



HEKS/EPER International Programme 2021-2024

Swiss Church Aid's international strategy document on its vision, objectives, approaches, activities, management set-up and institutional governance.

HEKS/EPER International Division, December 2019

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Executive Summary – Added Value of HEKS/EPER & BfA

This document outlines the International Programme 2021–2024 of the current organisations HEKS/EPER and Bread for All (BfA), which will merge in 2021 reflecting a shared global vision, theory of change and overarching goals. The merged organisations added value is a combination of projects working in countries towards more equitable, peaceful and resilient societies (HEKS/EPER) with a distinct advocacy component to foster supportive policies and practices and to raise awareness in Switzerland (BfA) and abroad on global challenges to overcome poverty, inequality, conflicts, fragility, shrinking space for civil society or environmental and climate risks.

HEKS/EPER works towards a more equitable, peaceful and resilient world, empowering people and communities who do not enjoy equal rights and opportunities due to being socially, politically and economically vulnerable.

HEKS/EPER acts in demanding, dynamic and increasingly complex and fragile environments. The **HEKS/EPER International Programme 2021–2024 (HIP)** was developed based on a thorough analysis, using internal and external expertise, the progress and key results of the previous programme phases since 2013 (2.2), the global context ([Annex C](#)) and international frameworks such as the Human Rights Charter or the Agenda 2030.

The HIP outlines the **programme strategy** including the theory of change, four global Outcomes of the HEKS/EPER International Division (ID) based on a human rights-based approach enhancing systemic change, which shall strengthen civil society actors and foster policy dialogue between duty-bearers and rights-holders. HEKS/EPER coordinates all efforts with other actors and seeks synergies giving high attention to a nexus between development, humanitarian and peacebuilding activities.

HEKS/EPER seeks to achieve progress and relevance through **quality management** including a sound PCM and MEL system¹ as well as professional **management structures** and high **institutional governance standards** with policies, guidelines and processes ensuring risk-informed as well as gender- and conflict-sensitive and evidence-based programming, enabling mutual accountability, efficiency, effectiveness and sustainability.



DR Congo: Processing manioc.

Wording in this document

While the wording 'HEKS/EPER' will be used in this document, the overall activities of both organisations, Bread for All (BfA) and HEKS/EPER are being referred to. This is also the main document in the application process towards the SDC's programme contribution process.

Link:

<https://www.eda.admin.ch/deza/en/home/partnerships-mandates/mandates-contributions/contributions/programme-contributions.html>

Financially, HEKS/EPER aims at reaching an overall HIP volume of CHF 31.6 M in 2021, 32.0 M in 2022, 32.9 M in 2023 and 33.8 M in 2024. This amount also includes the annual volume of BfA activities (part of Outcome 4) amounting from CHF 1.3 M to up to CHF 1.4 M. HEKS/EPER plans to work in 12 fragile contexts spending overall CHF 13.4 M in 2021, 13.7 M in 2022, 14.0 M in 2023 and 14.9 M in 2024 (direct programme costs); also to enhance effectiveness in-line with the **GPEDC**².

HEKS/EPER's **fundraising and grant acquisition** secures the financing of its project/programme work, its communication as well as its operational and structural costs. It

¹ PCM (Project/Programme Cycle Management) & MEL (Monitoring, Evaluation, Learning) shall ensure professional planning, implementation, monitoring, evaluation, impact assessments, knowledge sharing processes providing evidence for learning and effective steering. HEKS/EPER is dedicated to mutual accountability towards public, donors and partners, as well as towards people and communities it is working with.

² GPEDC: UN Global Partnership for Effective Development Cooperation: <http://effectivecooperation.org/>

strives for a highly diverse range of donors, from Swiss-based individual private donors, church base and churches, foundations, or SDC and Swiss Solidarity, as well as tapping into international funding opportunities, making the planned moderate growth possible.

Added value of HEKS/EPER

- Years of engagement through capacity development, exchange and networking support with **civil society movements and organisations**, enabling them **to overcome shrinking space** and become development actor in their own right, from local to international level; HRBA [\(5.1\)](#).
- Pioneer in applying a **gender-sensitive human rights-based approach** in project/programme activities and for advocacy at local, national and international level; gender [\(5.1\)](#); [HEKS/EPER Gender Policy](#).
- Building the HIP 2021–2024 on many **years of strength and expertise** in land governance, conflict transformation [\(5.2\)](#), nexus approach [\(3.2\)](#), inclusion, promoting rights, resilience, humanitarian aid with a sharpened profile working towards four Outcomes [\(4\)](#).
- The HIP 2021–2024 is **in-line with the SDGs'** main pledge for **'Leaving no one behind'** (chapter 3.3) as it is the theory of change's core vision.
- **Merger BfA and HEKS/EPER** boosts **awareness-raising, advocacy and policy dialogue** in Switzerland/abroad towards practices/policies enabling positive and sustainable systemic change, linked to global rights frameworks and in reference to countries' development goals [\(1.1, 4.4, and 7\)](#).
- Broad **Swiss constituency** in/around Reformed Churches [\(1.2\)](#).
- **Systemic change:** In any intervention, HEKS/EPER strives for transformations in the structure or dynamics of systems – political, market, food, etc. – that lead to positive impacts on large numbers of people in their attitudes and values, material conditions, practices or access to information, services and products.
- **Diapaxis:** Linking **economic activities** to **inclusion** and/or **land governance** is a key approach of HEKS/EPER – building on common interests of different groups to launch dialogue and enable effective and sustainable progress.
- HEKS/EPER responds to **climate crises** by building resilient communities in the countries through ecosystem-based resource governance, and by sensitising public and duty-bearers in Switzerland; Output 'Resilience', [4.5.4](#).
- **Land governance:** HEKS/EPER is recognised in Switzerland, in specialised international networks and in many of its priority countries, as a relevant expert in Land Governance with emphasis on a territorial and ecosystem approach (Output 'Access to Land', [4.5.5](#)) linking the issue to the latest climate / biodiversity debates and to the UN's Declaration on the Rights of Peasants.
- **Effective and adaptable partnerships models** to ensure effective and meaningful implementation of its theory of change, HEKS/EPER works with **multiple stakeholders across sectors** (chapter [6.2](#)).
- **HEKS/EPER promotes Swissness** including Swiss-based partners or alliances, effectively having a strong commitment to coordination and cooperation with actors active in the countries, at all levels.
- Proficient **institutional governance framework** enhancing a **PSEAH/mutual accountability** approach with well-established complaint mechanisms [\(8.4\)](#), supported by HEKS/EPER's membership of the CHS since 2019.
- **Learning culture** based on a sound monitoring, evaluation and learning system, with award-nominated digital indicator system, enabling evidence-based steering decisions [\(8.5\)](#).
- **Innovation:** PCM tools and management set-up striving to foster innovation within programmes and projects, as well as institutional innovation [\(8.1\)](#). Some examples are the award-nominated digital data and analysis system, and the development of new innovative implementation modalities following an impact investment approach (with HEKS/EPER setting up its own company Claimact AG).



Senegal: Vegetable production.

1. Merger of BfA & HEKS/EPER: Story, Vision, Mission and Values

1.1. Merger of Bread for All & HEKS/EPER

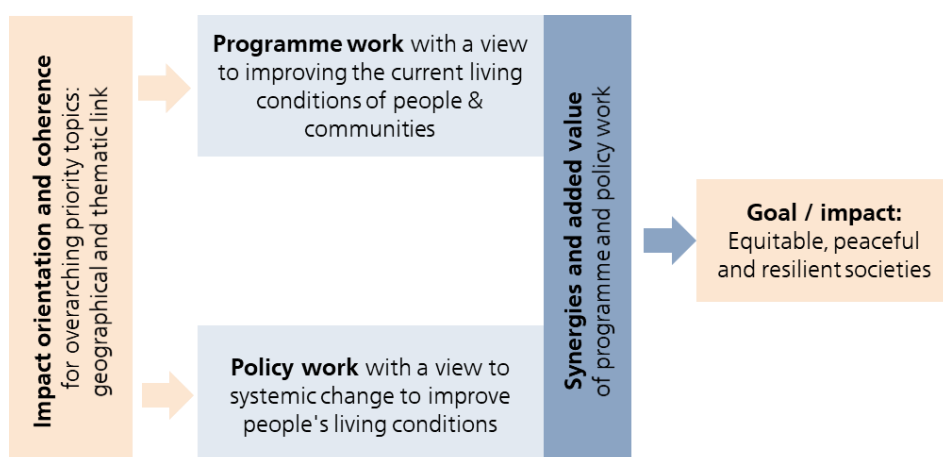
In April 2019, the boards of trustees of BfA (Bread for All) and HEKS/EPER (Swiss Church Aid) decided to merge the two organisations in 2021, bringing together the expertise in implementing projects and advocating towards more equitable, peaceful and resilient societies; more on awareness-raising, chapter Z. Therefore, this strategy document already reflects the theory of change and the overarching goals of the merged organisation.

Both organisations were founded by the Protestant Church in Switzerland (PCS) and received specific mandates.

- **HEKS/EPER** was founded in 1946 and reorganised as a foundation in 2004. Its constitutional mandate is humanitarian aid, development cooperation, church cooperation and social integration in Switzerland ([Story of HEKS/EPER](#)).
- **BfA** was founded in 1961 with the specific mandate of development policy and education. BfA promotes new models of food production and economic exchange both in the Global North and South on the basis of cooperation between people and respect for natural resources. The organisation empowers people to partake in this change through raising awareness and offering promising alternatives. BfA is widely recognised and known for its annual collection and information campaign during the six weeks before Easter.

With the merger scheduled for 2021, both organisations will strengthen their position in an increasing competitive environment but most of all will be able to better connect the programme work in the Global South with the lobbying and advocacy work in Switzerland and beyond. The merger will therefore enable further thematic as well as methodological complementarity.

In particular, with the new jointly developed theory of change and results framework, the programme's impact will be increased as Outcomes 1, 2 and 3 are strongly linked with Outcome 4. Outcome 4 will benefit greatly from the experience, expertise and established lobbying and campaigning mechanisms of BfA.



Interaction of programme work and political and policy activities.

The programme and project work, the country offices, and the network of HEKS/EPER provides the necessary information and evidence to strengthen the impact and relevance of future campaigns.

Even now, at the programmatic and thematic level, both organisations work together on issues such as climate justice,

land governance, the right to seeds and the right to food. For example, the adoption of the UN Declaration on the Rights of Peasants and Other People Working in Rural Areas is a success to which both organisations have contributed to in the past.

The merger is being prepared in 2020 by different working groups devising a joint structure, processes and finances. The merger process is supported by an external consulting company.

Both organisations have been institutional partners of the SDC for many years. As the merger will be legally completed during the programme contribution period 2021–2024, both organisations decided that only HEKS/EPER will undergo the accreditation process and submit the joint application to the SDC.

1.2. Story of HEKS/EPER

Swiss Church Aid was founded in 1946 by the Federation of Swiss Protestant Churches (FSPC) and has a broad support in and around its constituency in Switzerland. As the aid organisation of the Swiss Protestant Churches, the dignity of every human being is central to the commitment of HEKS/EPER. This respect for human dignity is expressed in the bible as well as in universal human rights. All human beings should be able to lead a life with social, economic and political security.

Rebuilding Eastern Europe after the Second World War was the starting point and first pillar of HEKS/EPER. In 1954, international activities were brought to other continents with development projects in Asia and Africa. Supporting people in need during and after the Nigerian Civil War initiated, in 1960, the emergency activities of HEKS/EPER as the second pillar of its international programme. In the seventies, solidarity with vulnerable and discriminated people in Southern Africa, as well as in the USA, led to HEKS/EPER's worldwide engagement for peace and inclusion. From 1990 until 2016, international cooperation underwent further professionalisation, started to apply a human rights-based approach and thematically focused on access to land, food security, inclusive markets, conflict transformation and humanitarian aid. The third pillar, church cooperation, has for decades enabled church organisations in Eastern Europe, and since 2015 in the Middle East, to fulfil their diaconal mandate to support vulnerable people.

As early as 1949, aid to refugees in Switzerland became the Swiss mandate of activities – in the eighties the *Flüchtlingsdienst* (Refugee Service) even became the largest division within HEKS/EPER. Before and after 2000, HEKS/EPER expanded its Swiss activities and champions the rights and the inclusion of migrants, refugees and socially disadvantaged people to ensure that everyone can share in its social, cultural, political and economic life. In 2004, HEKS/EPER adopted its legal form as a foundation. In 2021, HEKS/EPER will merge with BfA ([Merger of Bread for All & HEKS/EPER](#)).

1.3. Vision, Mission and Values of HEKS/EPER

HEKS/EPER strives for a more humane and just world. The work of HEKS/EPER is based on profound respect for people of all cultures and religions. HEKS/EPER therefore supports people in need, irrespective of their religious persuasion or ethnicity. Furthermore, it aims to achieve a degree of self-determination, whereby people are able to make decisions in their lives for themselves. The entire thrust of HEKS/EPER's endeavours is towards helping to realise this goal. In practical terms it means that all activities must be assessed to ascertain whether and how much they positively impact the beneficiaries of HEKS/EPER's projects.

According to the foundations' statutes, HEKS/EPER has the mandate to act on behalf of the Protestant churches of Switzerland. It is the Assembly of Delegates of the Federation of Swiss Protestant Churches (FSPC) that briefs the aid organisation on its mandates and assignments: 'HEKS/EPER campaigns for a more humane and equitable world' and 'to assist people in economic and social need in Switzerland and abroad'.

HEKS/EPER contributes to tangibly improving the living conditions of socially disadvantaged people and shows how long-lasting changes can be achieved with the resources entrusted to it. HEKS/EPER uses appropriate methods to verify its impact. The reporting on the progress of its programme and the use of funds is transparent. HEKS/EPER is aware that, along with project work in Switzerland and abroad, lasting change presupposes structural improvements to the overall conditions in which people live. This is why HEKS/EPER supplements and underpins its domestic and international project work in favour of the socially disadvantaged with targeted and well-founded awareness-raising and advocacy work on socio-political and development policy issues.

2. Challenges HEKS/EPER Addresses: Context, Key Results, and Frameworks

The global context of international cooperation, the evidence and learnings by HEKS/EPER during previous phases of its international programmes and the global and Swiss frameworks influencing the strategy, the goals and the activities of HEKS/EPER are summarised in this chapter 2. How HEKS/EPER operates towards the Agenda 2030 is outlined in chapter [3.3](#).

2.1. Global Context of International Cooperation

To play a relevant role in a world that is increasingly complex and multi-polar, HEKS/EPER is continuously reflecting on the international context, especially on how to contribute to [Agenda 2030](#) and its main pledge of 'leaving no one behind' (LNOB), and adapts its strategy and implementation accordingly. Learn more about HEKS/EPER's contribution to Agenda 2030 in chapter [3.3](#).

The **Global Sustainable Development Report** introduced in September 2019³ finds that the current development model is not sustainable, and that progress made in the last two decades is in danger of being reversed through worsening social inequalities and potentially irreversible declines in the natural environment that sustains us. The writers conclude that a far more optimistic future is still attainable, but only by drastically changing development policies, incentives and actions. They include a call to action that identifies objectives for multi-stakeholder collaborative activities. In order to ensure that progress towards achieving Agenda 2030 gets on-track, it is important that today's analysis feeds into strategic planning and action.

An **in-depth context analysis** ([see Annex C](#)) which was conducted by HEKS/EPER ID was based on the latest scientific analysis and was the starting point of the strategic planning towards the new HIP 2021–2024. The analysis can be summarised in seven overarching trends and challenges to which HEKS/EPER responds:

- 1) **Deteriorating governance and shrinking space for civil society:** 4% of the world's population currently lives in countries where they are free to express their opinions, assemble and enjoy access to a free press. The shift in power dynamics, rising authoritarianism, nationalism and neoliberalism promotes the current trend of a decline in fundamental civil rights and closing off of civic space for actors in the liberal, human rights tradition, observed across the world.
-> HEKS/EPER responds with **Outcome 2** 'Overcoming discrimination' ([4.2](#)), **Outcome 4** 'Supportive Policies & Practices' ([4.4](#)) / **Approaches:** HRBA, Strengthening Civil Society ([5.1](#)).
- 2) **Raising inequalities and discrimination:** More than 75% of households live in societies with high income inequality. Inequality with respect to the fulfilment of fundamental rights, discrimination and absolute economic inequality are on the rise and remain a key obstacle to enhancing sustainable livelihood opportunities. Women are more affected by poverty, violence, discrimination and by the lack of access to land and resources. Women and girls experience multiple forms of discrimination based on gender and other inequalities and are the ones left furthest behind.
-> **Outcome 2** 'Overcoming discrimination' ([4.2](#)), **Outcome 3** 'Land governance' ([4.3](#)), and **Outcome 1** 'Covering Basic Needs' ([4.1](#)) / **Approaches:** HRBA, Gender & Diversity, Strengthening Civil Society ([5.1](#)).
- 3) **Climate and environmental crisis and the importance of sustainable land governance:** Land and natural resources rights are increasingly disputed due to environmental stresses and degradation, impacts of climate change, demographic pressure and land grabbing. Global temperatures are rising and are leading to more extreme heat waves, heavy precipitation and intense and frequent droughts. Securing tenure rights for indigenous and local community lands is one of the answers both to climate change mitigation and adaptation.
-> **Outcome 3** 'Land governance' ([4.3](#)), **Output 3.2** 'Resilience' ([4.5.4](#)), and **Outcome 4** 'Supportive Policies & Practices' ([4.4](#))

³ The future is now. Science for achieving sustainable development. 2019.
<https://sustainabledevelopment.un.org/globalreport2019>

- 4) **Economic growth and the private sector:** Globalisation and technological progress have led to economic growth, but also exacerbated inequality. Inclusive growth depends on the existence of accountable institutions that prevent narrow, vested interests from capturing economic benefits at the expense of the broader society and in particular vulnerable groups.
-> **Outcome 2** 'Overcoming discrimination' [\(4.2\)](#), **Outcome 4** 'Supportive Policies & Practices' [\(4.4\)](#) / Approach: 'Inclusive Market Systems' [\(5.2\)](#).
- 5) **Fragility, complexity and protracted humanitarian crises:** There is a high likelihood that by 2030 more than 80% of the world's poorest people will live in fragile contexts. The thirty-year trend of decreasing wars has been reversed since 2010; since then there has been an increase in the number of terrorist attacks, war deaths and violent expulsions.
-> **Outcome 2** 'Overcoming discrimination' [\(4.2\)](#), **Outcome 1** 'Covering Basic Needs' [4.1](#) / Approaches: Conflict Sensitivity, HRBA, Strengthening Civil Society [\(5.1\)](#); Conflict Transformation [\(5.2\)](#); Nexus Approach [\(3.2\)](#).
- 6) **Demography, mobility and migration:** The world's forcibly displaced population is at a record high with a total of 70.8 million being forcibly displaced as a result of persecution, conflict, violence or human rights violations as of the end of 2018.
-> **Outcome 2** 'Overcoming discrimination' [\(4.2\)](#), **Outcome 4** 'Supportive Policies & Practices' [\(4.4\)](#), and **Outcome 1** 'Covering Basic Needs' [4.1](#) / Approach: Nexus Approach [\(3.2\)](#), Conflict Transformation [\(5.2\)](#).
- 7) **Digital technology and media use:** Rapid technological development, including the rise of social media, means that the world is connected as never before. Social media are playing both a positive and negative role in social cohesion, conflict dynamics and broader social issues. HEKS/EPER increasingly explores the use of ICT in raising awareness, providing facts, combatting campaigning that uses hate speech, and embraces a communication for development approach and applies sophisticated digital data collection and analysis system.
-> **Outcome 2** 'Overcoming discrimination' [\(4.2\)](#), Management [\(8.1\)](#), and MEL [\(8.5\)](#).

While the SDGs have been a ground-breaking achievement of collaboration by the international community, **global values and governance systems in the recent past have increasingly been called into question by political statements and behaviours**. There is an emergent **shift in power dynamics** and creation of new centres of power. Development models emphasising growth as opposed to inclusive rights-based approaches are impacting the current development discourse and practice, calling the achievements of the sustainable development goals into question.

In contrast to the early 1990s, only 4% of the world's population currently live in countries where they are free to express their opinion, assemble and enjoy access to a free press. **Civic space is closing off for actors in the liberal, human rights tradition**, but widened for right wing, extremist and traditionalist groups. Despite the many justifications for new legal, political and other restrictions on civil society, each shares a common aim: for political elites to increase their own control on power, whether that is to retain a predatory hold on lucrative office, defend national sovereignty against foreign values, **or push through 'developmental' agendas that violate political and civil rights in the pursuit of growth. Conflicts over the use of natural resources and land have been found to be key reasons why civic space is restricted**. Examples show how civil society has positively contributed to the achievement of sustainable development goals in the past, and how restrictions on civic space have already affected and are likely to further impact adversely on SDG 1, 2, 5, 8, 10, 11, 15 and 16. The report concludes: civic space being a pre-condition for SDG progress and 'leaving no one behind' (IDS ACT 2019).

Forty years ago at the First World Climate Conference, scientist from around the world agreed that **alarming trends in climate change** made it urgently necessary to act. However, with few exceptions, business as usual has generally been conducted. As a consequence, the *climate crisis has arrived and is accelerating faster than most scientists expected*. Economic and population growth are among the most important drivers of increases in CO₂ emissions from fossil fuel combustion: therefore, bold and drastic transformations are needed. Alongside climate change, **biodiversity loss, ecosystem and water system degradation** are of major concern. The Global Assessment Report on Biodiversity and Ecosystem Services

(IPBES 2019⁴) released in May 2019 shows that the health of the world's ecosystem is deteriorating more rapidly than ever, **eroding the very foundations of our economies, livelihoods, food security, health and quality of life** worldwide.

Rights governing **land and natural resources are increasingly disputed** due to environmental stresses, degradation, demographic pressure and land grabbing⁵. Ninety per cent of Africa's rural land is undocumented, making it highly vulnerable to land grabbing and expropriation. This is linked to the continent's high poverty rates, where almost half the population lives on less than \$1.25 a day.⁶ The FAO estimates that more than 820 million people **suffer from hunger**. Hunger is on the rise in almost all African subregions, making Africa the region with the highest prevalence of undernourishment at almost 20 per cent. Globally it is estimated that over 2 billion people do not have regular access to safe, nutritious and sufficient food.

In this context, good land governance, intact ecosystems, deeper knowledge on the efficiency and sustainability of land and water usage and peaceful solutions to land and water disputes are vital. Additionally, evidence is mounting that where **indigenous peoples and local communities** have secure tenure, they are often the most capable **custodians of the planet's natural capital** and contribute to both climate change adaptation and mitigation⁷.

In recent decades, **inequality has increased in nearly all world regions**, despite strong growth in some countries. Inequalities and disenfranchisement weaken social cohesion and security, encourage inequitable access to land, services and resources, and hamper sustainable development of resources and peaceful living together. Social fragmentation, political unrest, extremism, insecurity, armed **conflicts** and even risk exposure are 'fostered' by inequalities, often combined with a lack of **good governance**. Recent studies provide a broad spectrum of worrying trends in global conflict that show that the thirty-year trend of decreasing wars has been reversed since 2010. The lack of economic and social **prospects** and **violent conflicts** lead to internal (rural to urban as well as rural to rural) and international **migration**. Studies predict a high likelihood that **by 2030 more than 80% of the world's poorest people will live in fragile contexts**.⁸ In response to the worrying trends such as the spike of violent conflict worldwide and **unparalleled levels of forced displacements** the vision statement of United Nation Secretary-General António Guterres on peace building and sustaining peace conceptually broke new ground⁹. The corresponding resolutions and the '**triple nexus**' call to focus on sustaining peace 'at all stages of conflict and in all its dimensions' and on the imperative to prevent 'the outbreak, escalation, continuation and recurrence of conflict'.

When looking at inequality, the household and individual level is crucial as well: According to the SDG report 2018, up to 30 per cent of income inequality is due to **inequality within households**, including between women and men. **Women** are also more likely than men to live below 50 per cent of the median income.¹⁰ Moreover, global evidence confirms that women are more **affected by poverty**¹¹, **violence**¹² **and by the lack of access to land and resources**¹³. Women often work informally and unpaid. It is of-

⁴ IPBES, (2019): Global assessment report on biodiversity and ecosystem services: <https://www.ipbes.net/global-assessment-report-biodiversity-ecosystem-services>

⁵ FAO (April 2017). FAO and the SDGs: <http://www.fao.org/3/a-i6919e.pdf>

⁶ F.F.K. Byamugisha. 2013. Securing Africa's land for shared prosperity: a program to scale up reforms and investments. Africa Development Forum. Washington, D.C.: World Bank Group. <https://openknowledge.worldbank.org/handle/10986/13837>

⁷ C. Stevens et al. 2014. Securing Rights, Combating Climate Change: How Strengthening Community Forest Rights Mitigates Climate Change. World Resources Institute and Rights and Resources Initiative. Retrieved 30 December 2015, from <http://www.wri.org/securingrights>.

⁸ States of Fragility 2018

⁹ <https://www.antonioquterres.gov.pt/vision-statement/>

¹⁰ UN (2018): SDG Goal 10 Reduced Inequalities: <https://www.un.org/sustainabledevelopment/inequality/>

¹¹ UN Women (2018): Turning promises into action: Gender equality in the 2030 Agenda for Sustainable Development. New York: UN Women.

¹² World Health Organization (2013): Global and regional estimates of violence against women. Geneva: Switzerland.

¹³ Swiss Federal Department of Foreign Affairs FDFA (2014): Gender & Land - Implications for Sustainable Development. Bern: Switzerland.

ten women's voices that are least heard and least considered in decision-making processes¹⁴. Those left furthest behind in society are often women and girls who experience multiple forms of discrimination based on gender and other inequalities¹⁵.

2.2. Key Results and Learnings from Previous Strategy Phases

HEKS/EPER is a learning organisation and provides policies, processes, tools and platforms to enable evidence-based programming (details on MEL: [8.5](#)). Key learnings from previous strategic phases and strategic steering decisions shaped the new HIP 2021–2024. Continuing with its proven approaches, processes and added value as outlined in the [Executive Summary](#), HEKS/EPER builds on its strengths and expertise, showing the distinguishing characteristics of HEKS/EPER's ambitions more clearly in the **new global results framework** ([3.3](#) and [Annex A](#)), with a clearer and simplified outward-facing profile.

Reports by HEKS/EPER

To learn more about HEKS/EPER's evidence, learnings and steering decisions, read the [HIP reports 2007 to 2018](#) and the [thematic factsheets 2019](#).

All **management and programme strategies, policies, guidelines and reports** belonging to HEKS/EPER are published on the website on Institutional Governance:

https://en.heks.ch/Institutional_Governance.

The **track record** of HEKS/EPER International Division's activities, results, learnings and steering decisions are transparently published, including annual reports, evaluations, thematic factsheets, studies (e.g. the Access to Land working paper series) and the most promising practices on its website. (Links: see the box, and also in [Annex G: Institutional Governance](#)).

HEKS/EPER uses a variety of mutually complementary **information sources** (outlined in the [PCM manual](#) and its annexes) to gather evidence, including: ID annual/effectiveness reports; most significant change stories; field visit reports; project and country annual reports; ID development patterns; key indicators.

HEKS/EPER conducts around 15 to 20 evaluations assessing its projects/programmes along the OECD/DAC criteria (relevance, effectiveness, efficiency, sustainability, impact and coherence) according to its evaluation policy¹⁶. Main topics assessed were access to land and resources, sustainable agricultural production, inclusive and efficient market systems, empowered rights-holders and accountable duty-bearers, and strengthening and inclusion of disadvantaged.

In addition, two **meta-evaluations** were commissioned, assessing 27 evaluations conducted between 2007 and 2015, and assessing 20 evaluations conducted between 2016 and 2018. Furthermore, in 2015 HEKS/EPER began conducting **impact assessments** to better understand HEKS/EPER's contribution to the observed changes (e.g. in Bangladesh, Georgia, Palestine/Israel, Senegal and Honduras).



Bangladesh: Rohingya refugee camp near Cox Bazar.

¹⁴ United Nations (2019): The Sustainable Development Goals Report 2019. New York: USA.

¹⁵ Kabeer, N. (2016): 'Leaving no one behind': the challenge of intersecting inequalities'. In ISSC, IDS & UNESCO (Eds.), World Social Science Report 2016, Challenging Inequalities: Pathways to a Just World. Paris: UNESCO Publishing.

¹⁶ HEKS/EPER Evaluation Policy: <https://drive.google.com/drive/folders/1zztmjKIA8XOKJgTcS2yM6BmRSgwKuXMg>

Key results achieved during HIP 2013–2016 & HIP 2017–2020¹⁷

From 2013–2016, HEKS/EPER reached about 3.3 million individuals through its development cooperation and 1.02 million people through its humanitarian aid programme (see tables on the next page). In DC, the HIP programme in particular succeeded in providing people with secured access to land and inclusive market systems and increasing their resilience. Only the objective of reduced emergence of violence was not progressing as planned, due to deteriorating security and armed conflicts in the focus countries. In addition, progress to enhance an enabling environment was difficult in countries experiencing a backlash against individuals and communities asserting their rights (e.g. Palestine/Israel, Brazil and Azerbaijan).

HIP 2013-2016: Key Results Development Cooperation									
	Total # of individuals reached	Numbers of individuals reached per indicator							
		Income increased	Yields increased	New job opportunities	Better quality of life in conflict situations	Access to public services for marginalised	Access to land (individuals)	Access to water	Access to public services
2013	1'048'474	176'629	189'319	16'578	201'819	44'434	86'026	152'612	220'719
2014	719'349	16'499	124'988	45'859	164'986	48'202	70'357	113'781	40'355
2015	601'846	103'358	79'865	16'321	215'176	79'583	104'630	96'719	66'304
2016	935'061	61'535	62'230	139'407	174'682	52'406	66'475	79'578	15'791
Total	3'304'730	358'021	456'402	218'165	756'663	224'625	327'488	442'690	343'169

Key results 2013–2016 in development cooperation.

In the first two years (2017–2018) of the current HIP, HEKS/EPER reached a total number of 1.6 million people through development cooperation and more than 710,600 people through humanitarian aid. It made significant progress in the four key areas of secured access to land and resources, empowered rights-holders and accountable duty-bearers, inclusive and efficient market systems, and social inclusion (see table below).

HIP 2017-2020: Key Results Development Cooperation						
	Total # of individuals reached	Results achieved per HEKS/EPER key indicator				
		A2L: # of individuals	A2L: # of hectares	Claims: # submitted and/or accepted	Income: % of individuals perceiving increase	Access basic services: # of individuals
2017	498'000	25'913	27'160	1'200 for 61'497 individuals	55%	116'376
2018	1'146'000	61'974	101'713	43'492 for 554'637 individuals	54%	39'061
Total	1'644'000	87'887	128'873	44'692 for 616'134 individuals	55%	116'376

Key results 2017–2018 in development cooperation.

¹⁷ For detailed overview on the results achieved, please refer to [Annex D](#).

Track record in 'Access to Land' 2013–2018 (Land Governance)

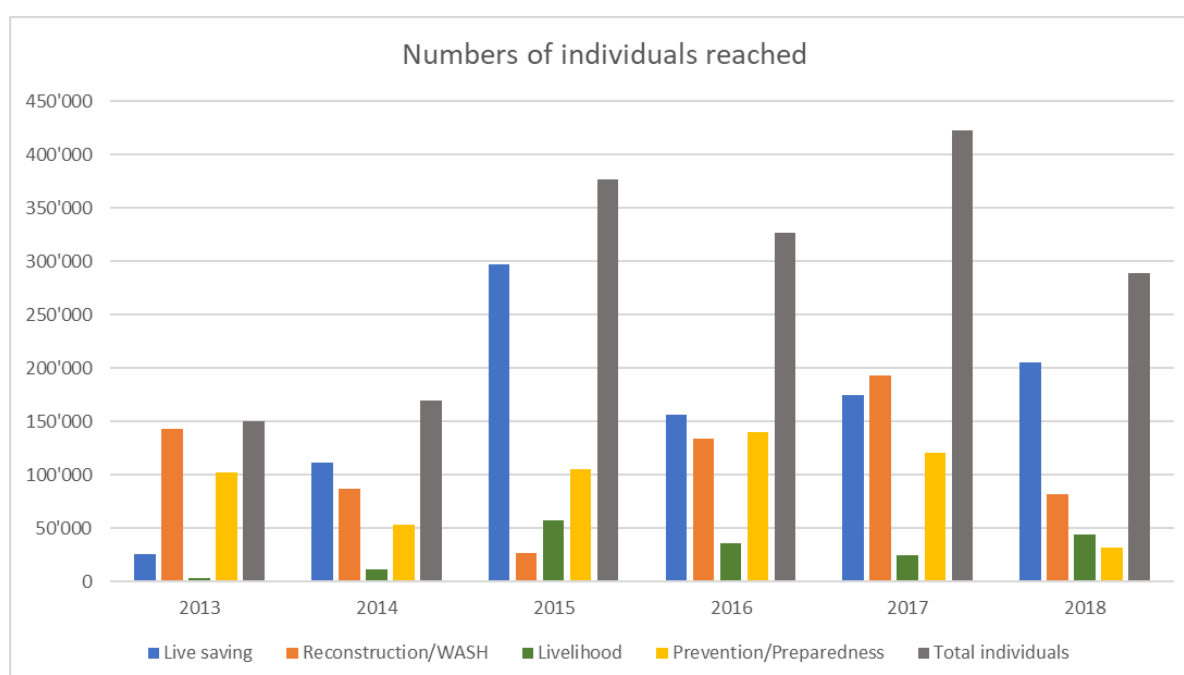
Access to land and resources has been a focus topic of the HIP since 2013. Between 2013 and 2018, the trend of HEKS/EPER projects more systematically taking up the issue of 'access to land' in their strategies – a trend which had started in the phase between 2008 and 2012 – was further pursued in the majority of HEKS/EPER's focus countries. Accordingly, the number of projects focusing on access to land has increased in recent years. In 2016, in 12 countries worldwide, 40 projects were, to various degrees and with different approaches, dealing with the topic of access to land; in 2017, 12 countries worldwide and 41 projects; and in 2018, 14 countries and 44 projects. From 2009 to 2018, land projects led to improved access to land for 587,000 individuals.

Key studies/factsheets on access to land are posted on the ID's Institutional Governance website:

- [Factsheet Access to Land, 2019](#)
- [Access to land, laying the groundwork for development, 2012](#)
- [Assess and enhance land tenure security – HEKS/EPER Analytical Framework, 2015](#)
- [Access to land in the Philippines, capitalisation of HEKS/EPER experiences, 2017](#)
- [Securing the mobility of pastoralists, capitalisation of HEKS/EPER experiences, 2019](#)
- [Custodians of biodiversity and healthy ecosystems, 2019](#)

Humanitarian Aid: Key results achieved 2013–2018

Between 2013 and the end of 2018, HEKS/EPER has been able to provide **1.73 million people** with humanitarian assistance. This includes almost one million people who benefited from **life-saving activities** including the distribution of food, NFI, WASH and cash interventions. In addition, the **livelihoods** of 175,475 individuals were able to be restored, and 663,548 people benefitted from **reconstruction** of their houses as well as public infrastructure such as schools. While the majority of people were reached via life-saving activities, **WASH**-related reconstruction such as the provision of water and sanitation facilities played an important role. The number of people reached, with the exception of 2018, continuously increased over the years. In 2017, HEKS/EPER reached almost half a million people. The drop in 2018 can be accounted to the fact that no major disasters occurred in that year. **Disaster prevention and preparedness** played a pivotal role in many countries in which HEKS/EPER worked, from which 553,545 people have benefitted so far.



HA data: Number of individuals benefitting of HEKS/EPER's humanitarian assistance (2013–2018) in the four main HA objectives 'Live Saving', 'Reconstruction/WASH', 'Livelihood' and 'Prevention/Preparedness'.

Recurring patterns of international cooperation – a HEKS/EPER analysis

Emerging patterns are identified each year in a participatory and evidence-informed way during HEKS/EPER’s annual analysis workshops. The most relevant insights for acting successfully according to its theory of change are documented here. Identified patterns from previous years proved to be **landmarks for new developments within HEKS/EPER**, refining its profile and actions e.g. the incorporation and adaption of topics such as strategic partnerships and alliances, systemic change, policy dialogue, building resilient communities or the shift from value chain development towards influencing market systems.

In addition, the importance of evidence-based programming and therefore the building of a sound PCM system with a highly qualified MEL unit and other management decisions such as the focus/decentralisation strategy originated from this learning process. In addition, the importance of evidence-based programming and therefore the building of a sound PCM system with a highly qualified MEL unit and other management decisions such as the focus/decentralisation strategy originated from this learning process. The new HIP strategy 2021–2024 builds on this, incorporating evidence and learnings on different topics.

The **figure on the next page** shows the ‘major pattern lines’ since 2011, the most relevant opportunities or challenges which may hamper or foster the implementation and the sustainability of projects and programmes.

2011	2012	2013	2014	2015	2016	2017	2018
Taking into account the many dimensions of ‘access to land’ – land rights, use, commons, innovative approaches							
Networks / partnerships /alliances for effectiveness, security, systemic change, advocacy							
	Focus on young people / migration / urban vs rural						
		Systemic change					
	Link short & long-term support for ‘meaningful’ projects						
					Inclusive market/business		
						Dialogue RH/DB	
		Fragmented					communities
		Resilience building for sustainable change					
		EE and how to cope with increasing insecurity and fragility					
		Holistic approach, HRBA, diapraxis, conflict sensitivity					
		Enabling management: PCM, staff, capacity building, FFAG,					Visibility
						Com4Dev	
		Evidence-based programming & L4S				& adapting to complexity	
	Space for reflection, sharing, learning						
					Changing aid landscape		
Domestic abuse				Domestic abuse			

Recurring patterns within the International Department based on the annual reportings: At knowledge-sharing workshops during the reporting process, HEKS/EPER identified recurring patterns affecting negatively or enabling positively its work. The figure shows the most relevant patterns and when they were analysed in-depth.

2.3. Global and National Policy Frameworks

HEKS/EPER’s international programme operates within national and global policy frameworks that HEKS/EPER refers to, contributing to or working to adapt them so that they become more supportive for a transformation towards an equitable and peaceful world. HEKS/EPER’s international programme operates within national and global policy frameworks that HEKS/EPER refers to, contributing to or working to adapt them so that they become more supportive for a transformation towards an equitable and peaceful world. Chapter 3.3 details how the HIP 2021–2024 acts within or towards the main frameworks, highlighting the contribution of HEKS/EPER towards Agenda 2030’s Sustainable Development Goals and its pledge of ‘leaving no one behind’, as well as its adherence to the Swiss strategy on International Cooperation (IC).

The **global and Swiss frameworks** most relevant to HEKS/EPER are:¹⁸

- Agenda 2030 (SDGs & LNOB)
- Charter of the United Nations and The Universal Declaration of Human Rights
- UN Declaration on the Rights of Peasants and Other People Working in Rural Areas (UNDROP)
- Climate Change & Resilience: The Paris Agreement & The Sendai Framework
- CEDAW (Convention on the Elimination of all Forms of Discrimination Against Women) & UN Security Council Resolution 1325 on women, peace and security
- ILO Convention 169
- FAO Tenure Guidelines
- Convention on Biological Diversity (Nagoya Protocol)
- GPEDC: UN Global Partnership for Effective Development Cooperation.
- Swiss Constitution – Art. 54 & Swiss International Cooperation strategy

The pillar of the **Swiss framework** is article 54 of the *Swiss Constitution* that states, 'The Confederation ... shall in particular assist in the alleviation of need and poverty in the world and promote respect for human rights and democracy, the peaceful co-existence of peoples as well as the conservation of natural resources.'¹⁹



Senegal: Chili production.

¹⁸ Link to frameworks: https://en.heks.ch/Institutional_Governance#programmatic-strategies-and-guidelines

¹⁹ The 'promotion of human rights and democratic processes' is enshrined in the Federal Act on Peacebuilding and Strengthening of Human Rights. 'Solidarity' is listed as a basic principle in the Federal Act on International Development Cooperation and Humanitarian Aid serving as basis for Swiss IC. In addition, peace, human rights and gender equality are high on the agenda of Switzerland's foreign policy strategies: foreign policy strategy; DFA human rights strategy; DFA strategy on gender equality and women's rights.

3. Theory of Change and Global Results Framework

3.1. Theory of Change

HEKS/EPER's global vision

HEKS/EPER follows a human rights-based approach.

It operates towards more equitable, peaceful and resilient societies to facilitate systemic change in land and natural resources governance and to overcome social, political and economic discrimination. In crises, it covers basic needs.

HEKS/EPER empowers vulnerable people, communities and civil societies. Moreover, it links them at local, national, and international level with governments and/or the private sector, promoting the accountability of these duty-bearers.

In continuation of HEKS/EPER's International Programme (HIP) 2017–2020 and the experience of BfA, the theory of change for 2021–2024 promotes a vision of a systemic perspective towards more equitable, inclusive and peaceful societies with a set of four interconnected Outcomes:

- Basic needs in crises are covered.
- Social, political and economic discrimination is overcome.
- Land and natural resources are sustainably governed.
- Supportive policies and practices are implemented.

With these four Outcomes, HEKS/EPER contributes to Agenda 2030's main pledge of 'leaving no one behind', with its Swiss and global partners/alliances (multi-stakeholder approach). **Programming** is relevant to the context, risk-informed, evidence-based, built on conflict- and gender-sensitive analysis [\(8.2\)](#).

To enable sustainable long-term solutions for affected people and communities, HEKS/EPER will in this HIP phase invest in bringing its three still partially separated sections – development cooperation, humanitarian aid and church cooperation – closer together. Thus, with the 2021–2024 strategy, HEKS/EPER is for the first time defining a single overall theory of change and results framework for its international division. This will also foster the **nexus approach** [\(3.2\)](#).

All HEKS/EPER projects and programmes contribute to one or more of the defined Outcomes through a combination of nine interconnected **Outputs** and corresponding **activities**. With the focus on these four Outcomes, HEKS/EPER is responding to **key international challenges** such as fragility, raising inequality, shrinking space for civil societies, inequalities, and climate and environmental crises, detailed in the context analysis ([Chapter 2](#) and [Annex C](#)). The illustration shows the various connections between the nine Outputs and their links to the four Outcomes.

HEKS/EPER follows a **human rights-based approach** [\(5.1\)](#) through empowering vulnerable and disadvantaged people and communities and holding duty-bearers at local, national and international level accountable.

Firstly, to **overcome social, political and economic discrimination** [\(4.2\)](#) it is important not only to secure systemic access to basic services (e.g. education, sanitation and health) and to promote inclusive market systems, but also to improve inter- and intra-group relations. HEKS/EPER empowers excluded and vulnerable people and communities, especially women and girls as they are those most affected by inequalities, to claim their rights. And at the same time, it holds duty-bearers accountable for providing inclusive services as well as developing and implementing supportive policies to guarantee rights de jure and de facto.

Secondly, HEKS/EPER works towards **inclusive and sustainable governance systems for land and natural resources** [\(4.3\)](#). It fosters the development and implementation of rules, processes, structures and traditions that lead to sustainable use and management of resources. Therefore, the right to land and other natural resources, such as water, forests and biodiversity, for vulnerable people is a major concern. Following a rights-based approach, HEKS/EPER supports people and local communities in their efforts to

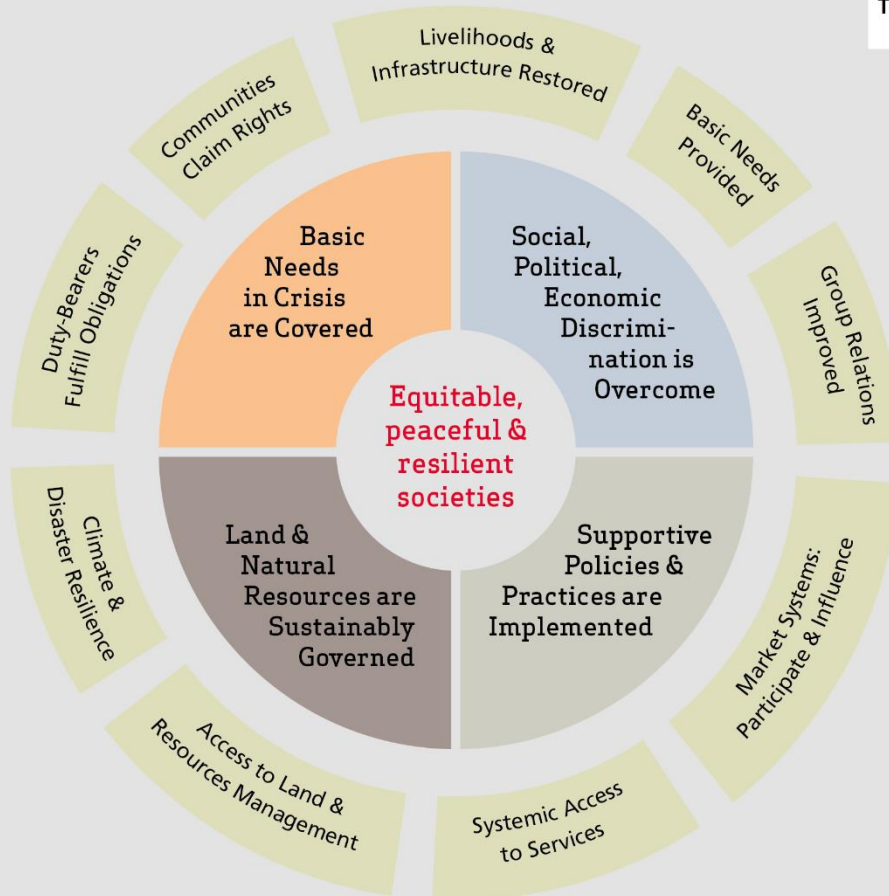
become empowered and responsible rights-holders, whose voices are heard and respected when it comes to decisions concerning the use, management and protection of their lands, water and natural resources. Moreover, HEKS/EPER supports initiatives that increase the resilience of people and communities against the impacts of climate change, as well as the impacts of disasters such as environmental stresses and shocks. It works towards secured rights to land ownership and/or land use and preserving ecosystem services that protect the ecosystems that are of fundamental importance for people living on and from their land.

Thirdly, **in crisis situations** (4.1), when damage to life and infrastructure is so high that neither the affected population nor the local government can cope with the consequences, HEKS/EPER contributes to addressing people’s right to receive humanitarian assistance. HEKS/EPER **covers basic needs** through the provision of means in an emergency phase and through the rehabilitation of livelihoods and infrastructure in a subsequent phase, linking it to sustainable development initiatives (building back better) where possible and appropriate (3.2).

Lastly, HEKS/EPER project and programme work contributes to the **development and implementation of policies and practices** that support the achievement of the other three Outcomes and the overall goal of more equitable, peaceful and resilient societies (4.4). Bringing in the sound experience of BfA with the merger in 2021 will provide added value for achieving this Outcome. HEKS/EPER is convinced that people must be aware of their rights to take informed decisions for their own self-determined development as part of the broader society. For this reason, HEKS/EPER works towards people and communities – especially women, girls and young people – being able to claim their rights, enables dialogue amongst all relevant stakeholders and works with duty-bearers (e.g. authorities at different levels, private sector actors, etc.) so that they are accountable towards people and communities and carry out their duty to respect, protect and fulfil national and/or human rights. This will lead to changes in attitudes, behaviour, practices and systems and in turn lead to good governance. The creation or reform of policies, and moreover the implementation of policies, will contribute to justice at local, national and international level.



Bangladesh: Children transporting wood.



Approaches



Relevant Frameworks

- ▶ Agenda 2030 (SDGs & LNOB)
- ▶ UN Charter on Human Rights
- ▶ Convention Against Women's Discrimination
- ▶ UN Peasants' Rights Declaration
- ▶ Paris Climate Agreement
- ▶ Sendai Framework on DRR
- ▶ Convention on Biological Diversity
- ▶ ILO Convention 169
- ▶ FAO Land Tenure Guidelines
- ▶ GPEDC (Effective Development)
- ▶ Swiss Constitution & IC Strategy

Global Challenges

- ▶ Bad Governance & Shrinking Space
- ▶ Inequalities & Discrimination
- ▶ Economic Growth & Private Sector
- ▶ Climate & Environmental Crises
- ▶ Fragility & Humanitarian Crises
- ▶ Migration
- ▶ Digitalization & Media Use

3.2. Nexus Approach – Linking Humanitarian, Development and Peacebuilding

To operate towards its theory of change and to contribute effectively to the Agenda 2030, HEKS/EPER continues to use its expertise in humanitarian aid and development cooperation, including conflict transformation, in a coherent manner in its own programming, but also when cooperating with international actors across sectors; see partnership models in chapter 6.2. Many of the countries where HEKS/EPER is active are fragile or affected by conflict. Fragility (6.3) is rising and without appropriate action it is likely that more than 80% of the world's poorest people will be living in fragile contexts by 2030²⁰. In these contexts, it is essential that HEKS/EPER works with a nexus approach in order to both enable and protect development investments and gains.

For HEKS/EPER, the nexus approach means using its combined expertise, experience and operationality of its different sections to work on root causes of discrimination, lacking opportunities and injustice, and thus key drivers of conflict in order to bring systemic change while also providing emergency assistance and rehabilitation.

HEKS/EPER disposes of the necessary preconditions and means for applying the nexus approach by having specialised departments for Development Cooperation and Humanitarian Aid, each with profound knowledge, experience and networks, but with strong links to each other, resulting in joint planning of interventions and flexible use of financial and human resources. Conflict transformation (CT) has long been part of HEKS/EPER's systemic development approach, thus it has strong potential to also contribute to the sustaining peace agenda, thereby strengthening the nexus approach further still.

To implement the nexus approach, HEKS/EPER actively uses complementarity, sequencing, layering and crisis modifiers – approaches identified in the SDC NEXUS evaluation.²¹ In Ethiopia, South Sudan, DR Congo and Haiti for example, HEKS/EPER works with Humanitarian Aid and Development Cooperation approaches in the same regions but for different target groups (e.g. DR Congo with an HA and CT/DC programme) in one region or supports the same target group with long-term recovery and conflict transformation (e.g. Uganda and South Sudan). Another applied programming mechanism is to have a Humanitarian Aid fund integrated into the original project budget and to be used in case of humanitarian needs arising, as done in Ethiopia. A further practical example for implementing the nexus approach is the HEKS/EPER diapraxis approach, which has been integrated into the humanitarian work. It combines practical work towards enhancing livelihood opportunities with conflict prevention or transformation goals by identifying joint aims (5.2). In addition, preparedness training and plans for becoming active in a humanitarian crisis are established for the countries HEKS/EPER is working in, working alongside the country offices and potential partners. Despite its already strong nexus orientation, HEKS/EPER intends to further strengthen this approach by working even more closer at HHQ and in the field, also engaging strongly in nexus discussions in country specific forums such as in Ethiopia.

Besides striving to work according to a combined approach for the people in need within its own organisation, HEKS/EPER is also strongly committed to supporting a nexus approach by working for common Outcomes²² in a nexus perspective with other actors in the field of international cooperation. Depending on gaps and the expertise required, HEKS/EPER brings in its core expertise in a specific region in Development Cooperation incl. Conflict Transformation, and Humanitarian Aid, contributing to resilient and peaceful communities.

²⁰ OECD (2018), States of Fragility 2018, OECD Publishing, Paris, <https://doi.org/10.1787/9789264302075-en>.

²¹ Independent Evaluation of the Linkage of Humanitarian Aid and Development Cooperation at the Swiss Development Cooperation (Evaluation 2019/1, p 39). Bern: https://www.admin.ch/gov/en/start/documentation/studies_survey-id-1053.html

²² According to DAC: <https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-5019>, adopted in Feb 2019

3.3. Global Results Framework and its Contribution to SDGs and Link to Swiss IC goals

As described in the theory of change and illustrated with the table on the next page, the four Outcomes and nine Outputs of the International Programme are interconnected, and each project or programme is derived from a context-specific intervention logic. The table below translates the theory of change into the HEKS/EPER global results framework.

HEKS/EPER's global results framework (Annex A)			
Outcomes			
01: Basic Needs During Crises are Covered	02: Social, Political, Economic Discrimination is Overcome	03: Land and Natural Resources are Sustainably Governed	04: Supportive Policies and Practices are Implemented
Outputs			
01.1: Livelihoods & Infrastructure are Restored	02.1: Intra- and Intergroup Relations are Improved	03.1: Secured Access to and Sustainable Management of Land, Water, and Natural Resources	04.1: Duty-Bearers take Responsibility to Fulfill their Obligations
01.2: Means for Basic Needs are Provided	02.2: People & Communities Participate in and Influence Market Systems	03.2: Climate and Disaster Resilience is Increased	04.2: People and Communities Claim their Rights
	02.3: Systemic Access to Services is Secured		

The main **risks** and **assumptions**, **HEKS/EPER's key indicators** (HKI) as well as **baselines** and **targets** of the Outcomes and the links to the **SDGs** are described in the logframe matrix in [Annex A](#). The **means of verification** are outlined in the guidelines for the HEKS/EPER Key Indicators, with standardised pre-defined questionnaires collecting data directly from project participants. The customised online platform (hekskeyindicators.org) enables aggregation and analysis, and supports well-informed steering decisions.

Institutional Outcomes and indicators are documented in [chapter 8 Management and Governance](#).

Agenda 2030: SDGs and leaving no one behind













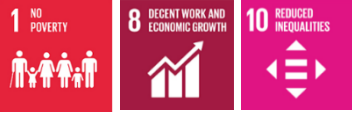

In order to play an appropriate and relevant role in a world that is increasingly complex and multi-polar, HEKS/EPER continuously reflects on how to contribute to the [Agenda 2030](#) and its main pledge of 'leaving no one behind' (LNOB), and adapts its strategy and implementation accordingly.



The systemic approach of the new HIP embraces an understanding of the interconnections between the individual **SDGs** and the ways to manage the resulting synergies and trade-offs. Key topics such as human security, equal rights, prosperity or climate and disaster risks cross borders and require internationally coordinated commitments, and therefore, cross-sector and multi-stakeholder approaches ([6.2](#)). 'Leaving no one behind' (LNOB²³) is the central transformative pledge of Agenda 2030 towards achieving the 17 sustainable development goals. The Global Sustainable Development Report of 2019²⁴ finds that current development models are not sustainable, and progress made in the past two decades is in danger of being reversed through worsening social inequalities and potentially declines in what is still attainable, but only attainable by drastically changing development policies, incentives and actions.

²³ The United Nations approach to 'leaving no one behind' seeks to combat discrimination and rising inequalities within and amongst countries, and their root causes. This is grounded in the UN's normative standards, including the principles of equality and non-discrimination that are foundational principles of the Charter of the United Nations, international human rights law and national legal systems across the world. Link: <https://undg.org/wp-content/uploads/2019/04/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf>

²⁴ The future is now. Science for achieving sustainable development. 2019. <https://sustainabledevelopment.un.org/globalsreport2019>

Outcomes	SDGs HEKS/EPER operates towards
O1: Basic Needs in Crises are Covered	 
O2: Social, Political, Economic Discrimination is Overcome	 
O3: Land and Natural Resources are Sustainably Governed	 
O4: Supportive Policies and Practices are Implemented	 
Cross-cutting Approaches & Issues	SDGs HEKS/EPER operates towards
HRBA & Systemic Change	
Conflict Sensitivity	
Gender & Diversity	
Strong Civil Society	
Inclusive markets	
Conflict Transformation	

HEKS/EPER’s main contributions to Agenda 2030, towards eleven of the 17 Sustainable Development Goals.

Therefore, HEKS/EPER with its theory of change – pre-dominantly through the Outcome ‘Overcoming Discrimination’ and ‘Land Governance’ – is part of this global endeavour to reduce poverty and fight rising inequalities in order to get Agenda 2030 back on track; together with its partners and alliances, being part of a multi-stakeholder approach. The **table on the previous page** outlines the main contribution of HEKS/EPER towards various SDGs.

SDGs and Switzerland

The Swiss Government and Parliament has made a prominent and committed contribution to the development of Agenda 2030 and committed itself to implementing the 17 sustainable development goals (SDGs) in Switzerland²⁵ and to contributing to their achievement worldwide²⁶. Only the active participation of civil society and claims to authorities can ensure that these ambitious goals will be achieved. Thus, HEKS/EPER will continue to be an active member of the NGO SDG platform and jointly monitor the implementation of the Swiss Strategy for Sustainable Development SNE 2020–23 and drawing up of the next shadow report for the implementation of Agenda 2030 by Switzerland, planned for 2022.

HEKS/EPER's Swiss Division also actively contributes to the ambitions of the Agenda 2030 in Switzerland, mainly in the domains of SDG 4, 10, 16 and 17.

Relevance of HEKS/EPER's contribution to Switzerland's goals in international cooperation

HEKS/EPER contributes to the goals declared in **Swiss Constitution Art. 54** with its theory of change. In particular, as HEKS/EPER's theory of change is based on human rights (5.1) and strongly applies a human rights-based approach, it contributes to Swiss long-term international cooperation goals as stated in the constitution: ‘... assist in the **alleviation of need** (Outcome 1, 4.1) and **poverty** (Outcome 2; 4.2) in the world and promote respect for **human rights** (chapter 5.1) and **democracy** (Outcome 4, 4.4; and Output ‘Claiming Rights’, 4.5.1), **the peaceful co-existence of peoples** (Output ‘Improved Group Relations’ 4.5.3) as well as the **conservation of natural resources** (Outcome 3, 4.3).’

It is in line with the **FDFA's IC strategy's priorities** planned for 2021–2024 – many HEKS/EPER Outcomes reflect the four Swiss priorities – and partnering with the SDC is an opportunity to address the key issues mentioned:

- **Job creation, sustainable growth:** HEKS/EPER implements projects to foster an inclusive economy and enable people to participate in and influence markets. Output ‘Markets’, 4.5.6.
- **Climate risks (4.5.4) and sustainable resource management (4.5.5).** Successful and long-term risk reduction and building effective resilience to climate and disaster risks are both imperative to sustainable development, in particular sustainable land governance, and are key components of poverty alleviation.
- **Peace and governance:** peaceful societies and accountable governance are key to long-term sustainable development and strengthening institutions/civil society. HEKS/EPER facilitates dialogue and practical joint actions (diapraxis) towards conflict transformation (Outputs ‘Group Relations’, 4.5.3; ‘Claiming Rights’ 4.5.1; ‘Responsibility of Duty-Bearers’ 4.5.2, and chapter 5.2 on Conflict transformation)
- **Migration:** With its nexus approach, HEKS/EPER addresses people in fragile context, building more resilient communities and providing expertise and assistance on land governance (Outcome ‘Land Governance’, 4.3). As social and political exclusion are key drivers of fragility and the outbreak of violent conflicts, HEKS/EPER addresses root causes of migration and mitigates its negative consequences.

²⁵ <https://www.eda.admin.ch/agenda2030/en/home/umsetzung/zusammenarbeit-kantone-gemeinden-nichtstaatliche.html>

²⁶ 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT. SDC Guidance Leave No One Behind: https://www.shareweb.ch/site/Poverty-Wellbeing/addressingpovertyinpractice/Documents/sdc-guidance-leave-no-one-behind_EN.pdf

HEKS/EPER, as a partner of SDC as a recipient of programme contributions as well as a contractor of mandates (see *SDC NGO Policy*²⁷), aims to contribute to the FDFA priorities, in particular as its theory of change is based on human rights and works towards poverty alleviation, peace and sustainable governance of land and natural resources.

It also adheres to the expected 'basis' and 'added value' of Swiss NGOs as outlined in the '**SDC's guidance for engagement with Swiss NGOs**'.

- **Long-standing engagement:** HEKS/EPER has been a key stakeholder in International Cooperation in Switzerland since 1946. Striving towards systemic change and committed to the HRBA, it engages in development and also in humanitarian aid contexts with a longer perspective. For this reason, HEKS/EPER is able to build trust, competence and accountability towards the people and communities we work with, as well as towards donors.
- **Thematic and operational expertise:** HEKS/EPER demonstrates years of expertise in HRBA, conflict transformation, nexus approach, inclusion, promoting rights, resilience and humanitarian aid. It is recognised in Switzerland, in specialised international networks and in many of its priority countries as a relevant expert in land governance with emphasis on a territorial and ecosystem-based approach, linking the issue to the latest climate and biodiversity debates and the UN Declaration on the Rights of Peasants. With its flexible partnership model, HEKS/EPER works across sectors, collaborating to boost effectiveness and sustainability.
- **Swiss quality and broad Swiss constituency:** HEKS/EPER is anchored in its constituency in and around the Swiss Churches. Moreover, through demonstrating the trustworthiness of its work, it has built up its institutional governance (including memberships with ZEWO, FER21, CHS, Transparency International) and transparent communication and good relations with donors and the general public. It is recognised for its monitoring and evaluation efforts.
- **Awareness-raising in Switzerland:** With the merger of BfA and HEKS/EPER in 2021, the joint organisation can effectively reach out to Swiss public, rights-holders to address global challenges and advocate in Switzerland and abroad for practices/policies enabling systemic change in favour of vulnerable, excluded and disenfranchised people.



Brazil: LNOB approach to include smallholders to markets and empowering them to claim their right to govern their own land.

²⁷ According to SDC guidance for engagement with Swiss NGOs. 2019:
<https://www.eda.admin.ch/deza/en/home/partnerships-mandates/partnerships-ngos.html>

4. Global Objectives

To strive towards its vision, HEKS/EPER has set four overarching Outcomes and nine Outputs, contributing in a flexible way as described in chapter 3.2.

4.1. Outcome 1: Basic Needs in Crisis are Covered

HEKS/EPER's **humanitarian interventions cover assistance after disasters due to natural hazards or in fragile and war-torn contexts** – in the first stages of an emergency and in protracted crises. In both contexts, the affected people have the right that their basic needs for survival are met in a timely manner and with upmost professionalism, both in the initial emergency response phase but also later when HEKS/EPER addresses mid- and long-term needs in restoring livelihoods and public infrastructure. In addition, HEKS/EPER remains flexible especially in fragile contexts where the environment is constantly changing, as do the needs of the affected populations. HEKS/EPER's work in humanitarian aid is needs-based and therefore HEKS/EPER will provide life-saving assistance to populations affected by disasters and by war and persecution, in settings where the government and civil society are not able to respond to the people's right to receive humanitarian assistance.

In a first phase this will encompass everything from the **provision of food, WASH, shelter and non-food items**. Where feasible and where existing market systems are still functioning and capacities exist, cash-based interventions are the preferred option.

In later stages, when the basic survival needs have been met or in a protracted crisis, HEKS/EPER will **restore public and private infrastructure and livelihoods** to support the population in their transition back to economic self-sustainability. Cash-based interventions will be applied where feasible including cash-for-work, owner-driven house reconstruction and cash transfers for livelihood recovery. Community participation is mainstreamed in the planning and implementation, where feasible (e.g. in rehabilitation of water infrastructure) the community is trained and organised to maintain the infrastructure. The principle of building back better in post-disaster recovery and making people living in disaster prone contexts more resilient through respective prevention and preparedness measures is paramount to HEKS/EPER.

Committed to conflict sensitivity ([5.1](#)) and as a member of the [CHS Alliance](#) and also to the human-rights-based approach in the Core Humanitarian Standards, HEKS/EPER emphasises the importance of effectiveness, participation, avoiding negative effects, and strengthening local capacities in all humanitarian interventions. During the 2021–24 programme phase the **nexus approach** ([3.2](#)) combining humanitarian aid, long-term recovery, conflict sensitivity and development cooperation will be further explored. HEKS/EPER and implementing partners will remain accountable towards project participants and affected populations (chapter on Mutual Accountability, [8.4](#)), and it will address the needs of both host and refugee communities in order to reduce tensions between these communities who are struggling for survival and are competing for scarce resources. An approach which HEKS/EPER has been very successful with in the past is 'diapaxis', where both refugees and host communities work alongside each other to improve the living conditions of both communities. This approach has been pivotal in helping reduce tensions between these communities.

4.2. Outcome 2: Social, Political and Economic Discrimination is Overcome

Despite all human beings being entitled to equal human rights without discrimination of any kind (such as age, gender, ethnicity, culture, religion or language), **discrimination and inequalities** persist and, in many cases, have worsened²⁸.

At the global level, inequality has risen significantly since 1990²⁹, notwithstanding strong growth and the decline of national poverty figures in some countries. Inequality has increased in nearly all world regions in

²⁸ UNDP (2019): Human Development Report 2019. Beyond income, beyond averages, beyond today: Inequalities in human development in the 21st century. New York.

²⁹ UNDP, Human Development Indicator, more than 75% of households live in societies where income is more unequally distributed than in 1990.

recent decades, but at different speeds³⁰. Discrimination, exclusion and inequality have high economic costs, jeopardise political stability and peace³¹, and remain key obstacles to sustainable development³². **'Leave no one behind'** is a core principle of the SDGs. SDG 16 calls for peaceful and inclusive societies and SDG 10 demands a reduction of 'inequality within and between countries', with target 10.2 referring explicitly to inclusion and target 10.3. to discrimination.

Equality and discrimination

All people are entitled to equal rights, participation and opportunities, without discrimination of any kind. Discrimination means unequal or different treatment or harassment. The right to equality and the prohibition of discrimination is explicitly set out in international human rights treaties and central to the protection of all human rights.

Discrimination is an expression of inequality. It is anchored in the prejudiced perception of individuals based on their membership to a certain group or category. It involves behaviours towards groups such as excluding or restricting members of one group from opportunities that are available to others (see HEKS/EPER Conflict Transformation Implementation Concept³³): The **concepts of discrimination, inequality and ex-/inclusion complement each other**. Social inclusion³⁴ focuses on the process and relations, while inequality refers to the disparities between different categories of people. Individuals and groups are excluded or included based on their identity³⁵, depending on the context, these are for example indigenous people, ethnic groups³⁶, expelled peoples, (recent) immigrants, people with disabilities, women and girls, people living in remote and economically deprived areas or people who speak the official language imperfectly. Article 7 of the Universal Declaration of Human Rights proclaims that 'all are equal before the law and are entitled without any discrimination to equal protection of the law.' Therefore, a **rights-based analysis** is key to identify those who are discriminated against, the causes of discrimination as well as the corresponding obligations of different actors in any given context. Discrimination and exclusion can happen for different reasons and can be manifold and multiple, e.g. **from labour and markets, services** (education, health, etc.) and **political governance structures**, or **from social and cultural spaces**. Discriminated people are more likely to be poor and are branded by **stereotypes and stigma**.

HEKS/EPER strives towards more equitable, peaceful and resilient societies, and as such social, political and economic non-discrimination has been and continues to be at the heart of HEKS/EPER's worldwide engagement. In the programme period 2021–24, HEKS/EPER's engagement for non-discrimination and inclusion focuses on improving **inter- and intra-group relations, economic inclusion and systemic access to services** for excluded groups. It supports discriminated and excluded people in speaking out for justice and to claiming and using their rights, holds duty-bearers accountable for providing (and/or financing) inclusive, non-discriminatory services and promotes market systems that leave no one behind. HEKS/EPER will work on reducing violence, fighting stereotypes and improving relationships between excluded groups and 'mainstream society', as well as within excluded groups. Finally, it also supports the development and implementation of non-discriminatory policies (see Outcome 4) and inclusive governance structures. To achieve this, HEKS/EPER works with a variety of stakeholders among right-holders and duty-bearers, in-

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³⁰ The fact that inequality levels are so different among countries, even when countries share similar levels of development, highlights the important roles that societal structures and corresponding national policies play in shaping inequality.

³¹ There are strong links between socio economic exclusion and armed conflict and as it may create conditions under which violent conflicts escalate. This can range from civil unrest to violent armed conflict to terrorist activity. Seriously disadvantaged groups with common characteristics (such as ethnicity or religion) can resort to violent conflict to assert their rights and eliminate inequalities. Group differences alone are not enough to trigger conflict, but social exclusion and horizontal inequalities provide fertile ground for violent mobilization.

³² World Bank (2013): *Inclusion matters*. Washington D.C.

³³ HEKS/EPER 2011 Conflict Transformation Implementation Concept: Equal Rights and Conflict Transformation p.8.

³⁴ HEKS/EPER understands inclusion as a process aiming at ensuring equal rights, equal opportunities and active participation in society for all, regardless of their identities (such as age, gender, ethnicity, culture, religion or language etc.). Inclusive societies do not strive towards assimilation of excluded groups but promote and respect diversity. This understanding is based on similar definitions used by the United Nations.

<https://www.un.org/development/desa/socialperspectiveondevelopment/issues/social-integration.html> and the World Bank (*Inclusion matters*) and includes a human rights-based perspective on social inclusion.

³⁵ Identities are socially constructed (self-attribution and/or attribution by others), they are multiple and intersecting and changing over time.

³⁶ Not only ethnic minorities can be excluded, in some cases a majority can be excluded by a minority (e.g. an elite, oligopoly or a ruling clan).

cluding private and public sector and media actors, civil society, and actors relevant to overcoming discrimination (e.g. associations, religion leaders). A particular challenge for HEKS/EPER will be to understand and counter **multiple and intersecting forms of discrimination** e.g. faced by women and girls of an excluded ethnic group or by young people who do not belong to a ruling clan. Conflict sensitivity (5.1) is needed to ensure that possible positive discrimination of excluded groups does not lead to further negative discrimination or conflicts.

4.3. Outcome 3: Land and Natural Resources are Sustainably Governed

Strengthening land and natural resources rights is key for eliminating poverty, strengthening food sovereignty, reducing inequality and conflict, advancing gender equality, and preserving biodiversity and ecosystem services. Local communities with **secure tenure rights on their land and territories** and the possibility to sustainably use and manage natural resources are **more resilient to external shocks and stresses** and protect and restore landscapes that directly contribute to climate change adaptation and mitigation.

Land governance entails the **rules, processes, structures and traditions that determine how power and responsibilities over land and resources are exercised**, as well as how decisions about access to land, its use and management are taken. It describes the manner in which those decisions are implemented and enforced, the way in which competing interests in land and resources are managed and how land users are included in decision-making processes. HEKS/EPER fosters governance principles that relate to inclusive decision-making, transparency, responsiveness and accountability. They are oriented towards effective, equitable and sustainable resource management and livelihood enhancement, and embrace diverse cultures and knowledge systems.

Thus, for HEKS/EPER, land and natural resources governance means people and communities having **secured rights to land ownership and/or land use, and that they can control, manage and use the land and its affiliated resources in the long term**. HEKS/EPER supports the development of inclusive land governance models and sustainable land-use practices. Based on HEKS/EPER expertise and reflecting on the realities in the countries, there is a clear **focus on a territorial working approach**, which emphasises the role of ecosystems and their potential to contribute to and address societal challenges such as food and livelihood security and the climate-resilience of local communities, as well as their economic and social development. HEKS/EPER not only mobilises people and communities' participation but also engages with state actors and holds them accountable to create a favourable political, legal and economic environment and encourage the private sector to create opportunities for people and the environment.

4.4. Outcome 4: Supportive Policies and Practices are Implemented

HEKS/EPER is an actor working towards social and economic transformation to just and sustainable societies, as expressed in the Agenda 2030. In the face of well-known global challenges such as the climate crisis, the depletion of natural resources, increasing social and economic inequalities, HEKS/EPER is convinced that its programmes and projects need to be complemented by addressing political and economic frameworks. Striving towards a transition to more just, equitable, peaceful and resilient societies, HEKS/EPER is engaged with and supports partners in raising awareness, advocacy and policy dialogue in its working countries, but also at international level and in Switzerland. In this regard, HEKS/EPER will benefit from the additional capacities and expertise from the merger with BfA in the field of advocacy and campaigning.

Aiming at assisting people and communities to claim their rights, HEKS/EPER programmes and projects are engaged in capacity building, linking and strengthening of networks and alliances at different levels or in enabling and institutionalising dialogue and negotiation amongst all relevant stakeholders. Duty-bearers such as authorities at different levels, private sector actors, etc. are directly addressed to fulfil their human rights obligations. The creation or reform of institutions and policies, and moreover its implementation will contribute to justice at the local, national and international level.

Strengthening civil society, including organisations of farmers and peasants, indigenous peoples, women, people suffering from ethnic and other systematic discrimination and community groups are important means to overcome and empower people to claim their rights. Without a fully engaged civil society, the

SDGs are bound to fail. This is the main conclusion of a research study commissioned by HEKS/EPER in collaboration with ACT Alliance partners in 2019³⁷. HEKS/EPER programmes and projects have longstanding experience and competence in strengthening these groups through alliance building, legal advice, networking, organisational development, capacity building, etc. Groups are supported in bringing forward their issues, getting involved in advocacy, lobbying and/or policy dialogue in order to achieve the creation and implementation of supportive policies and practices. However, the current trend of shrinking civic space is likely to halt or reverse progress made towards reducing inequality, ensuring inclusion, and improving sustainability³⁸ because it is often precisely those excluded who are at greatest risk of being 'left behind by development'. Therefore, HEKS/EPER is putting emphasis on protecting and enhancing space for civil society through local, national and international networking and advocacy endeavours and has put 'strengthening civil society' as a mandatory cross-cutting issue (see also cross-cutting issue 'Strengthening civil Society', [5.1](#)). As part of international alliances, HEKS/EPER is raising the issue of the urgent need for better protection of human rights defenders.

Together with BfA, HEKS/EPER **publicly addresses the causes and effects of the exploitation of resources and human beings, of how the climate and environmental crisis, and mounting inequality** lead to an impasse, and how focusing on sustainable food systems, climate justice and value-based economies serves the needs and well-being of people and societies. With its campaigns, HEKS/EPER will not only point to the urgent need for systemic change, but also showcase alternative models of living, production, consumption and economic behaviour in the Global North, especially in Switzerland.

These awareness-raising and lobbying campaigns as well as political dialogue in Switzerland are financed by the resources of HEKS/EPER and BfA alone and are not co-financed by contributions from the SDC.

Furthermore, HEKS/EPER **seeks and fosters alliances** to increase its impact and reach. Alliances and partnerships are formed at the national, international level (e.g. ACT Alliance, International Dalit Solidarity Network, FIAN International, Friends of the Earth International, etc.) as well as in Switzerland (e.g. Alliance Sud, Klimaallianz, etc.).



India: People claiming their land rights.

4.5. Nine Global Outputs

As HEKS/EPER's results framework reflects a modular approach, the Outputs are not linked specifically to one of the four Outcomes. Depending on the context and the derived goals and intervention logic, a project or programme may work towards any of the global Outputs committed to achieving one or more Outcomes. For example, to contribute to overcoming political, social and economic discrimination, a project may aim to foster the ability of rights-holders to claim rights, sustainable land governance as well as increased access to markets. Or, the Outcome 'covering basic needs in crises situations' may be achieved by dialogue with duty-bearers and emergency humanitarian activities providing means for water and food.

³⁷ ACT Alliance / IDS (2019). Development needs civil society – the implications of civic space on the SDGs.

³⁸ Ibid.

4.5.1. Output: People and Communities Claim their Rights

As a starting point to effectively and sustainably overcome 'social, economic and political discrimination, 'sustainable governance of land and resources' as well as corresponding 'supportive policies and practices', people and communities who have lost entitlements have to be in the lead position to determine a change towards the fulfilment of their rights. Empowering 'people and communities to claim their rights' has a dual function. It is part and parcel of the HEKS/EPER HRBA (5.1.) to foster the four Outcomes. Furthermore, it is also a goal in of itself.

HEKS/EPER supports disenfranchised women and men in making their voices heard and facilitates active and meaningful participation and self-determination concerning their role and status in society. HEKS/EPER's long term experience in implementing the HRBA has proven that people who are aware of their rights become actors in their own development. By capitalising on its experience, HEKS/EPER has shown that important methods to empower rights-holders include capacity building with respect to rights, workshops in local languages, information sharing, leadership skills training, capacity building of NGOs working in the same area, creation of self-help groups, lawyers assisting rights-holders in advocating for their rights as well as the use of media to raise awareness. Comprehensive capacity building with frequent follow up and tutoring is key.

Enabling disenfranchised people to **claim their rights** involves a thorough analysis of respective rights and constraints as causes of discrimination on the one hand as well as the obligations of states on the other. Building capacities to produce robust fact-finding and data on human rights and national rights violations is fundamental to rights-based advocacy work. **Rights-holders are supported and trained in how to actively initiate, participate in, plan and carry out advocacy endeavours** – depending on the context – at the communal, regional, national and international level. Advocacy is an intrinsic part of the HEKS/EPER concept of a human rights-based approach (HRBA) and a central element in HEKS/EPER's efforts towards a just and peaceful world. Clear guidance on how and when advocacy is to be carried out is outlined in the HEKS/EPER advocacy concept as well as the HRBA implementation concept.³⁹

Alliance building across regions, countries and, if useful, across continents, is a strong means for mobilising and strengthening communities and organisations affected by human rights violations and environmental degradation. Such alliances help them to thoroughly analyse their situation, to better understand the causes of the problems they are facing, to understand and learn about their rights and to develop strategies on how best to defend them. Alliances – formal or informal – are not only important means for exchanging experiences and capacity building, but also for gaining strength and visibility in order to

Role and added value of HEKS/EPER in strengthening civil society

HEKS/EPER itself is part of civil society and aims at strengthening the voice of human rights actors at the local, national and international level. Enhancing and protecting space for CSO has been a core aim since 2009 after the first study on CSO political action carried out with ACT partners revealed the trend of shrinking space. The added value of HEKS/EPER is how it is strongly rooted in civil society structures. The trust which HEKS/EPER has gained through its long-term commitment in the different focus countries in addition to its position as an 'outsider' has often made it a welcome facilitator of processes aiming to bring different CSO groups together to enhance joint analysis and motivate joint action towards justice. As a faith-based organisation, HEKS/EPER has specific options when it comes to promoting equal rights. Churches and faith-based organisations are part of an efficient international network and are often viewed as highly credibility as an interlocutor.

address decision makers and bring their concerns effectively into public discourse and political debate. HEKS/EPER is careful about ensuring that partner organisations and supported alliances are legitimate advocates, well anchored within and accountable to the groups/communities they are representing. This is to ensure country ownership based on a whole of system approach including government development plans as well as civil society perspectives. HEKS/EPER's long-term engagement fosters opportunities for an in-depth analysis of diverse civil society movements which is complemented by research such as the EU roadmaps on civil society engagement.

Moreover, HEKS/EPER invests in building meaningful dialogue between rights-holders and respective duty-bearers based on mutual respect (see Output below). As space for civil society to claim rights is shrinking (see also context chapter, 2.1), the consolidation of rights-holders in rights-based organi-

³⁹ HEKS/EPER advocacy concept for development cooperation and HRBA implementation concept part 1 – 3: https://drive.google.com/file/d/1LTfgy1brY8nH2tu0QX0vz-6ED61ON_nR/view

sations and networks is especially important. It enables joint advocacy, fights fragmentation of civil society and enhances security for human rights defenders. HEKS/EPER therefore invests in international networks, including UN experts specialised in mobilising international and/or diplomatic support for human rights defenders at risk. The involvement in Swiss NGO platforms concentrating on particularly sensitive regions as well as continuous exchanges with the Swiss administration complements this strategy. Strengthening civil society is a cross-cutting issue and particular endeavours aiming towards protecting and enhancing space are outlined in chapter [5.1](#).

Solutions envisaged and decisions made remain with the actors themselves. These processes become institutionalised and an inherent part of societal and political structures which respect, protect and fulfil the rights of all.

4.5.2. Output: Duty-Bearers Take Responsibility to Fulfil their Obligations

HEKS/EPER aims at **addressing duty-bearers in order to make them understand their obligations and to hold them accountable**. In these efforts, HEKS/EPER refers to international standards, to international and national laws and also to moral duties. Projects and programmes involve duty-bearers identified from the very beginning. They are made aware of and, in certain cases trained, in order that they can assume their obligations towards rights-holders. States and non-state actors do not have the same obligations. States have an obligation to respect, to protect and to fulfil human rights which means that they should refrain from interfering directly or indirectly with the enjoyment of a right, but they should also take steps to prevent third parties from interfering negatively with the enjoyment of a right and should proactively engage in activities aiming to promote the full fulfilment of a right. Non-state actors, especially companies, have an obligation to respect human rights, which means that they should avoid infringing on the human rights of others and should address adverse impacts on human rights that they are involved with. In order to hold duty-bearers accountable, HEKS/EPER and its partners promote different processes and strategies. Empowerment and training of rights-holders and local communities on national and international standards, and strengthening their dialogue and negotiation skills is a crucial aspect of holding duty-bearers accountable. Access to relevant information and gathering of evidence when duty-bearers do not respect human rights and environmental standards is another aspect of HEKS/EPER's projects and programme.

Policy dialogue and advocacy work is fostered at all levels from local to international, including Switzerland, linked to its defined core objectives. Successful policy dialogue involves broad-based and meaningful participation of key stakeholders, a critical appraisal of different policy options based on the specific local, country, regional or international context and contributes to changes in policies and practices towards more just, equitable, peaceful and resilient societies. In fragile contexts or more authoritarian states with restricted space for political action by civil society, success may need to be defined within more limited parameters. HEKS/EPER and its partners promote processes where rights-holders and duty-bearers see an advantage in working towards the fulfilment of rights and enter into a fruitful dialogue on policies and practices. Building constructive relationships of mutual respect between rights-holders and duty-bearers is also part and parcel of improving inter- and intra-groups relations (Output 'group relations'). Furthermore, information exchange, coordination, or laying groundwork for future cooperation can be measures for adopting the rights-based approach in fragile contexts.

HEKS/EPER's advocacy work consists of various activities that pursue a common aim: access to decision makers to influence them on matters of importance to a particular group or to society in general. HEKS/EPER bases its effective advocacy work upon a thorough analysis of the relevant influential stakeholders and structures, and on a related strategy which takes into account its own resources and possibilities, and which is aimed at changing policies and practices.

4.5.3. Output: Intra- and Inter-Group Relations are Improved

Respectful relationships are the core of equitable, peaceful and resilient societies. Building and healing relationships are undisputedly a prerequisite for achieving the four Outcomes of the HEKS/EPER International Programme 2021–24. Enhancing relationships and coordination between groups and institutions is of utmost importance after a humanitarian crisis in order to enhance security, conflict-sensitive and effective distribution of services and fostering rehabilitation processes (Outcome 1). Respectful relationships between different identity groups and social cohesion within excluded groups, are indispensable for overcoming discrimination (Outcome 2). Unequal access to land and natural resources is often a trigger for conflict between and within different identity groups and, on the other hand, sound relationships facilitate the good governance of land and natural resources (Outcome 3). Finally, enhancing policies and practices promoting justice needs strong relationships between different, sometimes fragmented disenfranchised groups as well as vertical structures for lobbying and advocacy (Outcome 4).

Defining the quality of a relationship: HEKS/EPER invests in triggering initiatives towards mutual acceptance and peaceful living together through reflection on the advantages of diversity and mutual respect. Common visions and a sense of belonging create identity while different individual and sociocultural backgrounds are appreciated and constructive relationships between different people are built. Finally, experiences had, and narratives discussed determine the level of trust between individuals and groups. Relationships between different identity groups, within identity groups (including gender relations) and between hierarchies, embrace a certain culture of communication, attitudes towards mutual appreciation and values concerning power, difference and equality. Relationships are more than links between individuals, groups, entities or state government civil society connections. They are instead about mutual understanding of what the relationship is about. Identity, societal values, including values on power distribution, equality, peace and justice are the factors that determine inclusion and exclusion as well as the psychological well-being of a society. The quality of relationships between groups are often equally important to material aspects of well-being and are in many ways linked.

Relationships in focus: Improving relationships builds on enhancing attitudes, values behaviours/practices of individuals, groups, rights-holders and duty-bearers towards peace and justice. HEKS/EPER is focusing on **horizontal** and **vertical relationships** such as relationships between **discriminated and excluded groups** and **mainstream society**. Fragmentation within communities and cleavages between communities have been identified as key obstacles to development endeavours. Moreover, vulnerable groups often fall victim to the divide and rule approach of power-holders. This fragmentation weakens any consolidated action towards social inclusion and causes additional grievances, which may trigger additional cycles of violence. As vertical relationships, enhancing meaningful participation of disenfranchised groups in relationships between **government representatives** and **civil society** in multi-stakeholder initiatives is key.

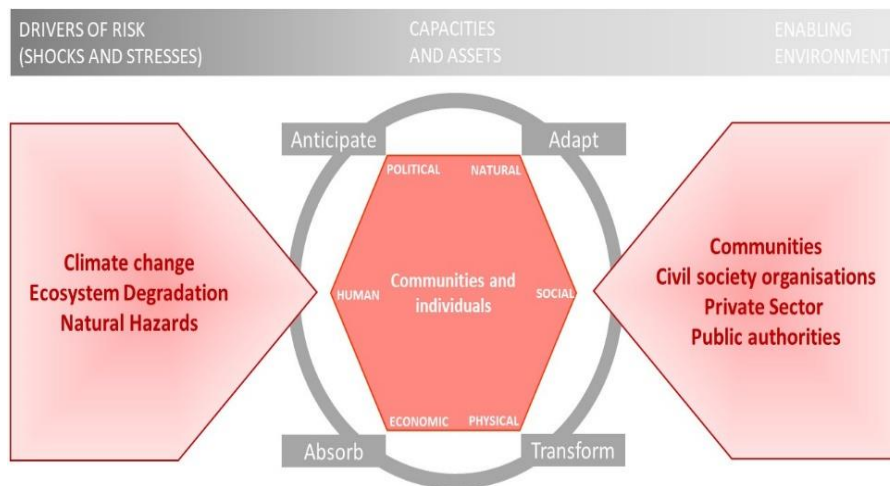
Means towards improving relationships: The lack of contact, negative past experience and distrust, stereotypes, hate speech and conflict-supporting narratives hinder necessary cooperation and foster discrimination and exclusion. Thus, **creating missing links, enabling contact, deconstructing negative stereotypes and narratives** and **focusing on joint aims and values enhances cooperation** and builds towards the development of healthy relationships. Furthermore, **the creation or reform of mechanisms to deal with grievances** helps overcome mistrust and thus fosters cooperation. As a result, establishing mutually respectful and longstanding relationships helps overcome institutional discrimination and fosters peaceful living together; conflict transformation, [5.2](#). Finally, trustful and transparent relationships of mutual respect create an enabling space for civil society and a foundation for sustainable economies⁴⁰.

To enhance the contact and positive relationships between excluded groups and mainstream society, HEKS/EPER works with a **diapraxis** approach; conflict transformation and diapraxis, [5.2](#). This means combining joint practical work (e.g. waste management by refugees and people in host communities) towards common aims (e.g. clean communities, increased income).

⁴⁰ See chapter on SDG 8 in the ACT report on Development needs civil society.

4.5.4. Output: Climate and Disaster Resilience is Increased

Successful and long-term risk reduction and effective resilience building to climate and disaster risks are both imperative to sustainable development and key components of poverty reduction. HEKS/EPER has a human rights-based understanding of climate and disaster resilience. Risks are the result of unequal and unsustainable development that creates vulnerability⁴¹ and allows the burden of risk to fall on the most vulnerable people. For HEKS/EPER, building resilience mean more than the ability to simply recover from shocks and stresses but also needs to address the underlying causes of vulnerability of different groups of people, and improve the social, economic and ecological systems and structures that support them.



In order to increase resilience, capacities (anticipatory, absorptive, adaptive and transformative) and assets to deal with shocks, stresses and uncertainties have to be built and supported, drivers of risks need to be reduced and a supporting enabling environment strengthened (see figure on the left, and also HRBA, [5.1](#)); adapted from CARE 2016⁴²; see also [Thematic Factsheet: Climate and Disaster Resilience](#).

HEKS/EPER conceptualization of **resilience building**.

With regard to Outcome 3 ([4.3](#)) on land and natural resource governance, securing and respecting land and resource rights and sustainable use and management of resources, in particular ecosystems that are commonly governed by communities, also play a central role in building climate resilience and are linked to the Outputs ‘People and Communities Claim Their Rights’ ([4.5.1](#)) and ‘Secured Access to and Sustainable Management of Land, Water and Natural Resources’ ([4.5.5](#)). This is on the one hand due to the fact that ecosystems which are commonly governed by indigenous and local communities are generally more environmentally intact (see also IPBES 2019 and IPCC 2019⁴³), which is an important prerequisite for future adaptation to changing climatic conditions as well as to buffer the impacts of climate risks, such as

Resilience

Resilience is the ability of countries, societies, communities and individuals to manage change; by maintaining or transforming living standards in the face of shocks and stresses without compromising their long-term prospects.

storms, floods, landslides or sea level rise. On the other hand, indigenous peoples’ and local community lands have enormous climate change mitigation potential, as forests, grass- and peatlands, which are commonly governed by these communities are some of the world’s most important carbon sinks. HEKS/EPER therefore harnesses ecosystem-based approaches and nature-based solutions to enhance climate and disaster resilience; see Output ‘Secured Access to and Sustainable Management of Land, Water and Natural Resources’, ([4.5.5](#)).

Moreover, social, political and economic discrimination (Outcome 2, [4.2](#)) is a major contributor to making people and communities vulner-

⁴¹ Vulnerability accounts for a particular distribution of entitlements and how they are reproduced in specific circumstances; the larger canvas of rights by which entitlements are defined, fought over, contested, and won and lost, and the structural properties of the political economy which precipitates entitlement crises. The Space of Vulnerability: The Causal Structure of Hunger and Famine, Michael J. Watts and Hans-Georg Bohle. https://www.researchgate.net/publication/248018431_The_Space_of_Vulnerability_The_Causal_Structure_of_Hunger_and_Famine

⁴² CARE (2016). Increasing Resilience. Theoretical Guidance Document for CARE International, December 2016.

⁴³ IPBES (2019). Global assessment report on biodiversity and ecosystem services. <https://www.ipbes.net/global-assessment-report-biodiversity-ecosystem-services>

IPCC (2019) Special Report on Climate Change and Land. https://www.ipcc.ch/site/assets/uploads/2019/08/Edited-SPM_Approved_Microsite_FINAL.pdf

able to the impacts of disasters and climatic change. It is often also the case that marginalised segments of communities (e.g. women, young people or excluded ethnic groups) are excluded from adaptation and disaster management policies. HEKS/EPER ensures that climate and disaster resilience does not become the reserve of a select group that can afford it and facilitates dialogue between vulnerable groups and authorities (from local to national level) to lobby for more equitable and climate responsive planning and budgeting, and supports access to adaptation technologies for vulnerable people.

A first step to increase climate and disaster resilience of people and communities is always a thorough assessment of the climate, environmental and disaster risks and taking the identified risks into account throughout all phases of the project cycle. When doing risk assessments and in the planning and implementation of any resilience-building measures, the fact that women and men are affected differently by the impacts of climate change and disasters is taken into consideration.

4.5.5. Output: Secured Access to and Sustainable Management of Land, Water and Natural Resources

HEKS/EPER acknowledges the importance of **territories/landscapes**⁴⁴ and the role of **ecosystems** in providing and sustaining key services such as the provision of food, freshwater, biodiversity, their role in climate and flood regulation and water purification, but also their spiritual, cultural and recreational services, and their important role for climate change mitigation and adaptation. Territorial development can be understood as the 'capacity of the actors located in a territory to exercise control over its changes and its future' (Deffontaines et al., 2001⁴⁵). In this sense, secured access to territories and restoring and sustaining ecosystem services ensures human well-being in the sense of secured access to land, water and other resources, sufficient nutritious food, social cohesion, peaceful co-existence between different user groups and locally adapted economic development opportunities.

There are three distinct mechanisms by which benefits from ecosystems are derived: i) they can be used directly (e.g. fish can be caught for consumption); ii) they can provide a monetary income (e.g. products can be sold at a market); iii) or they may constitute an experience (e.g. the act of fishing can contribute to a sense of joy, identity, freedom, autonomy and being respected by others)⁴⁶.

The distribution of these three distinct benefits is determined by social structures and mechanisms of access on the individual level (individual's agency, capacity to act) and the collective level (institution's policies, tenure systems, cultural norms and the power relations within these institutions). HEKS/EPER projects and programmes **support the agency of individuals, collectives and communities to act on their values and attitudes by, for example, recognising territorial rights, local/traditional knowledge and communal/customary governance systems.**

A territorial approach implies that local people and communities are placed at the heart of decision-making on the governance and use of land and resources within these territories/ecosystems. In particular, the **notion of the Commons**⁴⁷ can contribute consideration of territorial development challenges, by focusing on the multiple and complex rules and regulations implemented by the actors managing resources. This highlights the **importance of recognising the scope of local institutions especially customary institutions** established for managing the Commons such as land, water and biodiversity combined with their extensive traditional knowledge, values, identity and thus their recognition as custodians of ecosystems. Strong institutions and communities can take informed decisions to deal with external influences.

⁴⁴ There is no universally accepted definition of a landscape / territory. Thus, HEKS/EPER context-specifically defines it at programme / project level. However, it will usually consist of a combination of a cultural, ecological and geographic scope.

⁴⁵ Deffontaines J.-P., Marcelpoil E., Moquay P., 2001. Le développement territorial : une diversité d'interprétations. In : Représentations spatiales et développement territorial: bilan d'expériences et perspectives méthodologiques (Lardon S., Maurel P., Piveteau V.,ed.). Paris, Hermès, 39-56.

⁴⁶ Based on Masterson VA et al (2019). Revisiting the relationships between human well-being and ecosystems in dynamic social-ecological systems: Implications for stewardship and development. *Global Sustainability* 2, e8, 1-14, <https://doi.org/10.1017/sus.2019.5>

⁴⁷ The commons based on the definition by Elinor Ostrom: the commons = a resource + a community + a set of rules / obligations

In addition, it is important that the territorial view of land governance is **explicitly linked to overarching legal frameworks** to systematically use the legal power at national and/or international level (Outcome 4 'Supportive Policies & Practices', [4.4](#)). Important frameworks at international level for establishing legal recognition of a sustainable use and management of land and resources include the Convention on Biological Diversity (CBD) and its Nagoya Protocol, The UN Declaration on the Rights of Peasants and Other People Working in Rural Areas, ILO Convention 169, and the FAO Tenure Guidelines.

With this as background, HEKS/EPER projects and programmes contribute to secured land and resources rights and the sustainable use and management of resources within a territorial perspective that:

- Rebalances power in the sense that people and communities feel connected to functioning power structures and can see that it is possible to prosper.
- Builds better and more resilient connections between local institutions and ecological resources.
- Preserves and restores ecosystem services that address societal needs.
- Emphasises identity, heritage, spiritual connection and values traditional knowledge and values.
- Re-establishes a rural-urban nexus through territorial/locally adapted economic opportunities and market linkages (Output 'Market', [4.5.6](#)).

4.5.6. Output: People and Communities Participate in and Influence Market Systems

In line with the SDGs, HEKS/EPER projects and programmes strive for market systems that leave no one behind – be it producers of agricultural or non-agricultural products, entrepreneurs or employees, as consumers of products and users of services.

Exclusion from market systems varies from context to context, in terms of which group is excluded, the type and reasons of exclusion, as well as opportunities for inclusion and increased income. As such, HEKS/EPER analyses and addresses the root causes of exclusion case by case. Its interventions aim to include vulnerable and disadvantaged groups in market systems that work better for them (step up), or to enable them to take up new livelihood opportunities (step out).

To achieve this inclusion in a systemic and sustainable manner, HEKS/EPER applies a combination of Market Systems Development and Inclusive Business approaches, impact investment ([5.2](#)) and, where needed, additional direct interventions.

HEKS/EPER continues to work with various market and governmental actors to improve prevailing market conditions. To address soft factors for exclusion (e.g. stigmatisation) it will for example work with groups representing vulnerable communities or religious leaders.

In the 2021–2024 programme period, HEKS/EPER will put a greater emphasis on integrating vulnerable and poorer segments of society into the mainstream economy, if they wish to be integrated. It will capitalise on successful experiences and external learnings and will further develop and foster tools to enable HEKS/EPER and its partners to achieve enhanced economic inclusiveness.

Economic inclusion

Economic inclusion is the equality of opportunity for all members of society to participate in the economic life of their country/region as employees, entrepreneurs, consumers and citizens, and use the benefits of their participation (monetary and non-monetary), contributing to favourable livelihoods.

Agriculture-based markets: In most HEKS/EPER priority countries, agriculture-based markets play an important role in the livelihoods of smallholders, indigenous and local communities. However, these markets often do not work well for these groups or even exclude them. Guided by the principles of agroecology and sovereignty, as outlined in important international frameworks like the UN Declaration of the Rights of Peasants and Other People Working in Rural Areas, this can include strategies to empower smallholder farmers and other people living in rural areas, as well as those that facilitate access to sustainable agriculture-related knowledge, inputs, services and finances, and development and marketing of (new) products. Where needed, additional direct interventions to lift people into markets can be taken (e.g. providing training or assets) and changes in rules and regulations can be instigated.

Linking excluded people in value chains with people from the mainstream community may require specific measures to, for example, build trust and overcome stereotypes and other barriers that may occur. HEKS/EPER puts a special focus on so-called 'territorial markets' – market systems that are linked to a specific geographic area or natural resources and require sustainable governance of the natural resources

involved⁴⁸. These products and resources form part of the cultural assets of the traditional communities living in this area. The purpose of territorial markets is to strengthen the production of local goods and services deriving from sustainably managed forests, savannas or marine ecosystems. Specific efforts are made in the programme work to enhance the visibility of these territorial value chains to a broader public, to create evidence of their economic viability, to show their relevance for local employment, the protection of natural resources and the resilience capacities of local communities to face the consequences of climate change.

Sustainable governance of land and natural resources is vital for agricultural production. Securing land tenure for farmers is key for them to be willing to invest in agriculture. In turn, making productive use of land and natural resources can help with securing land tenure. HEKS/EPER therefore sees the two topics as interlinked and tries to combine them, where appropriate.

Employment in non-agricultural markets: In most HEKS/EPER countries, a large share of the young rural population does not want to continue working in agriculture and moves temporarily or permanently to urban areas or abroad in search of work. The reasons for this are manifold, including low income prospects, risk associated with farming, regular income in other occupations, or farming having a less attractive reputation among young people. Often, parents urge their children to migrate for work in hope of them sending money back to their parents or a better future for their children. In some areas, farmers also have to stop farming because of changing climatic conditions. In this light, HEKS/EPER will in this new programme period open up its previous focus on rural economic development to also include semi-urban and urban areas. However, depending on the context, there may also be considerable opportunities for employment or self-employment in rural areas. HEKS/EPER will thus assess this according to the context and continue with its focus on inclusion of marginalised people into economic sectors and trades typically occupied by the mainstream communities.

HEKS/EPER looks at the labour market from a market systems perspective, which goes beyond a pure focus on skills (development). HEKS/EPER's experience shows that challenges in a labour market are typically broader. Furthermore, for excluded groups there are typically additional challenges that may need to be addressed, such as stereotypes, stigmatisation, discrimination, language barriers, disadvantages because of nepotism/clientelism, cultural differences, patriarchal family structures leading to inter-sectoral discrimination for excluded women. In some cases, exclusion over generations has led to large gaps in educational and qualification levels compared to the majority population. In such cases, rules might need to be adapted to lift people from vulnerable groups to a position with more equal opportunities in the market through affirmative measures for a limited time until these gaps are closed. Equally important are methods to strengthen professional capacities, self-confidence and the ability to claim the rights of disenfranchised jobseekers (e.g. to access active labour market measures or to report discrimination or abusive work conditions), to raise awareness among employers about typical barriers and build their capacities to deal with diversity, and to strengthen the linkages between vulnerable communities, the private sector and governmental authorities responsible for labour market issues. Thus, in many of its projects for labour market inclusion of excluded and discriminated groups, HEKS/EPER also works towards the Outputs 'People and Communities are Claiming their Rights', 'Duty-bearers take Responsibility to Fulfil their Obligations', 'Inter- and Intragroup Relations are Improved', as well as Outcome 4: 'Supportive Policies and Practices are Implemented'.

4.5.7. Output: Systemic Access to Services is Secured

In different contexts, access to services is often not guaranteed or the quality of services is very low. Groups that are especially disenfranchised and vulnerable such as Roma, Dalit, Adivasi, the elderly and pastoralists are excluded from quality services and consequently, their basic rights to education or decent housing, for example, are not fulfilled. Also, communities in remote areas, in fragile contexts or in countries that are badly governed struggle to claim their rights, with duty-bearers not willing or not able to act.

HEKS/EPER projects aim to strengthen the capacity of communities and individuals to systemically access services. For their systemic interventions, HEKS/EPER and partners analyse the barriers that prevent people and communities from accessing quality services. Experience shows that various levels need to be addressed to overcome barriers and induce systemic changes towards inclusive service provision:

⁴⁸ International Civil Society Mechanism CSM (2016). Connecting smallholders to markets – An analytical guide.

- Information about and trust of vulnerable groups in services and the institutions providing them is increased.
- Capacities of service providers and duty-bearers are strengthened to offer services that cover the needs of and can be better accessed by excluded groups. Targeted advocacy can increase the willingness of duty-bearers to make quality services for excluded groups a priority.
- Innovative and effective models for inclusive services are developed, scaled up and integrated into mainstream systems.
- Often, policy changes are needed to guarantee access of excluded groups to services (e.g. policies providing a legal basis for educational support as part of the school system).
- Institutional discrimination plays a central role in excluding people from quality services. In its social inclusion programmes, HEKS/EPER will increase its efforts to offer solutions to discrimination by raising awareness among duty-bearers and service providers, by advocating for policies and functioning institutional frameworks to combat discrimination, and by ensuring representation and participation of excluded groups in institutions providing services (including the public sector).
- A strong monitoring role by civil society creates social accountability and leads to effective implementation of services.

HEKS/EPER supports vulnerable groups in having sustainable access to the following types of services:

- Diversified social protection and education services through social protection and education systems better adjusted to the needs of people and communities.
- Vocational educational training, job mediation services, labour market practices and policies, etc.
- Services related to agricultural production, processing and marketing, etc. as part of value chains and market systems.
- Home-care services by professional providers within clear policy frameworks.
- Access to basic infrastructure (water, sanitation, sewage, electricity, irrigation, roads and transport) as part of humanitarian aid reconstruction projects and efforts to ensure decent housing for vulnerable groups, as well as legal services as part of access to justice.

To achieve these systemic changes, HEKS/EPER also works towards Outcome 4 [\(4.4\)](#), instigating necessary changes in policies and institutional frameworks through effective advocacy work and policy dialogue. This includes the Outputs 'Claiming Rights' [\(4.5.1\)](#) and 'Duty-Bearers Take Responsibility' [\(4.5.2\)](#). Furthermore, 'Improved Intra- and Intergroup Relations' [\(4.5.3\)](#) is central for vulnerable groups to speak with one voice and have a common vision about the services to be provided, as well as for service-providers to act in a non-discriminatory way, being sensitive to diversity. Cross-cutting issues to give specific attention to are HRBA, gender and diversity, and strengthening of civil society, especially in its monitoring role.

4.5.8. Output: Means for Basic Needs are Provided

HEKS/EPER **responds to conflicts, disasters and during protracted crises**, and encompasses interventions to cover the most basic survival needs of affected population groups, including ensuring access to drinking water, food and non-food items, shelter, hygiene and sanitation. It is crucial that these immediate needs are provided in a timely and professional manner, complying with international standards such as SPHERE and CHS (Mutual Accountability, [8.4](#)).

HEKS/EPER responds to humanitarian crises not only where HEKS/EPER is already present but will also start operations in additional countries if needs on the ground justify doing so. HEKS/EPER will work through local partners, international alliances or directly implement projects. In the context of the agenda of localisation of aid, the capacity of local partners will be actively enhanced. Where external conditions allow (e.g. functioning banking system and competitive markets), conditional or unconditional **cash or voucher-based approaches** are the preferred implementation methodology. These approaches give the recipients more flexibility and dignity when responding to their respective needs.

Only after these basic survival needs have been met does HEKS/EPER engage in restoring livelihoods and rehabilitating infrastructure. Life-saving interventions will include providing affected populations with needs-based support like food, WASH and NFI.

In most crises, the local authorities and host communities have been just as strongly affected as refugees. Basic services and infrastructure are often partially or completely destroyed (hospitals, schools, evacuation centres, etc.) making it impossible for the authorities to address the most basic needs of the affected pop-

ulation. Thus, HEKS/EPER responses address the needs of all the affected populations, including both host and refugee communities.

Irrespective of the nature of life-saving interventions, emphasis will be put on linking these with the subsequent phases of rehabilitation, livelihood recovery and development, keeping a focus on increasing the resilience of the affected population to future threats.

4.5.9. Output: Livelihoods and Infrastructure are Restored

Disasters often result in massive destruction of private and public infrastructure and means of livelihoods. Communities are often not resilient enough to anticipate and independently recover from the impacts of the disaster and often the local authorities and institutions either lack the capacities to assist their population, either in general or at the least following a major emergency event.

During the rehabilitation phase, HEKS/EPER strengthens and diversifies the livelihoods of the most affected and most vulnerable groups by enabling secured access to resources and inputs to help them re-establish their sources of income. Additionally, people are supported with livelihood training aiming at making their livelihoods more diversified and therefore enhancing people's resilience. Committed to also applying the human rights-based Core Humanitarian Standards (8.4) in the reconstruction phase, HEKS/EPER applies principles like participation, empowerment, accountability, equality and non-discrimination (HRBA, 5.1) in all its recovery interventions. The sustainability of livelihood and infrastructure interventions is key to HEKS/EPER's work. Whenever possible, HEKS/EPER thus tries to involve duty-bearers, strengthen them and make them accountable to re-establish functioning systems (see Output 'Duty-Bearers Take Responsibility', 0. However, this is only possible in some contexts and requires joint action with other humanitarian actors in clusters and networks.

In all reconstruction projects, HEKS/EPER puts special emphasis on 'building back better', ensuring that the rehabilitated schools, health facilities, roads or individual houses can withstand a future disaster (e.g. floods, earthquakes and storms) of similar magnitude. Construction approaches are always adapted to the local context. Traditional systems are analysed and improved, if required, and preference is given to locally available and environmentally friendly construction materials. Homeowners, masons and contractors are trained, allowing them to comply with relevant construction standards for the project, but also enhancing local construction capacities in general. Disaster resilience (see Output 'Resilience', 4.5.4) is further strengthened by complementing construction projects with disaster preparedness interventions. This can encompass everything from establishing early warning systems, first aid training, to developing disaster preparedness plans.



Uganda: Bidi bidi refugee camp.

5. How HEKS/EPER Works – Cross-Cutting Approaches and Issues

HEKS/EPER’s **strategies** set mid- and long-term theories of change and objectives for its international programme, also describing cross-cutting approaches and issues as well as management standards HEKS/EPER and its implementing partners are committed to applying. **Thematic guidelines** accompany strategies with the aim of increasing quality, expertise and joint understanding of core topics.

Mainstreaming a cross-cutting issue or approach⁴⁹ means HEKS/EPER having a clear plan to make that topic an integral dimension of the organisation’s design, implementation, monitoring and evaluation of its programmes. All initiatives implemented are to have a positive effect on these topics. Thus, it also implies that relevant analysis and studies are conducted as basis for integrating the cross-cutting issue into the design of projects and programmes. The process of mainstreaming involves innovation, flexibility, learning and acceptance of new norms.

HEKS/EPER differentiates between binding approaches and cross-cutting issues to be applied in all project and programmes and those topics specific to a certain context.

<p>Binding cross-cutting approaches and issues</p> <p>Approaches</p> <ul style="list-style-type: none">• Human rights-based approach (HRBA)• Systemic perspective <p>Cross-cutting issues</p> <ul style="list-style-type: none">• Conflict sensitivity• Gender• Strengthening civil society	<p>Specific approaches</p> <p>Approaches</p> <ul style="list-style-type: none">• Market systems development, inclusive business development and impact investment• Conflict transformation
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5.1. Binding Cross-cutting Approaches and Issues

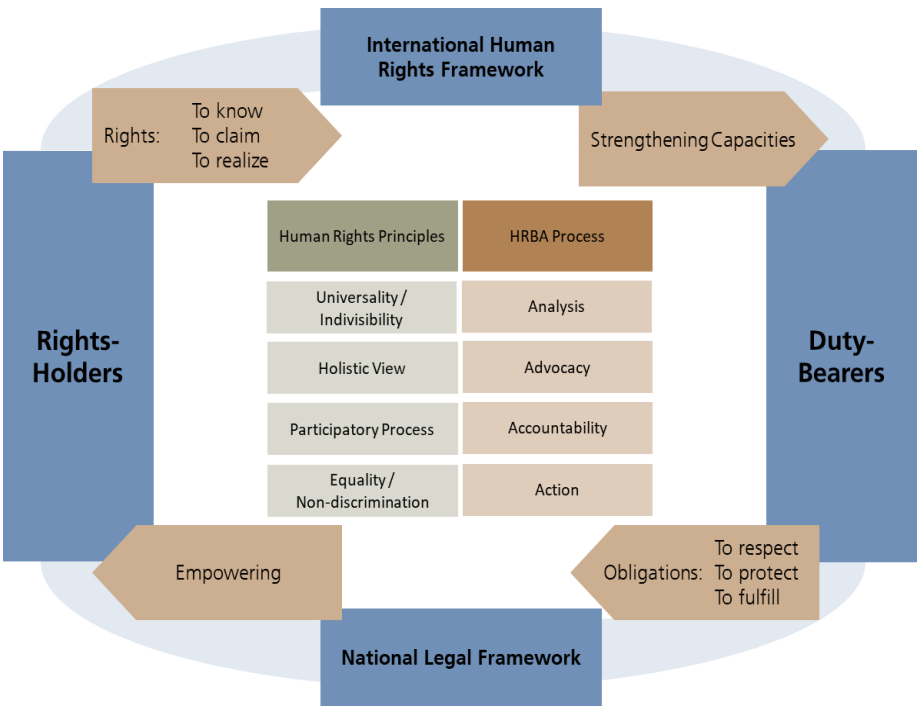
HEKS/EPER’ five binding cross-cutting approaches and issues are an inherent part of each project’s programming. Compulsory and meaningful analysis as well as monitoring tools enhance planning towards rights-based, systemic, gender- and conflict-sensitive implementation. For a project to be deemed appropriate, Civil society must be a main stakeholder.

HRBA – Human rights-based approach

HEKS/EPER applies the human rights-based approach (HRBA) as an overarching working approach to all policies, projects and programmes. By analysing, revealing and addressing violations of human rights, inequalities and unjust power relations, HEKS/EPER aims to achieve more sustainable and systemic development changes. Universal human rights as well as national and local legislation and values (in line with human rights) provide the guiding framework for the HEKS/EPER International Programme. Human rights standards and principles – such as participation and empowerment, accountability and advocacy, equality and non-discrimination, and links to human rights mechanisms – frame not only HEKS/EPER’s results but apply to all stages of the programming process (analysis, planning, implementation and impact measurement).

⁴⁹ Cross-cutting issues: all development initiatives must have a positive effect on these issues –progress can be described/measured.
Approaches: a way of implementing projects/programmes including specific tools, processes, methodologies.

Committed to the HRBA, HEKS/EPER empowers people, especially those left behind and excluded, women and girls, to know about, claim and enjoy their rights (see separate Output, [4.5.1](#)) and ensures that duty-bearers are able and willing to meet their obligation to respect, protect and fulfil national and/or human rights (see separate Output, [4.5.2](#)). Depending on the context and situation, HEKS/EPER is a partner for duty-bearers, as a capacity builder or service provider, but also a lobbyist or watchdog. Whenever possible and expedient,



HRBA: HEKS/EPER human rights-based approach.

HEKS/EPER facilitates and enables dialogue and cooperation between both rights-holders and duty-bearers – HRBA is a mutual iterative process from both sides. Advocacy is an integral part of human rights-based work. This includes advocacy work at local and national level in the countries as well as regional, international and Swiss level (see [chapter 7](#)). Alliances, networks and linkages to the International human rights mechanisms (see 'Partnership and Dialogue Models, [6.2](#)) are key to rights-based work and achieving systemic change.

Since 2005, when HEKS/EPER was one of the first Swiss NGOs to start applying the HRBA, the approach was constantly further developed and its implementation within HEKS/EPER improved. The [implementation concept for HRBA \(2011\)](#), contains practical guidance for analysis, planning, implementation and impact measurement, and in 2017 HEKS/EPER carried out an experience capitalisation process (capex). The capex confirmed the value and relevance of the HRBA. It emphasises the importance of continuous HRBA capacity building for HEKS/EPER country offices and partners staff, systematic rights-based analysis (including power analysis, linking national with international laws), participatory advocacy at all levels, informal exchanges with duty-bearers, devising and applying HRBA in fragile and conflict-affected situations, strengthening civil society and opposing shrinking space, investing in trust building between duty-bearers and rights-holders, recognising the potential of women and girls as powerful agents of change and supporting existing local capacities and structures.

In times of pressure on international institutions and human rights (context analysis, [2.1](#) & [Annex C](#)), the rise of authoritarian governments, shrinking space, fragility, etc.), HEKS/EPER will attach major importance to upholding its HRBA and to meet the recommendations of the capex in the 2021–24 programme phase.

For more information and practical examples see the HEKS/EPER [thematic factsheet on 'Human Rights-based Approach'](#) (HRBA).

Systemic perspective

The goal to achieve systemic change has become an important principle in the implementation of HEKS/EPER programmes and projects as HEKS/EPER is working in complex adaptive systems where solutions cannot be designed assuming linearity but need to emerge from the specific local circumstances and surrounding contextual environment. The current capacity of the actors, the current micro and macro context, but also past experience and past decisions affect the options going forward.

Thereby, HEKS/EPER defines systemic change as **transformations in the structure or dynamics of a system that lead to impacts on large numbers of people**, either in their attitudes and values, material conditions, practices or access to information, services and products⁵⁰. Policies and laws supporting de jure and de facto systemic change are key (see also Outcome 4, chapter [4.4](#)). The following principles are guiding HEKS/EPER's work towards systemic change:

Systemic perspective within HEKS/EPER

HEKS/EPER projects and programmes strive for transformations in the structure or dynamics of a system (e.g. political system, market system, food system) that lead to positive impacts on large numbers of people in their attitudes and values, material condition, practices or access to information, services and products.

- **Systemic thinking and acting:** This means understanding challenges and opportunities in the whole system and working with different and diverse actors within a system. In addition, it involves identifying and studying the positive outliers on any given issue, to try and understand where a system itself has thrown up solutions to a given problem (looking for positive deviance).
- **Sustainability:** Supporting and enabling the actors of the system who have an incentive to change and pushing those who have an interest to maintain the current state of a system towards change. HEKS/EPER's role towards sustainability is as a facilitator and not taking up a role within the system.
- **Scale:** Looking for key actors who can have an impact on a large number of people and associating changes with size, weight, importance, suggesting that what should be adopted will become a norm, a mainstream.

Therefore, an approach following a systemic perspective:

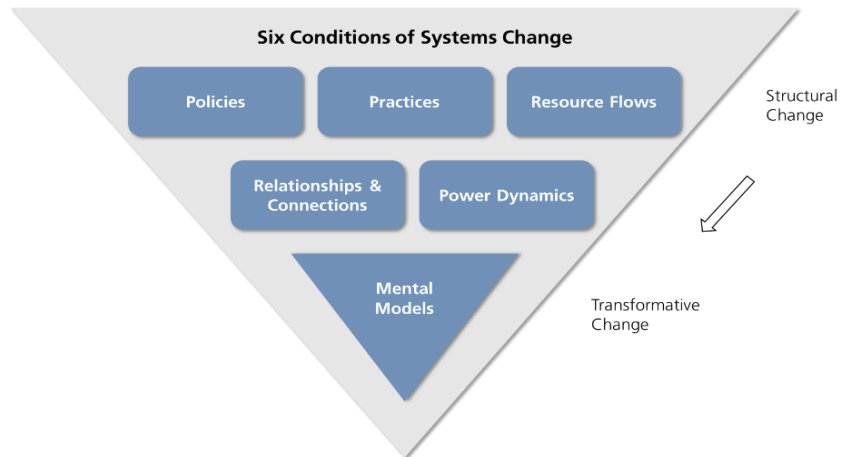
- Identifies connections between different parts of the system.
- Engages different perspectives.
- Recognises that models only reflect part of the reality⁵¹ but that some are useful.
- Considers different timescales (long- and short-term).
- Tries to understand patterns within the system.
- Is constantly learning about the system and how to be effective in it.
- Sees the whole picture.

Systems analysis which examines social, political and economic value systems, the diversity of different groups of stakeholders with different attitudes, interests and behaviours as well as their relationships provides important entry points for interventions in terms of possible paths and channels to change the system. It provides insights where linkages or synergies between efforts need to be created to have stronger cumulative influence. It may reveal the need for further in-depth analysis of stakeholders in order to address key people and authorities. It may also help to identify why, despite best efforts, it is so difficult to induce change and how change might be induced more effectively, and non-enabling systems altered. Finally, it provides better insights for monitoring the validity and robustness of the theories of change developed and understanding of potential barriers. To effectively work in this direction means setting up systems to receive rapid feedback and to respond to that feedback through **'adaptive management'**.

⁵⁰ Adapted from Osorio-Cortes, Lucho and Marcus Jenal (2013). Monitoring and Measuring Change in Market Systems: Rethinking the Current Paradigm. MaFI Synthesis Report. Arlington VA: The SEEP Network.

⁵¹ Models reflect reality only partly but are useful tools to capture pathways towards positive change; they always must be tested and adapted.

With its systemic perspective, HEKS/EPER wants to shift six distinct conditions⁵² within a system that are responsible for these systems not working towards more peaceful, inclusive and equitable societies:



Six conditions of systems change (adapted from FSG 2018).

- **Policies:** Government, institutional and organisational rules, regulations, and priorities that guide the entity's own actions and those by others.
- **Practices:** Activities of institutions, coalitions, networks and other entities targeted at improving social and environmental progress and societies in general. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.
- **Resource flows:** How money, people, knowledge, information and other assets such as infrastructure are allocated and distributed.
- **Relationships and connections:** Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.
- **Power dynamics:** The distribution of decision-making power, authority and both formal and informal influence among individuals and organisations.
- **Mental models:** Habits of thought – deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do and how we talk.

Conflict Sensitivity (cross-cutting issue)

In the 2021–2024 programme phase, HEKS/EPER will continue to mainstream conflict sensitivity as a cross-cutting issue in all projects and programmes. Working increasingly in fragile and conflict-prone contexts and on the triple nexus (of humanitarian aid, development and peacebuilding), the importance of conflict sensitivity will further increase for HEKS/EPER in the coming years. By intervening in conflict-prone regions, (protracted) crises and fragile countries, the organisation becomes part and parcel of this context and, as a consequence, part of its (potential) conflict configurations. Conflicts include not only violent incidents, but also any social, economic or political tensions and violations of human rights.

Conflict sensitivity within HEKS/EPER

HEKS/EPER strives to understand the context and its interaction with implementing organisations and the programmes or projects. It aims to act upon that understanding to avoid unintentionally feeding into further division, and to maximise the potential contribution to strengthening social cohesion and peace.

To work in a conflict sensitive way, HEKS/EPER systematically applies conflict sensitivity tools (like conflict analyses, stakeholder mapping, analyses of 'dividers' as well as 'connectors', etc.). However, HEKS/EPER understands conflict sensitivity not only as a set of working tools but as a cross-cutting issue that aims at including appropriate attitudes and expertise into the organisation's culture, structure and processes – this applies to HEKS/EPER as well as its local or national implementation partner organisations. HEKS/EPER staff are systematically trained with the [Swiss online course on conflict sensitivity](#), that was developed by HEKS/EPER together with Swisspeace, Caritas, Helvetas and SDC. To learn from and contribute to the state-of-the-art expertise related to conflict sensitivity, HEKS/EPER participates in and facilitates exchanges

⁵² FSG (2018), The water of systems change. June 2018.
https://www.fsg.org/publications/water_of_systems_change#download-area

and networking in the field of conflict sensitivity (e.g. as a working group member of the global network '[Conflict Sensitivity Community Hub](#)').

In the upcoming programme phase, HEKS/EPER will put special emphasis on the following challenges:

- Improving and systematising human rights-based, conflict- and gender-sensitive context analysis at the beginning of each new project or programme (phase).
- Enhancing conflict sensitivity in humanitarian interventions, despite the challenges of tight time schedules (rapid interventions, shorter project durations), lack of stable networks/partners and volatile contexts. These contexts lead to an erosion of the social fabric of affected communities, which make it pivotal for humanitarian interventions to consider the causes of tensions between different communities such as host and IDP communities who are usually competing for already scarce resources. Addressing the needs of both communities and involving them equally in the design and implementation of responses has helped HEKS/EPER reduce sources of tensions in many different contexts such as in Lebanon and South Sudan.
- Transparent and conflict-sensitive selection of partner organisations and people and conflict-sensitive handling of power/control over the distribution of project resources.
- Well-balanced and competent staffing of HEKS/EPER and partner organisations, including avoidance of implicit ethical messages (behaviour of HEKS/EPER and partner staff) that create or exacerbate conflict.

For more information and practical examples see [thematic factsheet 'Conflict Sensitivity'](#).

Gender and Diversity (cross-cutting issue)

Gender equity matters in its own right and as an essential prerequisite to achieving HEKS/EPER's overarching aim of equitable, peaceful and resilient societies. Global evidence shows that gender inequality remains one of the greatest obstacles to sustainable development, economic growth⁵³ and poverty reduction⁵⁴. Those left furthest behind in society are often women and girls who experience multiple forms of disadvantage based on gender and other inequalities⁵⁵.

HEKS/EPER is committed to gender equality as an integral part of all its work. Basing all endeavours on the international framework on gender equality⁵⁶, HEKS/EPER considers gender mainstreaming to be a strategy for achieving gender equality by considering gender at institutional as well as programme and project level⁵⁷. Gender equality not only increases the sustainability, effectivity and efficiency of all interventions, but is first and foremost a matter of social justice, allowing equal access to rights, resources and opportunities.

Working with a human rights-based approach ([5.1](#)), HEKS/EPER places special emphasis on gender-sensitive advocacy work, participation and empowerment. This is to ensure that all people, women and men, have the same power to participate in society and shape their own lives. However, gender mainstreaming is more than just empowering women. Thus, understanding men's roles and needs, unequal power relationships, fighting harmful gender stereotypes and integrating men and boys actively as agents

⁵³ IMF (2018): Growth and Inclusion? With the Right Policies, Countries Can Pursue Both Objectives, Finance and Development. Washington: IMF.

⁵⁴ UN Women (2018): Turning promises into action: Gender equality in the 2030 Agenda for Sustainable Development. New York: UN Women.

⁵⁵ Kabeer, N. (2016): 'Leaving no one behind': the challenge of intersecting inequalities'. In ISSC, IDS & UNESCO (Eds.), World Social Science Report 2016, Challenging Inequalities: Pathways to a Just World. Paris: UNESCO Publishing.

⁵⁶ HEKS/EPER recognizes the United Nations Security Council Resolutions, Conventions and UN documents that specifically relate to gender, that includes: The 2030 Agenda for Sustainable Development (SDGs) (2015), including goal 5 and the principle of "leaving no one behind", The Beijing Declaration and Platform for Action (1995), United Nations' Conference on Population and Development, Cairo (1994), The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) (1979), Security Council Resolution 1325, Vienna Declaration and Programme of Action (1993), UN General Assembly Resolution A/Res/67/146 Intensifying global efforts for the elimination of female genital mutilations (2012).

⁵⁷ HEKS/EPER International Division (2016): Gender Implementation Guidelines These guidelines will be adapted to the new HIP until the end of 2020.

of change is part of HEKS/EPER's gender mainstreaming. In the 2021–24 programme phase, HEKS/EPER is committed to place more emphasis on gender mainstreaming with a thematic focus on the intersection of gender and other inequalities (e.g. women from excluded ethnic minorities, expelled and displaced women, women who experience domestic and sexual violence), gender justice, women's economic and political participation, empowerment and agency. In the project management cycle, HEKS/EPER strives to improve its gender analysis, gender-responsive planning and collection of gender-disaggregated data at project and programme level. At institutional level, the internal gender capacity building as well as female leadership and equal job opportunities within HEKS/EPER in Switzerland and abroad pose major challenges.

Another challenge for the ongoing programme phase will be to further link gender mainstreaming with diversity. In addition to gender, diversity also includes ethnicities, nationalities, sexual orientation, disability, health, social and economic status, skills, values, attitudes, cultural perspectives, beliefs and other specific personal characteristics. Respecting diversity means recognising and valuing those differences and creating a protective, inclusive and non-discriminatory environment where everyone's rights are upheld.

In December 2019, HEKS/EPER adopted a new gender policy (see [HEKS/EPER Gender Policy⁵⁸](#)). The policy sets the highest standards for gender mainstreaming in the following areas:

- Gender-balance in participation, decision-making, representation and staffing at all levels of the organisation.
- Gender equality in programming and programme cycle management.
- Gender mainstreaming in all of HEKS/EPER's partner organisations.
- Training and capacity development for all of HEKS/EPER's staff.
- Protection from Gender-Based Violence (GBV) and Prevention of Sexual Exploitation, Sexual Abuse and Harassment (PSEAH).

The policy stipulates that all HEKS/EPER divisions are obliged to develop gender action plans (complementing the policy and the gender implementation guidelines) with concrete gender targets for the coming years. This process is expected to further enhance gender mainstreaming and the measurability of gendered results in the International Division of HEKS/EPER.

More information about gender mainstreaming including practical examples: [thematic factsheet on gender equality](#).

Strengthening civil society (cross-cutting issue)

For years, HEKS/EPER has observed a worldwide decline in fundamental civil rights: Freedom of expression, freedom of assembly, peaceful protest and freedom of the press among others are being ever more restricted in many countries around the globe. As a response to increasing restrictions felt by partners since 2009, HEKS/EPER together with ACT Alliance partners decided to explore the phenomena in detail. A first study published in 2011 revealed the common patterns of shrinking space for civil societies⁵⁹. The second study drawing on empirical research resulted in concrete recommendations for good practices on how civil society can protect and enhance space⁶⁰. The latest study 'Development needs civil society' provided **evidence of the importance of civil society towards achieving the sustainable development goals** of Agenda 2030 for advocacy at international level⁶¹. The study also confirmed HEKS' empirical experience of long-term right-based development cooperation: civil society room for manoeuvre is a fundamental prerequisite for sustainable and inclusive development. As HEKS/EPER is striving for human rights, justice and sustainable resource governance and as those civil society actors are the ones hardest hit by the current

⁵⁸ HEKS/EPER website: https://drive.google.com/file/d/1wlaXWKCKr3d3aKyxzV1oh_A2jpfVOG/view

⁵⁹ ACT alliance (2011), Shrinking political space of civil society action.

<http://www.icnl.org/research/resources/regional/shrinking-political-space-of-civil-society-action.pdf>

⁶⁰ ACT alliance (2015) Space for civil society - How to protect and expand an enabling environment.

<https://actalliance.org/publications/space-for-civil-society-how-to-protect-and-expand-an-enabling-environment/>

⁶¹ ACT alliance, IDS (2019) Development needs civil society-the implications of civic space for the SDGs.

<https://actalliance.org/act-news/development-needs-civil-society-the-implications-of-civic-space-for-the-sustainable-development-goals/>

trend of shrinking space, HEKS/EPER is active in protecting and enhancing civic space. This includes active **engagement of civil society movements at local level**, facilitation within local civil society networks and creating missing links to enhance strength at national level and international advocacy including the direct voice of local constituencies into international policies such as, among others, in the global partnership for development effectiveness and UN bodies. Being closely connected to its constituencies, civil society in its focus countries, HEKS/EPER is well placed to carefully assess the full diversity of civil society actors and at the same time be careful about ensuring that partner-organisations and supported alliances are legitimate advocates working in a rights-based and non-violent manner (see also Output ‘Claiming Rights’, [4.5.1](#)).

Because civil society’s scope for action is a foundation of our work, HEKS/EPER has decided to introduce ‘strengthening civil society’ as a binding cross-cutting issue.

Alongside the general guidelines in the box below, the core task for future engagement can be summarised into the following components:

- **Strengthening the collaboration between civil society groups towards a joint voice for space:** in many instances civil society is divided due to instrumentalisation or rule and divide tactics of governments, elites or business interests. HEKS/EPER aims at enhancing collaboration between disenfranchised groups and like-minded civil society organisations (CSOs) and civil movements in order to build a strong joint voice for civil society space and justice.
- **Enhancing funding and support structures** which avoid competition but foster collaboration and accountability to vulnerable groups: different assessments provide evidence on how financing structures and models that predominantly stress deliverables tend to create competition, fragmentation and undermine accountability towards constituencies. HEKS/EPER wants to draw up a new range of support options that go beyond the traditional paths. This support should aim at linking new forms of civic movements with other actors – moving both upwards into the political sphere and downwards to individual citizens. HEKS/EPER aims at revisiting its own support mechanisms and is involved in advocacy work on the topic towards bilateral and multilateral institutions.
- **Countering laws, policies and administrative hurdles** which create barriers to CSOs taking on their roles and functions in development: HEKS/EPER aims at a dialogue with duty-bearers in order to assess the policies, guidelines and practices to enhance the space of CSOs. This dialogue and assessment are the foundation for either enhancing the quality of multi stakeholder initiatives or targeted advocacy for political space for CSOs.
- **Protecting the space of civil society representatives:** Starting from stigmatisation to threats and physical attacks. Permanent monitoring and follow up is meant to avoid individuals and groups from acting with impunity and serve as encouragement for CSO to step into its space. In this regard, HEKS/EPER will cooperate with governments and multilateral institutions as well as with NGOs protecting human rights defenders.
- **Collecting evidence on the added value of CSOs towards enhancing the SDGs at national and international level:** More effort should also be invested in demonstrating and communicating the benefits to the general public of a strong civil society, to help CSOs bolster their domestic support. This is meant to make business and policy makers as well as the public at large understand the important role of CSOs and to support them accordingly.
- **Enhancing relationships between CSOs and government from local to international level:** The space of political action by civil society is determined by the relationship between civil society, elites and the government. Building relationships that favour transparency, participation, mutual recognition and respect are a key determinant towards developing policies and action towards equality and justice and are at the same time a key indicator of space for civil society.
- **Strengthening faith-based actors so that they can speak out for space for civil society:** HEKS/EPER, as a faith-based organisation, has explored means to strengthen faith-based actors in resisting instrumentalisation as well as protecting and enhancing space for civil society. Being anchored in their societies, faith-based actors can play a vital role in overcoming social, political and economic discrimination and speaking out for space for civil society and peace and justice in general.

Role and function of civil society actors

- **Information:** Producing and analysing data
Shedding light on ignored or underserved SDGs
- **Watch dog and advocacy:** Raising awareness, reviewing and shaping development policies
- **Representation:** Ensuring voices of the vulnerable are taken into account
Bringing more stakeholders on board
- **Service delivery and humanitarian aid:**
Accessing hard to reach groups in need

HEKS/EPER's guidelines for protecting and enhancing space for civil society

The following recommendations for donors and civil society organizations – which are based on research HEKS/EPER carried out with ACT Alliance and various consultations in countries such as Malawi, Switzerland, Cambodia, Honduras and Zimbabwe, provide guidance for the implementation of space for CSOs as a cross-cutting issue.

- Regularly update context analyses and consult with a wide variety of CSOs that represent different interests, using channels like the development of the European Union CSO roadmaps. This would help achieve more meaningful engagement with civil society in policymaking at the country level.
- Monitoring the aid/development effectiveness agenda to determine the degree to which it either provides leverage for meaningful CSO participation in development processes or limits the role of an independent civil society.
- Strengthening CSOs' capacity to gather and analyse information relevant for their programmes and the communities they work with. This would enable them to contribute more effectively to national planning and policymaking processes, and to challenge government policies and actions.
- Ensure accountability towards communities, maintain close connections with them through the use of participatory and popular education methodologies that promote genuine participation and empowerment of men, women and children. Re-examine current demands around planning and reporting and adapt them to enable organisations to be more accountable towards local communities.
- Bridge the gap between those who work on 'development' and those who work on human rights and social justice. Build alliances between CSOs and faith-based organisations to protect space for civil society.
- Enhance protection of CSOs and human rights defenders (HRDs) who face everyday security risks and support them so that they can protect themselves and their organisations and manage the accompanying stress.
- Strengthen CSO capacity to operate independently. CSO/donor partnerships should be based on equality.
- Facilitate cooperation to strengthen security and protection mechanisms for CSO leaders and HRDs at risk, including those advocating for the rights of women, indigenous groups and others.
- Provide linkages from local to international level to make the voices of excluded groups heard.
- Support learning across countries in relation to the experiences of formal mechanisms for civil society dialogue and other means to influence change.

5.2. Specific Approaches

According to context, evidence analysis and the resulting programming, projects will apply additional appropriate tools, methods and processes to achieve the set objectives. HEKS/EPER has long-standing expertise in conflict transformation and improving market systems so people and communities can participate and profit.

Market Systems Development, Inclusive Business and Impact Investment

To make market systems work better or more inclusive for people and communities, HEKS/EPER will continue to support system actors in changing their practices or rules, or to scale up inclusive business models. For this collaboration, HEKS/EPER applies three different approaches, which are interlinked and can be used in combination: Market Systems Development Approach, Inclusive Business Approach and Impact Investment.

With the **Market Systems Development (MSD) approach**,⁶² HEKS/EPER aims at wider changes in a market system to work more effectively and sustainably for vulnerable people and communities. To achieve this, HEKS/EPER addresses the underlying causes of poor performance in specific markets that matter to them. This can be done at subnational or national level. Targeted interventions stimulate changes in the rules, relationships, barriers and incentives that affect how public and private actors behave, helping important market functions to perform more effectively. HEKS/EPER specifically supports companies or service providers, and/or governments or informal actors (e.g. religious leaders) in adopting a new way of working or changing rules and regulations to benefit vulnerable communities – in a sustainable way and at

⁶² More details on HEKS/EPER's approach on market-systems development are described in the HEKS/EPER [document 'Market Systems Development: Guideline to plan and facilitate market system changes'](#) developed in 2015.

larger scale (see Systemic Approach, [5.1](#)). At the same time, in some regions, HEKS/EPER's MSD interventions can support organised farmer groups, such as producer or service cooperatives or associations, in directly influencing and changing existing rules and legal frameworks relevant for them.

Including vulnerable groups into mainstream markets may require specific measures, to build the preconditions needed to take an active role in the market and to overcome soft barriers for participation, like stigmatisation, lack of trust or prejudice. For this, a participative approach to MSD, as described in the MSD guideline of HEKS/EPER, may be appropriate as well as potentially some additional more direct interventions. For more details on this and examples see Output 'Market', [4.5.6](#).

While the MSD approach aims at changes in the wider system with several actors changing their way of working, through the **Inclusive Business (IB) approach**, HEKS/EPER supports the creation, development and scaling up of business models of single companies or entrepreneurs. These models can include vulnerable people at various points in a value chain, be it as consumers on the demand side or as producers, employees or entrepreneurs on the supply side.

For both approaches, interventions typically involve capacity building or linking of actors and/or risk sharing of initial investments in new initiatives. One important barrier to companies scaling up their inclusive business models is the lack of (access to) capital. Thus, HEKS/EPER has set up a global **impact investment** facility (Claimact AG) that can provide capital in the form of equity or loans (or a mix of the two). As opposed to grants, the investments are expected to be paid back and/or to yield returns. This ensures the financial sustainability of the facility and enables it to reinvest in new opportunities. Adding the possibility to build up and/or invest in social enterprises to HEKS/EPER's portfolio of approaches holds the potential to be the missing tool to make economic development projects more sustainable, while at the same time tapping into and generating a new pool of financial resources. Thus, HEKS/EPER will support local entrepreneurial initiatives to establish a financially viable business or to benefit from the activities of social enterprises (as producers, consumers and employees) – both with the goal of improving their livelihood.

Projects working with private and public actors to improve market systems need to consider the HRBA as well: this can mean ensuring that companies the project works with adhere to human rights or that government actors ask this, as is their duty. As the HRBA is understood as a binding working approach for all HIP interventions, it will be a specific challenge for HEKS/EPER's market system work to combine technical and financial investments with the political and HR dimension of market systems. Therefore, specific attention will be given in the new HIP to developing strategies and good practices that aim to better integrate elements of the HRBA into the logic of entrepreneurship and MSD in a selected, appropriate project portfolio, for instance via innovative and targeted advocacy.

Conflict transformation

To realise its overall theory of change towards more equitable, peaceful, and resilient societies, HEKS/EPER works, where appropriate, with a conflict transformation approach. To contribute to peace, and to foster participation and inclusion of disenfranchised communities, HEKS/EPER aims at addressing all forms of direct, cultural and structural violence as drivers of fragility.

Conflict transformation focuses on change, addressing two questions: 'What do we need to stop?' and 'What do we hope to build?' Different from conflict resolution, which focuses on the de-escalation of conflict and diffusion of crises, conflict transformation focuses on processes and a culture of dealing with diversity, difference and a perceived or actual incompatibility of goals. The **HEKS/EPER Conflict Transformation Implementation Concept**⁶³ was drafted in 2011 based on in-depth analysis of peacebuilding needs in HEKS/EPER's focus countries. Those can be summarised as:

- Denied or unequal access to resources (in particular land and water).
- Weak governance structures in fragile states.
- Social exclusion of minorities and traditional groups.
- Culture of violence within societies.

⁶³ HEKS/EPER Conflict Transformation Implementation concept 2011:
https://drive.google.com/file/d/1AYyLqujtERv4VZX_kEk939PNz2UlyB4j/view

The HEKS/EPER strategy with its Outcomes ‘overcoming social, political and economic discrimination’ and ‘land and natural resources governance’ focuses on the above drivers and works in all conflict phases. To achieve sustainable transformations towards peace, HEKS/EPER works with a comprehensive conflict transformation approach: Thus, it does not jump in and out wherever a conflict gets the attention of the media, nor does it apply just a particular conflict transformation strategy such as mediation or dialogue. Gaining the trust of people, changing mindsets and behaviours and working towards positive peace is a long-term process that has to be adapted to the respective context. It includes protection, space and security for civil society, creating linkages and dialogue between opposing groups and addressing intra-group conflicts, promoting participation, social inclusion, social cohesion, non-discrimination and non-violence within a society as well as social accountability and inclusive governance structures.

A culture of violence which legitimates social and institutional discrimination and determines the ways of dealing with conflict has been identified as a starting point and root cause of conflict and fragility. Accordingly, HEKS/EPER puts emphasis into processes which trigger attitudes, behaviours and structures for constructively dealing with conflict. In this sense, conflict is seen as an opportunity for overcoming injustice and reconciliation. HEKS/EPER is known for a thoroughly considered approach and adapted to lessons learnt, the systemic working approach and the effectiveness criteria of the reflecting on peace practice research by CDA⁶⁴.

A specific conflict transformation methodology applied by HEKS/EPER and its implementing partners is diapraxis. Diapraxis means ‘dialogue through practice’ and is a methodology working towards non-violent transformation and prevention of conflict. The HEKS/EPER **diapraxis approach** combines practical work to enhance livelihoods with conflict prevention or transformation goals by identifying joint aims. A joint goal and joint practical work are means for enhancing trust and having antagonistic groups living together in peace. Efforts in this regard include the provision of space for exchange and the deconstruction of stereotypes or space for dealing with current or past grievances.

In the recent past, HEKS/EPER has explored integrating the diapraxis approach into its humanitarian aid work, thus expanding the concept towards a ‘triple nexus’ to create connections between humanitarian, development and peace actors.

Humanitarian aid can provide good entry points for development and conflict transformation programmes. People who are repeatedly affected by violence are often either fed up by initiatives with explicit and direct ‘peace goals’ or do not consider them appropriate for their situation since their immediate needs have not yet been satisfied. Thus, short-term incentives within humanitarian aid projects help build up trust and establish motivation for longer term goals in transforming violent conflict. Diapraxis approaches can contribute to the prevention and reduction of violence when crises are at their peak in settlements between different refugee groups but also pave the way to peaceful coexistence when the situation back home has stabilised. In this sense, the diapraxis approach is a variant of the nexus approach (3.2) in HEKS/EPER programme implementation.

Diapraxis

The theory of change for HEKS/EPER diapraxis approach is as follows: If different identity groups characterised by grievances work together on issues of mutual interest, they will have direct contact, begin to cooperate and develop increased trust and positive relations, thus working towards overcoming their (mutual) grievances. This theory is based on the assumption that if contact among different identity groups occurs in the form of activities based on mutual interest, understanding will increase, prejudice will be reduced, and a ‘safe space for healthy relationships to develop’ will be created. Healthy relationships are characterised by a reduction of fear of the other, respect for differences, and trust rather than suspicion, amongst others.

Info and practical examples

- [HEKS/EPER conflict transformation concept](#)
- [HEKS/EPER thematic factsheet ‘living together in peace’](#)

⁶⁴ Reflecting on peace practice by CDA: <https://www.cdacollaborative.org/what-we-do/peacebuilding-effectiveness/>.

6. Where and with Whom HEKS/EPER Works

HEKS/EPER makes decisions according to the context in terms of the area – rural, semi-urban or urban – and how (with what implementation and partner set-up) the set objectives can be best achieved. All projects and programmes establish relevant partnerships based on mutual trust that foster the achievement of the set goals.

6.1. People and Communities

People we work for

HEKS/EPER works in favour of people and communities who do not enjoy equal rights and opportunities due to being socially, politically and economically vulnerable, such as the landless, smallholders, disenfranchised indigenous and local communities, the underrepresented, the excluded, the oppressed, those prone to suffering from disasters, displaced and conflict-affected people. Since women and girls are often excluded and left behind, HEKS/EPER puts particular emphasis on ensuring women's rights are fulfilled and including them in all parts of its engagement. Other groups HEKS/EPER pays special attention are young people, internally displaced people and refugees.

People we work with

- **Rights-holders:** Individuals entitled to enjoy human rights (for individuals and groups), to claim these rights (and be protected if they do so peacefully) and to redress when rights are violated, as well as with the obligation to respect the rights of others.
- **Duty-bearers:** Stakeholders with the responsibility to respect, promote and ensure rights such as state authorities, local or national leaders and representatives in politics, economics, religion or communities.
- **Civil society organisations and movements:** These are groups, organisations and networks, formal and informal at community, local, national and international level. Young people as individuals and in CSOs or networks play a central role in (re)building perspectives towards development and systemic change.

Advocacy and policy dialogue therefore must address both levels; depending on the context, individuals and groups may be rights-holders and duty-bearers simultaneously. To emphasise its role in empowering civil society and its actors, HEKS/EPER introduced '**Strengthen Civil Society**' (5.1) as a **binding cross-cutting issue**.

6.2. Partnership and Dialogue Models

Given the complexity of the contexts HEKS/EPER works in, collaboration, cooperation and interaction with other actors is a necessity for achieving its goals in-line with the **SDG 17** (partnerships for the goals) and GPEDC⁶⁵. In view of sustainability, HEKS/EPER considers partnering with relevant stakeholder a priority in its modus operandi. HEKS/EPER engages in partnerships to increase its effectiveness, to scale up and to systemise its activities, to broaden its impact and improve the sustainability of its interventions.

For its international programmes, HEKS/EPER uses **Swiss expertise** through the cooperation with Swiss research institutions (e.g. Nadel, HAFL, Swisspeace, CDE, Eawag, PH Zurich), networks and communities of practice (e.g. Aguasan, Swiss NGO DRR Platform, SEVAL) and specific consultancies (e.g. KEK, Skat, etc.). Additionally, HEKS/EPER works together with Swiss companies in public-private partnerships (e.g. Pakka). HEKS/EPER also transfers Swiss know-how on an equal footing through the cooperation with local NGOs.

As different results want to be achieved with each partner, it is important to distinguish between different types of partnerships. These partnerships differ in terms of the role within the HEKS/EPER results framework, the duration of the partnership, the mode of engagement and financing, and are dependent on the level of common interest, shared risks and financing.

⁶⁵ GPEDC: UN Global Partnership for Effective Development Cooperation: <http://effectivecooperation.org/>

HEKS/EPER identifies **five types of partnerships**:

- **Operational (implementing) partners:** The partner is responsible for implementing a specific project and is guided closely by the country office. HEKS/EPER has a strong history in building up and supporting local implementing partners. HEKS/EPER makes long-term commitments and thereby substantially contributes to the development of civil society in programme areas. This involves allocating dedicated resources for the capacity development of operational partners. For specific and clearly defined purposes, HEKS/EPER also partners with service providers which are directly contracted to deliver specific services. Where appropriate and no local operational partner is available, HEKS/EPER also self-implements projects. Examples of this operational partnership type include community-based organisations, local and national NGOs, and movements.
- **Systemic partners:** With its explicit focus on systemic interventions, HEKS/EPER identifies the key actors within the systems it operates. The involvement of these actors in any project is key towards achieving and sustaining systemic changes. The HRBA therefore focuses on holding duty-bearers accountable for their obligations and engages through its implementing partners with any relevant actors. Examples of this systemic partnership type include government authorities, the private sector including SMEs and corporations, media institutions and other relevant actors in the respective system.
- **Strategic partners:** HEKS/EPER partners up with actors that have a shared interest with a long-term perspective. Such partnerships and/or alliances are open-ended, and examples are given in the table on the next page.
- **Church partners:** As a faith-based organisation mandated by the Protestant Churches of Switzerland, HEKS/EPER works directly with reformed churches or their diaconical organisations in Eastern Europe and in the Middle East. In other contexts, HEKS/EPER also has access to churches and church leaders in local faith-based organisations that are close to the people and often enjoy credibility and have a considerable potential for promoting equal rights and social inclusion. These churches or church-based organisations are firmly rooted in their societies and through the partnership, HEKS/EPER seeks to promote a critical dialogue within the church in order to remain relevant in the society as a whole as detailed in HEKS/EPER's [Church Cooperation Concept](#). Furthermore, the church partners are important actors of the civil societies.
- **Research partners:** In its strive for evidence-based programming, HEKS/EPER partners with research institutions and academia in programme areas as well as in Switzerland. Research partnerships also facilitate innovation and provide sound evidence for advocacy and campaigning.

Networks, alliances and multiple-stakeholder-partnerships

HEKS/EPER strives to strengthen relevant alliances or multi-stakeholder partnerships and facilitate cooperation between partners and communities with other actors. Networks contain essential expertise and relationships for consulting, connecting and protecting each other. Cooperation aimed at enhancing the objectives of a country programme can be facilitated at the local, national, and international level by country offices and/or partner organisations in the respective countries. **In addition, HHQ seeks cooperation at the Swiss or international level and connects Swiss actors with stakeholders in its programmes.**

All forms of cooperation have to be adequately strategic and operational to serve HEKS/EPER in achieving its theory of change in all Outcome areas. Therefore, HEKS/EPER analyses the added value of a partnership, an alliance or a platform in terms of the following five distinct areas:

- **Participation:** Cooperation is always an opportunity to learn which needs, perceptions, approaches and/or values various stakeholders have. Analysing them contributes to a more comprehensive, targeted, effective and a more conflict-sensitive programme implementation.
- **Knowledge sharing and competences** of the Headquarters, country offices and partner organisations will be increased.
- **Resources, effectiveness and relevance:** Cooperation will create synergies and up-scaling, achieving good results via implementation using fewer resources/funds (e.g. lower overhead costs from sharing infrastructure with others) lowering the cost/Output ratio (e.g. being effective only if reaching a certain scale).
- **Systemic perspective:** Cooperation must enable systemic change, for example by incorporating duty-bearers and following a multi-stakeholder approach in the development process or intervention logic, or through broad alliances securing steps towards a more developed society/economy.

Networks & Alliances of HEKS/EPER ID

Major networks, alliances and communities of practices HEKS/EPER participates in at HQ level. On country programme or project level HEKS/EPER engages in many additional local or national networks.

ACT Alliance (ACT Alliance is an international coalition of more than 140 churches and affiliated organisations, working together in over 140 countries to create positive sustainable change in the lives of poor and marginalized people)

Alliance Sud (Policy platform of six big Swiss INGOs advocating for just global structures)

Swiss NGO Platform (Incl. subgroups)

Platform Agenda 2030 (Collaboration among more than 50 civil society actors engaged in development cooperation, environmental protection, gender, peace, sustainable business, and trade unions, working towards implementing the Agenda 2030 within Switzerland as well as elsewhere)

Global Network for the Right to Food and Nutrition (Initiative of Civil Society Organizations and social movements that recognize the need to act jointly for the realization of the right to adequate food and nutrition)

Swiss NGO DRR Platform (Its goal is to contribute to enhanced quality of our services, to promote the diversity of know-how and experience, to provide guidance for increased effectiveness, and to advocate for the importance of DRR and CCA for building resilient communities worldwide)

SDC networks (Member of various thematic networks: e.g. agricultural and food security, conflict and human rights, climate change and environment, DRR, employment and income, and résEAU)

CHS Alliance (This alliance aims to improve the effectiveness and impact of assistance to people and communities vulnerable to risk and affected by disaster, conflict, or poverty; by working with humanitarian and development actors on quality, accountability, and people management initiatives)

Conflict Sensitivity Community Hub (Joint learning, evidence building, and the promotion of conflict sensitivity at policy and operational levels; it aims together with other Hub members to create synergies and foster the application of conflict sensitivity globally)

Swiss Forum on Rural Advisory Services (SFRAS) (Knowledge sharing on agriculture and rural advisory services)

Aguasán (Interdisciplinary Swiss community of practice (CoP) that brings together a broad range of specialists to promote wider and deeper understanding of key water and sanitation issues in developing and transitioning countries)

Blue Community Network: (Network committed to the principle that the UN's right to water and sanitation is respected and enforced; knowledge sharing on water and common advocacy work)

Swiss Water Partnership (Multi-stakeholder platform bringing Swiss organisations from academia, civil society, public and private sector together to find innovative solutions for water challenges in developing and transitioning countries)

KOFF / Swisspeace (Dialogue & exchange network facilitated by Swisspeace, connecting Swiss state/non-state actors active in peacebuilding to ensure that Swiss peacebuilding activities are strengthened, relevant, and visible)

EFECW (The ecumenical forum is an international, church-related organisation that is active in 30 European countries to promote initiatives for peace, justice, and reconciliation; to commit itself to action on behalf of women's rights, which are human rights)

FAO NGO Working Group (Informal working group of Swiss NGOs related to FAO processes, agriculture and food systems in general)

Beam Exchange (A space to share knowledge and learning about the role of market systems in reducing poverty, to understand how and why market systems approaches work, read practical guidance on how to put the approach into practice, and to share insights with other practitioners)

Intrac M&E network (Thematic group meetings and/or a set of webinars with a vibrant network to interact and debate on M&E)

Klima-Allianz (Participation in meetings, exchange on climate change and DRR related issues, support to campaigns/activities, link to Swiss NGO DRR Platform)

SEVAL (Swiss Evaluation Society) (Experience sharing on evaluations and networking)

Transparency International (Exchange of joint learning and experiences on anti-corruption)

EISF (European Interagency Security Forum) (NGO network of security focal points of 100 iNGOs. It's a global centre of excellence for humanitarian security risk management; the forum currently represents over)

Cinfo working group on security (Joint exchange and learning on security issues)

- **Advocacy and policy dialogue:** Alliances and networks at local as well as national/international level are key for effective advocacy, facilitating a dialogue towards positive changes to policies and practices. Moreover, such alliances may also take joint legal actions to enhance change; see the merger of BfA and HEKS/EPER, [1.1](#); Outcome 4 ‘Supportive Policies & Practices’, [4.4](#); and Awareness-Raising, [chapter 7](#).
- **Protection:** Shrinking space, criminality, conflicts endangering people and communities, as well as CBO and NGO staff such as human-right defenders or HEKS/EPER staff. Strategic cooperation and advocacy may lower risks, protect and enlarge the space for civil society actions and generally enhance security.



Cambodia: Bringing different stakeholders together for joint actions.

6.3. Geographic Coverage and Fragility

HEKS/EPER makes decisions according to the needs of the people, its capacity and resources as well as thematic expertise and knowledge of the local context in the geographic area it works in, to achieve its objectives according to the theory of change. Until now, HEKS/EPER predominantly worked in rural areas. Increased urbanisation and the inter-connectivity of economic and social relationships made HEKS/EPER to abandon this explicit focus on rural areas and thus, the new strategy embraces additional areas such as peri-urban areas.

HEKS/EPER will focus on countries where HEKS/EPER and its alliances/partners are able to add value and where opportunities for positive (systemic) change exist. Hard-to-reach areas are only a priority to HEKS/EPER if security and effectiveness are guaranteed.

Operating towards its theory of change at the global level, it is likely that in some countries HEKS/EPER sets priorities working mainly on one or two specific Outcomes. For example, in Eastern Europe the focus will rather lie on Outcome 2 ‘Overcome Discrimination’ ([4.2](#)), in Niger or Senegal on Outcome 3 ‘Land Governance’ ([4.3](#)) and in the Middle East Outcome 1 ‘Basic Needs’ ([4.1](#)) will dominate. [SDC-Annex 5: Budget of the international programme 2021–2024](#) with the financial planning per Outcome indicating the geographic priorities per Outcome.

Fragile context

Fragility poses a major threat to the implementation of the Agenda 2030 for Sustainable Development, and of course to the sustainability of HEKS/EPER's work towards its theory of change. Conflicts and rising fragility can reverse decades of development progress, and result in shrinking space. The OECD⁶⁶ has stated that 'without action, more than 80% of the world's poorest will be living in fragile contexts by 2030'. 'Fragility, complexity and protracted humanitarian crises' are also among the most **emerging global challenges** HEKS/EPER identified in its context analysis (2.1).



Fragile states according to OECD's report 'State of Fragility, 2018'. Dark: highly fragile contexts. Light: fragile context.

Of HEKS/EPER's current and mid-term country portfolios, 12 contexts are considered highly fragile in all five OECD categories⁶⁷: Honduras, Haiti, Niger, Uganda, South Sudan, Ethiopia, DR Congo, West Bank/Gaza, Syria, Iraq, Bangladesh and Myanmar. In these contexts, HEKS/EPER is committed to fighting fragility to build more resilient societies using its ability to apply the nexus approach (3.2); with planned programme cost of CHF 56 M to be invested in 12 fragile countries from 2021 till 2024 (see financial planning, 8.3).

There is little evidence that the number of fragile or repressive states will reduce over the next half decade. Instead, pressure on resources will increase, which in turn may result in further internal conflicts in these countries that can barely provide the basic needs of its people, in particular the poor. With HEKS/EPER operating in such contexts for many years now, there is benefit to be gained from understanding how its projects still have a particular impact and if system change is feasible. Over the past decades, HEKS/EPER has invested heavily in responding to key drivers of fragility in a holistic manner. Conflict prevention and transformation has been a key topic of HEKS/EPER's endeavours and remains a core working approach. HEKS/EPER aims to take in-depth conflict analysis as a starting point and frequently revisits its analysis in order to adopt to quickly changing contexts. Conflict sensitivity is a cross-cutting issue (5.1) and scenario planning part and parcel of programming.

Nevertheless, HEKS/EPER still needs to improve its capacity to respond to windows of opportunity timely and to foster adaptive management. HEKS/EPER aims to explore models of partnership and collaboration which enhance its capacities to adapt and respond to rapidly changing dynamics in fragile contexts. Another concern is the instability of government authorities and identifying duty-bearers. HEKS/EPER strives towards improving and strengthening existing structures if possible and facilitates coordination and reform if needed. Finally, HEKS/EPER is concerned with protecting staff and human-rights-defenders (see also chapter 5.1 outlining the human rights-based approach).

⁶⁶ OECD (2018). State of Fragility. Link: <http://www.oecd.org/dac/conflict-fragility-resilience/listofstateoffragilityreports.htm>

⁶⁷ OECD fragility framework, categories: economic, environmental, political, security, societal fragility.

7. Communication and Awareness-Raising

HEKS/EPER has the mandate to bring the concerns of the people and communities HEKS/EPER works with and for to the Swiss public. To complement the project/programme work abroad, HEKS/EPER's and BfA's communication in Switzerland is designed to inform and raise awareness among the public and to mobilise public interest in our causes and projects, as well as on the global challenges of development and peacebuilding. All communication efforts are geared towards contributing to making HEKS/EPER's vision a reality. This means that all communication activities must be measured according to whether and to what extent they have a positive impact on the people and communities HEKS/EPER works with.

Moreover, HEKS/EPER's communication division targets Swiss stakeholders to increase fundraising. Engagement with and grant acquisition from international donors is done by the International Division [\(8.3\)](#).

HEKS/EPER's style of communication is transparent, honest, understandable and practice-oriented. It conveys positive messages, cultivates dialogue with stakeholders and is open to feedback and criticism. HEKS/EPER's communication conveys an authentic and true picture of the Global South and avoids paternalistic images, misery stereotypes as well as the image of passive aid recipients. **Transparency** at all levels of action, open to scrutiny at all times, is regarded as a vital source of trust by donors, partners, project participants and employees. Credible reporting on the effectiveness of HEKS/EPER's activities is a key factor. HEKS/EPER has laid down its principles in this regard in a Transparency Code and assesses via an annual self-assessment whether and how it fulfils them (https://en.heks.ch/Institutional_Governance).

A further basis for HEKS/EPER's communication, advocacy and fundraising are the policy papers on communication, advocacy and transparency as well as the 'Manifesto for responsible communication of international cooperation'; and of course, this HIP 2021–2024. Targets related to outreach and perception of awareness-raising and fundraising activities are monitored through qualitative and quantitative indicators.

Communication aimed at sensitization and advocacy

HEKS/EPER's communication division conducts public relations work in order to strengthen its operational activities by raising awareness, transmitting knowledge, changing attitudes and acting as an advocate. In **annual campaigns**, HEKS/EPER conducts targeted awareness-raising and advocacy work on selected topics in its work abroad, be it land governance issues, climate risks or peacebuilding and human rights work. This adopts a long-term approach and draws its legitimacy directly from programme work, e.g. advocacy campaigns in Switzerland and aimed at relevant international stakeholder in the case of land right issues (e.g. Brazil) or peacebuilding and human rights work (e.g. Palestine/Israel).

HEKS/EPER draws public attention to social or political deficits and endeavours to influence international (e.g. the UN Declaration on the Rights of Peasants and other People Working in Rural Areas) or Swiss legislation and administration wherever it has a positive impact on people and communities. HEKS/EPER's legitimacy rests on the experience and insights gained from its project work.

Including BfA topics such as climate change and agronomy, fair consumption, land grabbing, seeds, business and human rights will increase the merged organisation's visibility in advocating for a transition towards societies in solidarity that respect the planetary boundaries.

The **ecumenical campaign** together with Swiss Lenten Fund celebrated its 50th year in 2019. Worldwide, it is a unique joint venture between two major churches. Each year, the ecumenical campaign reaches about 700 protestant communities, and at least as many catholic communities. With background information on development policy issues and concrete actions to be taken, it raises awareness among the churches' constituencies and the general public. Over recent decades, key topics were fair trade issues and responsible business conduct.

Communication tools

It is crucial that HEKS/EPER reaches various target groups in a language understandable to them and via their preferred channels. Tools to inform, raise funds, campaign and advocate are adapted to the aim of the campaigns, to the message and to the audience. Key tools are TV spots, film events with an annual campaign movie, poster campaigns, online advertising/information including email newsletters, mailings (physical) with various products (fundraising flyers, event info, magazine, etc.) and media/public relations. For in-depth info, research studies are published and disseminated to targeted audience.

- **BfA research reports:** <https://broetfueralle.ch/publikationen/#1463593100310-24a6bf5d-1172>
- **HEKS/EPER studies:** https://en.heks.ch/Institutional_Governance



Bangladesh: Enabling access to markets for Dalit and Adivasi.



India: Adivasi family in Tamil Nadu got access to local market with their products (brooms).

8. Management and Governance

The International Division's Management Team (IDMT) is responsible for ensuring that the programming, implementation, monitoring and steering is coherent with the HIP and its theory of change including Outcomes, Outputs, cross-cutting approaches and issues, including thematic and programmatic policies and regulations. Internal and external controlling and complaint mechanisms ensure the commitment to good institutional governance within HEKS/EPER.

8.1. Management

HEKS/EPER works and will continue to work through programmes and projects. As of 2019, 200 projects (15 HA) are being implemented within 15 programmes. Aside from the headquarters in Switzerland, HEKS/EPER operates 15 country offices that are responsible for coordinating and implementing the respective programmes.

With the 2021-24 programme phase, HEKS/EPER's International Division aims at incrementally adapting its management structure to be well-prepared for future challenges. Thus, in order to further increase its efficiency and effectiveness, and achieving impact, HEKS/EPER aims to:

- Further decentralise, which will provide more flexibility and agility.
- Reduce structural costs at all levels.
- Secure funding.
- Sharpen HEKS/EPER's profile: Focus on fewer thematic priorities, fewer programmes, fewer partners and fewer projects.

At headquarters, HEKS/EPER operates a competence-based and context-adapted management set-up with a strong steering, monitoring and learning centre. It provides sound management and steering, a thematic advisory role and innovation capacity. Further expertise is required in solid networking and generating evidence-based learning examples, as well as providing evidence of impact via methodologically sound assessments and studies. The HHQ also acts as a coordination and support centre for acquiring mandates, financed by Swiss and international donors such as the EU, ECHO and other development agencies.

Human resources: HHQ staff must have managerial, technical and life skill competences. Moreover, the IDMT fosters the necessary mobility and qualifications (capacity development) for transfers within headquarters and country offices as part of professional development and individual career paths. This provides a better mutual understanding of processes, requirements and restrictions at headquarters as well as at the country office level.

The new **gender policy**⁶⁸ stipulates that 'the percentage of women and men on staff level should be reflected in the percentage of women and men in leadership positions. A gender ratio of 60:40 (male:female and vice versa) is considered reasonable. Any less than 40% of women or men should require corrective action.' The IDMT at HQ is, with two women and three men, within this range. At country office level, the management ratio in 2019 was 40% female to 60% male. As for the regular HQ staff, 57.6% are female; for field staff 47.3% are female. Nevertheless, it requires ongoing efforts to maintain this ratio.

An efficient operational INGO that is competitive in the international market and able to manage increased volumes, needs strong, professional back office services in HR, IT, Finances/Controlling and Security. The current services division at headquarters needs to be developed further in this regard. Lean processes at headquarters and decision-making authority delegated to the competent hierarchical position are additional requirements to be adapted during this phase. Further refinements of the digital management information systems (ERP, BI), the cloud-based document management systems (DMS) and other back office systems will provide increasingly relevant management information and key performance indicators to document the impact of the 2021–2024 phase. HEKS/EPER also embraces a communication for development⁶⁹ approach in the countries; and applies a sophisticated digital data system [\(8.5\)](#).

⁶⁸ See HEKS/EPER website on Institutional Governance of IF: https://drive.google.com/file/d/1wlaXWKCr3d3aKyxzfV1oh_A2jpfVOG/view

⁶⁹ As stated in 'Communication for Development. A Practical Guide. FDFA/SDC (2016): <https://sdc-c4d.ch/>

The focus on leaner structures will lead to an improved ratio between headquarters costs and the total ID programme volume and rise to between 11% and 12.5% by 2024.

Competitive and competent country offices with adequate resources to implement the programmes are and will remain an effective instrument for managing the programmes. To fulfil this task, country office teams with sound analytical and conceptual/strategic as well as management skills in PCM, finance, administration, M&E are essential. In light of the further decentralisation, the country offices and their country directors will receive more responsibility and authority to make decisions. Thematic expertise in specific topics is also needed. In order to achieve coherent programme implementation, assigning staff with international working experience to country offices is increasingly required.

A minimal programme volume of CHF 1 million was set for each country office. The aim is to further increase the programme volumes to CHF 3 to 4 million, at least in some cases. The country office costs should not exceed 20% of the total programme volume.

In terms of sharpening the profile during the 2021–24 strategy phase, HEKS/EPER will adopt the following measures:

- Projects must directly contribute to one or more of Outcomes 1, 2 or 3 defined in the new results framework as part of a programme approach.
- Single, isolated projects financed with core funding will be restricted: e.g. a value chain/market project and/or a conflict transformation project with core funding is only approved if it contributes to the core objectives of overcoming social, political and economic discrimination (e.g. Roma or Dalit) or natural resources, land governance (e.g. within a specific territory such as mangroves, drylands, a specific watershed, etc.).
- Cross-cutting topics and approaches must be more strictly adhered to and capacities to be strengthened accordingly.
- Fewer projects must be implemented, being strict on an adequate, coherent, and programme-oriented project portfolio structure.
- Continuing to be open to opportunities that are only partly in line with the results framework, as long as they comply with the set quality criteria.
- The funds are strategically allocated to programmes which decide on further allocations to projects on their own.

Implementation modalities

According to context and sector, HEKS/EPER uses different implementation modalities. In general, HEKS/EPER continues with its approach to act close to local realities through qualified staff. The main stakeholders are the people and communities HEKS/EPER works with, families and individuals organised in locally rooted civil society organisations such as CBOs, associations and producer groups. Implementing partners are usually local or national NGOs or lobbying platforms and networks. If there is no specific qualified partner organisation present in the programme region, HEKS/EPER may act as a self-implementer through a project implementation unit (PIU), as has already been the case in some priority countries.

HEKS/EPER selects and cooperates with partner organisations aiming for a coherent partner portfolio to achieve its objectives. Partner organisations must have sound skills, capacities, resources and credibility to professionally implement projects and make progress. Continued efforts will be undertaken to invest into the capacities of existing partners by providing training and coaching to our partner organisations. The aim is also to implement mandates in cooperation with other INGOs or acting as a subcontractor. Acting as part of a multi-stakeholder approach, with a main partner organisation and various service providers (government, private sector, partner NGOs, research institutes, etc.) is a promising option.

Being part of the civil society itself, HEKS/EPER implements projects predominantly through relevant and professional organisations representing the respective civil society or parts of it. For risk management and development purposes, HEKS/EPER strives for an adequate mix of different partner organisations in its partner portfolio with regard to size, capacity and outreach. Stronger, well established partner organisations are needed in order to successfully participate in competitive tender processes as well as to reliably implement larger scale projects. Additionally, and complementarily, HEKS/EPER continues to invest in smaller partner organisations as well as community-based organisation in order to maintain grassroots links, promote new and innovative approaches and use local networks. Currently, HEKS/EPER cooperates with and invests in about 100 partner organisations.

Innovation

HEKS/EPER continues to strive to address challenges and opportunities of its target group in an ever more effective and efficient way. Innovation is key for this and is also needed to adapt to constantly changing social, environmental, economic, technological and political contexts. HEKS/EPER will therefore continue to foster innovation between 2021 to 2024 by:

- Enhancing learning and cooperation.
- Strengthening adaptive management practices.
- Providing space for testing innovative approaches.

For businesses and iNGOs alike, only very few innovations are truly radical and new. By far, most are incremental or gradual and build on existing processes, methods and products. **Learning from own experiences** and **those of others** is therefore crucial and will be further strengthened in this strategic phase.

Implementing and management staff actively engage in respective topic and context networks. Thematic advisors stay up to date with state-of-the-art practices, process knowledge and share it in a condensed way within the organisation. They also organise and moderate communities of practice that allow practitioners of the organisation to connect and exchange know-how and experience.

HEKS/EPER embeds learnings from its own practices, as well as adapting to them, in its [project cycle management manual](#) (and also [8.5](#)). **Adaptive management** is key to innovation and will be further enhanced. Existing tools must be used consequently for learning and steering, and its documentation. HEKS/EPER will put the focus in project design on goals and Outcomes, while Outputs and activities are seen and described as indications of what the project could do to reach these goals and Outcomes.

In line with this, HEKS/EPER will continue further testing **models and tools that stimulate creativity and innovation**, through the Design Thinking approach, in project planning and implementation. This entails a human-centred experimentation approach, in which new ideas are prototyped and tested with the people and actors who are supposed to adopt them. This iterative process can eventually lead to innovations that are better accepted and therefore sustainable and make a project more agile.

HEKS/EPER will aim to develop more new, innovative projects and approaches that could potentially be scaled up. Such innovations can be created within a regular project, by having a dedicated project that focuses on testing innovative ideas, or through individual projects established purely for testing a new idea. HEKS/EPER will in this new strategic phase, depending on its financial situation, **allocate budget for**



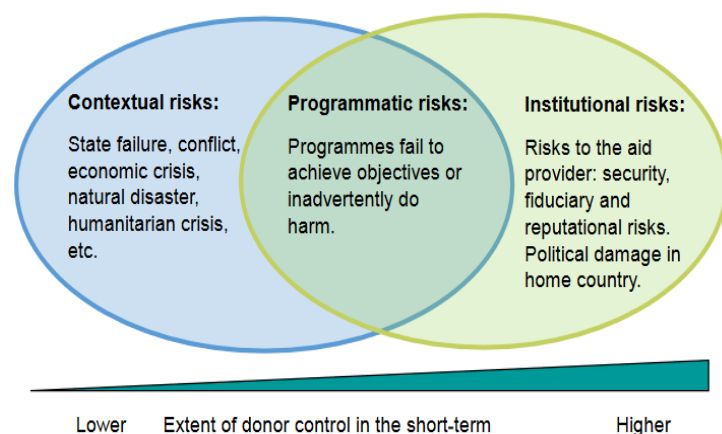
India: local seeds.

innovation at global and/or country level for that purpose. Cooperation with academia, Nadel, Intrac, SDC and other Swiss or international institutes or private sector actors will help HEKS/EPER in its endeavours to embrace innovation.

Innovation shall serve to plan and implement more effective, relevant and successful projects to increase the benefits for people and communities. Moreover, HEKS/EPER as an institution that includes management structures, performance assessment, cooperation with other stakeholders, financing etc. must also improve thanks to innovation; as only modern organisations with strong potential will play a role in international cooperation.

8.2. Analysis of risks and existing evidence

HEKS/EPER commits itself towards risk-informed and evidence-based programming based on its long-term experience and the respective mainstreamed policies, processes and tools. Find out more on the public IG website: https://en.heks.ch/Institutional_Governance



Copenhagen Circles of Risk. OECD (2011), Managing Risks in Fragile States.

Moreover, HEKS/EPER's risk-informed programming includes components such as sound analysis of **environmental and climate risks**. The main tools suggested by HEKS/EPER for analysing climate, environmental and disaster risks are the SDC-CEDRIG⁷⁰ tool or the PACDR tool⁷¹.

Further contextual, programmatic and institutional risks are assessed during the planning and during the implementation of each programme/project, documented in the proposals and monitored by quarterly assessments and annual reports. These processes capture risk evolution, along with planned and implemented mitigation measures following templates of the PCM/FFAG standards.

In line with Swiss legislation on foundations, HEKS/EPER overall organisation carries out risk-informed planning and monitoring with the internal control system tool (IKS), which is assessed annually by an external consulting enterprise (KPMG).

The **risk analysis and the key mitigation measures** of the HIP 2021–2024 are documented in the table in [Annex E](#) HEKS/EPER Risk Management.

Main risks are:

- **Contextual:** Political instability, deteriorating security, fragility, macroeconomic instability, environmental degradation, climate and disaster risks
- **Programmatic:** Lack of interest, ability of key stakeholders; delays, lapses in project implementation, lack of relevance and effectiveness
- **Institutional:** Governance risks (PSEAH, corruption, etc.), legal compliance; financial risks; inadequate human resources

Evidence-based programming

HEKS/EPER is a learning organisation and provides **policies** (project/programme cycle management, evaluation policy, impact assessment policy – MEL chapter [8.5](#)), **processes** ([Learning Cycles](#) with the annual reporting process), **tools** such as the digital data system, reporting templates, etc. and **platforms** (meetings, websites, communities of practices, workshops, e-learning, etc.) to enable evidence-based programming. In fact, the MEL system and MEL unit with country-based MEL officers keep running the permanent learning and knowledge sharing programmes with external stakeholders, so programming at all levels is

⁷⁰ <https://www.cedrig.org/>

⁷¹ <https://pacdr.net/>

based on collected, analysed and documented evidence. Programming is also risk-informed, conflict- and gender-sensitive. This enhances adaptive management and contributes to effectivity and progress according to the theory of change and the set objectives.

To ensure the quality of project/programme proposals (analysis/evidence, logframe, MEL plan), country reports (logframe follow-up) and evaluations (evaluability assessment, terms of reference, inception report, evaluation report, policy brief and management response), HEKS/EPER has a quality checklist assessing coherence to its set standards; see also institutional indicators in chapter [8.6](#).

To learn more about evidence and learnings from previous HIP strategy phases since 2013, see chapter [2.2](#) with a summary on previous evidence, details in [Annexe D](#).

8.3. Finances

Overall, HEKS/EPER has a solid and broad financial basis for the international division. However, some available funding sources for the International Division have been slowly decreasing over recent years. In 2018 and 2019, HEKS/EPER faced a challenging time in terms of revenue. Donations were, depending on the financial source, decreasing or at least more or less stable. During the past two years, there were also no man-made or environmental disasters covered by Swiss media in a way that was promising for public campaigning to attract additional humanitarian funds. Therefore, HEKS/EPER reacted with efforts to cut its expenses: phase-out in two countries and significant cuts in expenditure volume.

Nevertheless, HEKS/EPER assessed its financial stability for the period 2021 to 2024 to be high enough, so no additional country phase-outs for financial reasons are planned. However, the management is ready to act in a timely fashion to further financial changes.

Financial planning

HEKS/EPER aims to use the funds entrusted to it effectively and efficiently and have a lasting positive impact. HEKS/EPER provides transparent information on the progress of projects and the use of funds.

HEKS/EPER aims to reach an overall HIP volume of CHF 31.6 M in 2021, 32.0 M in 2022, 32.9 M in 2023 and 33.8 M in 2024. This amount also includes the annual volume of BfA activities (part of Outcome 4) amounting from CHF 1.3 M to up to 1.4 M. HEKS/EPER plans to work in **12 fragile countries/contexts**, spending overall CHF 56 M – CHF 13.4 M in 2021, 13.7M in 2022, 14.0 M in 2023 and 14.9 M in 2024 (direct programme costs).

The financial planning was established for the first time on an Outcome basis. The country programme volumes were divided into the four Outcomes of the new strategy. The total increase from 2021 to 2024 is a modest 6%, considering the challenging environment.

- **Outcome 1 'Basic Needs in Crisis are Covered'** amounts to CHF 4.9 M in 2021 falling to 4.6 M in 2024. The expenditure on this Outcome will vary greatly from year to year depending on humanitarian needs and funds collected.
- **Outcome 2 'Social, Political and Economic Discrimination is Overcome'** will increase slightly from CHF 10 M in 2021 to 11.2 M in 2024.
- **Outcome 3 'Land and Natural Resources are Sustainably Governed'** will total CHF 6.5 M in 2021 rising to 7.4 M in 2024.
- **Outcome 4 'Supportive Policies and Practices are Implemented'** starts with a budget of CHF 2.7 M in 2021 and will rise to 3.0 M in 2024. This figure includes CHF 1.3 M that constitutes BfA's current programme on policy dialogue and awareness raising, incorporated in the Outcome's spending from 2021 onwards.

Direct related **programme support costs** amount to CHF 5 M in 2021 rising to CHF 5.1 M in 2024 This increase mainly mirrors the inflation rate. There are no plans to significantly increase human resources.

The **administrative costs** of the International Division, including Human Resources, administrative Services and Communication will remain stable at CHF 2.4 to 2.5 M during the reporting period.

Total **costs not financed by the SDC** amount from CHF 3.1 M in 2021 rising to 3.2 M in 2024. This includes marketing, fundraising and the 'church life' component of CC. These costs are not part of the SDC programme contribution calculation.

The **financial planning of the HEKS/EPER International Programme 2021–2024** is detailed in the [Annex 5: Budget of the international programme 2021–2024](#).

Fundraising and Grant Acquisition

HEKS/EPER's fundraising and grant acquisition is meant to secure the financing of its project/programme work and communications, as well as its operational and structural costs. Apart from optimising the use of its traditional funding base such as Swiss-based individual private donors, church base and churches, foundations, or the SDC and Swiss Solidarity, HEKS/EPER seeks to diversify its sources of funding towards international donors to tap into the potential of new sources, making the planned moderate growth possible. In an ever-more competitive environment, HEKS/EPER is consistent in adhering to ethical principles and does not allow donors to restrict independence.

HEKS/EPER's communication division strives for a highly diverse range of donors and stands out from competitors thanks to innovative and creative initiatives that are often combined with components such as raising awareness on international challenges or advocacy activities ([chapter 7](#)). The communication division publicly states the purpose of fundraising drives. Donors can be assured that their contributions will go towards the purpose they specify. In addition to donor retention, HEKS/EPER will increasingly focus on prospecting and winning the support of new foundations to act as funders of our international projects. Starting point will be the Swiss and Liechtenstein markets and, once these markets are sufficiently exploited, efforts will be expanded to other promising contexts. Simultaneously, more efforts will be directed towards fundraising from Swiss local authorities. As an overall goal, HEKS/EPER seeks to diversify its portfolio in this donor segment in order to mitigate the risk of overdependence on a few large foundations, while at the same time increasing the overall funding volume generated from this income stream.

In view of the importance of international bilateral and multilateral donors as key funders of our international work, there will be a stronger focus on targeted communication with a view to higher visibility of HEKS/EPER internationally. The acquisition of grants from bilateral and multilateral donors, such as the SDC, EU and UN agencies, forms an integral part of HEKS/EPER's overall fundraising strategy and remains an important income stream, particularly for projects in fragile contexts, low income countries and for humanitarian operations. Given its growth potential, HEKS/EPER's institutional capacity for grant acquisition will be strengthened. Structurally, the grant acquisition function will remain embedded in the ID in order to ensure the necessary proximity in grant management and operations.

Non-earmarked funding to tap grants

Bilateral and multilateral donors as well as international and local foundations provide grants for the implementation of specific projects and to obtain a clearly defined and measurable set of objectives within the indicated time frame. While most donors allow for a small percentage of overhead costs to be recovered by the implementing agency, a grant rarely covers the full costs of a project. In order to access grants, HEKS/EPER needs a sufficient base of non-earmarked funding to cover core structural costs and provide a certain percentage of co-funding, which is a requirement of most donors. Hence, close coordination with HEKS/EPER's Communication department is critical.

During the previous strategy period, grant acquisition was anchored as a core funding stream in the ID. Relevant guiding and supporting documents were created and clear processes were established along the grant business cycle (opportunity screening, prepositioning, go/no go decision, proposal development). Additional capacity at HHQ level and ID-wide capacity building measures are starting to pay off. HEKS/EPER is participating in an increasing number of competitive calls for proposals with motivated and capable staff at HHQ and CO level. For the 2021–2024 strategy period, HEKS/EPER will build on the acquisition efforts and successes of the previous period, with a focus on the following areas:

- Improved donor relations and visibility through targeted, strategic and systematic donor engagement at HHQ and country level.
- Improved proposal preparedness and quality through training, building skills, fast deployment of (internal and/or external) resources.
- Improved compliance with donor requirements through adjustment of key policies, designation and training of staff responsible for compliance issues.
- Improved grants data analytics through overhaul of the system, in coordination with other departments (Controlling, Finances, Fundraising).

In addition, the following strategic priorities will be pursued and strengthened:

- **Internal coordination with HEKS/EPER Institutional Fundraising team:** To ensure alignment, coordination and synergies, the HEKS/EPER ID grant acquisition team and HEKS/EPER's Institutional Fundraising team will work together closely on various tasks, such as donor prospecting, the exchange of best practices, funding trends and co-funding needs.

- **Working in consortia:** The preference of bilateral and multilateral donors to fund consortia who implement larger-scale projects remains a given. Where possible and relevant, HEKS/EPER will lead or join consortium applications with like-minded partners, e.g. the ACT Alliance network. Private sector actors will also be considered as strategic partners.
- **Innovation:** Bilateral and multilateral donors continue to be interested in funding the piloting, testing or scaling up of innovative practices to tackle development challenges. HEKS/EPER's efforts to foster innovation (see chapter [8.1](#) on innovation) will contribute to accessing funds from these donors.
- **Innovative financing / Inclusive Business:** In certain contexts, such as stable, medium-income countries or emerging economies, HEKS/EPER will explore alternative business models (inclusive business, see chapter [5.2](#)) and innovative, alternative financing opportunities, such as local level fundraising, impact investment, crowdfunding, major donors, etc.).



Palestine/Israel: Enabling access to land for agricultural production.

8.4. Institutional Governance

To ensure the quality, compliance to standards and relevance of its portfolio, HEKS/EPER's ID developed *management policies* (as well as *programmatic approaches and guidelines* to guide its staff, partners and contractors. All relevant documents on 'HEKS/EPER's strategies, policies, guidelines and tools to manage its international programme' are published online: [institutional governance website](#).

HEKS/EPER **management policies** emphasise mandatory principles, regulations and procedures laying down the course of the organisation's actions, streamlining particular processes and providing hands-on tools to allow staff and partners to deliver high-quality adaptive management. They ensure institutional governance covering in particular the topics of corruption, misuse/abuse of power, PSEAH with the associated complaint mechanisms and how HEKS/EPER reports, learns and adapts. Key documents are the **FFAG** (Field Financial and Administration Guidelines) with its annexed *Code of Conduct* and the **PCM** (Project/Programme Cycle Management, see also [8.5](#)).

The **ID controlling and governance unit** strives to keep investments secure via adapted financial and administrative guidelines incorporated into capacity training in countries and with sound risk management and strict and transparent controlling of all financial flows. The unit is in the process of reorganising the tasks. A controller, dedicated to the Humanitarian Aid activities, was hired in 2019. Facing the complexity of IT systems and audit/controlling requirements, HEKS/EPER created the position of a system controller ensuring compliance and coordination within the organisation and towards external stakeholders with a focus on timely financial and controlling reports as well as implementing a BI tool for management.

Audits and standards: Each project costing more than CHF 100,000 per year is subject to a mandatory external audit in the respective countries where HEKS/EPER follows the international audit standards. The consolidated accounts for HEKS/EPER are prepared in accordance with the 'FER 21'⁷² and the 'ZEWO'⁷³ requirements. In addition, there is a special 'Group Audit', through which HEKS/EPER demonstrates accountability towards the SDC. Internal audits at our coordination offices and partner organisations are conducted by the ID's Controlling & Governance unit on a regular basis. External specialists are contracted for a forensic audit if required.

Key tasks of the controlling and governance unit

- **Transparency and preventing corruption:** HEKS/EPER commits itself to using its funds effectively, economically, for the purpose indicated and also to being transparent on how funds are collected. The communication on activities and use of funds has to be transparent, with reference to ZEWO, Swiss GAAP FER21 and Swiss NPO-Codes3 standards. HEKS/EPER is a member of Transparency International.
- **Field Financial and Administration Guidelines (FFAG):** The handbook, introduced in 2017, is in the process of being updated for the first time. Particular attention is being paid to procurement and **good institutional governance** in addition to general accounting and administrative guidelines.
- **Controlling via indicators:** Management based on indicators is also becoming increasingly important at HEKS/EPER. It enables business-related aspects to be clearly presented and makes the targets clear and measurable. Key indicators are used in the management of cost centres and project management.
- **Capacity development in programme countries:** The controlling team regularly visits the individual country offices and selected partner organisations. In addition to an internal audit where compliance with internal guidelines is evaluated, the team also focuses on the training and coaching of local managers in finance and accounting. They represent the 'extended' arm of the controlling unit at HHQ as they are responsible for supporting partner organisations with finance and administration in addition to financial operations in the country offices.
- **Controlling circle:** Many financial processes abroad have interfaces with other areas within HEKS/EPER. In order to improve coordination and communication, a 'controlling circle' has been set up. Participants include the area controllers from the communications and service department as well as the ID controlling unit. This ensures that processes run properly and efficiently throughout HEKS/EPER.
- **Governance policies, processes and regulations** including PSEAH are developed, updated and implementation monitored.

HEKS/EPER has an **institutional governance policy** laid down in its [FFAG and annexed regulations](#) as well as a [code of conduct](#) – the policy contains regulations, standards and agreement templates to which HEKS/EPER, contracted staff, partner organisations and suppliers have to comply with. The policy ensures good institutional governance covering the topics of corruption, misuse/abuse of power and PSEAH with the associated **complaint mechanisms** and how to put the policy into practice as well as how HEKS/EPER reports on and learns from it.

The FFAG, updated in 2017, was and continues to be introduced to the HHQ and country staff with several **capacity development measures**. Teaching materials are accessible to all staff online on the intranet and for partners at the country offices. Procedures and implementation have been and will be disseminated/discussed in workshops in the field and in webinars.

This policy establishes and maintains an administrative management system which facilitates an effective and economic use of the resources available to HEKS/EPER. It fosters an optimal internal control system. HEKS/EPER has a zero-tolerance policy towards any misuse of power with policies and code of conducts explicitly addressing discrimination and bullying, sexual harassment and exploitation, corruption, child protection, and violation of national and international legislation.

⁷² SWISS GAAP ER 21: <https://www.fer.ch/standards/swiss-gaap-fer-21-rechnungslegung-fuer-gemeinnuetzige-nonprofit-organisationen/>

⁷³ ZEWO: <https://www.zewo.ch/en/>

A special emphasis lies on including **PSEAH** ([Preventing Sexual Exploitation, Abuse and Harassment](#)) in our policies and governance structure.

Being accountable (see next page) to donors and project participants, HEKS/EPER transparently publishes its success and failures, its learnings and steering decisions as laid down its [Transparency Code](#), which is evaluated annually. Since 2017, HEKS/EPER has also been a member of [Transparency International](#).

A **whistle-blowing reporting system** has been set up and in each country office, an **anti-corruption/PSEAH officer** has been appointed. This officer's main task is to build up capacity in the country office and within the partner organisations to implement the HEKS/EPER good governance policy. In these internal whistle-blower centres, employees, partners and project participants can address and submit their feedback and complaints. These are investigated within a professional framework and, if the suspicion is confirmed, sanctioned consistently.

The whistle-blowing reporting system has proven to be effective in several cases, allowing HEKS/EPER to take appropriate measures to fight fraud and to deal with misuse of power. Joint learning on governance/PSEAH with the SDC, other INGOs and thematic experts will be even strengthened in the next phase; HEKS/EPER has contracted an external PSEAH expert to consult and assess HEKS/EPER. HEKS/EPER has committed itself to further improving the application of its institutional standards and policies on accountability, transparency and institutional governance/PSEAH to oppose any misuse of power and to promote effective work. Therefore, HEKS/EPER is a full member at the [Core Humanitarian Standards](#) (CHS) Alliance. HEKS/EPER will also continue to report on PSEAH according to the SDC's demands (see logframe below).

SDC's outcome/Outputs and indicators on PSEAH

Outcome: Together with SDC and other institutional partners, HEKS/EPPER exchanges and assures coherent and consistent standards for the Prevention of Sexual Exploitation and Abuse (PSEAH) and functioning compliance mechanisms for a protected reporting and independent treatment of cases of inappropriate behaviour.

Indicator: Standards and functioning compliance mechanisms exist.
Type and effectiveness of collaborations between institutional partners in the field of PSEAH.

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

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

Output 2.3: Availability of didactic material (Good Governance toolbox, recommendation checklists). Workshops for inclusion of PSEAH with focus of target group protection (complaint mechanisms, mainstreaming).

Mutual accountability

Governance online

To learn more about HEKS/EPER ID's institutional governance including all management and programme strategies, policies, guidelines, reports, thematic fact-sheets as well as evaluations and promising practices, visit the **public website**:
https://en.heks.ch/Institutional_Governance.

Working closely and in a trustworthy manner with the people, communities as well as the local partner organisations for over sixty years, HEKS/EPER views mutual accountability as something that is non-negotiable. HEKS/EPER has always been well aware of the potential power imbalance between communities and project implementing agencies and deplores the fact that standard reporting mechanisms still tend to emphasise accountability towards the funding agency. To counteract the inherent loss of say by the people and communities concerned, HEKS/EPER has therefore been testing and applying different accountability tools at all levels. In the course of professionalisation and with the standardisation of HEKS/EPER's PCM-guidelines, mutual accountability has become mandatory in all its interventions.

HEKS/EPER shares the definition used by the Core Humanitarian Standards, that accountability is 'the process of using power responsibly, taking account of, and being held accountable by, different stakeholders, and primarily those who are affected by the exercise of such power.'⁷⁴ Mutual accountability aims to improve the project's effectiveness, relevance and progress, it aims to strengthen communities' empowerment and to provide full transparency through the following measures:

⁷⁴ <https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdf>

- Making governance policies and tools available.
- Building staff competencies for accountable programming.
- Sharing regular, timely and standardised information.
- Promoting participation throughout the entire project/programme cycle.
- Seeking feedback proactively and handling complaints.
- Giving a voice to all stakeholders involved when monitoring, evaluating and learning.

In 2014, several Asian coordination offices served as front runners in testing and implementing various mutual accountability tools. Based on an in-depth accountability assessment at all levels, three country programmes introduced or improved, amongst others components, the participatory planning, monitoring and evaluation of projects with the people concerned, communication and transparency, the complaint mechanisms, the identification of project staff members and a whistle-blowing mechanism.

For HEKS/EPER, it goes without saying that sustainable impact can only be achieved through a relationship of trust with and active participation by the people and communities for which a mutual accountability framework is beneficial.

In addition, through all stages of humanitarian interventions (Outcome 1) HEKS/EPER remains accountable towards the project participants from the assessment stage through to the implementation phase. HEKS/EPER not only measures its achievements in terms of cost effectiveness but also puts a strong emphasis on following up on whether or not the services provided really meet the needs of the affected population. Establishing solid and transparent feedback mechanisms for people right from the start to the end of all phases is a crucial part of HEKS/EPER's humanitarian work to ensure this accountability.

Output and indicators on mutual accountability

Output: HEKS/EPER complies to CHS standards and ensures accountability to 'people & communities', staff, donors and public in 6 domains: governance policies/tools available, information shared, participation ensured, feedback & complaints handled, staff qualified and sensitized, and MEL system applied.

Indicator 1. Assessments of 6 accountability domains on national and global level along a 5-level-score (scale 1-5).

Target 1: Average score of all assessed countries in 2021: 3 / 2022: 3.5 / 2023: 4 / 2024: 4.

Indicator 2: Yearly CHS assessment of 4 projects in at least 2 countries.

Target 2: Average score (scale 1-4) of CHS assessment in 2021: 2.5 / 2022: 2.75 / 2023: 3 / 2024: 3.

8.5. Monitoring, Evaluation, Learning and Steering

Since the context of international cooperation is very complex and dynamic, it is a challenge to plan and implement relevant and effective projects, and even more to prove progress, impact and effectiveness, as well as to draw the right lessons learnt and make the right steering decisions. To face this challenge, HEKS/EPER relies on a global MEL system. It includes sound processes according to its [Project/Programme Cycle Management Manual \(PCM\)](#) for planning, operationalisation, monitoring and evaluation of projects and programmes, a digital key indicators system (HEKS/EPER key indicators, HKI) for **global performance assessment**, and established knowledge sharing and learning spaces and tools for **evidence-based steering decisions**. The PCM sets clear responsibilities, timings and requirements on all level.

In order to ensure the relevance, achievement and effectiveness of our work, HEKS/EPER uses the principles of **adaptive management**. HEKS/EPER has clearly defined intervention lines and objectives at global, country and project level. Projects and programmes **plan** interventions based on risk-informed, gender-sensitive context analysis and internal as external evidence. The MEL unit is also involved in the **project/programme approval process (PAP)** to ensure the quality of proposals with emphasis on logframes, indicators and monitoring plans to set forth how we follow-up on projects and programmes collecting and analysing quantitative and qualitative data.

During **implementation**, it is paramount to stay flexible and therefore to always be observing, analysing, learning and adapting strategies and activities to the changing complex context to ensure progress and impact. HEKS/EPER collects qualitative and quantitative information (through tools such as a digital key

indicators system) according to the [MEL planning template \(proposal Annex 3\)](#) on observation fields (risks/assumptions) and on objectives with defined indicators and targets at project, country and global level, and documentation and analyses it.

HEKS/EPER's transparent **reports** serve **mutual accountability** towards donors, project participants and the public by documenting evidence for progress, effectiveness and sustainability. Reporting includes annual reports at project, country and global level as well as annual thematic factsheets. All annual reports/factsheets are considered as processes for **learning4steering** and follow a compulsory [reporting template with a specific logframe follow-up matrix \(Annex B\)](#). Thanks to this annual review, HEKS/EPER and its partners are adapting strategies and activities to further benefit the people and communities in the projects. Moreover, the [learning cycles](#) of HEKS/EPER promotes constant learning, whenever it occurs, to be included in steering decisions.

After several years of implementation, internal and external teams of specialists carry out **evaluations** or comprehensive scientific **impact assessments** of relevant key projects, programmes, topics or approaches to examine their relevance, effectiveness, efficiency, sustainability and impact over several years. HEKS/EPER has its specific [evaluation policy](#) as well as [impact assessment policy](#), designed to give guidance on its execution and then to understand what led to changes and the contribution/attribution of HEKS/EPER. Evaluation and impact assessment reports, policy briefs and management responses are published, and evidence is included in the next phase or in interventions in other contexts if appropriate.

Each project/programme allocates approximately 8% of its financial resources to MEL/PCM, which is coordinated by a MEL focal point in each country office. At HHQ, 2.9 FTEs are allocated to the MEL unit and CHF 380,000 are invested in MEL support, implementation and digital data collection, as well as capacity building in the countries. The task of the HHQ's MEL unit is the maintenance, innovative development and quality assurance of the MEL system. This includes the necessary **MEL capacity building** for staff and partners through workshops at HHQ and in the countries, a set of e-learning courses, webinars and bilateral coaching, as well as through a **permanent MEL helpdesk**. In addition, the MEL unit supports digital data collection and analysis, coordinates impact assessments and ensures the quality of evaluations. MEL promotes peer-to-peer learning within and between countries.

To increase its own **relevance** and to be **acknowledged** internally and externally as a professional organisation, the MEL unit interacts or promotes exchanges with other organisations, research institutes, private sector and the SDC on MEL issues. Furthermore, the MEL unit is responsible for producing and disseminating articles and studies – alone or jointly with other NGOs or research institutes.

Main elements of HEKS/EPER's global MEL system

Key indicators & digital data

In 2018, HEKS/EPER's **digital data collection and analysis tool** for global **performance assessment** was fully implemented for development projects. Qualitative and quantitative data for key indicators and standardised pre-defined questionnaires are collected directly from project participants. The customised online platform (hekskeyindicators.org) enables aggregation and analysis, and supports well-informed steering decisions.

PCM & monitoring

HEKS/EPER applies a **global monitoring system** building on quantitative and qualitative info at project, country programme and global level. HEKS/EPER monitors the set Outcomes/Outputs, observation fields (risks/assumptions) and intervention logic according to defined indicators/annual and phase targets, documents results/learnings and derives steering decisions from these.

Evaluations & impact assessments

Through external experts, **HEKS/EPER evaluates** its works according to specific criteria, such as relevance, effectiveness, efficiency, sustainability or impact. For strategically relevant projects, HEKS/EPER undertakes scientific **impact assessments** to analyse the causal contribution of projects to the intended change.

Knowledge sharing & learning

HEKS/EPER strives to be a **learning organisation** that permanently strengthens individual and team capacity and skills through platforms, e-learning, training, incorporating external expertise, and spaces for reflection, joint analysis, sharing knowledge and identifying promising practices. Knowledge sharing enhances innovation, best possible steering decisions and increases the flexibility, relevance and effectiveness of projects, approaches and strategies.

8.6. Management Objectives and Institutional Indicators

Enabling management that works towards a relevant and effective HIP requires commitment, strategies, policies, processes and tools, as well as monitoring of set objective with meaningful indicators, see *table below*.

The full indicators on **PSEAH** and **Mutual Accountability** are in the respective chapter [8.4](#) above.

Objectives	Indicators
HEKS/EPER ID implements its programmes efficiently and effectively	<ul style="list-style-type: none"> • Ratio of financial volume HHQ vs programmes • Average financial volume per programme/project • # of implementing partners/units/offices • Amount of funds secured for local partners through joint grant acquisition/fundraising, backstopping proposal writing, donor engagement
International programme is financed sustainably	<ul style="list-style-type: none"> • Degree of diversification of funding sources • % of increase of funding for HIP
HEKS/EPER country or regional offices have increased programming and decision-making power	<ul style="list-style-type: none"> • Degree of strategic and operational authority, responsibility and accountability transferred from HQ to CO • Degree of financial responsibility from HHQ to CO
HEKS/EPER has a gender-balanced Ratio of Staff & Management	<ul style="list-style-type: none"> • Gender ratio within HEKS/EPER ID (HHQ & CO) on staff & management level • Actions taken achieving ratio (qualitative)
HEKS/EPER fosters programmatic and institutional innovation	<ul style="list-style-type: none"> • # of innovative initiatives on programmatic and institutional level observed
HEKS/EPER applies a stronger nexus approach	<ul style="list-style-type: none"> • # of joint/shared analysis, assessments and project/programme planning, where DC & HA units operate in the same geographic area • # of nexus projects implemented, well documented and serve as models
HEKS/EPER & partners cooperate with research institutes and experts to promote ToC	<ul style="list-style-type: none"> • # of ongoing cooperation with research institutes, thematic experts/networks, & publications produced; collected by CO on project and country level & by HHQ on Swiss and international level
HEKS/EPER quality standards of PCM are met	<ul style="list-style-type: none"> • % of final evaluation reports that meet the HEKS/EPER Quality Standards of Evaluations (at least 60 of 100 points of quality of evidence checklist) • % of proposals that meet the HEKS/EPER Quality Standards (context analysis, Logframe, MEL plan (at least 60 of 100 points of quality of proposals checklist) • % of Country Annual Reports that meet the HEKS/EPER Reporting Standard; <i>documenting results, analysis and steering decisions</i> (at least 60 of 100 points of Quality of Reporting Checklist)

HEKS/EPER's management objectives and institutional indicators of the HIP 2021–2024.

(Baseline and target will be drawn up during the course of 2020.)



Cambodia: pepper production.



DR Congo: protecting the field with hay.



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HEKS/EPER is a member of

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 **CHS Alliance**

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Annexes


A) Global Results Framework



HEKS/EPER's global vision							
HEKS/EPER operates towards more equitable, peaceful and resilient societies to facilitate systemic change in land and natural resources governance and to overcome social, political and economic discrimination. In crises, it covers basic needs.							
Theory of change	HEKS/EPER Key Indicators ⁷⁵	Baseline	Target Values				Assumptions & Risks
			2021	2022	2023	2024	
Outcome 1: Basic Needs in Crises are Covered 	% of individuals reporting to be satisfied with provided assistance; <i>disaggregated by sex & type of assistance (shelter, WASH, etc.)</i>	No baseline needed as asking for change	70%	70%	70%	70%	Risks: Second-wave crisis (e.g. political instability following a natural disaster, aftershocks following an earthquake, etc.) occurs and hinders implementation. Inflation occurs following the crisis. Assumption: Local markets are still functioning following the crisis, and a reliable system of payment is available.
	% of individuals stating a positive change in their income; <i>disaggregated by sex, identity group and age</i>	No baseline needed as asking for change	60%	60%	60%	60%	
	% and amount of funds invested in cash programming (multipurpose and restricted) of total costs; <i>disaggregated by sector (WASH, livelihood, waste management, rehabilitation, NFI, food, shelter, others)</i>	20%	20%	30%	40%	40%	





⁷⁵ For all HEKS/EPER Key Indicators, means of verifications are digitally collected qualitative and quantitative data from project participants, which is collected through harmonized and pre-defined questionnaires. The customized online platform (hekskeyindicators.org) enables aggregation, analysis, and supports well-informed steering decisions.

Output 1.1: Livelihoods and Infrastructure are Restored	# of permanent housing reaching # of individuals						Risk: Second-wave crisis (e.g. political instability following a natural disaster, aftershocks following an earthquake, etc.) occurs and hinders implementation. Assumptions: Continued interest and financial resources from donors. Continued access to beneficiaries.
	Amount of funds invested in livelihood assets reaching # of individuals						
	# of constructed/rehabilitated public facilities reaching # of individuals						
	# of km of traffic infrastructure serving # of individuals						
Output 1.2: Means for Basic Needs are Provided	# of individuals with access to safe drinking water according to sphere standards						
	% of households storing drinking water in clean and covered containers; <i>disaggregated by sex and identity group</i>						
	# of sanitary facilities reaching # of individuals						
	# of individuals benefiting from hygiene and waste management activities						
	# of emergency or transitional shelters reaching # of individuals						
	Amount of funds invested in food support reaching # of individuals						
	Amount of funds invested in NFI reaching # of individuals						
Amount of funds invested and # of individuals reached with multipurpose cash							
Outcome 2: Social, Political and Economic Discrimination is Overcome 	% of individuals stating a positive change towards non-discrimination and equal rights; <i>disaggregated by sex, identity group and age</i>	No baseline as asking for change	20%	20%	20%	20%	Risks: Political and macroeconomic instability in programme countries. Lack of political will/ financial resources of duty-bearers to tackle discrimination and promote equal rights.
	% of individuals stating a positive change in their income; <i>disaggregated by sex, identity group and age</i>	No baseline as asking for change	50%	50%	55%	55%	
	% of vulnerable people reporting effective participation in decision-making bodies; <i>disaggregated by sex, identity group and age</i>	40% (based on results from 2018/2019)	70% actively participate in meetings 50% stating moderate /high influence on decision	70% actively participate in meetings 50% stating moderate /high influence on decision	70% actively participate in meetings 50% stating moderate /high influence on decision	70% actively participate in meetings 50% stating moderate /high influence on decision	

<p>Output 2.1: Intra- and Intergroup Relations are Improved</p>	<p># of individuals reached through knowledge-sharing/capacity building initiatives; <i>disaggregated by sex, identity group & type of training (conflict transformation, human rights, conflict sensitivity, gender, climate and disaster resilience, markets/value chains, jobs, etc.)</i></p> <p># of joint practical actions (diapraxis) aiming to overcome grievances between two or more identity groups</p> <p># and quality of own initiatives striving for equality and non-violence; <i>disaggregated by trigger (own initiatives, HEKS/EPER, others)</i>.</p> <p>Degree of self-perceived security; <i>disaggregated by sex and identity group</i></p>		<p>Risk: political tensions reflecting deeply felt divisions between different groups and between civil society and the state escalate.</p> <p>Assumption: If groups of conflicting societies work together on issues of mutual interest, then they will learn to cooperate, and through cooperation develop increase trust and positive relations.</p>
<p>Output 2.2: People & Communities Participate in and Influence Market Systems</p>	<p>Observed changes in structure and dynamics of market systems which enhanced economic inclusion</p> <p># of individuals newly employed, self-employed or job formalized, <i>disaggregated by sex and identity group</i></p> <p># of individuals reached through knowledge-sharing/capacity building initiatives; <i>disaggregated by sex, identity group & type of training (conflict transformation, human rights, conflict sensitivity, gender, climate and disaster resilience, markets/value chains, jobs, etc.)</i></p>		<p>Assumption: If people and communities take up and shape facilitated economic opportunities in a sustainable way this contributes to their non-discrimination and participation in society.</p>
<p>Output 2.3: Systemic Access to Services is Secured</p>	<p># of individuals with access to basic services; <i>disaggregated by type of service, sex & identity group</i></p> <p># of individuals reached through knowledge-sharing/capacity building initiatives; <i>disaggregated by sex, identity group & type of training (conflict transformation, human rights, conflict sensitivity, gender, climate and disaster resilience, markets/value chains, jobs, etc.)</i></p>		<p>Assumption: If the access to services for excluded groups is improved in a systemic, sustainable way, this contributes to non-discrimination and participation in society for all.</p>

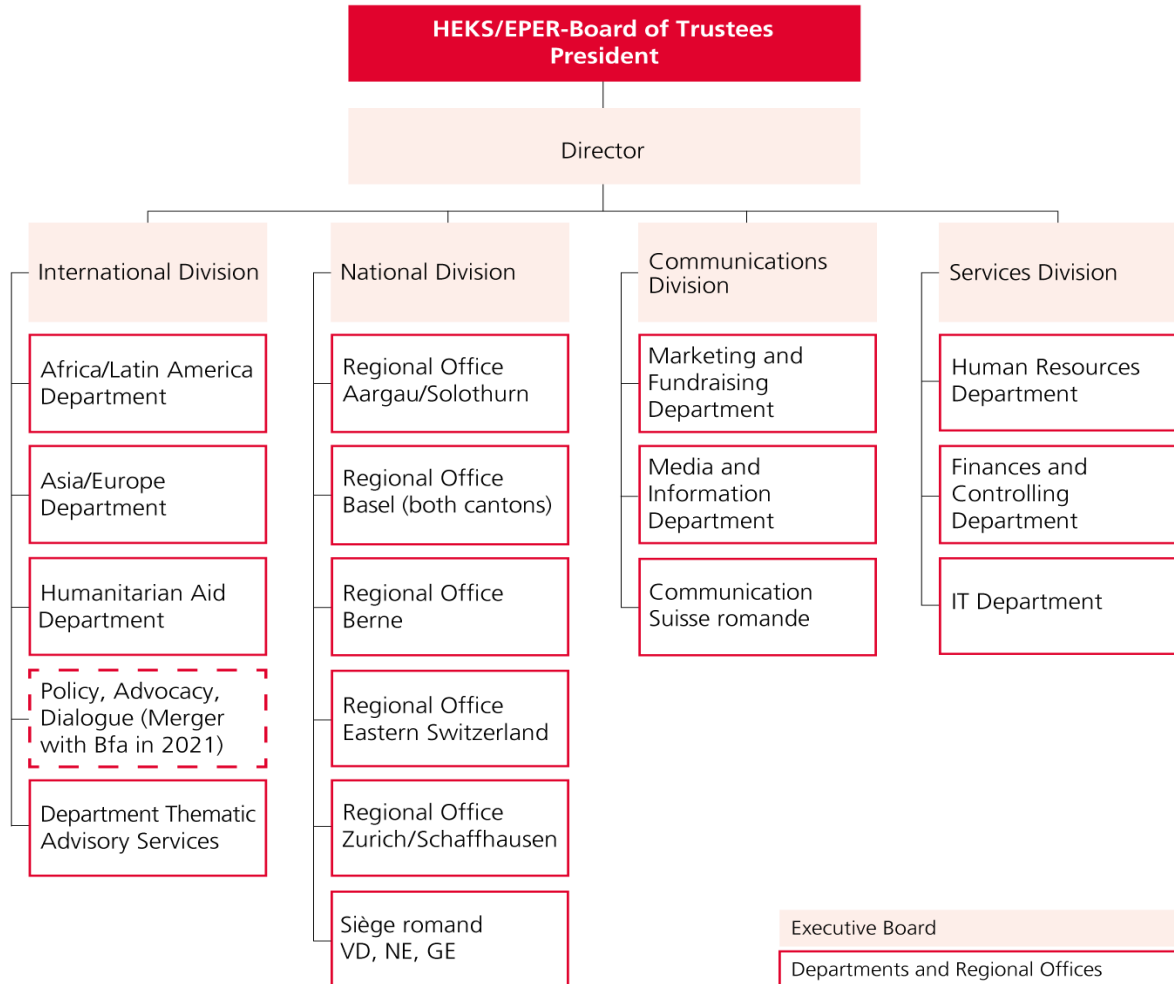
Outcome 3: Land and Natural Resources are Sustainably Governed 	# of hectares of land to which # of individuals have newly secured access; <i>disaggregated by type & status of access, sex & identity group</i>	0 individuals 0 hectares	50'000 individuals 20'000 hectares	50'000 individuals 20'000 hectares	50'000 individuals 20'000 hectares	50'000 individuals 20'000 hectares	Risks: Political repression hinders the emerging of sustainable governance systems. Environmental degradation and impacts of climate change and disaster risks hinder the emergence and exertion of sustainable governance systems.
	% of households/individuals adopting sustainable environmental management practices	To be defined	45%	50%	55%	55%	
Output 3.1: Secured Access to and Sustainable Management of Land, Water and Natural Resources	# of people with access to (drinking) water; <i>disaggregated by sex & type water use</i>						Assumption: If access to territories and natural resources for local and traditional communities is secured, they are able to govern the territory in a way that ecosystem services are sustained, and human well-being is ensured.
	% of farmers (households) applying agroecological production practices						
Output 3.2: Climate and Disaster Resilience is Increased	% of households/individuals engaging in multiple occupations/in diversified income portfolios						
	# of individuals reached through knowledge-sharing/capacity building initiatives; <i>disaggregated by sex, identity group & type of training (conflict transformation, human rights, conflict sensitivity, gender, climate and disaster resilience, markets/value chains, jobs, etc.)</i>						

<p>Outcome 4: Supportive Policies and Practices are Implemented</p> 	<p>Progress towards the creation or reform of institutions and policies which support inclusion, access to and control over land/resources, and the enactment of equal / human rights; <i>and # of individuals and type of identity group who profit</i></p> <p># and status of new official claims reflecting the interests of # of individuals, <i>disaggregated by sex</i></p>	<p>No baseline as indicator asks for progress</p> <p>0</p>	<p>Qualitative information on progress and type of reform</p> <p>300 claims, of which 15% accepted 80'000 individuals</p>	<p>Qualitative information on progress and type of reform</p> <p>300 claims, of which 15% accepted 100'000 individuals</p>	<p>Qualitative information on progress and type of reform</p> <p>300 claims, of which 15% accepted 120'000 individuals</p>	<p>Qualitative information on progress and type of reform</p> <p>300 claims, of which 15% accepted 120'000 individuals</p>	<p>Risk: Elites and government representatives misuse their power and intimidate and threaten civil society and HRD in order to advance their own personal deals. Lower level government staff and the wider public is intimidated and reluctant to support the reform towards justice.</p>
<p>Output 4.1: Duty-Bearers take Responsibility to Fulfil Their Obligations</p>	<p># and type of legal action and other (complaints) mechanisms to make state or private actors accountable for the enactment of human rights</p> <p>Degree of cooperation between government/duty-bearers and civil society/disenfranchised groups</p> <p># and type of new laws and regulations that oblige governments / duty-bearers to respect rights of civil society / disenfranchised groups.</p> <p># of individuals reached through knowledge-sharing/capacity building initiatives; <i>disaggregated by sex, identity group & type of training (conflict transformation, human rights, conflict sensitivity, gender, climate and disaster resilience, markets/value chains, jobs, etc.)</i></p>						<p>Assumption: Good evidence on HR violations and its broad dissemination alter public discourse and the readiness of duty-bearers to stick to national and or international law. In more fragile or authoritarian states dialogue towards identifying the win-win of implementing HR or external advocacy enhances opportunities towards change. Building & institutionalising relationships to duty-bearers and the identification of joint aims motivates duty-bearers to take up action. Knowledge on HR further strengthens their readiness to fulfil.</p>
<p>Output 4.2: People and Communities Claim Their Rights</p>	<p># of individuals reached through sensitization and mobilization on rights of communities and individuals, <i>disaggregated by type of mobilization (regional, national networks, community led, partner-led, media work)</i></p>						<p>The knowledge about rights, collaboration in networks with like-minded rights-holders as well as vertical linkages to duty-bearers motivate vulnerable to claim the fulfilment of rights.</p>
<p>Cross-cutting Issues</p>							
<p>Strengthening Civil Society</p> 	<p># and status of official claims reflecting the interests of # of individuals, <i>disaggregated by sex</i></p> <p>Degree of cooperation between government/duty-bearers and civil society/vulnerable groups</p>						

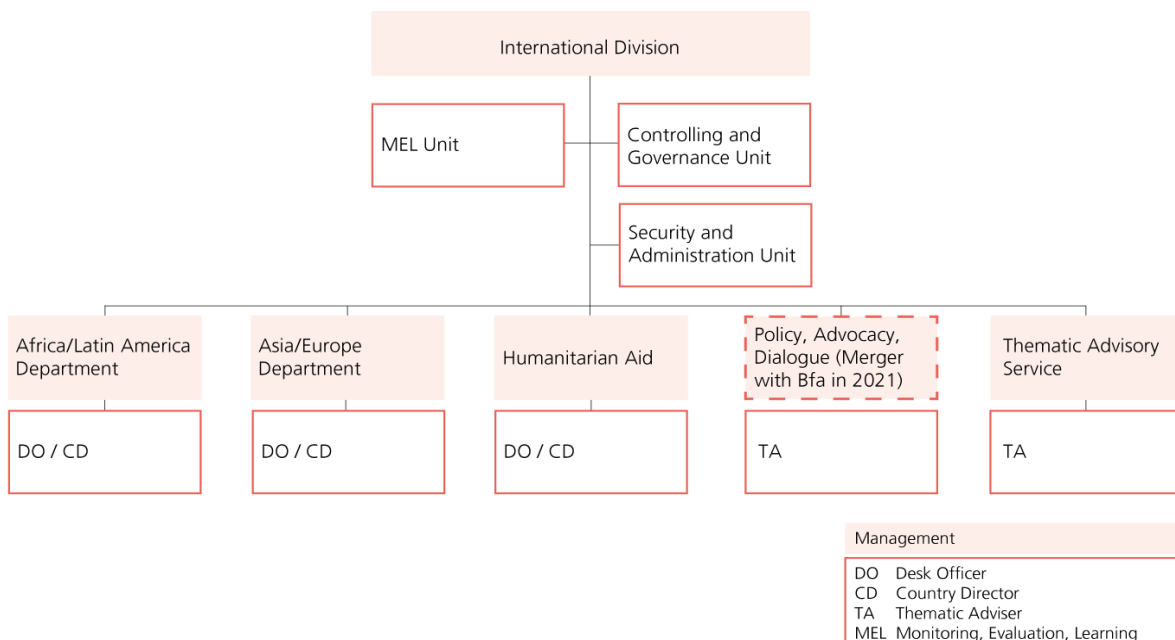
	# and quality of own initiatives striving for equality and non-violence <i>disaggregated by trigger (own initiative, by HEKS/EPER, others)</i>		
Gender & Diversity  	% of women reporting effective participation in decision-making bodies, <i>disaggregated by identity group</i>		
	Indicators disaggregated by sex, identity group and age		
	% of programmes/projects with participatory gender assessments matching quality standards		
Conflict Sensitivity  	% of projects explicitly addressing drivers of conflict and fragility		
	% of programmes/projects with participatory CS assessments matching quality standards		
	# of individuals reached through knowledge-sharing/capacity building initiatives; <i>disaggregated by sex, identity group & type of training (conflict transformation, human rights, conflict sensitivity, gender, climate and disaster resilience, markets/value chains, jobs, etc.)</i>		

B) Organisational Charts

HEKS/EPER Switzerland & International



HEKS/EPER International Division



C) Context of International Cooperation

C1) Context-related analysis relevant to HEKS/EPER's activities

In 2019 as starting point for the elaboration of the coming 2021-2024 HIP phase, HEKS/EPER analysed current and future trends relevant to International Cooperation and thus HEKS/EPER's future engagement. Key topics such as human security, equal rights, prosperity or the climate and environmental crisis are challenges which are cross-border and require internationally coordinated commitments. In order to answer to these challenges appropriately and play a relevant role in a world that is increasingly complex and multi-polar, HEKS/EPER continuously reflects on the international context, especially on how to contribute to the [Agenda 2030](#) and its main pledge of '**leaving no one behind**' (LNOB), and adapts its strategy accordingly.

The '**global sustainable development report**' introduced in September 2019⁷⁶ finds that the current development model is not sustainable, and that progress made in the last two decades is in danger of being reversed through **worsening social inequalities** and **potentially irreversible declines in the natural environment** that sustains us. The scientists concluded that a far more optimistic future is still attainable, but only by drastically changing development policies, incentives, and actions. They include a call to action that identify objectives for multi-stakeholder collaborative activities. In order to ensure that progress towards achieving the 2030 Agenda gets on-track, it is important that today's analysis feeds into strategic planning and action. Through the adoption of a systemic approach, the new HEKS/EPER International Programme (HIP) is meant to contribute to the collective struggle of putting the dots together towards a multi stakeholder implementation of the sustainable development goals and embraces an understanding of the interconnections between the individual SDGs and the ways to manage resulting synergies and trade-offs.

An in-depth context analysis which has been elaborated by HEKS/EPER international department based on latest scientific analysis has been the starting point of the strategic planning towards the new HIP phase 2021-2024. The analysis can be subsumed in seven overarching trends and challenges to which HEKS/EPER responds in its theory of change and approaches chosen:

- 1) Deteriorating governance and shrinking space for civil society:** 4% of the world's population currently lives in countries where they are free to express their opinion, to assemble, and enjoy access to a free press. The shift in power dynamics, rising authoritarianism, nationalism and neoliberalism promotes the current trend of a decline in fundamental civil rights and closing of civic space for actors in the liberal, human rights tradition observed across the world.
HEKS/EPER responds with **Outcome 2** 'Overcoming discrimination' ([4.2](#)), **Outcome 4** 'Supportive Policies & Practices' ([4.4](#)) / **Approaches** HRBA, Strengthening Civil Society ([5.1](#)).
- 2) Raising inequalities and discrimination:** More than 75% of households live in societies where income is more unequally distributed. Inequality with respect to the fulfilment of fundamental rights, discrimination and absolute economic inequality are on the rise and remain a key obstacle to enhancing sustainable livelihood opportunities. Women are more affected by poverty, violence, discrimination and by the lack of access to land and resources. Women and girls experience multiple forms of discrimination based on gender and other inequalities and are the ones furthest left behind.
Outcome 2 'Overcoming discrimination' ([4.2](#)), **Outcome 3** 'Land governance' [4.3](#), and **Outcome 1** 'Covering Basic Needs' [4.1](#) / **Approaches** HRBA, Gender & Diversity, Strengthening Civil Society ([5.1](#)).
- 3) Climate and environmental crisis and the importance of sustainable land governance:** Land and natural resources rights are increasingly disputed due to environmental stresses and degradation, impacts of climate change, demographic pressure and land grabbing. Global temperatures are raising and are leading to more extreme heat waves, heavy precipitation, intense and frequent droughts. Securing tenure rights for indigenous and local community lands is one of the answers both to climate change mitigation and adaptation.
Outcome 3 'Land governance' ([4.3](#)), **Output 3.2** 'Resilience' ([4.5](#)), and **Outcome 4** 'Supportive Policies & Practices' ([4.4](#)).

⁷⁶ The future is now. Science for achieving sustainable development. 2019.
<https://sustainabledevelopment.un.org/globalreport2019>

- 4) Economic growth and private sector:** Globalisation and technological progress have led to economic growth, but also exacerbated inequality. Inclusive growth depends on the existence of accountable institutions that prevent narrow vested interests from capturing economic benefits at the expense of the broader society and in particular vulnerable groups.
Outcome 2 'Overcoming discrimination' [\(4.2\)](#), **Outcome 4** 'Supportive Policies & Practices' [\(4.4\)](#) / Approach 'Inclusive Market Systems' [\(5.2\)](#).
- 5) Fragility, complexity and protracted humanitarian crises:** There is a high likelihood that by 2030 more than 80% of the world poorest will live in fragile contexts. The thirty-year trend of decreasing wars has been reversed since 2010; since then there has been an increase in the number of terrorist attacks, war deaths and violent expulsions.
Outcome 2 'Overcoming discrimination' [\(4.2\)](#), **Outcome 1** 'Covering Basic Needs' [4.1](#) / Approaches Conflict Sensitivity, HRBA, Strengthening Civil Society [\(5.1\)](#); Conflict Transformation [\(5.2\)](#); Nexus [\(3.2\)](#).
- 6) Demography, mobility and migration:** The world's forcibly displaced population is at a record high with a global population of 70.8 million being forcibly displaced people as a result of persecution, conflict, violence, or human rights violations by the end of 2018.
Outcome 2 'Overcoming discrimination' [\(4.2\)](#), **Outcome 4** 'Supportive Policies & Practices' [\(4.4\)](#), and **Outcome 1** 'Covering Basic Needs' [4.1](#) / Approach Nexus [3.2](#), Conflict Transformation [\(5.2\)](#).
- 7) Digital technology and media use:** Rapid development within technology, including the rise of social media, means that the world is connected as never before. Social media are playing both a positive and negative role in social cohesion, conflict dynamics, and broader social issues. HEKS/EPER increasingly explores the use of ICT in awareness raising, providing facts, combatting hate speech campaigning and embraces a communication for development approach and applies proficient digital mail system.
Outcome 2 'Overcoming discrimination' [\(4.2\)](#), Management [\(8.1\)](#), and MEL [\(8.5\)](#).

1) Deteriorating Governance and shrinking space for civil society

For years now we have been witnessing a decline in fundamental civil rights across the world: freedom of expression, freedom of assembly and press freedom, for example, are becoming ever more restricted in many countries. Major emerging economies such as China and India have provided a blueprint for a 'top-down' approach to economic development, one that fails to take the population on board and displays scant regard for the environment. Emulating their example, also smaller and poorer developing countries are today increasingly allowing themselves to reject demands for civil and political rights. In contrast to the early 1990s, only 4% of the world's population currently lives in countries where they are free to express their opinion, to assemble, and enjoy access to a free press. Civil rights are being restricted or suppressed in 109 countries around the world.⁷⁷

Civic space is changing in terms of who participates and how

Civic space is closing for actors in the liberal, human rights tradition, but widened for right wing, extremist and traditionalist groups. The growth of digital space has reshaped the civic space for all actors and helped the unruly protest movements who are taking up more space to mobilize. Despite the many justifications for new legal, political, and other restrictions on civil society, each shares a common aim: for political elites to increase their own control on power, whether that is to retain a predatory hold on lucrative office, defend national sovereignty against foreign values, or push through 'developmental' agendas that violate political and civil rights in the pursuit of growth. **Conflicts over the use of natural resources and land have been found to be key reasons why civic space is restricted.** How political elites seek to balance power, and the 'fit' between civil society, state and market in the overall process of development, will determine the implications for development.

⁷⁷ Bread for the World & CIVICUS (2019). Atlas der Zivilgesellschaft 2019).

Impacts of civic space on the SDGs

Development needs of civil the society – key findings

- I. The shrinking space of civil society hinders social and - economic development and hinders achievement of the Sustainable Development Goals (SDGs).
- II. Restrictions on civic space prevent Civil Society Organizations (CSOs) from engaging in policy formulation, monitoring rights, raising awareness, championing the voices of vulnerable populations, and from building partnerships.
- III. When civic space is limited, development risks excluding voices and increasing social distrust. Ultimately, this increases inequalities and makes development less sustainable.
- IV. Civic space is essential to provide transparent and verifiable information. If objective data is absent due to shrinking civic space, trust in official data and political performance is likely to decrease.
- V. Weakening of civil society may increase a permissive culture of corruption among elite groups without sufficient checks and balances. Not only could this erode trust in governance, but it could also trigger significant economic, food and political crises.
- VI. Overemphasis on huge infrastructure projects and economic growth increasingly competes with the discourse of inclusion and thereby puts the key SDG principle of 'leaving no one behind' at risk.

In the frame of its engagement for CSO space HEKS/EPER, since 2009, elaborated three studies⁷⁸ examining the dimension of shrinking space, developing recommendations to protect and expand space as well as creating evidence on the vital role of CSO in achieving the sustainable development goals. Examples show how civil society has positively contributed to the achievement of sustainable development goals in the past, and how restrictions on civic space have already affected and are likely to further impact adversely on SDG 1; 2; 5; 8; 10; 11; 15 and 16. The report concludes: civic space is a pre-condition for SDG progress and 'leaving no one behind'. Without a fully engaged civil society, the SDGs are bound to fail. Most governments have strong incentives to demonstrate that they are making substantial progress in their development goals. Their legitimacy depends on that performance. For this reason, Governments have numerous instrumental or pragmatic reasons for promoting civic space: External scrutiny by social actors and independent analysis is essential for highlighting the impacts of economic and social trends and for identifying groups at risk of being left behind or adversely affected by policies. Civil society participation in the design, monitor-

ing, and evaluation of public policy is thus of vital importance. Without civil society activism, policies may go unchecked, with no available avenues for potential alternatives to be raised. Policies developed in open and transparent spaces are potentially better policies. Citizens – in particular vulnerable groups – must be able to hold the providers of basic public services accountable for equitable delivery of services such as education, health, water and sanitation, housing, safety and justice. Governments routinely struggle to improve the quality of public services but shrinking and closing civic space and violating fundamental freedoms excludes citizens from addressing challenges in the delivery of basic public services. The 'leave no one behind' principle commits governments to reaching the most vulnerable populations. Their voices must be heard, and their active participation as agents of change needs to be promoted. Clamping down on information-sharing and scrutiny of public affairs has counter-productive effects, as public trust is undermined when governments control the flow of information. In the absence of independent scrutiny and analysis of official statistics, methodologies and sources, public experts and development partners are often suspicious of official data.

Changing global governance systems – from nationalist values to aid architecture

The changing global governance system is well visible in the populist 'roar' and national-interest first movement, with its attendant anti-globalisation, anti-foreigner, anti-aid and anti-multilateral connotations. The influence of China on the global level has become well visible during field research on the role and function of civic space towards achieving the sustainable development goals. In some cases, it is arguably the case that legitimating norms have shifted from Western liberal and human rights values to values

⁷⁸ ACT alliance (2011), Shrinking political space of civil society action.

<http://www.icnl.org/research/resources/regional/shrinking-political-space-of-civil-society-action.pdf>

ACT alliance (2015) Space for civil society - How to protect and expand an enabling environment.

<https://actalliance.org/publications/space-for-civil-society-how-to-protect-and-expand-an-enabling-environment/>

ACT alliance, IDS (2019) Development needs civil society - the implications of civic space for the SDGs.

<https://actalliance.org/act-news/development-needs-civil-society-the-implications-of-civic-space-for-the-sustainable-development-goals/>

emphasizing economic progress and sovereignty as the goals of national development, or even towards global values of neoliberalism, characterized by a high tolerance for rapacious economic investment in the pursuit of profit. In this the 'discourses of inclusion' increasingly compete with ideas about the need for policies to generate 'Big Development' through major infrastructural investments. Furthermore, the trend is marked by a shift in development priorities in many OECD countries away from international altruism. Presenting aid not as charity, but as an expansion of the donor country's investment and trade opportunities and international 'spheres of influence' has become an important political defence for aid budgets. Arguments for spending public money on global challenges such as the mitigation of conflict, migration and climate change have a parallel self-interest logic.

It is questionable in how far, in the future global governance mechanism may serve to mitigate global public bids while promoting global public goods. Even though that the 2030 Agenda and the SDGs can be seen as a success, the implementation still depends on political commitment – however the growing nationalist tendencies are showing the risk of undermining those efforts. Responses to global challenges may be increasingly fragmented as the number of multipolar cooperation and regional solutions grow while new actors engage. The number of middle-income countries will raise and may gain importance in global governance. Countries as China, India and Indonesia are likely to grow faster than the 'old established economies, further changing existing power structures. Developments in individual countries tend to have greater regional or even global effects supporting the spread of hazards such as conflicts, terrorism and disease. This trend is linked to a decline of Western liberal values to attitudes which tend to accept xenophobia, discrimination of minorities and a denial of Human Right values as well as the international Human Rights standards.

International aid landscape and criticism

A **changing aid landscape** sees a structural shift in the organisation and the use of economic and political power. Instrumentalization of international collaboration to serve specific (nationalist) political or (neoliberal) economic interest increase. The rise of emerging economies and the new role of the private sector results in countries or businesses becoming stronger actors in development cooperation, shaping development policy, so they can deliver 'humanitarian or development services. They pursue their own political and economic interests and new approaches, not all of them working according to the principles of human and international rights. There is also a proceeding trend in institutional donors shifting their attention towards the private sector, often at the cost of funding civil society actors.

Agenda 2030 – SDGs & Switzerland

In September 2015, the UN countries agreed on the [*2030 agenda for sustainable development \(SDGs\)*](#). This agenda addresses the most burning issues to improve the situation of human beings globally. The Swiss Government emphasizes that 'the SDGs are to be achieved around the world, and by all UN member states, by 2030. In August 2017, the Swiss Confederation undertook the first consolidation to the implementation status and Switzerland's future need for action, including consultation with civil society organisations, academic institutions and actors from the private sector. The results of the consultation served as a basis for Switzerland's first Country Report 2018 for the attention of the UN.

Switzerland had been very active in formulating the ambitious goals of the agenda 2030, but the real progress to implement those actively in Switzerland is neglectable.⁷⁹ In order to emphasize the importance of the SDGs 40 Swiss organisations, amongst them HEKS/EPER, formed in 2017 the 'Civil Society Platform Agenda 2030 for sustainable Development'. The platform elaborated recommendations for action to implement the Agenda 2030 for the attention of Swiss politics and other duty-bearers and facilitates the dialogue between governmental, private and civil society actors as well as enables the sensitization of the public. Only with the active participation of civil society and claims towards authorities can make sure the ambitious goals will be achieved.

⁷⁹ Civil society report on the implementation of the Agenda 2030 by Switzerland: https://plattformagenda2030.ch/wp-content/uploads/2018/07/Platform-Agenda-2030_E_report-web-1.pdf

2) Raising Inequality and discrimination

Inequality with respect to the fulfilment of fundamental rights, discrimination and absolute economic inequality are on the rise and remain a key obstacle to enhancing sustainable livelihood opportunities. At the global level, inequality has risen sharply since 1980, despite strong growth in some countries like China. Inequality has increased in nearly all world regions in recent decades, but at different speeds. The fact that inequality levels are so different among countries, even when countries share similar levels of development, highlights the important roles that societal structures and corresponding national policies play in shaping inequality.

Today, more than 75% of households live in societies where income is more unequally distributed than in 1990.⁸⁰ Since 2000, 50% of the increase in global wealth benefitted only the wealthiest 1% of the world's population. Conversely, the poorest 50% of the world's population received only 1% of the increase.⁸¹ The distinction between the Global North and South is fading and is being replaced by a more complex picture. The global inequality crisis is reaching new extremes, both within and between countries, and is undermining global efforts to end poverty, discrimination and marginalisation, advance women's rights, defend the environment, protect human rights and democracy, prevent conflict, promote fair and dignified employment and uphold the rule of law.

It is social and economic inequalities that persist and, in many cases, have worsened. Virtually everywhere, some individuals and groups are confronted with barriers that prevent them from fully participating in economic, social and political life. Wide and often mutually reinforcing disparities within countries include disparity in terms of rural/urban disparities, household wealth, gender, ethnic minorities and indigenous people, migrant status, and disability. Looking at inequality, the household and individual level is crucial as well; According to the SDG report 2018, up to 30 per cent of income inequality is due to inequality within households, including between women and men. Women are also more likely than men to live below 50 per cent of the median income.⁸² Moreover, global evidence confirms, on the one hand, that women are more affected by poverty⁸³ violence⁸⁴ and by the lack of access to land and resources⁸⁵. Women often work informally and are unpaid. It is often women's voices which are least heard and least considered in decision-making processes⁸⁶. On the other hand, evidence also shows that gender equality is key to inclusive economic growth⁸⁷. More equal and inclusive societies, non-violent conflict transformation and just power relations as well as gender equality do not only improve the situation for women and girls, but also for men and boys.

Multiple sources of evidence indicate that discrimination remains a major driver of exclusion in both developed and developing countries. There are strong links between socio economic exclusion and armed conflict, as it creates conditions under which violent conflicts might escalate. This can range from civil unrest to violent armed conflict to terrorist activity. Seriously disadvantaged groups with common characteristics (such as ethnicity or religion) can resort to violent conflict to assert their rights and eliminate inequalities. Group differences alone are not enough to trigger conflict, but social exclusion and horizontal inequalities provide fertile ground for violent mobilization.

⁸⁰ UNDP (2016). UNDP support to the implementation of sustainable development goal 10 – reducing inequality within and among countries. http://www.undp.org/content/dam/undp/library/Sustainable%20Development/10_Reducing_Inequality_Jan15_digital.pdf?download

⁸¹ UNDP (2017). Human Development Report 2016.

⁸² UN (2018): SDG Goal 10 Reduced Inequalities: <https://www.un.org/sustainabledevelopment/inequality/>

⁸³ UN Women (2018): Turning promises into action: Gender equality in the 2030 Agenda for Sustainable Development. New York: UN Women.

⁸⁴ World Health Organization (2013): Global and regional estimates of violence against women. Geneva: Switzerland.

⁸⁵ Swiss Federal Department of Foreign Affairs FDFA (2014): Gender & Land - Implications for Sustainable Development. Bern: Switzerland.

⁸⁶ United Nations (2019): The Sustainable Development Goals Report 2019. New York: USA.

⁸⁷ IMF (2018): Growth and Inclusion? With the Right Policies, Countries Can Pursue Both Objectives, Finance and Development. Washington: IMF.

Inequality and food security

Income inequality increases the likelihood of severe food insecurity. Economic slowdowns or downturns disproportionately undermine food security and nutrition where inequalities are greater. Out of 65 countries, where recent adverse impacts of economic slowdowns and downturns on food security and nutrition have been strongest, 52 countries rely heavily on primary commodity exports and/or imports.⁸⁸

Peasants and other people living in the rural area are particularly vulnerable. About 80% of the rural population engages, at least to some extent, in primary sector labour. Of the 570 million farms worldwide, 90% are family farms and 72% **smallholders**. They produce most of the world's food, but also house the majority of its poor and hungry.⁸⁹ Typically, the poorest are most dependent on the agriculture-based economy. At the same time, 75% of the world's population suffering from hunger live in **rural areas**⁹⁰.

FAO estimates, that more than 820 million people **suffer from hunger**. Hunger is on the rise in almost all African subregions, making Africa the region with the highest prevalence of undernourishment, at almost 20 percent. Hunger is also slowly rising in Latin America and the Caribbean, although its prevalence is still below 7 percent. Asia shows a continuous increase since 2010, with more than 12 percent of its population undernourished today. In addition, considering all people in the world affected by moderate levels⁹¹ of food insecurity together with those who suffer from hunger, it is estimated that over 2 billion people do not have regular access to safe, nutritious and sufficient food, including 8 percent of the population in Northern America and Europe⁹².

Simple correlations show higher levels of chronic and acute **food insecurity** and undernutrition in countries affected by conflict. On average, 56 percent of the population in countries affected by conflict live in rural areas, where livelihoods largely depend on agriculture. Syria⁹³, Iraq or South Sudan⁹⁴ provide illustrative examples of conflict's destructive impact on agriculture, food systems and poverty⁹⁵.

3) Climate and environmental crisis and importance of sustainable land governance

Deteriorating state of the world climate and environment

40 years ago, scientists from 50 nations met at the First World Climate Conference (in Geneva 1979) and agreed that alarming trends for climate change made it urgently necessary to act. But despite 40 years of global climate negotiations, with few exceptions, we have generally conducted business as usual and have largely failed to address this predicament. The climate crisis has arrived and is accelerating faster than most scientists expected (IPCC 2018). Greenhouse gas (GHG) emissions are still rapidly rising, with increasingly damaging effects on the Earth's climate. This is more severe than anticipated, threatening natural ecosystems and the fate of humanity (IPCC 2019). Especially worrisome are potential irreversible climate tipping points and nature's reinforcing feedbacks (atmospheric, marine, and terrestrial) that could lead to a catastrophic 'hothouse Earth,' well beyond the control of humans. These climate chain reactions could cause significant disruptions to ecosystems, society, and economies, potentially making large areas of Earth uninhabitable. To secure a sustainable future, we must change how we live. An immense increase of scale in endeavours to conserve our biosphere is needed to avoid untold suffering due to the climate crisis. Economic and population growth are among the most important drivers of increases in CO₂ emissions from fossil fuel combustion, therefore, bold and drastic transformations are needed.

⁸⁸ FAO (2019). Op. cit.

⁸⁹ FAO (April 2017). FAO and the SDGs: <http://www.fao.org/3/a-i6919e.pdf>

⁹⁰ WFP (March 2016). Website: <https://www.wfp.org/hunger/who-are>

⁹¹ While severe food insecurity is associated with the concept of hunger, people experiencing moderate food insecurity face uncertainties about their ability to obtain food, and have been forced to compromise on the quality and/or quantity of the food they consume.

⁹² FAO (2019). The state of food security and nutrition in the world. Safeguarding against economic slowdowns and downturns. <http://www.fao.org/3/ca5162en/ca5162en.pdf>

⁹³ FAO (2017): Formerly a vibrant middle-income economy, 85% of the population of Syria now live in poverty.

⁹⁴ FAO (2017): In February 2017, more than 4.9 million people, over 42% of the population, were severely food insecure.

⁹⁵ FAO (2017). <http://www.fao.org/state-of-food-security-nutrition>

According to the disaster loss reports of the reinsurer MunichRe, 2018 and also 2019 (disaster loss reports for 2019 not released yet) were yet another two years with records in extreme weather events: particularly storms and wildfires caused high financial losses. The fact that an increase in frequency and intensity of extreme weather events can be attributed to climate change was demonstrated with great scientific evidence in the IPCC Special Report: Global warming of 1.5°C⁹⁶, which was released in October 2018. While this is already painfully felt under the current temperature increase of 1°C, in a 1.5°C or even 2°C warmer world we can expect even more extreme heat waves, more heavy precipitation in several regions and more intense and frequent droughts in some regions. The report also highlights that the consequences of warming are not equally distributed and depend on geographical location (small-islands, low-lying coastal areas and dry lands will be worst affected) as well as the socio-economic status of communities and associated vulnerabilities. The report emphasises the great urgency for an increased ambition in mitigation, but also an urgent need for effective and scaled-up climate change adaptation and disaster risk management. However, currently the world is far from being on track to reduce global temperature increase to below 2°C. The 2019 Emission Gap Report⁹⁷ which has been released annually for the last 10 years by UNEP states that unless the world begins to rapidly reduce greenhouse gas emissions the 1.5°C goal of the Paris Agreement 'will slip out of reach'. Global CO₂ emissions have increased by around 11% since the first UNEP emissions gap report in 2010 and even if all unconditional NDCs under the Paris Agreement are implemented, the world is still on track for a warming of around 3.2°C above pre-industrial levels in the year 2100. Another challenge, which is elaborated in the 2019 Human Development Report⁹⁸, is to ensure that climate and disaster resilience does not become the reserve of only a select group of countries, communities and people that can most afford it.

Alongside climate change, biodiversity loss and ecosystem degradation are of major concern. The Global Assessment Report on Biodiversity and Ecosystem Services (IPBES 2019⁹⁹) released in May 2019 shows that the health of the world's ecosystem is deteriorating more rapidly than ever, eroding the very foundations of our economies, livelihoods, food security, health and quality of life worldwide. Around 1 million animal and plant species are threatened with extinction. And the IPCC Special Report on Climate Change and Land¹⁰⁰ which was released in August 2019 finally shows that 75% of the world's land surface has been significantly altered and this rate is increasing further. This majorly impacts on the ability land (particularly forest and soil) to function as carbon sinks. Also, degraded land in combination with changes in precipitation intensity and increasing temperatures will further accelerate land degradation. On the other hand, intact ecosystems and a high biodiversity are important factors to support climate change adaptation.

In 2019 millions of people all over the globe followed the student movement '#FridaysForFuture' which has recognised the severity and urgency of the crisis and is pushing for immediate action on the climate and environmental crisis through active campaigning and advocacy.

Land and resources governance

Land and natural resources rights are increasingly disputed due to environmental stresses and degradation, impacts of climate change, demographic pressure and land grabbing. With natural resources diminishing and a third of the soil worldwide degraded and affected strongly by flood and drought¹⁰¹, good land governance, intact ecosystems, deeper knowledge on the efficiency and sustainability of land and water usage and peaceful solutions to land and water disputes are vital. For example, the World Bank reported in 2013 that economic growth in Africa is being held back by poor land governance. It said, '90 percent of Africa's rural land is undocumented [...] making it highly vulnerable to land grabbing and expropriation.' It

⁹⁶ IPCC (2018): IPCC Special Report – Global Warming at 1.5°C, https://www.ipcc.ch/site/assets/uploads/sites/2/2019/05/SR15_SPM_version_report_LR.pdf

⁹⁷ UNEP (2019): Emission Gap Report 2019, <https://www.unenvironment.org/resources/emissions-gap-report-2019>

⁹⁸ Human Development Report 2019.

⁹⁹ IPBES, (2019): Global assessment report on biodiversity and ecosystem services: <https://ipbes.net/global-assessment-report-biodiversity-ecosystem-services>

¹⁰⁰ IPCC (2019): IPCC Special Report – Climate Change and Land, https://www.ipcc.ch/site/assets/uploads/sites/4/2019/11/02_Summary-for-Policymakers_SPM.pdf

¹⁰¹ FAO (April 2017). FAO and the SDGs: <http://www.fao.org/3/a-i6919e.pdf>

linked this directly to the continent's high poverty rates, in which almost half the population lives on less than \$1.25 a day¹⁰².

In addition, evidence is mounting that where indigenous peoples and local communities have secure tenure, they are often the most capable custodians of the planet's natural capital. A review of 130 local studies in 14 countries, conducted jointly by the Rights and Resources Initiative (RRI) and the World Resources Institute (WRI), found that community-run forests suffer less deforestation and store more carbon than other forests¹⁰³.

Although there has been progress in many countries, commitments to respect the rights of indigenous peoples and local communities often remain empty promises. Forest, water, rangeland and mineral resources continue to be the primary target of rapidly expanding investments and 'development' projects that displace indigenous peoples and local communities. Women in particular suffer from the insecurity of these rights. Globally, women are just 13 per cent of agricultural land holders¹⁰⁴. Moreover, women and girls are still far from enjoying an equal role to men in shaping land governance on local level as well as national policies. The growing number of people killed for defending their land is a stark reminder of the huge challenge, and unspeakable violence.

Analysis shows that despite a history of customary use and ownership of over 50 percent of the world's land area, the world's indigenous peoples and local communities – up to 2.5 billion women and men – possess ownership rights to just one-fifth of the land that is rightfully theirs¹⁰⁵.

The gap between customary rights and legal title is largest in sub-Saharan Africa. Here, as Liz Alden Wily, a political economist who specializes in land rights issues, puts it, 'African rural communities consider themselves to be the traditional owners of not just their house plots and farms, but also the forests, pastures and other naturally collective resources which fall within their domains'¹⁰⁶. Yet only three percent of land is legally recognized as owned by indigenous peoples or local communities.¹⁰⁷

Worldwide, 663 million people have no access to safe drinking **water** and 2.4 million people have no access to proper sanitation¹⁰⁸. Crops and livestock account for 70% of all water withdrawals, and up to 95% in some developing countries. Two-thirds of the world population could be living in water-stressed countries by 2025 if current consumption patterns continue. Water withdrawal for irrigation and livestock will increase as global population growth and economic development drive food demand up. Just access to land and its resources, especially the right to water, are key to eradicating poverty.

4) Economic growth and private sector engagement

The trend of a changing development discourse emphasising economic growth whereby pushing equality and human rights and environmental sustainability aside has been described in the global governance chapter above. After a decade of strong growth at the start of the 21st century, developing countries will face stronger headwinds in the decades ahead. Global growth is likely to be weaker and manufacturing is becoming more capital and skill intensive. Automation, its effects on productivity and the potential to make use of demographic dividends, among others are difficult to predict in detail and make it difficult to

¹⁰² F.F.K. Byamugisha. 2013. Securing Africa's land for shared prosperity: a program to scale up reforms and investments. Africa Development Forum. Washington: World Bank Group. <https://openknowledge.worldbank.org/handle/10986/13837>

¹⁰³ C. Stevens et al. 2014. Securing Rights, Combating Climate Change: How Strengthening Community Forest Rights Mitigates Climate Change. World Resources Institute and Rights and Resources Initiative. Retrieved 30 December 2015, from <http://www.wri.org/securingrights>.

¹⁰⁴ UN (2019): SDG Goal 5 Gender Equality: <https://www.un.org/sustainabledevelopment/gender-equality/>. Retrieved December 2019.

¹⁰⁵ Oxfam, International Land Coalition, Rights and Resources Initiative. 2016. Common Ground. Securing Land Rights and Safeguarding the Earth. Oxford: Oxfam.

¹⁰⁶ L. Alden Wily. 2012. Grand Larceny in the Tropics. Patrick McAuslan's Role in Limiting Legal Land Theft in Africa. Paper presented at 'Law and Development: Patrick McAuslan's Odyssey 1961–2011.' Birkbeck College, University of London. 12–13 January 2012. www.bbk.ac.uk/law/news/LizforPatrickJan2012.pdf.

¹⁰⁷ Rights and Resources Initiative. 2015. Who owns the land in Africa? RRI Factsheet. Retrieved 30 December 2015, from www.rightsandresources.org/publication/who-owns-the-land-in-africa/.

¹⁰⁸ UNDP (2017). Human Development Report 2016.

determine economic growth levels in future. While there are arguments that weak economic growth may become the new normal and the share of global GDP will shift to emerging market economies like China and India others suggest that automatization may lead to higher economic growth levels. These productivity levels however may not translate into increased employment. Furthermore, the relationships between governance and economic growth and growth and inequalities are other important topics of debate. Businesses are engines for economic growth, having the potential to create jobs, foster economic activity through their value chain, and contribute tax revenues for public services and infrastructure. However, business can also exacerbate inequality, and its structural drivers, including by being complicit in perpetuating biases and discrimination. Governance matters for economic growth¹⁰⁹. The nature of politics, institutions, and a society's informal rules play a vital role in kick-starting and sustaining growth. Effective institutions are fundamental to creating markets, shaping investment opportunities, and creating the stable incentives the private sector needs to invest and innovate. Inclusive growth depends on the existence of accountable institutions that prevent narrow vested interests from capturing economic benefits at the expense of the economy overall and ensure that opportunities are spread across society. For example, more transparent countries have higher foreign direct investment inflows and lower borrowing costs. Furthermore, fundamental civic rights are a prerequisite in order to unleash long term environmentally sustainable and inclusive growth¹¹⁰. Finally, the discussion on unlimited growth at times of an escalating climate and environmental crisis is gaining importance. Is it possible to enjoy both economic growth and environmental sustainability? Over the past decade, green growth clearly dominated policy making with policy agendas at the United Nations, European Union, and in numerous countries building on the assumption that decoupling environmental pressures from gross domestic product (GDP) could allow future economic growth without end. The 'Decoupling Debunked' Report¹¹¹ outlines in a robust way that there is no empirical evidence supporting the existence of a decoupling of economic growth from environmental pressures is not anywhere near the scale needed to deal with environmental breakdown, but also, and perhaps more importantly, such decoupling appears unlikely to happen in the future.

5) Fragility, complexity and protracted humanitarian crises

Studies predict a high likelihood that by 2030 more than 80% of the world poorest will live in fragile contexts¹¹². And broad database shows the worrying trends in global conflict. While in the 1980s, 1990s and 2000s, more violent conflicts ended than new ones broke out, this ratio was reversed since 2010. At the same time, since then there has also been an increase in the number of terrorist attacks, war deaths and violent expulsions. These trends led to the situation that in 2016, more countries were affected by war situations than at any time in the past 30 years. Moreover, today's violent situations last longer, have regional dimensions, involve growing numbers of non-state violent actors and increasingly affect middle-income countries. Causes for this trend are the change in global power relations, the increasingly unequal wealth distribution and the new growth of countries striving for a redistribution of political spheres of influence (see also trend 2: Raising inequality and discrimination above).

Xenophobic and racist extremism and the rise of populism and nationalist politics in many parts of the world cause insecurity and polarisation within and between countries. This is negatively impacting global responses to poverty and injustice. A far-reaching crisis of democracy linked with a distrust in democratic institutions, has been accompanied by a decrease in political and civic participation (elections, political party membership, etc.). This, combined with a decrease in respect for human rights, has resulted in increasing insecurity and polarisation, fuelled by the misuse of mainstream media. At the same time, such crises are often linked with socio-economic situation of the countries and the inter-relationship with individuals' economic situation.

Increased fragility as well as climate-induced shocks contribute to protracted cycles of vulnerability. Lessons learned from the SDG implementation show: sustainable development and durable solutions are impossible without an active civil society and peaceful structures. In response to the worrying trends such

¹⁰⁹ DEFID 2019: Governance for Growth, Stability and Inclusive Development.

¹¹⁰ IDS, ACT alliance (2019) Development needs civil society – the implications of civic space on the SDGs.

¹¹¹ European Environmental Bureau (EEB) report – 'Decoupling Debunked: Evidence and arguments against green growth as a sole strategy for sustainability'.

¹¹² States of Fragility 2018.

as the spike of violent conflict worldwide and unparalleled levels of forced displacements, the report of United Nations Secretary-General António Guterres' on peace building and sustaining peace was conceptually breaking new grounds¹¹³. The corresponding resolutions and the '**triple nexus**' call to focus on sustaining peace 'at all stages of conflict and in all its dimensions' and on the imperative to prevent 'the outbreak, escalation, continuation and recurrence of conflict'.¹¹⁴ Humanitarian aid, development programmes and peacebuilding are not serial processes but are all needed at the same time. The triple nexus approach which aims at making use of the synergies has evolved out of this understanding and aims at enhancing the synergies between those. It calls into question the status quo of the aid system, which is overloaded and works with little coordination between project-based development and humanitarian interventions, so that it does not effectively meet the needs of the most vulnerable people. In contrast to earlier efforts, however, the dialogue goes beyond links and goes beyond a programmatic or conceptual approach. It is linked to the ongoing structural changes in the overall aid system that are changing the way aid is planned and financed.

6) Demography, mobility and migration

The lack of economic and social **prospects** – combined in many contexts – and **violent conflicts** lead to internal (rural urban as well as rural to rural) and international **migration**. According to UNHCR, at the end of 2018 there were 70.8 million people who were forcibly displaced¹¹⁵; 41.3 million of them are internally displaced people (IDPs). Most of this increase was between 2012 and 2015, driven mainly by the Syrian conflict. But conflicts in other areas also contributed to this rise, including in the Middle East such as in Iraq and Yemen, parts of sub-Saharan Africa such as the Democratic Republic of the Congo (DRC) and South Sudan, as well as the massive flow of Rohingya refugees to Bangladesh at the end of 2017. Of particular note in 2018 was the increase in the number of displaced people due to internal displacement in Ethiopia and new asylum claims from people fleeing the Bolivarian Republic of Venezuela. The proportion of the world's population who were displaced also continued to rise as the increase in the world's forcibly displaced population outstripped global population growth. In 2017 this figure was 1 out of every 110 people but in 2018 it stood at one out of every 108 people. 86% of the people displaced are hosted in developing countries, which is an additional burden.

Key challenges faced by IDPs, refugees, stateless persons or those displaced by climate change or disasters due to natural hazards is the lack of protection and the violation of their rights. These issues also affect many of the world's migrants, particularly those working in lower-skilled sectors. Many of them are increasingly part of large-scale mixed irregular movements including forced migration, making them vulnerable to exploitation and rights abuses. The current global population is 7.2 billion and growing, while earth's total resources can only support 2 billion people at the current demand. Natural resources are being depleted and the consequences will have a strong impact on the planet, given that we are already using 2 to 3 times more of the Earth's natural resources than is sustainable. More extreme weather events are expected, while human-induced conflicts stand to further strain the use, management and access of these resources.

One perspective on the peace-migration nexus, and perhaps the more obvious one, is that armed conflict and violence can trigger involuntary migration. However, another perspective suggests that migration – voluntary and involuntary – plays a role in conflict dynamics in countries of origin, transit and destination. Moreover, people who migrate or flee deal with conflicts along the migration route, in host countries and upon return. Hence, migration issues should be part enhancing equality and actively incorporated in programming. The peace-migration nexus in this sense is not about preventing migration or instrumentalizing development work but is relevant as an element of transformation towards justice.

¹¹³ <https://www.antonioguterres.gov.pt/mission-statement/>

¹¹⁴ <https://www.un.org/peacebuilding/content/report-secretary-general-peacebuilding-and-sustaining-peace> and Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, World Bank Group, 2018.

¹¹⁵ UNHCR (2019): Global Trends Report on Forced Migration in 2018, <https://www.unhcr.org/5d08d7ee7.pdf>

7) Digital technology and media use

Rapid development within technology including the rise of social media means that the world is connected as never before, bringing positive and negative results. The use of smart technologies for development and commerce (e.g. mobile banking across Africa), and smart tools to measure development impacts provide new and exciting opportunities for how development actors work, while also posing some challenges for minorities and vulnerable groups. Artificial intelligence may bring benefits and risks for humanity. This is combined with an increased influence of the media and the roles, habits and attitudes of Millennials (known as Generation Y).

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

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

Using opportunities of new media: Until today, information has mainly been disseminated through interpersonal communication, printed or electronic media: public meetings, information sessions, cultural event (theatres), exhibitions, brochures, banners, radio, TV. But, more recently SMS, websites and new media such as social media with Facebook, twitter, YouTube, blogs gain importance. Social media are playing both a positive and negative role in social cohesion, conflict dynamics, and broader social issues. Social media can incite hatred and violence, fuel polarization, and build support for authoritarian leaders. Social media can also help people combat hate speech, increase awareness through online dialogue and accurate information, and empower social movements to support democracy and social change. HEKS/EPER has started in exploring the potential of new media in its project work yet there remains a large untapped potential in using more modern ICT. This are among others the use of tailor-made apps for smartphones, mobile money transfer apps, new social media channels and even block chain technologies in order to more effectively reaching out to people, enabling access to information, facilitating interaction and communication. While in few project contexts some modern ICTs are already in use, other more remote contexts still suffer under a lack of infrastructure.

D) Table of Results Achieved with the HIP – 2013-2018

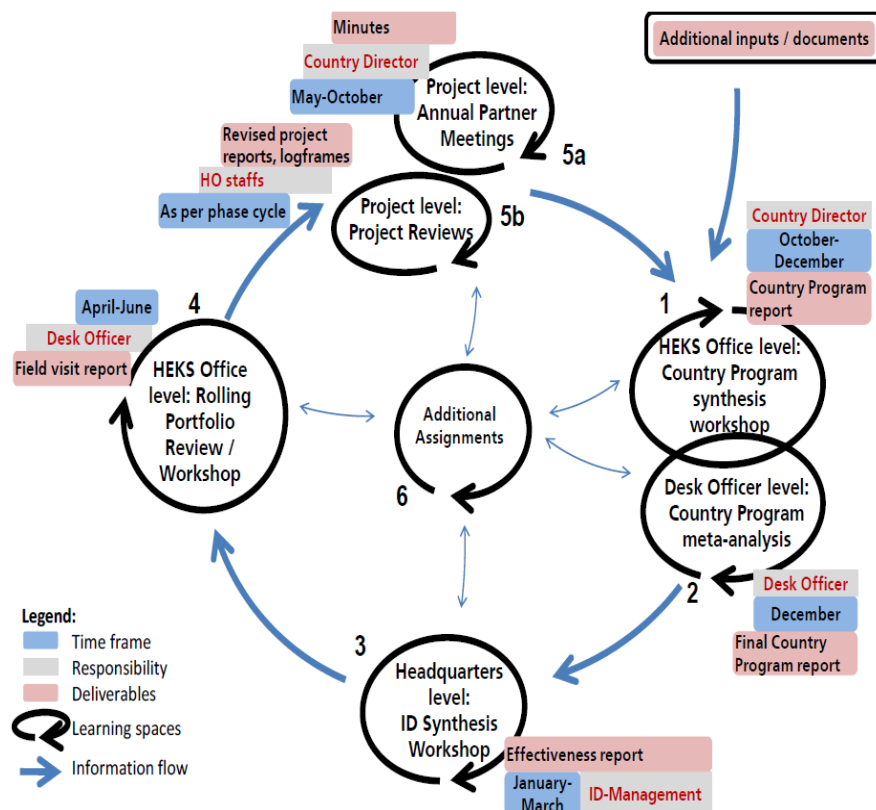
This Annex summarizes the HEKS/EPER's global learning steering process, the identified recurring patterns 2011-2018, the insights of meta-evaluations, and the results of HEKS/EPER's International Programmes 2013 till 2018; a special chapter is dedicated to HEKS/EPER flagship engagement Access to Land.

For more information, HEKS/EPER International Division transparently publishes its [HIP annual reports](#) (since 2007), thematic factsheets, studies (e.g. the 'Access to Land Working Paper Series') and the most promising practices on its website (https://en.heks.ch/Institutional_Governance). Also, you do find the HEKS/EPER annual reports with key results online ([Annual report 2015](#); [Annual report 2016](#); [Annual report 2017](#); [Annual report 2018](#)). See also [Annex F\) Institutional Governance](#).

D1) Global learning and analysis process

HEKS/EPER is a learning organisation and provides policies ([PCM: project/programme cycle management](#)), processes (Learning Cycles with the annual reporting process, tools (digital data system, reporting templates, etc) and platforms (meetings, webinars, communities of practices, workshops, e-learning, etc.) to enable evidence-based programming.

At HEKS/EPER's headquarters, the former HIP annual reports, the yearly country reports from DC country offices, humanitarian aid projects and church cooperation as well as the results of various MEL tools such as evaluations, monitoring and analysis with the HEKS/EPER digital key indicators or field visit reports and 'most significant change' interviews were shared and analysed by ID staff.



HEKS/EPER learning cycle: Enhancing, documenting and incorporating learning whenever it occurs, but also systemized in the annual process of monitoring and reporting. HEKS/EPER project and programme reports are steering tools.

Identified challenges and opportunities will be part of the reflections for the strategy process 2021-2024 but of course emerging patterns are also included by HEKS/EPER ID as evidence relevant to project and programme steering decisions and strategy adaptations at project, country and HHQ level – new guidelines, projects or initiatives and alliance may emerge. HEKS/EPER systematically addresses these identified issues to make significant contributions to improving equality and prosperity among people and communities HEKS/EPER is working with. Capacity building measures and learning events such as the ID Forums in 2011, 2013, 2015, 2017 and 2019 or in the regional thematic meetings in 2014, 2017 and 2018 as well as additional workshops, partner meetings, DO and CO/CD meetings play a relevant role to further develop and adapt management, content and networks. In 4 regional thematic meetings in 2018, HHQ management and thematic advisors as well as country staff exchanged in-depth the topics 'access to land', 'inclusive markets & business', 'conflict transformation' and 'Whole of Syria perspectives', with learning being part of these spaces of reflection.

D2) Recurring Patterns 2011 to 2018

Emerging patterns of HEKS/EPER’s various interventions – either opportunities or challenges – most relevant to HEKS/EPER to act successfully according to its ToCs have been identified. These patterns proved to be **landmarks for new developments and innovation** within HEKS/EPER, refining its profile and actions. The **figure below** shows the ‘major pattern lines’ since 2011, the most relevant emerging patterns which may hamper or foster the implementation and the sustainability of projects and programmes, depending on how well HEKS/EPER deals with these challenges and opportunities.

2011	2012	2013	2014	2015	2016	2017	2018
Taking into account the many dimensions of ‘access to land’ – land rights, use, commons, innovative approaches, ...							
Networks / partnerships /alliances for effectiveness, security, systemic change, advocacy							
Focus on young people / migration / urban vs rural							
systemic change							
Link short & long-term support for ‘meaningful’ projects							
Inclusive market/business							
Dialogue RH/DB							
Fragmented communities							
Resilience building for sustainable change							
EE and how to cope with increasing insecurity and fragility							
Holistic approach, HRBA, diapraxis, conflict sensitivity							
Enabling management: PCM, staff, capacity building, FFAG, visibility							
Com4Dev							
& adapting to complexity							
Evidence-based programming & L4S							
Space for reflection, sharing, learning							
Changing aid landscape							
domestic abuse							
domestic abuse							
At knowledge-sharing workshops during the reporting process, HEKS/EPER identified recurring patterns affecting negatively or enabling positively its work. The figure shows the most relevant patterns and the years when analysed in-depth.							

D3) Meta-Evaluation

The **1st meta-evaluation** was commissioned in the context of revising HEKS/EPER’s project cycle management system and preparing a new strategy (2017-2020) for the International Division’s programme. The meta-evaluation was a) to determine the methodological quality of HEKS/EPER’s evaluations and identify opportunities for improvement, and b) to identify findings and recommendations in the evaluations concerning the effectiveness of HEKS/EPER’s ‘holistic approach’. The main findings of the first meta-evaluation have been implemented, for example:

Recommendation: Improve qualitative and quantitative evaluation methods, especially with regards to sampling, and more systematic collection and use – i.e. triangulation – of quantitative and qualitative information. Use rigorous methods for specific evaluations, like impact studies.

Practice today: HEKS/EPER has developed an instrument to assess the quality of evaluation documents, including the Terms of Reference, Inception Reports, and Evaluation Reports, thus enabling the MEL team to assess the quality of evaluations from early on during the evaluation process, including the methodological design. HEKS/EPER’s Key Indicators include guidance on appropriate sampling for data collection (to be revised 2020), and increased compliance with HEKS/EPER’s requirement of completing an M&E plan as part of the project or programme development process has led to the more systematic collection and use of evidence. According to HEKS/EPER’s impact assessment policy, HEKS/EPER conducts approximately one to two impact assessments using rigorous methods per year.

The **2nd meta-evaluation** focused on three aspects of evaluations: firstly it assessed the quality of evaluations according to the established quality standards in the HEKS/EPER evaluation policy; secondly, it assessed the extent to which projects have been effective and what the enabling and disabling factors have been; and lastly, it assessed the cross-cutting issue of gender and to what extent evaluations adopt a gender-sensitive perspective. HEKS/EPER is in the process of implementing the recommendations of the second meta-evaluation.

D4) Results HEKS/EPER International Programme 2013–2018 – DC & HA

Consolidated HIP Report 2013-2016 and 2017-208

From 2013-2016, HEKS/EPER reached about 3.3 million individuals through its development cooperation (see Table below) and 1.03 million people through humanitarian aid programme (see Figure below). In development cooperation the HIP programme particularly succeeded in providing people with secured access to land and inclusive market systems and increasing their resilience. Only the objective reduced emergence of violence was not progressing as planned, because of deteriorating security and armed conflicts in the focus countries. In addition, progress to enhance an enabling environment was difficult in countries experiencing a backlash against individuals and communities asserting their rights (e.g. Palestine/Israel, Brazil, Azerbaijan).

HIP 2013-2016: Key Results Development Cooperation									
	Total # of individuals reached	Numbers of individuals reached per indicator:							
		Income increased	Yields increased	New job opportunities	Better quality of life in conflict situations	Access to public services for marginalised	Access to land (individuals)	Access to water	Access to public services
2013	1'048'474	176'629	189'319	16'578	201'819	44'434	86'026	152'612	220'719
2014	719'349	16'499	124'988	45'859	164'986	48'202	70'357	113'781	40'355
2015	601'846	103'358	79'865	16'321	215'176	79'583	104'630	96'719	66'304
2016	935'061	61'535	62'230	139'407	174'682	52'406	66'475	79'578	15'791
Total	3'304'730	358'021	456'402	218'165	756'663	224'625	327'488	442'690	343'169

Key results 2013-2016 for development cooperation.

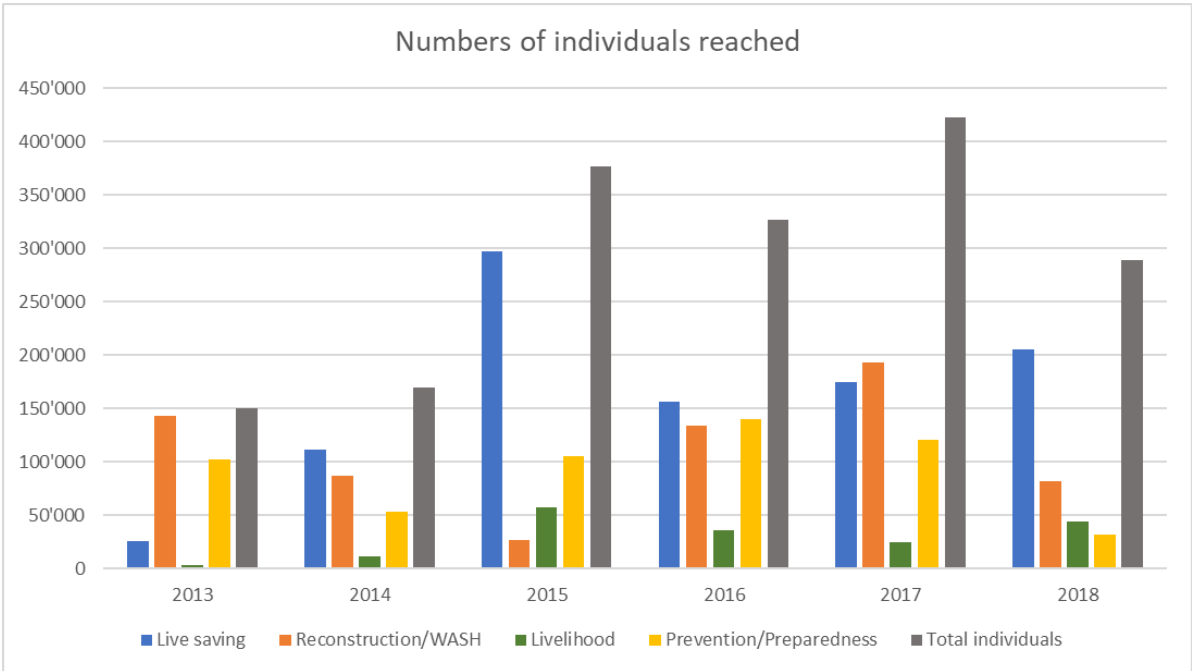
In the first two years (2017-2018) of the current HIP, HEKS/EPER reached a total number of 1.6 million people through development cooperation and more than 710'600 people through humanitarian aid. It progressed significantly in the four key areas of secured access to land and resources, empowered rights-holders & accountable duty-bearers, inclusive and efficient market systems and social inclusion (see Table below).

HIP 2017-2020: Key Results Development Cooperation						
	Total # of individuals reached	Results achieved per HEKS/EPER key indicator				
		A2L: # of individuals	A2L: # of hectares	Claims: # submitted and/or accepted	Income: % of individuals perceiving increase	Access basic services: # of individuals
2017	498'000	25'913	27'160	1'200 for 61'497 individuals	55%	116'376
2018	1'146'000	61'974	101'713	43'492 for 554'637 individuals	54%	39'061
Total	1'644'000	87'887	128'873	44'692 for 616'134 individuals	55%	116'376

Key results 2017-2018 for development cooperation.

Humanitarian Aid: Key results achieved 2013-2018

Between 2013 until the end of 2018, HEKS/EPER has been able to assist **1.73 million people** with humanitarian assistance. This includes almost 1 million people who benefited from **live saving activities** including the distribution of food, NFI, WASH and cash interventions. In addition, 175'475 **livelihoods** could be restored, and 663'548 people benefitted from **reconstruction** of their houses as well as public infrastructures such as schools. While the majority of people were reached via life-saving activities, **WASH** related reconstruction such as the provision of water and sanitation facilities played an important role. The number of people reached, with the exception of 2018, could continuously be increased over the years. In 2017, HEKS/EPER reached almost half a million people. The drop in 2018 can be accounted to the fact that no major disasters occurred in that year. **Disaster prevention and preparedness** played a pivotal role in many countries in which HEKS/ EPER worked, from which 553'545 people have benefitted so far.



Number of individuals benefitting of HEKS/EPER’s humanitarian assistance (2013-2018).

Results Development Cooperation (2013)

	0) No of individuals reaches	1) income increased	2) yields increased	3) new job opportunities	4) better quality of life in conflict situation	5) access to public services for vulnerable	6) access to land	7) access to water	8) access to public services	9) supporting CBOs in participation
Congo DR	95,000	12,626	11,856	628	25,553	10,657	2,719	275	89,683	181
Eritrea	15,731	5,506	1,626	702		5,762	95	5,679	5,762	
Ethiopia	108,924	2,772	17,132	187				61,742	17,526	97
Niger	89,468	21,490	25,250	1,219			1,600	28,994	1,600	47
Senegal	16,107	1,609	550	407			2,539	509	3,500	204
South Sudan	168,161	476	2,942	869	7,553	10,439	9,490	27,145	15,989	32
Zimbabwe	28,166	766	8,500	200	40,000			10,000	8,166	35
Bangladesh	31,711	3,214	2,552	1,285	1,133	11,910	610	4,766	23,000	263
Cambodia	8,772	3,675	3,108	1,181				883		232
India	55,000	7,535	1,848	6,593		2,426	43,043	76	2,426	42
Palestine/Israel	90,200				71,200	200	17,000	300	15,200	45
Philippines	54,672	9,435	6,125	86	10,805		6,430		6,640	24
Brazil	60,000	1,500		300	20,000	300	2,500	6,000		100
Columbia	17,898	680	20	130	6,898	107			120	114
Guatemala	15,760	601	347	452	15,030					98
Haiti	37,545	6,845	6,845						28,176	125
Honduras	11,574	2,055	4,822	203	2,711			702		143
Albania	4,195	262	11	169	84	950				12
Moldova	7,978	543	785	84					255	61
S. Caucasus	129,857	95,000	95,000	128	852			5,541	2,676	25
West Balkan	1,755	39		1,755		1,683				1
Total	1,048,474	176,629	189,319	16,578	201,819	44,434	86,026	152,612	220,719	1,881

Overall, the number of individuals reached has increased continuously since 2010: from 651,900 to 867,100 in 2011 to 939,450 in 2012 up to 1,048,474 in 2013. There was a rise compared with the previous year in the number of beneficiaries who benefit from HEKS/EPER projects in the observation fields of income generating (Indicator 1: increase of 42%), increased crop yields (Indicator 2: increase of 67%) and access to public services (Indicator 8: increase of 27%). There was a significant decline of beneficiaries having profited from new job opportunities (indicator 3: decrease of 73%) and inclusions of vulnerable groups (indicator 5: decrease of 50%).

It is difficult to draw unambiguous conclusions about the cause of the change from the highly variable figures for individual indicators. However, we would venture the following interpretations: in Georgia after their long inception phase, HEKS/EPER's M4P mandates started well and created more income and increased yields for about 20,000 households.

One of HEKS/EPER's priorities is access to land – either receiving land titles, rights to use land for cattle or to operate agricultural production, etc. Therefore, the increase from 72,737 to more than 86,000 people is promising. The decline of indicator 3, new job opportunities, may be linked with the persistent difficulty of creating jobs in poor countries facing the ongoing economic and financial crises, as well as HEKS/EPER's activities within rural communities focusing on increasing income and yields of small-scale farmers. The inclusion of the mainstream population into projects of social inclusion may have led to lower numbers of 'vulnerable' people within a project.

Results Humanitarian Aid (2013)

HEKS Annual Report 2013: Key data Humanitarian Aid						
Continent	Country	Humanitarian Aid				
		Reconstruction shelter, housing, schools, etc. No. of beneficiaries who did profit	Distributions food & non-food items (hygiene kits, winterisation kits, fuel, stoves, etc.) No. of beneficiaries who did profit	Wash latrines, access to clean water, waste management, health and hygiene education, etc. No. of beneficiaries who did profit	Livelihood agronomical support, micro business, irrigation, business development, economic development, credit schemes etc. No. of beneficiaries who did profit	DRR strengthening resilience, disaster preparedness No. of beneficiaries who did profit
Africa	Congo DR		3.850		2.100	
	Niger			4.264		
Asia	India		3.000			
	Indonesia		11.980	13.300		92
	Pakistan	7.058		98.000		98.000
	Philippines		5.000		300	1.500
	Syria/Lebanon	5.678	1.928			
Lateinamerika	Haiti	8.884		4.483	205	2.892
Osteuropa	Tschechien	1.200				
Total		22.820	25.758	120.047	2.605	102.484

During the course of 2013, HEKS/EPER Humanitarian Aid conducted major humanitarian interventions in Haiti, Indonesia, Lebanon, Pakistan and the Philippines. It also supported humanitarian interventions in the Czech Republic, the Democratic Republic of Congo and in Niger. HEKS/EPER humanitarian interventions focussed in relief (food aid and distribution of non-food items in 5 countries), WASH (mainly Pakistan) and reconstruction (Haiti and Pakistan). Activities to strengthen resilience and improve disaster preparedness are integrated into projects (Haiti, Indonesia, Pakistan, Philippines). Overall expenses 2013 were CHF 7.3 million.

While the interventions in response to the 2010 earthquake in Haiti will end in early 2014, two new large-scale interventions were added to the portfolio: in April 2013, HEKS/EPER decided to discontinue its support for Syrian refugees in Turkey in favour of supporting Syrian refugees and Palestinian refugees from Syria in Lebanon. The reason for this shift was the greater humanitarian need in Lebanon. The Turkish government was providing for Syrian refugees in a number of camps alongside the border with Syria, while there were a larger number of refugees in need of assistance in Lebanon. The new project for Syrian refugees and Palestinian refugees from Syria in the Palestinian camps in Lebanon started in May 2013. In November 2013, HEKS/EPER began operations on Panay Island in response to Typhoon Haiyan.

Results Development Cooperation (2014)

Countries	0) No of individuals reaches	1) In-creased income	2) In-creased yields	3) New job opportunities	4) Improved quality of life in conflict situations	5) Access to public services for marginalised	6) Access to public services ('all').	7) Access to water	8) Access to land
Congo DR	17.671	4.629	0	293	15.985	1.277	4.234	63	667
Ethiopia	99.699	27.706	23.468	5.084	0	137	15.050	59.475	356
Niger	45.365	19.032	4.653	17.709	0	0	0	3.317	2.328
Senegal	22.696	2.443	1.330	893	0	0	250	2.000	1.860
South Sudan	161.098	750	1.408	216	684	503	5.100	22.933	1.500
Zimbabwe	11.714	2.750	2.200	1.700	50.000	0	7.000	11.500	320
Bangladesh	34.483	4.231	3.740	2.505	2.829	18.777	19.322	5.414	567
Cambodia	6.884	2.299	1.939	754	0	0	0	654	0
India	43.299	12.629	5.761	9.080	4.352	9.278	10.881	5.430	744
Pales-tine/Israel	92.000	0	0	0	77.200	2.000	0	0	17.000
Philippines	16.777	1.793	1.450	72	60	10.992	195	0	12.168
Brazil	25.601	10.035	7.108	3.522	1.835	1.000	1.000	2.035	2.839
Columbia	3.779	400	60	150	4.879	572	1.119	56	0
Guatemala	4.063	317	491	96	2.999	0	0	0	0
Haiti	8.500	1.500	600	754	0	0	0	0	0
Honduras	7.189	177	227	28	2.541	0	0	358	0
Albania	1.305	82	0	82	0	478	1.489	0	0
Moldova	10.865	2.262	2.482	2.049	0	0	432	0	0
South Cauca-sus	96.999	71.875	68.071	809	1.622	0	0	501	0
Kosovo	2.815	57	0	57	0	275	275	0	0
Romania	1.677	17	0	0	0	1.353	2.150	0	0
Serbia	4.870	6	0	6	0	1.560	1.860	45	6
Total	719.349	164.990	124.988	45.859	164.986	48.202	70.357	113.781	40.355

The number of individuals increased continuously from 2010 (651,900) to 2013 (1,048,474). In 2014, HEKS/EPER was able to reach 718,649 people with its development programmes in 22 countries/regions. 165,000 benefited from increased income, 125,000 from increased yields and for more than 40,000 people, HEKS/EPER activities helped enable access to land (land titles, practical access, common land use, etc.). Primarily in the domains of access to public services, access to water, yields and better quality of life in conflict situation, HEKS/EPER was not able to reach as many people as in the previous year. However, HEKS/EPER was successful in helping to create job opportunities (regular employment or self-employment) with almost 46,000 beneficiaries, compared with 16'500.

It is difficult to draw unambiguous conclusions about the cause of the change from the highly variable figures for individual indicators. However, HEKS/EPER is interpreting it as follows: Geographic focus in various countries with more effective and less superficial widespread activities. Also, due to security issues, HEKS/EPER had to freeze projects during some time. One of HEKS/EPER's priorities is access to land – either receiving land titles, rights to use land for cattle or to carry out agricultural production, etc. Therefore, the decrease from 86,000 to 40,355 seems to be a step back. However, HEKS/EPER is involved in long-term projects enabling access to land and our target people do not achieve additional access to land every year. Also, in 2013, after long-year interventions, thousands of families received finally land titles pushing the overall number. No such 'single effect' occurred in in 2014.

Results Humanitarian Aid (2014)

Countries	Humanitarian Aid (No. of beneficiaries)				
	Distributions Food and non-food items (hygiene kits, winterisation kits, fuel, stoves, etc.)	Livelihood Agronomical support, micro-business, irrigation, business development, economic development, credit schemes, etc.	Reconstruction Shelter, housing, schools, etc.	Wash Latrines, access to clean water, waste management, health and hygiene education, etc.	DRR Increasing resilience, disaster preparedness
Philippines	10.140	14.560	9.085	0	43.270
Lebanon	18.260	0	0	0	0
Iraq	2.598	0	0	0	0
Israel/Palestine	5.000	25	0	0	0
Pakistan	71.201	0	0	71.201	3.955
Indonesia	3.508	453	0	3.508	1.385
Haiti	0	220	1.240	0	1.460
Czech Republic	0	489	300	0	0
Serbia	20	0	950	690	0
Niger	0	0	0	0	3.000
South Sudan	0	755	0	0	480
Total	110.727	16.502	11.575	75.399	53.550

During the course of 2014, HEKS/EPER **Humanitarian Aid** conducted major humanitarian interventions in the Philippines, Lebanon and northern Iraq (both linked to the Syrian conflict) and Pakistan. After many long years of intervention, HEKS/EPER did withdraw from Haiti and will do so soon in Indonesia. Overall, HEKS/EPER implemented HA projects adding to a total of CHF 5.7 million. 110'000 people benefited from the distributions of food or non-food items, 11'575 received shelter/housing, 16'500 received support in improving their livelihood following a disaster and 75'000 received improved access to water and hygiene facilities.

The figures show the global trend of increasing numbers of man-made emergencies, particularly in the Middle East (HEKS/EPER Humanitarian Aid interventions in Israel/Palestine (Gaza), Lebanon and northern Iraq) and in sub-Saharan Africa (HEKS/EPER Humanitarian Aid intervention in South Sudan). The responses in the Czech Republic, the Philippines, Niger and Serbia all took place due to weather-related disasters. In addition, HEKS/EPER continued its reconstruction and rehabilitation work following hurricane disasters in Haiti and Indonesia, and floods in Pakistan.

Results Development Cooperation (2015)

Countries	0) No of individuals reaches	1) Increased income	2) Increased yields	3) New job opportunities	4) Improved quality of life in conflict situations	5) Access to public services for marginalised	6) Access to public services ('all').	7) Access to water	8) Access to land
Congo DR	8'358	2'198	1'400	271	4'197	350	831	0	6'342
Ethiopia	55'607	13'770	9'774	445	0	0	0	27'686	0
Niger	46'138	1'209	759	750	0	0	0	20'721	800
Senegal	35'855	3'269	1'690	839	538	55	135	115	696
South Sudan	19'153	1'557	4'199	43	4'168	7'831	4'168	29'246	1'514
Zimbabwe	36'487	493	220	351	34'464	13'336	13'336	120	0
Bangladesh	30'128	3'016	2'114	2'238	2'538	7'227	4'885	3'326	985
Cambodia	18'860	1'965	1'208	243	129	115	479	1'232	0
India	42'724	17'682	12'227	6'751	130	6'098	6'073	3'732	5'110
Palestine/Israel	117'000	0	0	0	102'200	22'000	55'000	4'000	25'000
Philippines	13'643	716	2'052	494	144	11'560	339	0	12'682
Brazil	62'295	24'652	11'509	105	11'063	2'306	8'293	1'041	12'745
Columbia	11'826	604	380	603	11'214	0	0	100	300
Haiti	29'086	1'069	902	487	0	0	838	3'300	0
Honduras	8'743	231	323	143	1'476	0	0	1'320	0
Moldova	13'208	2'672	2'988	1'057	0	0	5'610	0	0
South Caucasus	37'118	28'072	28'120	952	38'915	0	0	0	0
Kosovo	5'013	143	0	359	0	3'971	683	0	0
Romania	6'644	0	0	110	4'000	2'534	0	0	0
Serbia	3'960	40	0	80	0	2'200	3'960	780	130
Total	601'846	103'358	79'865	16'321	215'176	79'583	104'630	96'719	66'304

In DC, the most progress was made in 9 out of 10 objectives, with most success in resilience building, access to resources (water) and services, sustainable production and access to land. Since 2009, land projects have led to improved **access to land** for 420'000 individuals, with 66'304 in 2015 (see figure right). In nine countries, clear progress was identified. In three (South Sudan, Cambodia, Honduras) it was difficult to achieve the objectives due to the difficult context with either shrinking space, newly launched projects or civil war.

Resilience made definite progress because HEKS/EPER invested a lot into capacity building and the mainstreaming of the topic in many programmes bore some early fruit.

Only one objective (**reduced emergence of violence**) was rated as not progressing, mainly because of a deteriorating country context in which HEKS/EPER, being a small NGO, did not have enough influence. In addition, progress to enhance an **enabling environment** was rather low, with many countries experiencing backlash against individuals and communities asserting their rights (e.g. Palestine/Israel, Brazil, Azerbaijan).

Inclusive, efficient market system: 8 out of 21 countries could not even assess this due to the fact that there are very limited projects explicitly addressing inclusive and efficient market systems. Since this is a relatively new domain for HEKS/EPER, projects in this domain are largely in the initial phases and results are not yet tangible. Additionally, HEKS/EPER has developed market system development guidelines that include good practices for designing pertinent interventions and has realised that some interventions may need enhanced thematic support.

Results Humanitarian Aid (2015)

Countries	Results 2015 – Humanitarian Aid - individuals					
	Distributions Food and non-food items	Livelihood Agronomical support, business development, credit schemes, etc.	Reconstruction Shelter, housing, schools, etc.	WASH Latrines, access to water, waste management, health and hygiene education	DRR Strengthening resilience, disaster preparedness	Total Individuals
Philippines	0	17'600	1'273	0	41'000	41'000
Lebanon	5'500	15'259	0	0	0	10'000
Iraq	48'797	240	0	0	0	49'000
Israel/ Palestine	16'000	0	0	0	0	16'000
Pakistan	105'000	0	0	14'512	41'375	105'000
Honduras	0	19'715	0	0	19'715	19'715
Serbia	122'000	10	2'000	600	0	124'000
Niger	0	3'500	0	0	3'500	3'500
South Sudan	0	1'050	0	8'045	0	8'100
Total	297'297	57'374	3'273	23'157	105'590	376'315

In 2015, HEKS/EPER was active in all of its four key areas: saving lives, rehabilitation of livelihoods, rehabilitation of private and public infrastructure and increasing the resilience of populations in intervention countries which were affected by disasters or/and conflict.

HEKS/EPER was successful in achieving its objectives in the areas of life-saving services as well as increasing the resilience of affected populations. HEKS/EPER, together with its local partners, was able to quickly respond to the needs of populations affected by disasters or/and conflict (Serbia, Iraq, Lebanon). Furthermore, establishing disaster management structures at community level and in line with governmental structures has become a very strong component for many humanitarian aid projects (Philippines, Indonesia, and Pakistan) and proven to be an effective measure for bringing disaster preparedness to the grass-roots level.

External factors such as lack of security, lack of local infrastructure such as roads and markets, lack of sufficient qualified staff as well as slow and complicated cooperation with authorities limited and delayed the implementation of infrastructure reconstruction. Livelihoods and their rehabilitation are extremely complex in nature, making them susceptible to external influences (e.g. restrictive labour laws) which cause delays in implementation.

Despite these challenges, HEKS/EPER was flexible enough to accommodate new crisis responses into its programmes and was able to respond to the IDP crisis in Iraq as well as provide humanitarian assistance for refugees on the 'Balkan route' in Serbia. This is also reflected in expenditure for humanitarian aid in 2015. A total of CHF 6.2 million was in the budget for humanitarian aid projects in 2015. However, HEKS/EPER was able to mobilise enough resources to increase expenditures to CHF 7.1 million. In Lebanon (Syria crisis), HEKS/EPER was even able to increase expenditure from CHF 1.2 to 1.8 million. Media attention for the Syria crisis and the 'Balkan route' mobilised donors.

Results Development Cooperation (2016)

Countries	Results 2016 – development cooperation - individuals								
	0) No of individuals reaches	1) income increased	2) yields increased	3) access to public services	4) quality of life in a conflict improved	5) livelihood increased	6) access to water	7 access to land secured (land use/titles, territorial securing.)	
								No. of people	No. of hectares
DR Congo	8'263	497	573	843	7'178	1'081	90	416	286
Ethiopia	48'404	2'080	1'092	3'216	0	3'639	17'508	0	0
Niger	372'530	2'375	1'004	19'395	0	718	8'354	41'386	1'401
Senegal	39'159	3'782	1'965	222	0	250	0	636	597
South Sudan	44'137	564	3'390	29'827	4'270	7'490	15'982	0	0
Zimbabwe	35'223	509	70	1'510	950	705	5'080	111	208
Bangladesh	29'876	3'782	2'656	4'378	5'930	18'854	4'341	533	6
Cambodia	36'819	2'418	5'895	0	118	0	4'609	0	0
India	72'490	8'681	6'750	31'250	11'168	11'530	1'730	6'037	4'574
Palestine/Israel	65'000	100	25	0	65'000	100	0	25'000	0
Brazil	54'961	2'759	4'884	3'420	18'898	3'993	4'080	3'959	8'719
Columbia	2'664	944	1'248	60	33'313	2'178	844	0	0
Haiti	30'000	0	0	24'200	0	0	0	0	0
Honduras	20'514	613	988	956	5'206	1'092	1'611	1'500	0
Moldova	13'128	4'081	3'633	8'991	0	0	0	0	0
South Caucasus	40'743	28'069	28'057	942	15'000	0	0	0	0
Kosovo	6'490	63	0	5'574	237	526	90	0	0
Romania	8'806	40	0	3'516	5'000	250	0	0	0
Serbia	5'854	178	0	1'107	2'414	0	2'156	0	0
Total	935'061	61'535	62'230	139'407	174'682	52'406	66'475	79'578	15'791

Since 2009, land projects have led to **improved access to land** for 500'000 individuals, with almost 80'000 in 2016 (see figure 7). In nine countries, clear progress was identified. In four (South Sudan, Palestine/Israel, Zimbabwe and Ethiopia) it was difficult to achieve the objectives due to the difficult context with either shrinking space or civil war. **Resilience** was rated as successful because, also in 2016, HEKS/EPER invested in capacity-building to mainstream the topic in country programmes and projects. Only the objective of **reduced emergence of violence** was rated as not progressing, with a score even lower than in 2015. This was mainly because of deteriorating security and armed conflicts in the same countries, in which working towards the objective access to land became more difficult. However, progress in enhancing an **enabling environment** was higher than in the previous year.

The **access to land and access to markets** objective was assessed throughout all programmes and appears to be well integrated into HEKS/EPER's work. A large majority rated the objective as being broadly achieved and there was a small amount of progress. Many of our projects in this area started out as production increase projects and now also incorporate marketing components. While this movement in itself is laudable, we will in the future strive to not only provide access to markets but also facilitate an inclusive and efficient market system. **Inclusive, efficient market system:** 15, up from 8 countries, did work in this field in 2016. This is remarkable progress by country offices and partners, with their projects being explicitly inclusive and efficient market systems. As it is still a relatively new area for HEKS/EPER, projects in this domain are now tangible. Capacity-building and strategic decisions helped to design more pertinent interventions.

Results Humanitarian Aid (2016)

Countries	Key data 2016 – HEKS/EPER humanitarian aid			
	Life saving Distributions of food, water and non-food items, cash/vouchers, CfW, etc. No. of individuals	Livelihood Agronomical support, micro business, irrigation, business development, economic development, credit schemes, etc. No. of individuals	Reconstruction WASH (infrastructure and hygiene), shelter, housing, schools, roads, etc. No. of individuals	Prevention & preparedness Strengthening resilience, disaster preparedness No. of individuals
Cambodia	5'350	n/a	n/a	n/a
Iraq	63'300	1'395	75	75
Lebanon	9'510	n/a	n/a	n/a
Pakistan	n/a	n/a	105'000	105'000
Philippines	n/a	17'665	602	33'316
Turkey	2'125	n/a	n/a	n/a
Haiti	12'500	16'000	20'000	n/a
Italy	50	n/a	n/a	n/a
Serbia	42'000	n/a	9'748	1'500
Ukraine	1'406	n/a	n/a	n/a
Ethiopia	14'160	n/a	n/a	n/a
Zimbabwe	5'537	1'000	n/a	n/a
total	155'938	36'060	135'425	139'891

In 2016, HEKS/EPER interventions in humanitarian aid were implemented in 12 different countries: the Philippines, Pakistan, Cambodia, Ethiopia, Haiti, Serbia, Zimbabwe, Ukraine, Turkey, Lebanon, Iraq and even in Italy. Although the types of interventions are still in the four defined key areas of HEKS/EPER humanitarian strategy – saving lives, rehabilitation and livelihoods, rehabilitation of private and public infrastructure and increasing resilience – there is a large increase in the number of interventions in countries. More humanitarian aid interventions are carried out in countries that primarily have a development focus like Cambodia, Ethiopia, Haiti, Serbia and Zimbabwe. In these countries, where the risks of natural disasters are high, development programmes have to include disaster risk reduction components to increase community resilience. This is for example the case in Zimbabwe, affected by El Niño, where new agricultural technologies and drought-resistant seeds were promoted.

The second focus of HEKS/EPER humanitarian aid interventions has been in the Middle East in response to the Syrian crisis and the huge population displacements in the region. Following the Mosul crisis, HEKS/EPER started WASH projects in the Dohuk region, in IDP camps. In Lebanon and Turkey, cash-based programmes continue to provide life-saving income for refugees from Syria. Inclusion of the different host communities reflects HEKS/EPER's continued commitment to promoting social inclusion and cohesion through its projects. More has to be done in this area and this will be one of the main topics in 2017, coupled with conflict transformation interventions and keeping in mind conflict sensitivity as a cross-cutting issue.

Results Development Cooperation (2017)

Targets and results \ HKIs	A2L number of individuals	A2L number of hectares	Number of claims submitted and/or accepted	Income % of individuals perceiving increase	Access basic services nb of individuals
Targets 2017	30'000	20'000 ha	n/a	47 %	60'000
Results 2017 (self-estimated)	25'913	27'160 ha	1200 claims made, 400 accepted for 61'497 individuals	55%	116'376
Nb of projects/countries collecting digital data	41 / 12	41 / 12	9 / 6	17 / 31	14/ 8
Targets 2018	50'948	25'869 ha	12'237 claims	44.7 %	38'660

Secured access to land and resources (HKI access to land): Access to 27'160 ha land for 25'913 people in 12 countries with 41 projects. HEKS/EPER 'promotes the right to land', 'enables common land use' and 'protects land activists' (see HEKS/EPER special annual report 2017 on Access to Land). HKI data from 12 projects in 5 countries show that 92.1% (1'220 ha) of land is covered by individual and 7.9% (104 ha) by collective land rights, and 78.6% (1'040 ha) are use rights for the people living on and from the land and 21.4% (283 ha) are transfer rights. 69.3% of the land rights monitored are documented in the name of men, 19.7% in the name of women and 11.1% in the name of both (man and woman). This shows the high vulnerability of women.

Inclusive and efficient market systems (HKI increased income): 56'400 people in 17 countries stated increased income. Based on HKI data from 31 projects in 11 countries, 55% of the targeted beneficiaries state their income increased (41.8% medium increase; 12.7% massive increase), which is 8% points higher than the yearly target of 47%. 30% of the persons stating higher incomes explain this by increased Outputs, 20% by higher market prices. Additional income was used by 40% of the people for consumption, 35% saved the money, 16% reinvested it and 5% used it for education.

Empowered rights-holders & accountable duty-bearers (HKI claims and HKI CT events): HKI data gathered in 9 projects in 6 countries reaching 61'497 individuals. 94.7% of claims are related to access to land. 95.4% of the claims are individual; 4.6% collective. In 4 countries and 9 projects 484 conflict transformation events addressed 11'197 rights-holders and 1'247 duty-bearers. A qualitative assessment noted that the inclusion of duty-bearers into HEKS/EPER engagement has increased.

Social Inclusion (HKI access to services): Globally, 116'376 vulnerable people benefitted from improved access to public services such as Roma in Eastern Europe, Dalits and Adivasi in India and Bangladesh, especially related to social assistance, followed by education and health; generally, a result of negotiations between rights-holders and duty-bearers. In 4 countries of Eastern Europe 14'345 individuals got access to basic services. In Kosovo, Serbia, Romania 2,000 Roma upgraded housing, 5,000 children and youth benefitted from improved education services and 500 did profit from job schemes. In Moldova homecare provided access assistance for 1150 elderly and sick.

Results Humanitarian Aid (2017)

Countries	Life saving: Distributions of food, water & non-food items, cash/vouchers, CfW, etc.	livelihood: agronomical support, micro-business, irrigation, business development, economic development, credit schemes etc.	Reconstruction: wash (infrastructure & hygiene), shelter, housing, schools, roads, etc.	Prevention & preparedness: strengthening resilience, disaster preparedness
Bangladesh	37'260	0	0	0
Iraq	75'000	2'600	1'500	2700
Lebanon	9'815	0	200	60'000
Pakistan	0	0	50'000	50'000
Philippines	0	0	918	10'000
Syria	25'200	0	0	0
Haiti	4'410	17'642	75'240	30
Italy	0	19	0	0
Serbia	0	0	1'822	0
Ethiopia	1'200	0	15'000	0
Nigeria	4'500	0	0	0
South Sudan/Uganda	9'396	4'210	44'196	0
Zimbabwe	7'500	0	3735	0
Total	174'281	24'471	192'611	120'030

Although we have been lucky enough not to witness major rapid onset disasters in 2017, HEKS/EPER still responded to the survival needs of the most vulnerable with numerous projects in 14 countries. Altogether, **more than 422'000 people** have benefitted from HEKS/EPER humanitarian aid projects. Our focus was mainly in two regions of the world: East Africa and the Middle East. HEKS/EPER strengthened its response to the crisis in Syria and the neighbouring countries opening a regional office in Amman to support the projects in Iraq, Lebanon and Syria. The focus on conflict-affected countries compelled us to pay a greater attention to conflict-sensitivity, one the cross-cutting aspect in all our projects.

HEKS/EPER was able to provide **live saving** services to over 174'000 people in 9 countries as the floods, droughts and conflict.

193'000 people were assisted in **reconstructing infrastructure**: In Pakistan, overall 105'000 persons benefitted from access to safe drinking water and safe sanitation units. Most of infrastructure has been created in 2015/16 but the final lot WASH-units for another 50'000 have been completed in early 2017. In the Philippines, HEKS/EPER handed over to the local authorities three schools cum shelters, successfully concluding a four years post Haiyan intervention. In Haiti, the interventions following the 2016 cyclone Mathew continued but the shift towards a country programme focused on increasing the resilience of the population of Grand'Anse has started; more than 4'400 children have started their educational courses in 11 rehabilitated multipurpose community and educational centres and more than 12'000 families gained safe access to 9 repaired community water reserves. In South Sudan access to water for 11'000 persons has been improved and 25'000 persons gained access to safe sanitation facilities. In the neighbouring Uganda, HEKS/EPER intervention in the refugee camp of Bidi Bidi provides water access to more than 26'000 South Sudanese refugees and host population.

In 2017 HEKS/EPER supported disaster-affected populations (24'471 individuals) in 3 countries as soon as possible in **restoring their livelihoods**. In Iraq, HEKS/EPER continued its agricultural food security project in 4 regions – with the construction of small dams, irrigation systems, the renovation of public infrastructures and agricultural advice for local farmers. Benefitting from this were mainly formerly internally displaced returning now to their home area. In Haiti after Matthew, HEKS/EPER provided seeds for farmer families (4'200 individuals profiting) enabling the recovery of agricultural production and therefore, food security as well as income.

In the Sudan crises about 3'900 individuals could restart their agricultural livelihoods after seed and tool distributions.

Results Development Cooperation (2018)

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

Overall in 2018, HEKS/EPER supported in DC 1'1460'000 individuals with 164 projects in 23 countries. HEKS/EPER's analysis on DC projects and programmes does focus on 4 thematic hallmarks:

Secured access to land and resources (HKI A2L): Overall, HEKS/EPER facilitated in 2018 access to 101'713 ha of land for 61'974 people with 44 projects in 14 countries (27'160 ha for 26'000 in 2017). HEKS/EPER surpassed its global target for 2018 (50'948 individuals having access to 25'869 ha) massively. Since 2013, HEKS/EPER projects are taking up the issue 'access to land' more systematically, included in their strategies and accordingly, the number of projects focusing on access to land has increased significantly. From 2009 till 2018, land projects led to improved access to land for more than half a million individuals. Based on digital HEKS/EPER key indicator data from 13 projects in 5 countries, HEKS/EPER together with its partners facilitated access to 96'444 ha of land covered by different access rights. 96.2% (92'781 ha) of this surface is covered by collective and 3.8% (3'662 ha) by individual land rights, and 98.3% (94'839 ha) are use rights for the people living on and from the land and 1.7% (1'604 ha) are transfer rights. 34% of individual land rights were secured for women.

Inclusive and efficient market systems (HKI increased income): Overall HEKS/EPER planned to address inclusive market approach towards 131'000 individuals, yet projects covered in 2018 more than 170'000 people. Based on data from 30 projects in 15 countries (sample size 4771 submissions), about 60.2 % of the targeted people state that their income increased in 2018 (45.9% medium, 14.3% massive increase). Out of these nearly 60% explain this by more Outputs and about 50% by the higher market prices. The additional income was used by about 60% of the people for consumption purposes and about 35% used it as savings for later, 40% have reinvested the money and 38% used it for education purposes.

Policy dialogue – empowered rights-holders & accountable duty-bearers (HKI claims and HKI CT events): 2018, HKI data gathered in 12 projects in 9 countries show HEKS/EPER reached with 495 claims 554'637 individuals. 387 claims were made, 105 accepted. 77 % were individual, 18 % collective and 5 % claims at national level. 32.5 % of the claims are related to access to land, 27.5% to access to resources (94.7% in 2017). 8 % were claims towards a more enabling socio-political environment. In 2017 only 1% addressed this issue, the increase shows HEKS/EPER's effort to enable communities to speak-out for justice and rights. 32.3% of claims touch other rights – e.g. access to official documents or social schemes or other State services. Projects are moving from simple claims to complicated addressing structural changes like collective tenure rights. In 2018, HEKS/EPER facilitated 339 capacity building events on of human rights and peace with 6'833 rights-holders, and 505 duty-bearers. Policy dialogue embraced more authorities than ever enabling win-win situations.

Overcoming discrimination / social inclusion (HKI access to basic services): Globally, 47'000 vulnerable people benefitted from improved access to public services. In 4 countries of Eastern Europe nearly 10'000 individuals got access to basic services. In Kosovo, Serbia, Romania 800 Roma upgraded housing, 7800 children and youth benefitted from improved education services and 1950 did profit from job schemes. In Moldova homecare provided access assistance for 2000 elderly and sick.

Results Humanitarian Aid (2018)

Countries	Projects	Key data 2018 - HEKS/EPER humanitarian aid – number of individuals				
		Emergency – life saving: Distributions of food, water & non-food items	Livelihood agronomical & economic development, credit schemes	Reconstruction wash, shelter, housing, roads, schools, etc.	Prevention & preparedness strengthening resilience, disaster preparedness	Total individuals benefiting
Asia						
Bangladesh	Rohingya		750	3'450	0	4'000
	Rohingya	10'000	13'750	7'440	0	20'000
India	Karnataka	6'000				6'000
	Kerala	10'000				10'000
Indonesia	Tsunami	13'200				13'200
Iraq	Kifri	26'000				26'000
	Sul, Doh, Diy, Erb		1'200			1'200
	Bamo	1'000				1'000
	Felfel		1'500			1'500
Lebanon	Shatila/Bori el B.	10'880		200		11'000
Syria	East Ghouta,	22'625				22'625
	Dara'a	38'095				38095
The Americas						
Haiti	Resilience, nutrition	DC	DC	DC	DC	DC
Europe						
Italy	Refugees Syria	120				120
Serbia	Migration route			1'800		1'800
Africa						
DR Congo	CEDERU-Bunia	17'000				17'000
Ethiopia	Borana	6'000		32'000	32'000	38000
S. Sudan	Central Equatoria	44'217	26'190	19'243		60'000
Uganda	Bidi			17'108		17'108
Total		205'137	43'390	81'241	32'000	288'648

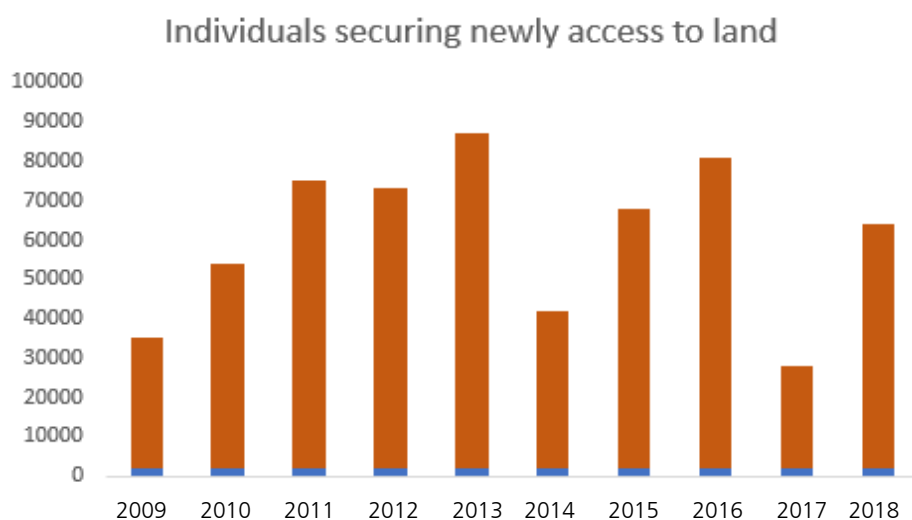
HEKS/EPER was active in 13 countries, mainly in the Middle East (Iraq, Syria, Lebanon), and sub-Saharan Africa (Uganda, South Sudan, Ethiopia and DRC), in Haïti as well as responding to recent humanitarian Crisis in Asia (Bangladesh, Indonesia, India). Altogether, 290'000 people have benefitted from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

Special focus Access to Land – 2013 till 2018 – figures and learnings

Between 2013 and 2018 the trend of HEKS/EPER projects taking up the issue of 'access to land' is more systematically included in their strategies – a trend which had set in phase between 2008 and 2012 – has been further pursued in the majority of HEKS/EPER's focal countries. Accordingly, the number of projects focusing on access to land has increased over the past years. **2016**, in 12 countries worldwide, 40 projects were dealing to various degrees and with different approaches with the topic of access to land; **2017**, in 12 countries worldwide, 41 projects; and **2018** with 44 projects in 14 countries. **From 2009 till 2018**, land projects led to **improved access to land** for **587'000 individuals**.

This is indicated for instance by the average yearly increase in the numbers of people with improved access to land (**Figure below**).

Through HEKS/EPER's developed analytical framework to systematically assess and enhance land tenure security, it has been revealed that the greatest success is possible in the more stable hybrid governments



From 2009 till 2018 HEKS/EPER facilitated access to land for 578'000 people.

viduals securing 15'791 ha of land. Access to land has been secured in various manners – individual land titles (e.g. India, DR Congo), agreed rights on shared land use by communities (e.g. Brazil, DR Congo) and regulations on land use (e.g. cattle corridors in Niger), mitigating land conflicts (DR Congo, Palestine/Israel, Cambodia). Elaborating, documenting and submitting land claims does not necessarily result in the short-term in individuals accessing land or hectares of secured land, but was an important part of HEKS/EPER activities in countries like Senegal to engage in the ongoing land policy reform process (see below), India or in the framework of new access to land activities in Cambodia.

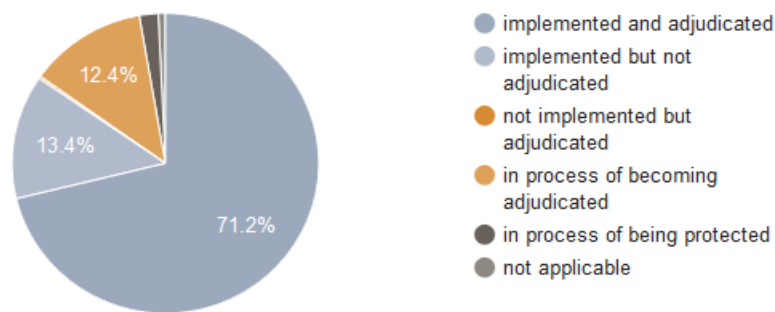
Analysis through a self-assessment by HHQ staff showed that in eight out of twelve countries, the achievement of the set objectives was 'good' or 'very good'. Objectives that were barely achieved or not achieved at all were the access to land objectives in countries with conflicts or shrinking space for civil society: in South Sudan, Palestine/Israel, Zimbabwe and Ethiopia. HEKS/EPER rated the focus countries in relation to access to land on relevance, competence, quality of work and perspectives. Overall on HIP level, the topic was rated like this: Relevance: 80% / Competence: 55% / Quality of work: 55% / perspectives: 75%.

In 2017, HEKS/EPER facilitated access to **27'160 ha land for 25'913 people**. Based on data from 12 projects in 5 countries³, HEKS/EPER together with its partners facilitated access to 1'325 hectares of land covered by different access rights. 92.1% (1'220 ha) of this surface is covered by individual and 7.9% (104 ha) by collective land rights, and 78.6% (1'040 ha) are use rights for the people living on and from the land and 21.4% (283 ha) are transfer rights, with substantial differences between the analysed countries (see Figure 1). In total, about 3'432 people benefitted from these newly acquired access rights.

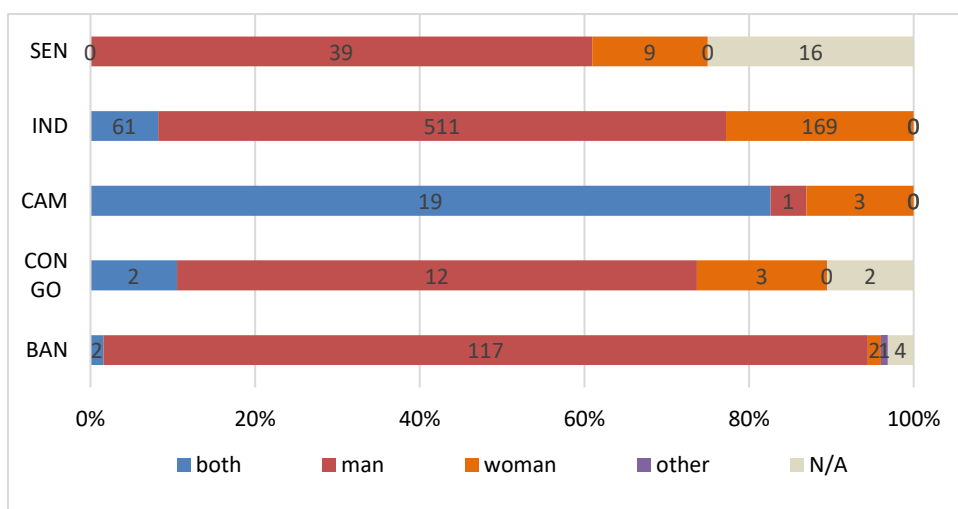
(e.g. Brazil, Senegal, Philippines and India) in which a rights-based approach with reference to national law has proven an adequate strategy. However, circumstances are different in more fragile countries (Cambodia, DRC and South Sudan) and are subject to change; accordingly, progress has been slower.

In 2016, HEKS/EPER facilitated improved access to land for nearly **80'000 indi-**

The **figure on the right** shows the status of land rights of the land secured for these 3'432 people in 2017. For about 70% of the people, the land rights are implemented and adjudicated – meaning that their land right is a legally binding right, usually documented and assigned by a legal authority and implemented in the sense that the concerned land is de facto utilised. 13.4% of the people's land rights are implemented but not adjudicated and 12.4% in the process of being adjudicated. This shows that despite the difficulties and complexity of addressing land rights issues in many context HEKS/EPER is working, substantial progress could be achieved during 2017 and security of access to land – individually or collectively – increased.



Status of land rights by people supported in access their land in 2017



Holder of land rights (N) differentiated by five analysed countries

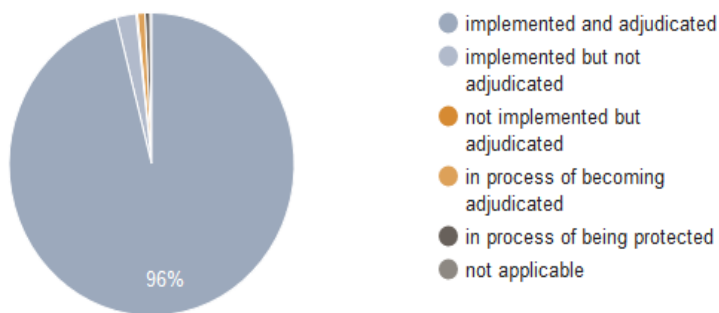
Based on a sample size of 758 people, 69.3% of the land rights monitored are documented in the name of men, 19.7% in the name of women and 11.1% in the name of both (man and woman). Thus, the fact that only about 20% of the documented land rights are in the name of women show the high vulnerability of women in the case of for example a change in their

marital status or in context where the heritage systems is in favour of men, which is still the case in most of HEKS/EPER countries. The table above shows the results of this aspect differentiated by five analysed countries.

In addition, within 9 projects from 6 countries 229 new claims and 298 still relevant claims related to access to land have been submitted to the respective duty-bearers. About 2/3 of these claims are already accepted by the duty-bearers and 97% are of a binding character. The vast majority of the claims related to access to land are individual claims but comprise also group and national claims and in total shall benefit 4'222 households of the different project regions

In 2018, HEKS/EPER together with its partners facilitated access to 96'591 hectares of land covered by different access rights. 96.1% (92'836 ha) of this surface is covered by collective and 3.9% (3'754 ha) by individual land rights. 98.3% (94'984 ha) are use rights for the people living on and from the land and 1.7% (1'607 ha) are transfer rights. **In total, about 61'510 people benefitted from these newly acquired access rights.**¹¹⁶

¹¹⁶ 5'790 from individual land rights, 55'720 from collective land rights, whereas 29'537 are women.



Status of land rights of people supported in their legal fight for securing their land 2018.

The **figure on next page** shows the status of land rights of the land secured for these 61'510 people in 2018. **96% of the analysed land rights** are implemented and adjudicated – meaning that the land right **is a legally binding right, usually documented and assigned by a legal authority** and implemented in the sense that the concerned land is de facto utilised. 2.2% of the people's land rights are implemented but not adjudicated and 0.2% in the process of being adjudicated. This shows that despite the difficulties and complexity

of addressing land rights issues in many context HEKS/EPER is working, substantial progress could be achieved during 2018 and security of access to land – individually or collectively – increased. However, there are some exceptions of countries where this process is slower as for example DR Congo, where only 13% of the land rights are already implemented and adjudicated and the majority still in the process.

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

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



Brazil: Access and quality of land is endangered as big national or multinational enterprises grab land of local communities.

UN Declaration on the Rights of Peasants and Other People Working in Rural Areas

On 17 December 2018 the international community adopted the 'Declaration on the Rights of Peasants and Other People Working in Rural Areas' (UNDROP). 28 articles describe the most important rights that peasants worldwide are entitled to. These include the right to land, including collective land rights, the right to water, to seeds, to agroecological forms of production, based on an intact environment or the right to determine one's own economic goals and nutritional patterns.

UN Declaration on the Rights of Peasants and Other People Working in Rural Areas

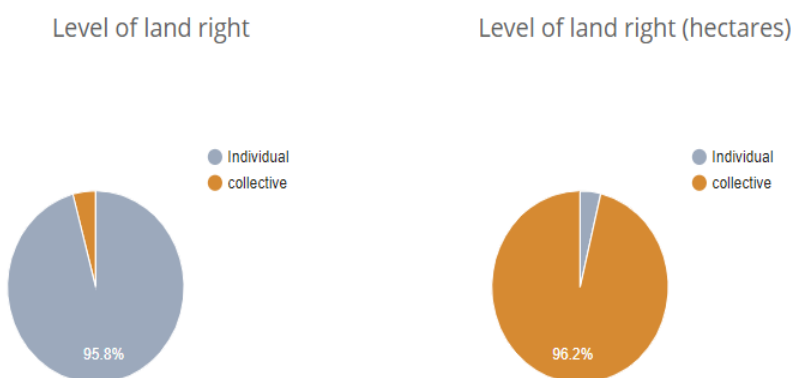
The UNDROP builds on, and includes agreed language taken from a number of binding international treaties. States must therefore play a key role in its implementation, in line with the numerous UNDROP provisions defining their obligations. The Declaration encompasses all the important rights of HEKS/EPER's core constituencies to overcome systematic discrimination. Therefore, HEKS/EPER will continue to enhance the implementation of the UNDROP in future. HEKS/EPER will support peasants around the globe to meaningfully claim and enjoy their rights.

The Declaration outlines States' responsibilities to respect, protect and fulfil the rights of peasants and other people working in the rural area, who historically have been discriminated. Switzerland has advocated for the adoption of the UNDROP during the negotiations and, with its approval in New York, sent a clear and praiseworthy signal. But the real work begins now: The concrete implementation of the UNDROP will also present challenges within Switzerland, when it comes to bringing Swiss agricultural or trade policy in line with the UNDROP, for example with regards to bilateral trade agreements or laws on intellectual property rights. **HEKS/EPER has joined forces with a broad alliance of civil society organisations to promote the implementation of the declaration in the North and the South.** The alliance aims at entering into a dialogue with Swiss administration in order to follow up on its commitments towards the UNDROP.

Convinced that access to land is not only about land mobilisation and land titling, HEKS/EPER supports the development of inclusive land governance models and sustainable land use practices. There is a clear understanding that these models shall focus on a **territorial working approach**, which emphasizes the role of ecosystems and their potential to contribute to the food and livelihood security of local communities as well as their resilience towards the impacts of climate change.

Also, a single new collective right leads to more effectiveness as it covers more individuals who profit (see figure above: 96.2% (92'781 ha) of the land secured in 2018 are covered by collective and only 3.8% (3'662 ha) by individual land rights (even though 95.8% of the new rights are individual).

Instead of hierarchical and vertical forms of land governance, HEKS/EPER's territorial approach proposes a set of governance processes with more horizontal coordination, concertation and negotiation where all actors share authority. HEKS/EPER will pursue its call for access to land with its three core demands (see last page). A specific focus will be put on advocating for the implementation of the UN Declaration on the Rights of Peasants and Other People Working in Rural Areas (UNDROP) by Switzerland and within its programme countries. Striving for land policy changes involving civil society and making duty-bearers more accountable is very promising in many countries but also a huge challenge.



96.2 % or 92'781 ha of land secured by HEKS/EPER activities were **collective land rights**, even though most land titles are individual titles, but most of them secure only small plots of land.

Reports on access to land

Read the chapters on access to land in each [HIP report since 2007](#) and the thematic factsheets on Access to Land 2019. -> Overview: https://en.heks.ch/Institutional_Governance

Example of a project monitoring from 2011 – 2018

Niger – Securing mobility and access to resources for pastoralists



Niger: water wells for cattle of pastoralists serve also local farmers.

The project ZAMAN TARE POTAL (Zaman Tare = cohabitation in Hausa language, Potal = peace in Fulani language) or ZAMTA-PO: It is a project to **secure the mobility of herds in the Maradi region in Niger**. The project initially started its activities in 2011 and the intervention on pastoral land is part of the territorial planning and requires close collaboration with different government bodies responsible for the implementation of the Rural Code and thus the **negotiation about use and management of land and other natural resources**. Their composition, the collegiality of their decision, their superstructure from the bottom up, is a guarantee of the sustainability of the actions they take. For this reason, they are essential in Niger for securing access and management of pastoral land and resources.

With the ZAMTAPO project, HEKS/EPER has facilitated the formation of various commissions and supports them in the negotiation process and the **recognition of land rights for pastoralists and settled peasants**. An important instrument to reconcile the potential for conflict between sedentary farmers and pastoralists is the clear demarcation of corridors for pastoralists and their herds. The commissions are responsible for conducting the negotiations between all parties concerned, monitoring compliance with agreed rules and acting as mediator in the event of conflict. The process of demarcation of the corridors has three different phases with 12 distinct steps where each stage involves different responsible and associated actors.



Niger: demarcation pole to indicate the cattle corridor used by pastoralists.

Results between 2011 and end of 2018

Agreements of all actors regarding the demarcation and definition of access rules for the pastoral zone:

- 1'553 km of transhumance corridors demarcated until end of 2018.
- 605 kilometres of live hedges planted by the communities to ensure that the boundaries of the transhumance corridors are respected.
- 97 inter-community forums organised concerning transhumance corridors and rest areas. In addition, a so-called 'peace caravan' was organised. These activities led to the signing of 2'572 issued land transactions by landowners along the transit zones.
- Conflict assessments and mediations: A first step of the project was to assess all conflicts related to pastoral transit zones and water points. These assessments are repeated regularly. So far, 19 intercommunal mediations were conducted by the structures of the Rural Code.

Management systems to maintain the network of transhumance tracks, rest areas and wells, and future conflict management:

- 160 basic land commissions have been set up and trained.
- 24 training workshops for the land commissions conducted to enable the commissions to play their role as administrators for land transactions, conducting mediation in case of land conflicts.
- 49 pastoral wells (41 new and 8 rehabilitated) constructed along the transhumance corridors and pastoral areas, including the appointment of the corresponding management committees.
- signing of a bilateral agreement between the Maradi region in Niger and the state of Katsina in Nigeria in July 2017 on the organisation and management of cross-border transhumance between the two regions. The agreement aims to foster and strengthen socio-economic activities between the two states emphasising free movement of people and animals in line with the ECOWAS charter.

E) HEKS/EPER Risk Management

	Risk description	Probability rating ¹ (1-3)	Mitigation measures
Contextual risks	<p>Political instability, deterioration of security context and increasing fragility in programme countries</p> <ul style="list-style-type: none"> - putting at risk staff, beneficiaries - hindering programme progress & sustainability - no access to project areas, no continuation 	2	<ul style="list-style-type: none"> - in-depth assessments before/during intervention - consultation of relevant stakeholders - promotion of local staff & support addressing drivers of conflict - security protocol in each country - crisis management procedure, trained crisis manager
	<p>Macroeconomic instability in programme countries</p> <ul style="list-style-type: none"> - making it difficult securing investments (e.g. currency losses) - price instability - international transfer of funds not possible 	2	<ul style="list-style-type: none"> - detailed assessments before and during intervention - consultation with banks and governments - procedures taken for situations of hyper-inflation
	<p>Environmental degradation, impacts of climate change and disaster risks</p> <ul style="list-style-type: none"> - endangering sustainability of programmes - higher risks of (armed) conflicts 	2	<ul style="list-style-type: none"> - detailed hazard/vulnerability/capacity assessment (HVCA) per programme; in consultation with local partners & communities - capacity building of staff & partner - disaster response plans in place for each programme
Programmatic risks	<p>Lack of interest and/or capability of partners / authorities / other stakeholders</p> <ul style="list-style-type: none"> - no ownership, therefore no sustainability and no systemic change 	2	<ul style="list-style-type: none"> - jointly developed interventions with partners, beneficiaries - supporting operations with finances, policies, thematic advisory, HR resources - diverse portfolio of +100 partner/CSOs globally - improving intra-/intergroup relations
	<p>Delays and lapses in the implementation of interventions</p> <ul style="list-style-type: none"> - project participants, staff, donors not satisfied - increasing costs while decreasing effects 	2	<ul style="list-style-type: none"> - ongoing investments in resources/capacities of staffs & partner organizations - follow-up of monitoring reports - regular consultations with stakeholders & authorities - adaptive management practices (evidence-based learning4steering, PCM&FFAG)
	<p>Lack of relevance, effectiveness, effects</p> <ul style="list-style-type: none"> - no progress towards planned impact/outcome and sustainability - no innovation, no learning, no improvements on thematic and programmatic competence - irrelevant for other IC actors for partnering 	1	<ul style="list-style-type: none"> - in-depth context analysis - conflict-sensitive & risk-informed programming, - external consulting - alignment with SDGs, development policies - global MEL system, learning from evaluations & impact assessments -vulnerability/needs assessments
Institutional risks	<p>Compliance, legal & institutional governance risks</p> <ul style="list-style-type: none"> - no registration, no access to project area - corruption, misuse/abuse of power harming project participants, staff, project success and trust by donors 	2	<ul style="list-style-type: none"> - Capacity building of country/partner staff (Good Governance, Anti-Corruption, PSEAH, Fraud, etc.) - Complaint mechanism/whistleblowing system & anti-corruption officers in HQ, and in all programmes/country offices - CHS accreditation & monitoring
	<p>Financial risks</p> <ul style="list-style-type: none"> - fraud - inefficient, ineffective use of financial means - legal actions against HEKS/EPER or partner lacking financial compliance - harming trust by donors 	2	<ul style="list-style-type: none"> - Field Financial Administration Guidelines applied - Controlling visits, audits, capacity building in countries - External audit for every project >CHF 100'000 - Controlling tools to ensure financial stability - Quarterly Consolidation of Accounts
	<p>Inadequate and insufficient human resources</p> <ul style="list-style-type: none"> - risk of non-relevant, ineffective interventions - lack of management and implementation expertise harms acknowledgement by project participants, local authorities, donors - staff turnover is costly 	1	<ul style="list-style-type: none"> - Attractive employment conditions in countries and at HQ - Professional recruitment process - HEKS/EPER offers 1 week/year of professional training to each employee - Creation/maintenance of a positive, team-oriented culture

Risk of HEKS/EPER International Programme 2021–2024.

¹: 1 = low risk / 2 = medium risk / 3 = high risk

F) Link HIP 2021-2024 to SDC's Criteria Checklist

This table outlines how the HEKS/EPER international programme 2021-2024 complies to the criteria checklist including the mandatory requirements of the 'SDC Guidance for Engagement with Swiss NGOs'.

SDC criteria	Relevant HIP chapters
<u>Coherence and relevance</u> <ul style="list-style-type: none"> Swiss cooperation goals Reference to SDGs 	<ul style="list-style-type: none"> 2.3 Global & National Frameworks 3.3 SDGs & HEKS/EPER Annex C) Context of IC
<u>Strategic focus civil society</u> <ul style="list-style-type: none"> Strengthening, empowerment, capacity building of CSOs Strategic role & added value of HEKS/EPER strengthening civil society 	<ul style="list-style-type: none"> 5.1 HRBA & Strong Civil Society 6.2 Partnership Models
<u>Swiss expertise</u> <ul style="list-style-type: none"> Track record collaboration with Swiss institutions Future collaboration with Swiss institutions 	<ul style="list-style-type: none"> 6.2 Partnership Models 8.1 Implementation Modalities
<u>Management</u> <ul style="list-style-type: none"> Institutional governance framework, risk management, MEL, transparency 	<ul style="list-style-type: none"> 2.2 Key Results and Learnings 8.1 Management structures 8.2 Risks & Evidence 8.3 Finances 8.4 Institutional Governance 8.5 MEL Annex D) Table of results achieved
<u>DC-HA nexus</u> <ul style="list-style-type: none"> Identify issues and innovation to address by nexus approach Track record on nexus/<u>LRRD</u> in fragile contexts 	<ul style="list-style-type: none"> 3.2 Nexus Approach 4.1 Outcome 1 Basic Needs 5.1 HRBA 5.2 Conflict Transformation 6.3 Geographic area
<u>HRBA (gender & governance)</u> <ul style="list-style-type: none"> Women in senior management Gender-sensitive context analysis Gender equality in strategy, implementation and results HRBA (causes of discrimination, HRBA framework, context analysis) HIP reducing inequalities, promoting good governance Conflict sensitive programming Inclusion of marginalized (HIP and track record) – leaving no one behind 	<ul style="list-style-type: none"> 3.1 Theory of Change 3.3 SDGs & HEKS 4.2 Outcome 2 Discrimination 4.4 Outcome 4 Policies & Practices 5.1 HRBA 5.1 Conflict Sensitivity 5.1 Gender & Diversity 8.1 Management structures 8.2 Gender- und conflict-sensitive analysis 8.4 Institutional Governance (PSEAH) 8.5 MEL Annex 2 Gender Policy Annex C) Context of IC
<u>Policy dialogue</u> <ul style="list-style-type: none"> DB/RH dialogue on all levels 	<ul style="list-style-type: none"> 4.4 Outcome 4 5.1 HRBA 6.2 Partnership and Dialogue Models
<u>Multi-stakeholder, cross-sector</u> <ul style="list-style-type: none"> Partnerships with international institutions, community coordination 	<ul style="list-style-type: none"> 3.2 Nexus Approach 6.2 Partnership and Dialogue Models 8.1 Implementation Modalities Outcome 2 Discrimination Outcome 4 Policies & Practices Innovation (management) MSD, inclusive business, Impact Investment,
<u>National ownership</u> <ul style="list-style-type: none"> country development plans included in HIP strategy 	<ul style="list-style-type: none"> 6.3 Geographic Coverage and Fragility 5.1 HRBA and Systemic Perspective
<u>Effectiveness, transparency, accountability</u> <ul style="list-style-type: none"> MEL system: results framework, indicators, MEL resources steering mechanisms / adaptive management Mutual accountability (beneficiaries!) Gender-sensitive data 	<ul style="list-style-type: none"> 8.4 Institutional Governance / Mutual Accountability 8.5 MEL Annex 4 Logframe Annex 2 Gender Policy
<u>Cost effectiveness</u> <ul style="list-style-type: none"> Financial resources in fragile contexts Transaction costs (ZEWO) 	<ul style="list-style-type: none"> 8.2 Analysis of risks and existing evidence 8.3 Finances Annex 5 Budget

G) Institutional Governance

HEKS/EPER's strategies, policies, guidelines, and tools to manage its international programme; including reports, promising practices, as well as global frameworks relevant to international cooperation

International cooperation is very complex and dynamic. It is a challenge to plan and implement projects, even more to prove impact and effectiveness. To ensure quality and relevance of its portfolio, HEKS/EPER International Division (ID) developed management procedures together with strategies & guidelines for staff and partners. Being accountable to donors and project participants, HEKS/EPER publishes its success and failures, as well as learnings and steering decisions.

Programmatic strategies & guidelines

The **strategies** of HEKS/EPER set mid- and long-term theories of change and objectives for its international programme. They also describe **cross-cutting approaches and issues** as well as **implementation standards**. HEKS/EPER and the implementing partners are fully committed to apply these. **Thematic guidelines** together with the strategies aim to increase quality, expertise, and joint understanding towards core topics such as inclusive market systems, resilience, conflict transformation, and many more.

Values, Mission, Strategies

- [Constitution Swiss Church Aid](#)
- [Swiss Church Aid Foundation regulations](#)
- [Values](#)
- [Mission Statement](#)
- [Swiss & International Strategy 2018-2022](#)
- [HEKS/EPER International Programme \(HIP\) 2017-2020](#)
- [Church Cooperation Programme](#)

Thematic Guidelines

- [Access to Land - Land Tenure Security Framework](#)
- [Acquisition Guidelines](#)
- [Advocacy Approach](#)
- [Civil Space Policy Paper](#)
- [Conflict Sensitivity Standards and Online Course](#)
- [Conflict Transformation Approach](#)
- [Gender Implementation Guideline](#)
- [HRBA \(Human Rights-Based Approach\)](#)
- [Market Systems Development Guideline](#)
- [Microfinance Concept](#)
- [Resilience Building](#)

Relevant External Frameworks

- [Agenda 2030 \(SDGs & Leaving no one behind\)](#)
- [UN Charter on Human Rights](#)
- [Peasants' Rights Declaration](#)
- [Swiss Constitution – Art 54](#)
- [Climate Change: Kyoto Protocol & Paris Agreement](#)
- [CEDAW \(Convention on the Elimination of all Forms of Discrimination Against Women\)](#)
- [ILO Convention 169](#)
- [FAO Guideline for responsible Land Tenure](#)

Management Policies

The mandatory policies of HEKS/EPER emphasize principles, regulations, and procedures by laying down the course of the organisation's actions, streamlining processes and providing hands-on tools for staff and partners to deliver high-quality adaptive management. The key documents are the **FFAG** (Field Financial and Administration Guidelines) together with the annexed code of conduct, and the **PCM** (Project/Programme Cycle Management), both containing clear standards and procedures which contracted staff and partner organisations have to comply with. All policies ensure good institutional governance, especially covering the topics of corruption, misuse/abuse of power, PSEAH (Prevention of Sexual Exploitation, Abuse, and Harassment), and how HEKS/EPER does report, learn, and adapt to it.

FFAG (Field Finance and Administrative Guidelines)

- [FFAG Document and Annexes](#)
- [Codes of Conducts](#)

PCM (Project/Programme Cycle Management)

- [Templates](#)
- [Guidelines](#)
- [Key Indicators](#)
- [PCM Manual](#)

Security Policy and Tools

- [HEKS/EPER Global Security Policy](#)
- [HEKS/EPER Security Risk Management Guidelines](#)
- [Security Risk Management Guidelines Annexes](#)

Gender Policy

- [HEKS/EPER Gender Policy](#)

Further Policies

- [Sustainability Policy](#)
- [Transparency Code](#)
- [Due Diligence Scanning Tool](#)
- [Data Processing Policy \(digital data system\)](#)
- [Corporate Design](#)

Links to External Standards

- [CHS \(Core Humanitarian Standards\)/Sphere](#)
- [The Busan Partnership for Effective Development Cooperation](#)

Reports, Factsheets, Evaluations and Promising Practices

Our reports are transparent and serve mutual accountability towards donors and project participants; documenting evidence for progress, effectivity, sustainability, and impact. However, we also set forth on how we follow-up on projects and programmes collecting and analysing quantitative and qualitative data with professional monitoring tools such as the digital data system and do evaluations and scientific impact assessments. All in order to learn and to steer our activities for the benefit of people and communities.

Annual Reports

International Division Annual Reports

- [2007-2018](#)

HEKS/EPER Annual Reports

- [Annual report 2015](#)
- [Annual report 2016](#)
- [Annual report 2017](#)
- [Annual report 2018](#)

Thematic Factsheets

- [Access to Land](#)
- [Conflict Sensitivity](#)
- [Gender Equality](#)
- [Human Rights-Based Approach](#)
- [Humanitarian Aid](#)
- [Inclusive Market Systems Development](#)
- [Living together in Peace](#)
- [Monitoring, Evaluation, Learning](#)
- [Resilience to Climate and Disaster Risk](#)
- [Right to Water](#)
- [Social Inclusion](#)
- [Sustainable Food and Agriculture systems](#)

Access to Land Working Papers

- [Access to Land, Laying the Groundwork for Development, 2012](#)
- [Assess and Enhance Land Tenure Security, 2015](#)
- [Access to Land in the Philippines, Capitalisation of HEKS/EPER Experiences, 2017](#)
- [Securing the Mobility of Pastoralists, Capitalisation of HEKS/EPER Experiences, 2019](#)
- [Custodians of biodiversity and healthy ecosystems, 2019](#)

Evaluations and Assessments

- [Capitalization of Experiences on Impact Assessment \(2018\)](#)
- [Meta-Evaluation on Evaluations 2007-2015 \(2016\)](#)
- [Meta-Evaluation on Evaluations 2016-2018 \(2019\)](#)
- [Impact Assessment Access to Land Senegal – Policy Brief](#)
- [Capitalization of Experiences Market Development \(Dairy & Meat\) Georgia \(2018\)](#)

Research, Studies and Promising Practices

Research & Studies

- [Civic space & SDGs](#)
- [Compendium Good DRR Practises](#)

Promising Practices

- [Ethiopia: Biodiversity & Sustainability](#)
- [Cambodia: Access to Land & Conflict Transformation](#)
- [Peasants' Rights: UN Declaration towards Land Rights, Agroecological Production and Food Security](#)
- [Bangladesh: Dialogue for Rights Enabling Social inclusion](#)
- [DR Congo: more yields, quality and income thanks to agroecological production and market inclusion](#)

H) Acronyms & Glossary

Acronyms

A2L	Access to land
AAR	After Action Review
ACT	ACT alliance (coalition of faith-based organisation working in international cooperation)
BfA	Bread for All
BI	Business intelligence
CC	Church cooperation
CBO	Community-based organisation (grassroot organisation)
CD	Country Director HEKS/EPER
CfW	Cash for Work
CMS	Change monitoring system
CO	Country office (of HEKS/EPER in priority programme countries)
CP	Country programme (DC or HA)
CS	Conflict sensitivity
CSO	Civil society organisation
CT	Conflict transformation
DC	Development cooperation
DB	Duty-bearer
DRR	Disaster risk reduction
ERP	Enterprise resource planning
FBO	Faith-based organisation
FFAG	Field financial and administrative guidelines
FIAN	Food First Information and Action Network (international organisation for the right to food)
HA	Humanitarian aid
HHQ	HEKS/EPER headquarters (in Switzerland)
HIP	HEKS/EPER international programme
HKI	HEKS/EPER key indicator
HRBA	Human rights-based approach
I&E	Income and employment
IB	Inclusive business
ID	International division (of HEKS/EPER)
IDMT	International division management
iNGO	International non-governmental organisation
KI	Key indicator
KS	Knowledge sharing
L4S	Learning for steering
LNOB	Leaving no one Behind (main pledge of Agenda 2030)
MEL	Monitoring, evaluation and learning
M4P	Making markets work for the poor
MSC	Most significant change
MSD	Market system development
NFI	Non-food items
NGO	Non-governmental organisation
PCM	Project or programme cycle management
PIU	Project implementation unit
PSEAH	preventing sexual exploitation, abuse and harassment
RH	Rights-holder
SDC	Swiss agency for development and cooperation
SDG	Sustainable development goals (Agenda 2030)
UNDROP	United Nations' Declaration on the Rights of Peasants
WASH	Water, Sanitation and Hygiene
WCC	World council of churches
ZEWO	Swiss certification foundation for non-profit organisations collecting donations

Glossary

Accountability

States and other duty-bearers are accountable and must act within the rule of law. They are answerable for the observance of Human Rights. They have to comply with the legal norms and standards enshrined in Human Rights instruments¹¹⁷

Access to land / land rights¹¹⁸

Access to lands means, in the view of HEKS/EPER, that people have secured rights to land ownership and/or land use, and that they can control, manage and use the land and affiliated resources in the long term.

There are two principal types of rights linked to land:

- Use rights: refer to the right to use land for growing crops, passage, grazing animals, and the utilization of natural and forest products. Usufruct rights may also include control rights, which refer to the rights to make decision about how the land should be used and how benefits should be allocated.
- Transfer rights: refer to the right to sell or mortgage land, convey land to others, transmit the land through inheritance and reallocate use and control rights. Transfer rights may also include control rights, which refer to the rights to make decision about how the land should be used and how benefits should be allocated – accordingly, transfer rights also include use rights.

Acquisition

Searching, positioning and applying for funds (grants, tenders, mandates) from bilateral (e.g. SDC) and multilateral donors (e.g. UN) donors. Funds are acquired to implement a specific project or programme. Other agencies refer to the same set of activities as institutional fundraising.

Adaptive capacity¹¹⁹

- Adaptive Capacity determines the nature and extent of access to and use of resources in order to deal with disturbance. Adaptive capacity both affects and is affected by the larger context and is comprised of three basic, but inter-related elements livelihood assets; transforming structures and processes; and livelihood strategies.
- Livelihood Assets are tangible and intangible assets that allow individuals and households to meet their basic needs. Livelihood security depends on a sustainable combination of six assets/capitals: financial; physical; political; human; social; and natural. Certain assets are interdependent on others. Asset levels and quality can be improved and/or repaired. Landscapes can be restored, soils improved, new skills and abilities can be learned, and new markets can be developed or accessed. Livelihood assets can and should be grown and improved.
- Structures and processes are embodied in the formal and informal institutions that enable or inhibit the resilience of individuals, households and communities. Examples include national, regional, and local governments; civil society; religious institutions; trade associations; resource networks; shared customs and norms; informal/traditional governance structures; policies and laws.
- Livelihood strategies represent the distinct or combined strategies that individuals and households pursue to make a living and cope with shocks. It is critical to note that different livelihood strategies have various risks associated with potential shocks and that certain coping strategies may have negative and permanent consequences with respect to resilience.
- Adaptive capacities allow actors to anticipate, plan, react to, and learn from shocks or stresses.

Advocacy

Advocacy refers to organised efforts by citizens to influence the formulation and implementation of legislation and programmes by persuading and pressuring state authorities, international financial institutions, and other influential figures in politics, business and civil society (HEKS/EPER Advocacy Concept).

Award Criteria

Criteria to assess the quality and relevance of the tender proposal. This is often done using a score sheet. The proposal is reviewed against set criteria and scored. The proposal which scores the highest is awarded the funds.

¹¹⁷ HEKS/EPER Implementation Concept Human Rights-based Approach. 2011.

¹¹⁸ HEKS/EPER. HKI Guidelines Access to land. 2016.

¹¹⁹ DFID (2011): Defining Disaster Resilience; for more information refer to HEKS/EPER Guideline on Mainstreaming Resilience Building. 2013.

Basic services¹²⁰

Basic services enable individuals and communities to participate economically, socially and politically. The term can be split into the following focus areas:

- basic infrastructure benefitting communities/groups and/or individuals/households including drinking water and water for irrigation purposes, sanitation facilities, drainage, electricity, roads construction/renovation, ponds excavation, school's construction/renovation, etc.
- social assistance for individuals/households and/or communities/groups including shelter construction/renovation, old age pensions, sanitation facilities, food rations, widow pensions, etc.
- health care, including birth registrations/certificates, health cards, immunization, etc.
- education system, government stipends for school children, vocational trainings provided by governments, etc.
- employment opportunities, including e.g. national employment schemes

The meaning of 'access to' refers to the effective usage of services (as opposed to having access but not making use of them).

Call for proposal (CfP)

A CfP – or a Request for Proposals (RfP) – is the competitive submission procedure by which applicants are asked to submit either a concept note (in the case of a two-stage process) or a full proposal to the donor for selection.

Civil society

Interest groups that stand between the private sphere and the sphere of state authorities and government. A pluralistic civil society representing a variety of interests is seen as guaranteeing a culture of tolerance and compromise, mitigating political conflict and contributing to political consensus. Civil society is important to counterbalance the state, control the activities of government, prevent abuses of power by state institutions and hold the state accountable as a duty-bearer. A precondition for this is that members of a society see themselves as citizens who take responsibility, engage and develop activity in local communities, associations or the public sphere. (Berghof Foundation)¹²¹

Claim¹²²

An 'official' claim is:

- a legally binding and non-binding document ('legally binding' means according to national and/or international law). In this regard, two points have to be considered: i) Depending on the context, it is likely that the differentiation between 'legally binding' and 'legally non-binding' is not clear cut. Yet, a profound knowledge about the judicial system is pre-condition for any project/partner in this working area. In this sense, it is recommended to identify a contextually appropriate definition of the aforementioned terms and capitalize on it as an entry point for in-depth reflection about the roles and responsibilities of duty-bearers. ii) Orally made / accepted claims are not explicitly addressed in the above definition. We acknowledge the importance of oral claims in the overall process of rights claiming. The purpose of this key indicator however is to provide for a clear-cut definition with a strong official character. In addition, it is meant to highlight the importance of preventing lip service on the part of duty-bearers. This explains the emphasis on the term 'documented'. This being said, it goes without saying that every project focusing on 'rights claiming' must – through a selection of its own context specific indicators – address the issue of oral rights claiming.
- a legitimate document, i.e. a document which is approved / agreed upon based on consensus among rights-holder groups and/or between duty-bearers and rights-holders (examples can also include strategically important negotiations through emails, SMS, and minutes of phone conversations).
- a document based on facts (sufficient evidence).
- 'in favour of individuals when the claim is about individuals (i) access to land (incl. the aspect of right to shelter), (ii) access to other resources (e.g. basic infrastructure, old age and widow pension schemes, education, health care, and employment opportunities) (iii) enabling environment (i.e. right to peaceful assembly, right to freedom of expression, right to physical security, right to political participation, and enabling NGO legislation, etc.), and (iv) other issues, including for example health, education, etc.

¹²⁰ HEKS/EPER. HKI Guidelines Basic Services. 2016.

¹²¹ HEKS/EPER Implementation Concept Conflict Transformation. 2012.

¹²² HEKS/EPER. HKI Guidelines Claims. 2016.

Concept Note (Acquisition)

Short expression of a project idea on paper (3 to 10 pages, depending on donor requirements), often developed as a first expression of interest in a two-stage bidding process before a full proposal is developed and submitted.

Conflict

A relationship between two or more interdependent parties in which at least one of the parties perceives the relationship to be negative or detects and pursues opposing interests and needs. Both parties are convinced that they are in the right. Conflict is an essential ingredient of social change. What is important is that conflicts should be solved in a peaceful and constructive manner.¹²³

Conflict Sensitivity (CS)

The ability of an organisation to:

- understand the context it operates in
- understand the interaction between its intervention and that context and
- act upon this understanding
- in order to minimise negative impacts and maximise positive impacts on conflict.¹²⁴

Conflict transformation (CT)

A generic, comprehensive term referring to actions and processes seeking to alter the various characteristics and manifestations of violent conflict by addressing the root causes of a particular conflict over the long term. It aims to transform negative destructive conflict into positive constructive conflict and deals with structural, behavioural and attitudinal aspects of conflict. The term refers to both the process and the completion of the process (Berghof Foundation)¹²⁵.

Contribution (Acquisition)

SDC specific term describing the allocation of funds to a third-party organisation to carry out activities under its own responsibility. This can take the form of project or programme contributions.

- Project contributions to NGO projects can be allocated as part of the SDC programme via country offices, or the organisational units at head office, and are determined by the SDC's geographic and thematic priorities.
- The SDC negotiates programme contributions as part of its institutional partnerships which are based on long-term cooperation ('block grant').

Cooperation¹²⁶

Cooperation is defined as an act or instance of working or acting together for a common purpose or (mutual) benefit.

Diapraxis¹²⁷

Diapraxis as opposed to dialog means joint practical work instead of exchange limited to verbal conversation. It describes the work of developing mutual appreciation among people of different backgrounds, such as different identity groups who hold grievances against each other, by working together on common projects with a shared goal with the end to promote peaceful co-existence. Diapraxis is not only dialogue but also transformation of shared reality by means of dialogue and action. More precisely, a joint practical work/action means the entire process around planning (identifying, analyzing, etc.), implementing, monitoring and appraising activities towards one shared goal. For example: two conflicting groups agree to cooperate and accordingly identify the shared goal to enhance water supply and hygiene and develop concrete plans to dig a well and raise hygiene awareness; this entire planning process is considered as a practical joint action. In addition, if the groups later on decide to jointly implement the plan, i.e. participate in digging the well and meet regularly for coordination and maintenance meetings, this would be considered part of the same practical action.

¹²³ HEKS/EPER Implementation Concept Conflict Transformation. 2012.

¹²⁴ Conflict Sensitivity Consortium. How to guide on Conflict Sensitivity. 2012.

¹²⁵ HEKS/EPER Implementation Concept Conflict Transformation. 2012.

¹²⁶ HEKS/EPER. HKI Guidelines Cooperation Degree. 2016.

¹²⁷ HEKS/EPER. HKI Guidelines Diapraxis. 2016.

Duty-bearers

Duty-bearers are the actors responsible for the realization of (*human*) rights. This might be authorities (state, religion, traditional), institutions/organisation or individuals (e.g. family members, business people, peer leaders). Those who bear duties with respect to a (*human*) right are accountable if the right goes unrealized. When a right has been violated or insufficiently protected, there is always someone or some institution that has failed to perform a duty.¹²⁸ On the other hand, duty-bearers are in many contexts also rights-holders.

Effective participation¹²⁹

Effective participation stands for inclusion or involvement with the capacity to influence, shape, or make decisions, including in favour of the impact/target group. [Note that the emphasis here is on decision making, and its aspects of power, not only on participation in any groups the community may have.] The terms 'effective participation', as defined here, imply several elements, including for example member of / participate in an organisation, leadership role, degree of participation (active, passive, etc.), and ability to influence decision-making processes.

Eligibility criteria

Criteria defining legal status, nationality or country of origin, proven track record, and other legal/ formal aspects which have to be fulfilled. Non-compliance with eligibility criteria leads to automatic exclusion from the grant process, regardless of the quality of the proposal.

Gender

Gender is a social and cultural construct, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. Gender-based roles and other attributes, therefore, change over time and vary with different cultural contexts [...]¹³⁰.

Gender Equality

Gender Equality means that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development. [...] Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men and girls and boys are taken into consideration [...].¹³¹

Gender Mainstreaming

Gender Mainstreaming is a strategy to achieve gender equality. [...] Mainstreaming implies that actors and institutions [...] involved in development are able to incorporate a gender equality perspective in the way they work (their institutional culture, competence, etc.) as well as in all their policies and programmes, at all levels and at all stages of their planning cycle.¹³²

Grant

Awarded through public competition (calls for proposals) to co-finance specific projects or objectives. Organisations are invited to submit **proposals** for a project or service and contribute financially (co-funding). The donor only covers a part of eligible costs.

Human rights¹³³

Human rights are rights inherent to all human beings, whatever our nationality, place of residence, sex, national or ethnic origin, colour, religion, language, or any other status. We are all equally entitled to our human rights without discrimination. These rights are all interrelated, interdependent and indivisible. Universal human rights are often expressed and guaranteed by law, in the forms of treaties, customary international law, general principles and other

¹²⁸ HEKS/EPER Implementation Concept Human Rights-based Approach. 2011.

¹²⁹ HEKS/EPER. HKI Guidelines Women Effective Participation. 2016.

¹³⁰ HEKS/EPER. Gender Implementation Guidelines 2016. (*UNICEF Gender Equality Training. Glossary.*)

¹³¹ HEKS/EPER. Gender Implementation Guidelines 2016. (*UNICEF Gender Equality Training. Glossary.*)

¹³² HEKS/EPER. Gender Implementation Guidelines 2016. (*SDC toolkit 'Gender in Practice', sheet 1*)

¹³³ United Nations. Office of High Commissioner. <http://www.ohchr.org/EN/HRBodies/Pages/TreatyBodies.aspx>

sources of international law. International human rights law lays down obligations of Governments to act in certain ways or to refrain from certain acts, in order to promote and protect human rights and fundamental freedoms of individuals or groups. There are ten human rights treaty bodies composed of independent experts of recognized competence in human rights:

- Human Rights Committee (CCPR) monitors implementation of the International Covenant on Civil and Political Rights (1966) and its optional protocols;
- Committee on Economic, Social and Cultural Rights (CESCR) monitors implementation of the International Covenant on Economic, Social and Cultural Rights (1966);
- Committee on the Elimination of Racial Discrimination (CERD) monitors implementation of the International Convention on the Elimination of All Forms of Racial Discrimination (1965);
- Committee on the Elimination of Discrimination against Women (CEDAW) monitors implementation of the Convention on the Elimination of All Forms of Discrimination against Women (1979) and its optional protocol (1999);
- Committee against Torture (CAT) monitors implementation of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment (1984);
- Committee on the Rights of the Child (CRC) monitors implementation of the Convention on the Rights of the Child (1989) and its optional protocols (2000);
- Committee on Migrant Workers (CMW) monitors implementation of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (1990);
- Committee on the Rights of Persons with Disabilities (CRPD) monitors implementation of the International Convention on the Rights of Persons with Disabilities (2006);
- Committee on Enforced Disappearances (CED) monitors implementation of the International Convention for the Protection of All Persons from Enforced Disappearance (2006); and
- The Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (SPT) established pursuant to the Optional Protocol of the Convention against Torture (OPCAT) (2002) visits places of detention in order to prevent torture and other cruel, inhuman or degrading treatment or punishment.

Human rights-based approach (by HEKS/EPER)

The roots of poverty and inequality are complex socio-political, cultural and economic structures and dynamics that exclude certain individuals and population groups. To contribute to equal rights in law and in practice for all women and men, HEKS/EPER is focusing in its work especially on excluded and vulnerable groups. HEKS/EPER aims to achieve more sustainable and systemic development changes by analysing and addressing violations of rights, inequalities and unjust power relations. International civil, cultural, economic, political and social rights as well as national and local legislation and values (in line with universal human rights) provide a guiding framework for the HEKS/EPER International Programme. Participation and empowerment, accountability and advocacy, equality and non-discrimination, links to human rights mechanisms are integrated into all stages of the programming process.

Income¹³⁴

The term 'income', as defined here, refers to financial benefits linked to employment (salaries) and/or the sale of products and services on local, regional, national, international markets.

Latent vs open conflict¹³⁵

When the 'stages of conflict' are listed by conflict scholars, the first phase is often listed as 'latent conflict' or 'unstable peace'. This is also comparable with 'negative peace' described in the HEKS/EPER Conflict Transformation implementation concept. Although violence is not on the surface, structural and cultural¹³⁶ violence – injustice, disagreement and power imbalance, all signs of structural violence – prevail in a hidden way. Latent conflict exists whenever individuals, groups, organisations, or nations have differences that bother one or the other, but those differences are not great enough to cause one side to act to alter the situation. Differential power, resources, differing interests or values all have the potential to spark conflict if a triggering event occurs. Open conflict is when certain triggering events make the conflict emerge to the surface and violence is openly expressed. Positive peace is only achieved if direct, structural and cultural violence are eliminated.

¹³⁴ HEKS/EPER. HKI Guidelines Income. 2016.

¹³⁵ HEKS/EPER. HKI Guidelines Diapaxis. 2016.

¹³⁶ Cultural violence: Moral culture referred to in order to justify or legitimise the application of direct or structural violence.

Mandate

SDC specific terminology encompassing both **grants** and **tenders**. Mandates are open to public competition (public invitations to tender). Funds are then awarded through **contracts** in order to carry out specific projects and tasks.

Market System

The dynamic combination of people, relationships, functions and rules that determine how a particular good or service is produced, accessed and exchanged. It can be thought of as comprising a network of market actors, supported by various forms of infrastructure and services, and interacting within the context of the institutions or 'rules' that shape their business environment.

Minority¹³⁷

A minority group as 'a group of people who, because of their physical or cultural characteristics, are singled out from the others in the society in which they live for differential and unequal treatment, and who therefore regard themselves as objects of collective discrimination. This definition includes both objective and subjective criteria: membership of a minority group is objectively ascribed by society, based on an individual's physical or behavioural characteristics; it is also subjectively applied by its members, who may use their status as the basis of group identity or solidarity. In any case, minority group status is categorical in nature: an individual who exhibits the physical or behavioural characteristics of a given minority group will be accorded the status of that group and be subject to the same treatment as other members of that group.

Participation

See 'effective participation'.

Policies¹³⁸

Policies refers to laws and regulations within an existing system (state and traditional) pertaining to particular topics, such as laws regulating access to land, as well as official, institutionalized procedures, such as the process of land titling, or the process of handling cases of domestic violence.

Peace

Within the peace and conflict research there is no standard definition. The theory of peace is caught up in the field of tension between processes of dealing with conflict through violence and structural imbalance on the one side, and on the other the objective of (relative) non-violence. Peace is, thus not a condition, but an approach towards an ideal or a regulative idea. Often the definition of a Positive Peace is applied that includes social justice (non-discrimination, equality, justice, access to resources, security for human beings) within nations as well as globally¹³⁹.

Proposal (Acquisition)

Sometimes also referred to as **bid** or **bidding document**, or **grant application**, are project documents highly tailored to a donor's needs, most of the time using an official, predefined format or template. It is developed in response to a call for proposals or call for tenders.

Resilience¹⁴⁰

'Disaster Resilience is the ability of countries, communities, and households to manage change, by maintaining or transforming living standards in the face of shocks and stresses without compromising their long-term prospects.'

Rights-holders

Every human being is born with inalienable and universal rights, the *human rights*. Thus, every woman, man, girl and boy is a right-holder of the *human rights*. Regarding another specific legal or value framework, however, a clear distinction between right-holder and duty-bearer can be made where the right-holder can claim his rights and hold the

¹³⁷ Sociologist Louis Wirth, https://en.wikipedia.org/wiki/Minority_group

¹³⁸ HEKS/EPER. HKI Guidelines Reform institutions. 2016.

¹³⁹ HEKS/EPER Implementation Concept Conflict Transformation. 2012.

¹⁴⁰ DFID (2011): Defining Disaster Resilience; for more information refer to HEKS-EPER Guideline on Mainstreaming Resilience Building. 2013.

duty-bearer accountable to respect, protect and fulfil his rights¹⁴¹. On the other hand, rights-holders are in many contexts also duty-bearers.

Social Cohesion¹⁴²

Social cohesion refers to the elements that bring and hold people together in society. In a socially cohesive society, all individuals and groups have a sense of belonging, participation, inclusion, recognition and legitimacy. Social cohesive societies are not necessarily demographically homogenous. Rather, by respecting diversity, they harness the potential residing in their societal diversity (in terms of ideas, opinions, skills, etc.). Therefore, they are less prone to slip into destructive patterns of tension and conflict when different interests collide.

Social Exclusion

Social exclusion is understood as the condition (barriers and process) that impede social inclusion. Social exclusion is a process through which individuals or groups are wholly or partially excluded from fully participating in all aspects of life of the society, in which they live, on the grounds of their social identities, such as age, gender, race, ethnicity, culture or language, and/or physical, economic, social disadvantages. Social exclusion may mean the lack of voice, lack of recognition, or lack of capacity for active participation. It may also mean exclusion from decent work, assets, land, opportunities, access to social services and/or political representation.

Social Inclusion

HEKS/EPER understands inclusion as a process aiming at ensuring equal rights, equal opportunities and active participation in society for all, regardless of their identities (such as age, gender, ethnicity, culture, religion or language etc.). Social inclusion focuses on the process and relations, while inequality refers to the disparities between different categories of people.

Stakeholders

Stakeholders are those involved in and/or affected (negatively or positively) by the outcome and the impact of an action, project, programme. They are the agencies, organisations, groups or individuals who have a direct or indirect stake, commitment and interest in the programme / project design, implementation, benefits or in its evaluation.

Systemic change

Transformations in the structure and dynamics of a system that leads to impacts on large numbers of people, either in their attitudes and values, material conditions, behaviour or access to information, services and products¹⁴³.

Tender

Institutions publish calls for tenders when they want to select a service provider for a specific mission and for their internal needs. The selected provider in a call for tender will get a compensation corresponding to the mission amount, possibly including a profit margin. It differs from the **grant**, which covers only a part of eligible costs. In EU terminology, **contracts** are awarded following **calls for tenders** (public procurement) to buy services, goods or works.

¹⁴¹ HEKS/EPER Implementation Concept Human Rights-based Approach. 2011.

¹⁴² United Nations Department of Economic and Social Affairs UNDESA. Creating an inclusive society: Practical Strategies to Promote Social Integration. 2009.

¹⁴³ Adapted from Osorio-Cortes, Lucho and Marcus Jenal (2013). Monitoring and Measuring Change in Market Systems: Rethinking the Current Paradigm. MaFi Synthesis Report. Arlington VA: The SEEP Network.