribution Swiss Solidarity:	700,000 210,000
Earthquake 2010 Haiti Focus: Nutrition Distribution of Hot Meals	Project volume: Contribution Swiss Solidarity Contribution ACT Alliance	1,000,000 750,000 250,000
Earthquake 2010 Haiti Focus: Shelter Distribution of Tents and Plastic Sheeting	Project volume: Contribution SDC:	50,000 In kind
Earthquake 2010 Haiti Focus: Early Recovery of Agriculture Distribution of Seeds and Tools	Project volume: Contribution Swiss Solidarity:	250,000 200,000
Floods 2010 Albania Focus: Relief Distribution of Non Food Items	Project volume: Contribution Arcanum	50,000 50,000
Drought 2010 Niger Focus: Nutrition Nutritional Centres for Children	Project volume: Contribution ACT Alliance:	600,000 550,000
Drought 2010 Niger Focus: DRR –Prevention Erosion Control	Project volume: Contribution ACT Alliance:	80,000 60,000
Drought 2010 Niger Focus: Food Security Food Distribution	Project volume: Contribution ACT Alliance:	100,000 90,000
Floods 2010 Pakistan Focus: Emergency Aid Distribution of Food and Non-Food Items	Project volume: Contribution Swiss Solidarity: Contribution Caritas Switzerland:	900,000 700,000 100,000
Floods 2010 Pakistan Focus: Emergency Relief Distribution of Winter Clothes and Blankets	Project volume: Contribution Swiss Solidarity: Contribution Caritas Switzerland:	900,000 700,000 100,000

Reconstruction projects

Earthquake 2008 China Focus: School Reconstruction	Project volume: Contribution Swiss Community in China	600,000 400,000
Haiti Focus: School Reconstruction	Project volume: Contribution SDC: Contribution Swiss Solidarity:	540,000 270,000 210,000