



ANNUAL REPORT 2019

Big changes start small.



EDITORIAL

A look back at the past year raises the question of perspective. Do I report about the people whose causes we champion? Do we talk about HEKS/EPER the organization and how it fared in 2019? Or do I look at the past year's events from a personal standpoint? It would perhaps be honest to do all three.



The global situation did not become more stable over the past year. The world is none the safer for all the trouble spots and the rise of authoritarian regimes. Those being hardest hit are those who must struggle for their very survival from day to day. There are ever greater inequalities within societies. While some amass untold wealth, others must live in grinding poverty. Humanitarian disasters are happening every day, in north-western Syria, in Myanmar, on the Mediterranean, or in Venezuela. Yet the world is seemingly becoming immune, as it looks the other way. There is insufficient media interest and hence dwindling public awareness of the need for help. In 2019 too, HEKS/EPER endeavoured to counter this trend

and to improve the lives of a great many people.

« The support of donors remains indispensable if HEKS/EPER is to continue its important task. »

How did the organization itself fare? At the start of the year it became clear that we had to adopt a tough consolidation programme, as income especially for development cooperation and humanitarian aid had plummeted. This forced us to terminate several programmes. We had to make staff cuts. We had to review our budgets and scale back our international activities. We tried to do this in a manner bearable to all those affected. But it was invariably painful. Meanwhile, we seem to have bounced back somewhat, though the ongoing support of churches and donors is indispensable if HEKS/EPER is to continue its important task.

And personally? As President of the Board of Trustees I became aware of the weight of the responsibility we bear. To the people at home and abroad with whom we are sharing a journey, to staff members whose unflinching commitment makes all the difference to our work, to the numerous volunteers and to our donors. We also feel responsible to the churches, which have entrusted us with translating their diaconal mission into reality. The merger with Bread for All, towards which we made considerable headway this year, will enable us even more effectively to realize our commitment to a world of peace and justice.

Walter Schmid

President of the Board of Trustees

2019 IN A NUTSHELL



PAGES 4 TO 9 OUR TOPICS ABROAD: DEVELOPMENT COOPERATION, CHURCH COOPERATION AND HUMANITARIAN AID

888 000

people benefited from HEKS/EPER projects abroad.

140 000

people gained access to land thanks to HEKS/EPER.

114 000

small farmers increased their harvests in 2019 thanks to HEKS/EPER projects.

PAGES 12 TO 17 OUR TOPICS IN SWITZERLAND: ASYLUM, INCLUSION AND ADVOCACY

11 849

hours of volunteer work were done by 210 staffers in 2019.

1250

Persons received job integration support from HEKS/EPER.

55 %

of applications through legal advice offices for asylum seekers were approved.



PAGES 18 AND 19 INTERVIEW WITH PETER MERZ, DIRECTOR OF HEKS/EPER: REVIEW AND OUTLOOK 2020

63,3

million francs went to projects at home and abroad.

246

persons were permanently employed by HEKS/EPER in 2019.

1 : 2,9

was the ratio between the highest and lowest HEKS/EPER wage in 2019.



PAGES 22 TO 25 ORGANIZATION, EFFECTIVE ACTION, RESPONSIBILITY, TRANSPARENCY, EQUALITY AND SUSTAINABILITY

86 %

of all monitoring data for projects abroad are transmitted via HEKS/EPER's own digital analysis system.

94,6 %

of HEKS/EPER donors believe that HEKS/EPER acts and communicates transparently.

14,4 %

represented administrative costs, including fundraising. (Zewo average: 21%).



PAGES 26 AND 27 NOTES TO THE FINANCIAL REPORT, BALANCE SHEET AND OPERATING ACCOUNTS 2019

68,4

million francs in total revenue were booked by HEKS/EPER.

21,0

million francs came from donations.

17,7 %

of revenue comprises contributions from church circles.





HEKS/EPER MAKING A DIFFERENCE ABROAD

Through its international projects HEKS/EPER fights the causes of discrimination and poverty, promotes peace in situations of extreme tension, provides humanitarian aid and supports the diaconal work of the Reformed Churches in Eastern Europe and the Middle East.

In 2019 HEKS/EPER implemented some 162 projects in 32 countries in Africa, Asia, Latin America and Europe. HEKS/EPER operated its own Coordination Offices in 17 countries. HEKS/EPER implements its projects preferably through local partner organizations that are close to the beneficiaries. Thanks to this and to networking with competent international organizations and the relevant authorities in project countries, HEKS/EPER is able to make the most effective use of the funds entrusted to it. HEKS/EPER operates on the principle of help for self-help and strives to ensure that people know and are able to claim their rights.

Civil society in difficulty

It is not self-evident that people know and are able to claim their rights vis-a-vis their government. Today, just about 4 per cent of the world's population lives in countries where they are able to express their opinion freely, to assemble and enjoy access to a free press.

Silencing critical voices and penalizing involvement in public affairs negatively impact political, social and economic life. HEKS/EPER has co-produced a study illustrating that the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda will not be attained without an engaged civil society. Worse yet, the headway already made in overcoming poverty, conflicts and inequality is being jeopardized by ever greater curtailment of co-determination and civil liberties. In spring 2019, HEKS/EPER presented the study and its action recommendations in various national and international bodies, including the EU Commission in Brussels, the OECD in Paris

and a UN conference in New York. HEKS/EPER also took part in the expert consultation on the Federal Council's dispatch on international cooperation for 2021–2024 and in so doing clearly pointed to the failure of the draft dispatch take civil society empowerment sufficiently into account.

Focus on our own strategy

In late August 2019 the entire International Division, i.e. Heads of HEKS/EPER coordination offices as well as staff in Switzerland, met for a strategy forum in Emmetten on Lake Lucerne. The forum was a significant week-long opportunity for foreign-based and local HEKS/EPER staff members to hold intense discussions, to learn from one another and to record the knowledge gleaned. The 2019 Forum focused on the HEKS/EPER 2021–24 International Strategy, through which HEKS aspires to an even more effective and sustainable contribution to the wellbeing of people in its project countries.

More information on project work in individual countries:
en.heks.ch/worldwide

DEVELOPMENT COOPERATION

Again in 2019, HEKS/EPER assisted, supported and networked people and organizations peacefully standing up for their rights. HEKS/EPER supported rural communities in accessing land and resources and helped them build up sustainable agricultural production as well as suitable outlets for their produce.

196 000

people were able to boost their incomes in 2019 thanks to HEKS/EPER support.

NIGER: PROFITABLE ORGANIC FARMING

People in the Maradi region of southern Niger have always had to survive on a limited supply of water. Droughts have become more frequent in recent years. Increasing desertification is forcing peasant farmers to work ever smaller plots of land.

The HEKS/EPER partner organization «SahelBio» is therefore helping people farm more intensively – dispensing with artificial fertilizers and pesticides and farming agro-ecologically instead. Together with peasant farmers, «SahelBio» is trialling millet and bean seeds, which are better suited to heat and water scarcity. Small farmers are also testing some promising cultivation methods, using only natural pest management techniques in their fields.

These methods were all highly successful in 2019: farmers were able at least to double, or even triple their millet and bean harvests. Not only did this enhance the food security of smallholder families, it also allowed them to store some of the harvest and bring it to market at an advantageous point in time. Hence, 150 tonnes of beans, millet and peanuts could be stored in 2019, with the help of the project team.



HONDURAS: DEFENDING HUMAN RIGHTS

In southern Honduras, the State together with a small but powerful elite operate export-oriented mining, agribusiness and other major projects. This entails blatant violations of the rights of the local people. Peasant families are expelled from their land, they lose their sources of water or suffer the consequences of environmental pollution. People who speak out against this injustice do so at risk to their lives and regularly fall victim to violent crimes, intimidation or displacement.

For many years now HEKS/EPER has therefore been supporting organizations that advocate for the rights and economic survival of the local people. Through its «Proderecho» programme, HEKS/EPER is stepping up its cooperation with a pool of local and international partner organizations. They are highly experienced in documenting rights violations, in providing counsel and accompanying cases locally and internationally, or in defending local human rights and environmental activists.

In this way HEKS/EPER plays an important part in empowering an active civil society that challenges corrupt governments and power elites, while defending rural dwellers, human rights and the environment.



CHURCH COOPERATION

2,35 million

francs were spent by HEKS/EPER in 2019 on church cooperation projects in Eastern Europe and the Middle East.

In many countries, the Reformed Church assumes social responsibility and looks after people who are neglected by government social services, such as the elderly, the disabled, or members of minorities. HEKS/EPER advises and supports Eastern European and Middle Eastern Reformed Churches in their diaconal work.



SYRIA: PROGRAMME FOR CHILDREN AND TEENAGERS

Although the civil war has caused a sharp reduction in the number of Christians in Syria, their presence in the country is still of major significance. The Christian minority signifies a pluralistic society in which the members of different religions live peacefully together. Throughout the years of strife, HEKS/EPER partner churches in Syria have impressively demonstrated their commitment to the well-being of children from all religious communities. The running of Christian schools was assured and expanded, for example. They enable boys and girls with different religious backgrounds to work together in an atmosphere of friendship. The HEKS/EPER scholarship programme also enabled 1 860 children from underprivileged Muslim and Christian families to attend these schools and get a good education.

Besides, some 2000 children took part in the weekly children's programme in 12 church parishes across Syria in 2019. After years of civil strife and uncertainty, there is great need to experience community and a sense of normality at least for a few hours. Church parishes in Syria are able to respond to this need through their programmes for children and young people.

EASTERN EUROPE: CHAMPIONING THE ROMA MINORITY

The Roma are Europe's largest minority. They suffer from high unemployment, discrimination and social isolation. Their access to public services like education and healthcare or electricity and water supplies is often limited.

For many years now, HEKS/EPER has been promoting inclusion for the Roma in Eastern Europe and the Western Balkans in communities and in society. Church partners in Hungary, Slovakia and Ukraine also share in this effort.

In 2019, the 20 Reformed Church parishes supported by HEKS/EPER contributed substantially to integrating the Roma through their diaconal work with children and young people and by including Roma families in church activities. Helped by remedial classes, 250 Roma children improved their school performances and 800 children and adolescents from Roma families and the majority population took part in church parish leisure activities and holiday camps. In Hungary, HEKS/EPER also supported reformed schools in introducing inclusive teaching models and in improving their relations with the local Roma population.

HUMANITARIAN AID

In 2019 HEKS was present with humanitarian aid projects in 13 countries worldwide. HEKS/EPER launched, inter alia, an emergency aid programme in the Amazon region for indigenous communities and peasant families affected by forest fires in Brazil. And in the Shatila refugee camp in Lebanon's capital Beirut, lodgings of needy refugee families underwent repairs.

350 000

people received food, drinking water, financial assistance or help in rebuilding their houses under humanitarian aid projects in 2019.



DR OF THE CONGO: EMERGENCY AID IN KIVU

Eastern Congo and especially the Kivu region is a permanent war zone. Various criminal militia and rebel groups are fighting for control of land or mineral resources. Those battles are taking place on the backs of the local population. The Bwito region in North Kivu is plagued by complex conflicts. Crime, forced recruitment and violent expulsions are commonplace. The displaced people lack everything. The region is hard to reach because of the poor condition of access roads and the ongoing conflicts. The ICRC has therefore asked HEKS/EPER to facilitate access to the region through its current contacts with community leaders.

In 2019, HEKS/EPER assisted the people of Bwito in repairing access roads so that necessary relief supplies could reach them. The Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) has funded an additional project to support 16 200 households and a water and sanitation project to provide drinking water and emergency latrines for displaced people. This is the first joint project between HEKS/EPER and ECHO, a world-leading humanitarian aid donor.



BANGLADESH: SUPPORT FOR ROHINGYA

It is unlikely that the over 900 000 Rohingya refugees in Bangladesh will be able to return to Myanmar any time soon. Longer-term measures are therefore needed alongside emergency relief to ensure simple but decent living conditions in the highly overcrowded camps.

HEKS/EPER has been active since 2017 in the Jamtoli refugee camp, home to 50 000 Rohingya. HEKS/EPER implemented several new projects there in 2019. One focused on fully renovating the roughly 11 000 makeshift shelters to protect people from heavy monsoon rains and strong winds. Refugee families received materials such as tarpaulins, cement, steel, foundations and bamboo, as well as training in building their huts. To better prepare for the rainy season, HEKS/EPER built and fortified paths, stairs and sewers in the camp. HEKS/EPER also assisted people in planting small vegetable gardens in front of their huts and in planting fruit trees. Themselves also poor, the local people in the villages around the refugee camp also benefited from various water and sanitation projects – this aid being crucial to better acceptance of Rohingya refugees in the region.

HEKS/EPER MAKES A DIFFERENCE GLOBALLY

PROJECT COUNTRIES 2019

Europe

- Armenia
- Czech Republic
- Georgia
- Hungary
- Italy
- Kosovo
- Moldova
- Romania
- Serbia
- Slovakia
- Ukraine

Asia

- Bangladesh
- Cambodia
- India
- Indonesia
- Iraq
- Israel/Palestine
- Lebanon
- Myanmar
- Syria

Latin America

- Brazil
- Columbia
- Haiti
- Honduras
- Development Cooperation
- Church Cooperation
- Humanitarian Aid

Africa

- DR of the Congo
- Ethiopia
- Niger
- Senegal
- South Sudan
- Uganda
- Zimbabwe

Project Nr. 942.382: Home care service in Transylvania

Agnes Tudóczka, Romania: «Despite two strokes, I can now live at home again. Something good happens every day when my dear nurse Erika comes by. She it is who gives me the necessary medicines, measures my blood pressure, makes my bed and shakes out my pillows. Without her I would no longer be alive.»



1

1

7

7

8

8

Project Nr. 812.373: Small farming communities defend their right to water

Daniel dos Santos Alves, Brazil: «The water shortage in my village is getting steadily worse. This is why I am involved in the small farmers' association, in order to stand up for our right to water. Thanks to HEKS/EPER I have learned how best to do that. We also want to continue living in our community in the future and earn an income. That is my goal.»



Project Nr. 756.351: Stable nutritional bases for people and animals in Maradi

Tsayabou Dan Ladi, Niger: «The millet and bean seeds I received from HEKS/EPER helped me improve my yields and allowed me to store some of the harvest. During the 2018 drought I sold the rest of the millet and black-eyed peas at a much higher price. From the proceeds I could buy two donkeys. They help me with ploughing, with manure and with sowing.»



Project Nr. 934.320: Families improve their incomes by growing berries

Irina Pompus, Moldova: «At first I made many mistakes in blackberry farming and things did not always go well. Thanks to HEKS/EPER I was able to improve my knowledge about cultivation. I visited other businesses and took theoretical and practical courses. Now I grow berries professionally. I have gained so much experience in the meantime that I can now advise other small farmers. Because I now earn more, I can spend more time with my children. Our life has improved a lot.»



2

Project Nr. 630.365: Peasant families secure their livelihoods in Tamil Nadu

Shankar, India: «We never had land titles nor did our ancestors. It is only thanks to HEKS/EPER and its partners that we became aware of our rights and today have our own land. Receiving the title was one of the happiest moments of our lives. For we Adivasis (India's original inhabitants) cannot live without the forest and the forest cannot live without us.»



3

Project Nr. 610.424: Better living conditions for Rohingya refugees and local people

Dolu Hosain and Solema Khatun, Jamtoli refugee camp, Bangladesh: «We received vegetable seeds and bamboo stakes from HEKS/EPER so that the beans and pumpkins could grow upwards. We look after the garden regularly and have already reaped the first crop of beans. The vegetables bring variety to our diet. We are also somewhat more independent of food deliveries, which are not always on time.»



4

Project Nr. 786.009: Drinking water and sanitation for refugees from South Sudan

Janet Dawa, Bidibidi refugee camp, Uganda: «Water used to be brought in trucks but there was never enough for everyone. So we either had to walk several kilometres to the nearest stream or simply bore holes in the ground until we struck water. We sometimes had to wait several days for fresh water. This was almost unbearable for a family with small children. But then HEKS/EPER came and built a water supply system in our settlement. The pump runs on solar energy and the water is purified before distribution in the camp.»



5

Project Nr. 788.378: Supporting small producers in South Kivu

Héri Julienne, DR Congo: «Thanks to the training courses, I now grow my own cabbage. With the money I've earned from it and with the help of the village association, I opened a small shop. My husband has no work. The income from the field allows me to feed my children, buy their clothes and pay for school expenses.»



6



The Adivasis, India's original inhabitants, nurture and use the forest as the most important source of their livelihood. Photo: Christian Bobst





HEKS/EPER MAKES A DIFFERENCE IN SWITZERLAND

In its 56 national projects, HEKS/EPER works to achieve the integration of disadvantaged people and supports refugees through legal advice in their asylum procedures. HEKS/EPER also defends the cause of refugees on the political front.

For its work in Switzerland, HEKS/EPER has 170 permanent employees and over 600 hourly wage earners as well as some 210 volunteers all of whom work hand-in-hand and jointly support the integration of migrants and refugees as well as people affected by homelessness, long-term unemployment, addiction problems or any other socially limiting factors. In 2019, altogether 29.1 million francs went into project work by the five HEKS/EPER Regional Offices of Aargau/Solothurn, both Basels, Berne, Eastern Switzerland, Zurich/Schaffhausen and the Siège romand.

Developing further with innovation

HEKS/EPER gears its work in Switzerland towards the needs of programme participants and upgrades its programmes constantly. HEKS/EPER Eastern Switzerland, for example, detected a major gap in the leisure and integration programmes for older migrants, and in 2019 devised a scheme to remedy this. The «Seniors Gardens Eastern Switzerland» have now become a meeting place for older people with or without a migration background, where they garden together and socialize. The course content for the HEKS/EPER integration programme in the Berne region was expanded so that besides language learning, course participants are also taught how to use new information and communication technologies.

Restructuring in the asylum sector

The entry into force of the revised asylum law radically changed the work of HEKS/EPER in asylum matters in 2019: two teams

now provide legal counsel under the accelerated procedure at the federal asylum centres of North-western and Eastern Switzerland. Moreover, the six regional HEKS/EPER legal advice centres are responsible for legally representing asylum seekers under the extended procedure. This restructuring meant a very heavy workload in 2019.

Contracts from public authorities

The number of mandates and contracts received from the Confederation, cantons and communes has grown steadily over recent years. Income from services rendered in Switzerland in 2019 was 21.25 million francs. For one thing, this reinforces HEKS/EPER's national programmes and shows growing countrywide interest in them, and that HEKS/EPER Regional Offices are seen as specialized bodies that operate competently and professionally. But this development also brings its challenges. Short-term changes in political majorities, for instance may drastically impact HEKS/EPER programme work. This complicates long-term planning. If HEKS/EPER is to continue building and implementing sustainable programmes – including schemes for which public authorities do not feel competent, it will continue to depend on private and church support also in the years ahead.

**More information on the project work of
HEKS/EPER Regional Offices:
en.heks.ch/switzerland**

ASYLUM

Providing protection for refugees – this is also part of the work of HEKS/EPER in Switzerland. HEKS/EPER runs 27 projects that foster social inclusion for refugees in Switzerland, convinced that this also boosts their self-confidence and sense of personal responsibility. In parallel, HEKS/EPER is also active at social and policy levels and encourages volunteer work and encounters with refugees.

95%

of the 511 refugees who took part in the «HEKS/EPER New Gardens» project confirmed that quality of life had been enhanced by the structured daily routine and social contacts it provided.

ESPACE PARENTS, SIÈGE ROMAND

The «Espace parents» programme celebrated its 10th anniversary in September 2019. A lively and colourful celebration brought together programme participants – this time as helpers and cooks – staff members, volunteers, supporters and other interested persons, for parent-child workshops, a circus presentation and other recreational activities.

The tried-and-tested discussion meetings between parents and children continued every Thursday in the «Espace parents». Thanks mainly to word-of-mouth publicity, the number of participating parents (140) and children (97) was up 25 per cent in 2019. Parents appreciate the simultaneous offer of computer cafe, individual consultations and a book corner for children run by the Association Prévention de l'illettrisme au préscolaire, an association for the prevention of preschool illiteracy.

Through its fathers' evenings held in various native languages, «Espace parents» was able to reach Eritrean and Somali fathers and engage them in dialogue, for the first time in 2019. Another novelty consisted of two very accessible and entertaining French courses for parents and their preschool children.

«ENGAGIERT FÜR GEFLÜCHTETE» PLATFORM

Many volunteers come forward every day to assist refugees in Switzerland. They help them learn German and better cope with everyday life, or help their children with their homework. Such volunteering supplements the professional work of charities like HEKS/EPER and is invaluable both to refugees and to Swiss society.

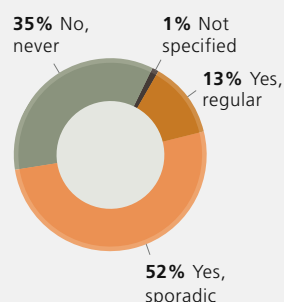
As part of the «Engagiert für Geflüchtete» (Committed to refugees) campaign, HEKS/EPER published in 2019 the findings of a representative study illustrating the extent and potential of volunteer work with refugees. The study concludes that two-thirds of Switzerland's residents have contact with refugees, and one-third engage in volunteer work on their behalf. To encourage volunteering for the benefit of refugees, HEKS/EPER mounted a series of motivational publicity and media activities as well as intercultural meetings targeting the Swiss public in 2019.

The HEKS/EPER platform www.engagiert.jetzt offers concrete ideas: interested persons can find various possibilities for active involvement in projects for and with refugees. In 2019, more than 180 organizations used the platform to seek volunteers for their projects. The website was visited on average 6000 times per month by interested persons.

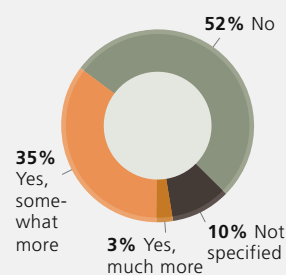


Findings of our survey on volunteering for refugees in Switzerland 2019:

Contact with refugees:



Interest in greater involvement:



INCLUSION

35 904

hours of work were put in by intercultural interpreters and mediators to facilitate communication between authorities or institutions and migrants.

Central to HEKS/EPER's national programmes is the integration of disadvantaged people: the long-term unemployed in search of a daily structure and social contacts; people risking or affected by homelessness; people whose refugee or migration background is hampering them in accessing social life in Switzerland.



HEKS WOHNEN, AARGAU/SOLOTHURN

Many marginalized people have no home of their own or risk losing theirs due to neglect of their budgets and of administrative requirements. Their chances on the open housing market are diminished by health problems, addiction, problems with neighbours or indebtedness. Many people need support amidst such crises. «HEKS Wohnen» gives then daily assistance and if necessary, arranges for a roof over their head. On the one hand, this prevents homelessness and precarious housing situations, and on the other, professional guidance opens the way for a life of independence.

The programme is broken down into the areas of «Residential coaching in your own four walls», «Assisted living in HEKS/EPER lodgings» and «Emergency lodgings for people at acute risk of homelessness». In 2019 «HEKS Wohnen» assisted 95 persons (64,3 per cent men, 34,7 per cent women, 1 per cent families). Some 6,3 per cent left the programme. About 93,7 per cent of cases ended positively, with people taking up independent living quarters or a suitable follow-up solution being found. In other cases HEKS/EPER supervision proved its worth and is being continued while preserving as much independence as possible.

HEKS/EPER INTEGRATION PROGRAMME HIP

Migrants who do not speak the national languages often find it difficult to manage in daily life in Switzerland. The «HEKS/EPER Integration programmes HIP» offer literacy and German language courses that draw on everyday life, thereby facilitating the integration of migrants in the Canton of Berne. The teaching method and content of all «HIP courses» are geared towards the learning needs of participants. Increasing use has been made of electronic aids since 2019: for one thing, to practice the use of electronic apps such as «SBB Mobile», which facilitates daily life in Switzerland; and for another, to support individual day-to-day language training via apps on personal smartphones.

To supplement the courses on offer, a pilot project was mounted in 2019 involving a weekly HEKS/EPER German language meeting. It is an opportunity to practice language skills in a motivational setting. In addition to the trained person conducting the meeting, volunteers are also on hand for one-on-one conversations and to address individual concerns. In 2020 the German language meetings will become part of regular HEKS/EPER programmes. In 2019 some 491 migrants (328 women, 163 men) from 32 countries benefited from 47 courses.

ADVOCACY

Switzerland's asylum sector was completely restructured in 2019. A substantial part of HEKS/EPER legal advice work is now done on behalf of the State Secretariat for Migration (SEM) directly at federal asylum centres. The cantonal HEKS/EPER legal advice offices are still integral to the asylum process under the extended procedure.

14 106

counselling interviews in total were held by the seven HEKS/EPER legal advice offices for asylum seekers and the two legal protection teams at the federal asylum centres.



LEGAL PROTECTION MANDATE AT TWO FEDERAL ASYLUM CENTRES

Since March 2019, HEKS/EPER has been providing counselling and legal representation for asylum seekers at the two federal asylum centres in Eastern Switzerland and North-western Switzerland on behalf of the State Secretariat for Migration (SEM). During the procedure, which lasts 140 days at most, HEKS/EPER legal representatives accompany asylum seekers through all its stages and ensure that despite being fast-tracked, it takes place lawfully. HEKS/EPER also hires a team of intercultural interpreters who participate in consultation sessions via a telephone link. In 2019, HEKS/EPER legal representatives carried out 2409 counselling interviews under the accelerated procedure.

Despite numerous hurdles created by the restructuring, HEKS/EPER welcomes the changes to legal protection: vulnerable persons can now be quickly identified and their special circumstances taken into account in the procedure. At all times asylum seekers know the stage reached in the procedure and this allows them to obtain important proof or medical certification on a timely basis. Besides, they no longer need to wait months or even years for a hearing and can now more quickly obtain clarity about their prospects in Switzerland, as well as access to integration programmes.



CANTONAL LEGAL ADVICE OFFICES AND EXTENDED ASYLUM PROCEDURE

As before, persons whose asylum application requires further investigation and hence more time are still being distributed among the cantons (extended procedure). In 2019 the seven HEKS/EPER legal advice offices received the mandate to legally represent 299 asylum seekers from 10 cantons under the extended procedure (AG, AI, AR, BS, GL, SG, SO, TG, VD, ZH). The Confederation pays a lump sum for legal representation for defined procedural steps. The lump sum does not cover the discussion of decisions or provision of advice on the chances of any appeal or the requisite study of the dossier.

Altogether 11 709 counselling interviews took place at the cantonal legal advice offices in 2019. The HEKS/EPER legal advice offices are still open to asylum seekers whose applications are being processed under the old asylum law. The same applies to persons concerned with family reunification issues, hardship case applications or reconsideration procedures. HEKS/EPER legal advice offices will remain highly dependent on private and church support if they are to ensure continued access to professional legal counsel for these persons.

HEKS/EPER MAKES A DIFFERENCE IN SWITZERLAND

HEKS/EPER IN GERMAN-SPEAKING SWITZERLAND

Aargau/Solothurn

both Basels

Berne

Eastern Switzerland

Zurich/Schaffhausen

HEKS/EPER IN WESTERN SWITZERLAND

Siège romand

«HEKS / EPER MosaiQ», Aargau / Solothurn Regional Office **Ana Barros from Brazil**: «The discussions at MosaiQ are invaluable to me. I can now realistically assess my professional situation. My adviser recommended having my Master's degree from Brazil recognized by Swiss universities and helped me with the application. We also looked into possible further training that could help me move forward. So with the help of MosaiQ I've started training as an adult educator.»



«HEKS / EPER BrückenbauerInnen», Regional Office for both Basels **Medisire Jusufi from Albania**: «I was so glad that someone suddenly understood me and I no longer needed to make myself understood with my hands and feet only. But I would now like to take a German course pretty soon.»



«Espace Parents», Siège romand **Tiegsti Kesete from Eritrea**: «I have gained trust. I've learned to limit what my children can look at on the computer and for how long.»



«HEKS / EPER Visit», Zurich / Schaffhausen Regional Office **Hansjörg Heinisch, Canton of Zurich**: «After an accident I could no longer practise my usual profession. My unemployment benefits had ended and I was dependent on social welfare. With advice and help from HEKS/EPER Visit I got a new job as a cook at a nursing home. I really enjoy this job and am so thankful for the support of HEKS/EPER Visit.»



«HEKS / EPER in-fra», Eastern Switzerland Regional Office **Zsusanna Turi from Hungary**: «Before in-fra I knew no German at all. But my teacher was very nice and patient. And I made rapid progress. In class we practised a lot of grammar, conversed a lot and practised for everyday situations. That took my fear away. I now have much more contact with Swiss people.»



«HEKS / EPER Integration programme HIP / Basic German course focusing on work», Berne Regional Office **Darya Malang, from Afghanistan**: «Lead scale, jigsaw, cordless screwdriver, spatula In German class I learn what the tools are called on the construction site. I now attend the HEKS/EPER German course in Spiez. Two and a half hours, twice a week. What I learn there I can use right away at the building site. That is good.»



«WE WILL CONTINUE TO DO RELEVANT PROGRAMME WORK.»

In many respects, 2019 was an eventful year for HEKS/EPER. Director Peter Merz takes stock and looks forward to future financial and organizational challenges.

What do you see as the most significant HEKS/EPER events and milestones of the year 2019?

Peter Merz: 2019 was marked by the challenging financial situation. The cutbacks that became unavoidable had painful impacts on our programme work. We also had to reduce administrative spending appreciably. This required some project closures and staff cuts. One positive milestone was the successful launch of the mandate to provide legal protection at two newly created federal asylum centres in North-western and in Eastern Switzerland. Of significance to our international work was our accreditation for the new programme phase at the Swiss Agency for Development and Cooperation (SDC) and the preparation of the 2021-2024 international strategy. And last but not least, in April came the ground-breaking decision on our merger with Bread for All.

Which of its set objectives did HEKS/EPER achieve? And where did the outcomes fall short of expectations?

Given the unsatisfactory operating results for 2018, our overriding goal was financial stabilization and consolidation, and more specifically to reduce drawdowns on the fund. On the earnings side we seem to be on track in certain areas, whereas receipts from donations regrettably fell short of expectations yet again. Thanks to careful stewardship, we are likely to hold expenditure below forecast. We have made some progress towards our goal of stabilization, though it remains an ambitious undertaking that will require further structural adjustments to programme work and careful analysis of fundraising potential. We have therefore budgeted very cautiously for 2020. Besides, we will implement new projects only where we have a binding assurance of external co-funding or a financially secure mandate.

Another goal was to delegate more responsibilities in our work in Switzerland from headquarters to Regional Offices. In this we are somewhat behind schedule owing to several staff departures. We had an intensive initial phase with the new legal protection mandates. We achieved our goals thanks to the great commitment of staff members. But further adjustments are needed especially in our cooperation with the State Secretariat for Migration (SEM). One important milestone was the decision to merge with Bread for All. We have made considerable progress towards the merger, for example by preparing a common vision, mission and programmatic positioning. There is still a long way ahead, however, before we start working under the same roof.

In the light of ever more critical stances in political circles and in society mainly towards development cooperation and very fundamentally aid organizations as well, the importance of impact assessment in national and international programme work is growing. How much importance does HEKS/EPER attach to such impact assessment?

Over recent years we have developed a highly sophisticated digital tool for impact measurement, and it has proven its worth in the field and in concrete project work. Impact assessment is based on a range of different indicators. Survey findings in projects are further evaluated and carefully analysed in collaboration with independent outside experts. HEKS/EPER also strives to be a learning organization and we therefore dedicate substantial financial and human resources to impact measurement.

The Federal Council plans in part to re-orient Swiss development cooperation so as to link it more closely with the issue of migration and with Switzerland's (economic) self-interest.



What are the implications of this paradigm shift for the work of HEKS/EPER?

Linking our political, economic and social activities here in Switzerland with the corresponding developments in the countries of the South makes perfect sense and is in line with the Sustainable Development Goals of the «2030 Agenda». Our projects in the fields of development cooperation and humanitarian aid abroad, as well as in migration, integration and inclusion in Switzerland are emblematic of this linkage. What I do find problematic though is an interpretation of the Federal Council's dispatch as a «Switzerland first» policy, meaning that everything we do in international cooperation must be guided primarily by Switzerland's interests and not by the overriding purpose of poverty alleviation. On the other hand, cooperation with the private sector is nothing new for HEKS/EPER. In many countries and here at home we already work with like-minded private sector enterprises, for example to enable smallholder families that we

support to produce more efficiently and to fetch better prices for their products.

Where the Federal Council's dispatch falls short is in the importance it gives to civil society and civil society organizations in programme countries and in Switzerland, for example when it comes to claiming and observing basic human rights such as freedom of opinion and of assembly. Depending on the interpretation of the Federal Council's dispatch, various advocacy activities as carried out by HEKS/EPER countries like Honduras, Ethiopia or Israel/Palestine may in future no longer be funded from the SDC contribution.

What are the biggest challenges for the coming years and what goals will HEKS/EPER set itself in this regard?

We will continue to do professional and programmatically relevant work, but we must secure solid and long-term funding for such work. That is our priority objective. The second major challenge is the upcoming merger with Bread for All. We wish to fashion this process in a manner that is transparent and understandable for the staff of both agencies and for our outside stakeholder groups, and bring it to a successful conclusion. We wish to be judged as a clearly positioned church agency engaged in programme work that is relevant and one that is capable of political mobilization to enhance people's living conditions.

Further information on how HEKS/EPER works:
en.heks.ch/working-principles

CAMPAIGNS, EVENTS AND ACTIVITIES IN 2019 – AN OVERVIEW

Again in 2019, HEKS/EPER undertook significant awareness-raising and information work through a series of campaigns, events and activities both in expert circles and among the general public.

Volunteering for refugees



Many people in Switzerland volunteer to help refugees. This is also confirmed by a representative study commissioned by HEKS/EPER in early 2019. With its «Engagiert für Flüchtlinge» (Committed to refugees) platform, HEKS/EPER also contributed meaningfully to improving the situation of refugees by enabling people and organizations from civil society to take concrete action. In 2019, some eminent persons gave their support to the platform by personally volunteering, for example under the «HEKS New Gardens» project.

Justice and protection for minorities



In 2019, HEKS/EPER devoted its traditional fundraising campaign to India's original inhabitants the Adivasis in their struggle for land rights and against discrimination. The campaign film «Korenkombu – Hoffnung für die Urbevölkerung Indiens» shown in several Swiss cities under the HEKS/EPER lunchtime cinema programme, describes daily life in an Adivasi village whose residents now hold land titles thanks to HEKS/EPER support, and have been able to better secure their existence by selling their products.

Holding Swiss corporations accountable

Along with about 100 other civil society organizations, HEKS/EPER is also a member of the Responsible Business Initiative. This Initiative calls for companies headquartered in Switzerland to be held accountable for human rights abuses and environmental damage. In 2019, HEKS/EPER supported people in Brazil affected by a dam failure and the resulting catastrophic environmental damage. The accident occurred at a mine owned by a corporation with its tax domicile in Switzerland.

National climate demonstration

Climate change and its consequences are a foremost concern of people worldwide – including in Switzerland. In September 2019, the first national climate demonstration took place in Berne, with over 100 000 people participating and calling for effective climate protection measures. As a member of the national «Climate Alliance», HEKS/EPER too is campaigning for climate protection.

Access to water as a human right

To mark World Water Day on 22 March 2019, HEKS/EPER partnered with the international network «Blue Community» to organize two evening events in Berne and Zurich on the theme «Leaving no one behind – water and sanitation for all». HEKS/EPER has been a Blue Community member since 2017.

Potential for building bridges

What contribution can the small Protestant Church parishes in the Middle East make towards cohesion across the entire population? The meeting organized on 19 January 2019 in Zürich by HEKS/EPER under the theme «Church cooperation» was devoted to this topic.



HEKS/EPER intercultural interpreters build a language bridge between experts and their foreign-language conversation partners.
Photo: Laurent Kobi



ORGANIZATION AND PRINCIPLES

HEKS/EPER – FOR A LIFE IN DIGNITY

HEKS/EPER is the aid organization of the Swiss Protestant Churches, founded in 1946 by the Federation of Swiss Protestant Churches (FSPC). HEKS/EPER became a foundation in 2004. HEKS/EPER is headquartered in Zurich and has a business office for French-speaking Switzerland in Lausanne.

As the aid organization of the Swiss Protestant Churches, the dignity of every human being is central to the commitment of HEKS/EPER. All human beings should be able to lead a life of dignity and social, economic and political security. HEKS/EPER assists people in need irrespective of their religious or ethnic background.

HEKS/EPER activities are guided by the recommendations of the Zewo Quality Label. The Zewo seal of approval distinguishes non-profit organizations that utilize donations economically, effectively and for their designated purpose.

MANAGING FOR RESULTS

HEKS/EPER projects aim for the best possible impact on the lives of beneficiaries and the organization systematically reviews its work outcomes. Monitoring the progress and impact of projects not only ensures accountability to project participants and donors but also helps HEKS/EPER continuously enhance its work.

Over recent years, HEKS/EPER has invested substantially in project monitoring and evaluation and is today one of the leading Swiss charities in this regard. Thus, the «Digital data collection and analysis tool» developed by HEKS/EPER was selected for the «Digital Economy Award» in 2019. The tool makes it possible via an app on a mobile phone or tablet to gather and assess digital data on project work worldwide. Digital data is collected in this way for the bulk of HEKS/EPER projects abroad. The datasets show HEKS/EPER's human impact, allow for the visualization of cross-border patterns and facilitates the analysis and steering of projects.

In the spring, HEKS/EPER devoted an entire edition of its magazine «handeln» to the topic of impacts, reporting transparently on the methods used, on goals, and on the costs and benefits of HEKS/EPER impact assessment.

TRANSPARENCY

Projects do not always produce the desired impacts, and it is not always possible to attain the goals set. For HEKS/EPER, transparency means fully informing the public in general and its donors and contract-givers in particular about its work, its structures as well as the origin, use and impact of funds. Failures and setbacks should also be included.

Accordingly, HEKS/EPER reported publicly on its annual accounts in March, announcing that operating income in particular had underperformed expectations and that the coming two years would therefore entail introducing and implementing measures to achieve financial stabilization and to narrow the focus of project work. Among other things, this entailed withdrawing from certain countries (Moldova, Zimbabwe) as well as cutting six staff positions in Switzerland.

HEKS/EPER has set out its principles on transparency in a code of conduct and monitors compliance of them every year. This year's transparency report produced a gratifying result. In 2019, HEKS/EPER fully achieved about 40 of its 50 transparency goals, and the remainder in part. According to a survey of donors conducted in early 2020, almost 95 per cent of donors view HEKS/EPER as transparent.

ACCOUNTABILITY

HEKS/EPER is accountable to its donors, contract-givers, its staff and beneficiaries through compliance. To ensure that its own staff members and those of its partner organizations behave in an ethically correct manner, HEKS/EPER works with a code of conduct inspired by the organization's mission statement, values and basic principles and which sets out the rights

and duties of staff. All HEKS/EPER personnel must sign the code, and it forms an integral part of contracts with partner organizations in project countries. HEKS/EPER holds regular awareness-raising workshops for the staff of partner organizations on ethical behaviour and the abuse



of power. «Good governance workshops» were held in 2019 in Haiti and South Caucasus for HEKS/EPER offices and all partners. Collaboration with «Transparency International» also continued. HEKS/EPER also held discussions in various workshops with SDC and other institutional Partners



on the theme «Preventing Sexual Exploitation and Abuse» (PSEAH).

Aware that even the best preventive measures can never completely eliminate fraud and misappropriation, HEKS/EPER has instituted internal whistle-blower units and appointed an anti-corruption officer in every country office. Staffers, partners and beneficiaries may direct their complaints to these officers. Complaints are investigated professionally and if suspicions are substantiated, wrongdoing is firmly sanctioned.

EQUALITY

In connection with the 2019 women's strike in Switzerland, HEKS/EPER engaged more extensively with the topic of gender equality. A discussion promoted by staff members about HEKS/EPER's responsibility as an NGO and employer found resonance and led some months later to the revision of the «HEKS/EPER Gender Policy» dating from the year 2000. Through its revised 2019 Gender Policy, HEKS/EPER confirms and renews its own commitment to striving for and actively promoting gender equality both in project work and within its own organization.

On the one hand, the HEKS/EPER gender policy acknowledges anew that gender discrimination is still a major obstacle to sustainable development and poverty alleviation and must therefore be considered and addressed in project planning and implementation at home and abroad. As an employer HEKS/EPER further commits to ensuring gender balance across all aspects of the organization and among all staff members including executive staff, whether in participatory or decision-making processes, or in representational appearances.

The balance in gender representation in the HEKS/EPER management was unintentionally disrupted with the departures in quick succession of two women officers, i.e. the Head of the National Division and the Head of the Siège romand. There is consensus within the manage-

ment and the Board of Trustees that all necessary steps must be taken to restore gender balance as soon as possible.

SUSTAINABILITY

In the light of climate change, sustainable and environment-friendly project work at home and abroad is of paramount importance to HEKS/EPER. The organization strives for the most climate-friendly practices possible and offsets CO₂ emissions caused, by means of climate friendly projects. Official travel is limited to the necessary minimum and in principle takes place by public transport in Switzerland.

Besides, HEKS/EPER takes a sustainable approach to procurement. Central to this approach is the protection of human and workers' rights and the sparing use of natural resources. Hence, wherever possible, HEKS/EPER opts for electronic alternatives to paper. This Annual Report is an example of this, as is the 2019 Financial Report, which for the first time will not be published in paper form.

More about HEKS/EPER:
en.heks.ch/portrait

BOARD OF TRUSTEES



Walter Schmid, President, Winterthur
Dr. iur. Lawyer; Lecturer and Visiting Lecturer at the Lucerne University of Applied Sciences and the University of Lucerne.



Marie-Anne Jancik van Griethuysen, Vice-President, Lausanne
Studied Cultural Management and Business Administration; freelance Cultural Manager.



Rolf Berweger, Zug
Swiss-certified Banker; various management positions in the financial sector in Switzerland and abroad; Church Council President of the Reformed Church of the Canton of Zug.



Jean-Luc Dupuis, Dompiere
Studied computer science and crisis communication; Senior project manager at a major bank.



Simone Fopp Müller, Köniz
Dr. theol. at the University of Berne in Practical Theology; Pastor, Zollikofen Reformed Church Parish.



Michèle Künzler, Vernier
Theology Studies; currently heads the Department of Business Taxation of the Municipality of Thônex.



Daniel Reuter, Zürich
Parliamentary Secretary; MAS ZFH Supervision and Coaching in Organizations.



Fritz Schneider, Bremgarten b. Bern
Agric. Engineer (ETH); M.A. degree, University of British Columbia in Vancouver, Canada; adviser on development cooperation since 2015.



Christoph Sigrist, Zurich
Lecturer in Diaconal Studies, Faculty of Theology, University of Berne; Pastor, Grossmünster Zurich.

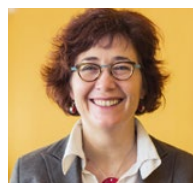
MANAGEMENT



Peter Merz, Director
M.A. in Environmental Engineering (ETH), Postgraduate in Business Management (ETH), Diploma of Advanced Studies in Leadership. With HEKS/EPER since 2009.



Hanspeter Bigler, Head of Communications Division
Lic. phil. History and Philosophy, Dipl. NPO Management, Master of Advanced Studies in Communication Management. With HEKS/EPER since 2006.



Magaly Hanselmann, Head, Siège romand (until September 2019)
M.A. in Social and Political Sciences, CAS in Public Administration (CeMaP), SVF Certificate in Leadership. With HEKS/EPER since 2016.



Bernhard Kerschbaum, Head of the International Division
Graduate Economist; banker; Advanced Training in Security/Crisis Management, Intern. Negotiations and Conflict Transformation. With HEKS/EPER since 2013.



Antoinette Killias, Head, National Division (until December 2019)
Lic. phil. History and Political Sciences, Federally Certified Trainer, Executive MBA. With HEKS/EPER since 2004.



Franz Petermann, Head, Services Division
Master's in Business Administration. With HEKS/EPER since 2018.



Bernard Pittet, Head, National Division, ad interim (as of September 2019)
Dipl. Engineering; Postgraduate in Business Administration. With HEKS/EPER since 2019.

REMUNERATION FOR THE BOARD OF TRUSTEES AND MANAGEMENT

Remuneration for the Board of Trustees amounted to 46'130 francs in 2019, of which 30'380 francs went to the Presiding Committee.

Remuneration for the Executive Board in 2019 (including employer contributions) was 1'059'145 francs, of which 157'945 francs went to the management.

ORGANIZATIONAL CHART

BOARD OF TRUSTEES

as at 31.12.2019

PRESIDENT Walter Schmid	VICE-PRESIDENT Marie-Anne Jancik van Griethuysen	Rolf Berweger, Jean-Luc Dupuis, Simone Fopp Müller, Michèle Künzler, Daniel Reuter, Fritz Schneider, Christoph Sigrist	
MANAGEMENT			
DIRECTOR Peter Merz	HEADS OF DEPARTMENT AND REGIONAL OFFICES (RO)		
INTERNATIONAL DIVISION Bernhard Kerschbaum	AFRICA/LATIN AMERICA Regula Hafner	ASIA/EUROPE Marc Zoss	HUMANITARIAN AID Nathalie Praz
	THEMATIC Martin Schmid		
NATIONAL DIVISION Bernard Pittet a.i.	RO AARGAU/SOLOTHURN Regula Schär	RO BOTH BASELS Christine Giustizieri	RO BERNE Ronald Baeriswyl
	RO EASTERN SWITZERLAND Gabriela Alfanz	RO ZURICH/SCHAFFHAUSEN Natali Velert	SIÈGE ROMAND Chantal Varrin
COMMUNICATIONS Hanspeter Bigler	MARKETING/FUNDRAISING Brigitte Roth	MEDIA/INFORMATION Dieter Wüthrich	COMMUNICATIONS SIÈGE ROMAND Sarah Turin
SERVICES Franz Petermann	HUMAN RESOURCES Tanja Diallo	FINANCES/CONTROLLING Christian Defilippi	IT Jürg Kraft

NETWORK, PARTNERS AND ALLIANCES

In its worldwide efforts to promote a humane and just world, HEKS/EPER works with national and international umbrella organizations, working groups and thematic associations – for example as part of the «NGO Platform Human Rights», an alliance of more than 80 Swiss non-governmental organizations. These organizations come from both German and French-speaking parts of Switzerland and are committed to the observance of human rights in Switzerland and abroad.

NETWORKS AND WORKING GROUPS IN SWITZERLAND

- Swiss Refugee Aid
- Verband Arbeitsintegration Schweiz
- SKOS Swiss Conference of Welfare Organizations
- INTERPRET
- Plattform sans-Papiers
- NGO Platform Human Rights
- Age and Migration national forum
- Verein Gleichstellungs-Controlling
- Alliance Sud
- Swiss Climate Alliance
- Swiss NGO Platform
- several SDC networks
- Swiss NGO DRR Platform
- Swiss Solidarity
- FAO NGO Working Group

- Bread for All
- Aguasan
- Swiss Water Partnership
- KOFF (platform of Swiss organizations engaged in peacebuilding)
- Max Havelaar Foundation
- WIDE Switzerland
- Texaid
- SEVAL (Swiss Evaluation Society)

INTERNATIONAL NETWORKS AND WORKING GROUPS

- ACT Alliance (network of 125 churches and church institutions)
- WCC (World Council of Churches)
- Global Network for the Right to Food and Nutrition
- Blue Community (network to enforce the human right to water as a public Good)
- Conflict Sensitivity Community Hub
- CHS Alliance (Core Humanitarian Standard Alliance)

More information on networks, partners, alliances:
en.heks.ch/who-we-are

FINANCIAL REPORT

GENERAL NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Overview

Operating income was CHF 68,4 million, which was short of expectations, while expenditure remained within budget at CHF 73,9 million.

In total HEKS/EPER allocated CHF 63,3 million for 248 projects abroad and in Switzerland. CHF 15,3 million went to supporting development cooperation projects in Africa, Asia, Latin America and Europe. A further CHF 2,4 million went to church cooperation in Eastern Europe and the Middle East. HEKS/EPER also provided CHF 9,8 million worth of humanitarian aid in the aftermath of droughts and natural disasters, as well as in conflict zones. HEKS/EPER spent CHF 27,1 million in Switzerland as follows: CHF 18,4 million for projects to promote inclusion for socially underprivileged people and CHF 8,5 million for legal advice to asylum seekers, recognized refugees and other target groups.

Income

The main factors behind the negative operating result of minus CHF 5,5 million included greater economic pressure in a highly competitive environment especially with regard to mandates abroad and cantonal service contracts in Switzerland, as well as declining donations from institutional donors and for emergency aid projects. This result is still some CHF 3,4 million above that of the previous year, however (minus CHF 8,9 million).

Receipts from work in Switzerland were CHF 31,1 million and accounted for 45 per cent of overall income. Cantonal churches, church parishes and other church organizations contributed CHF 10,8 million (16 per cent). Contributions from the Confederation, cantons and municipalities were CHF 13,9 million (20 per cent), from private individuals CHF 10,9 million (16 per cent) and from Swiss Solidarity CHF 1.8 million (3 per cent). Earnings from services provided by the five German-speaking Regional Offices and the Business Office in Western Switzerland contributed CHF 21,2 million (31 per cent) to the overall result, attributable largely to the new legal protection projects at the federal asylum centres.

Expenditure

Spending for development cooperation (work abroad) was below budget. In humanitarian aid in contrast, spending increased owing to project-related financial commitments. Expenditure for work in Switzerland, meanwhile, remained mostly below budget.

In work abroad, less investments went into projects mainly in Africa (minus CHF 1,1 million), especially in Zimbabwe and Niger. Asia too saw reduced investment (minus CHF 1,1 million), mostly in Palestine/Israel. The unstable political situation in some project countries, as well as operating environments rendered more difficult by financial restrictions also contributed to the fall in expenditure.

Compared to the previous year, humanitarian aid spending varied considerably depending on project country. Overall spending was up CHF 2,8 million, including in Bangladesh (plus CHF 1,7 million), Iraq (plus CHF 0,6 million), Haiti (plus CHF 0,8 million), Indonesia (plus CHF 0,5 million) and in the DR of the Congo (plus CHF 0,7 million). Expenditure was less in several regions, however, including in South Sudan/Uganda (minus CHF 1,3 million), India (minus CHF 0,4 million) and in Lebanon (minus CHF 0,2 million).

In Switzerland, spending fell for all Regional Offices due among other things to a reduced volume of orders in asylum and migration-related projects. By contrast, spending at headquarters in Switzerland rose considerably owing to the newly acquired legal protection and interpreting services projects at the federal asylum centres (BAZ) in Eastern Switzerland and North-western Switzerland.

Administrative costs

The share of administrative costs in total expenditure (CHF 10,6 million) was 14,4 per cent (Zewo rate). This places HEKS/EPER below the average for Zewo-certified non-profit organizations (21 per cent).

Financial and real estate income

Real estate income declined to CHF 0,1 million. Contrastingly, a good stock market year produced a net book profit of CHF 2,8 million. The value fluctuation reserve therefore again had to be increased by CHF 0,5 million, which amount was charged against operating income.

Funding trends

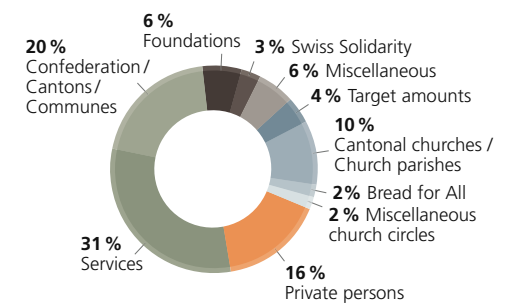
As a result of the difference between expenditure and income, CHF 3,3 million (prior year CHF 7,7 million) of saved capital from existing funds was invested in project work in Switzerland and abroad. This brought the remaining fund capital to CHF 31,5 million: CHF 9,0 million for Switzerland, CHF 12,2 million for work abroad and CHF 10,2 million for humanitarian aid.

Result

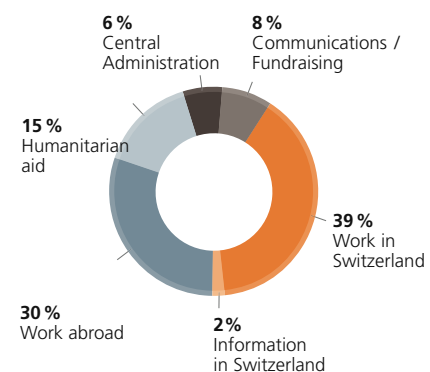
The value fluctuation reserve increased by CHF 0,5 million. Besides, an allocation of CHF 0,4 million was made to the organization's unrestricted capital and a deduction of CHF 0,2 million made from tied capital. This balances the annual result.

ORIGIN AND USE OF FUNDS 2019

Total income: CHF 68,4 million



Total expenditure for provision of services: CHF 73,9 million



PDF version of full Financial Report at: en.heks.ch/financial-report

BALANCE SHEET in CHF

	31.12.18	31.12.19
ASSETS		
Cash and cash equivalents	21'642'942	18'569'942
Securities listed on a stock exchange	18'449'694	21'275'819
Receivables	6'381'652	6'006'213
Prepaid expenses and accrued income	2'921'637	2'184'313
Total current assets	49'395'926	48'036'287
Financial assets	2'836'653	3'374'290
Property, plant and equipment	5'189'794	4'844'475
Intangible assets	804'116	617'615
Earmarked properties	1'859'962	1'814'504
Total non-current assets	10'690'525	10'650'884
TOTAL ASSETS	60'086'451	58'687'171
LIABILITIES		
Trade accounts payable	1'539'309	1'702'907
Other short-term liabilities	4'241'912	4'922'516
Accrued expenses and deferred income	1'593'789	1'976'819
Total short-term liabilities	7'375'010	8'602'241
Long-term financial liabilities	1'000'000	1'000'000
Provisions	928'031	828'037
Total long-term liabilities	1'928'031	1'828'037
Total earmarked funds	34'794'469	31'478'307
Total liabilities including fund capital	44'097'510	41'908'585
Foundation capital	200'000	200'000
Unrestricted capital	8'793'643	9'236'370
Tied capital	6'995'297	7'342'216
Total capital of the organization	15'988'940	16'778'586
TOTAL LIABILITIES	60'086'451	58'687'171

THANK YOU

We warmly thank all donors who have supported our work with large and small contributions as well as their personal commitment, for their involvement and their trust. We use donations conscientiously and effectively – for a more just and a more humane world.

STATEMENT OF OPERATIONS in CHF

	31.12.18	31.12.19
Income for work in Switzerland	26'703'334	31'165'205
Income for work abroad (excl. humanitarian aid)	21'964'096	18'882'346
Income for humanitarian aid	7'541'538	6'777'105
Non-earmarked income	9'946'423	11'568'078
TOTAL INCOME	66'155'391	68'392'735
Expenditure for work in Switzerland	27'882'402	29'091'537
Expenditure for information in Switzerland	1'257'687	1'181'443
Expenditure for work abroad (excl. humanitarian aid)	27'412'219	21'934'098
Total expenditure humanitarian aid	7'731'981	11'129'639
TOTAL EXPENDITURE PROJECT WORK	64'284'290	63'336'718
Central Administration	4'721'057	4'470'772
Communications (net expenditure)	3'230'493	2'833'022
Fundraising (net expenditure)	2'806'145	3'216'871
Administration and communications	10'757'694	10'520'664
TOTAL EXPENDITURE FOR PROVISION OF SERVICEES	75'041'984	73'857'383
OPERATING RESULT	-8'886'593	-5'464'648
Financial income on investments	546'486	3'044'704
Financial costs of investments	-1'834'516	-246'227
Real estate performance	268'843	139'654
Extraordinary, non-recurring or prior period expenditure and income	0	0
RESULT BEFORE CHANGE IN FUND CAPITAL	-9'905'780	-2'526'517
Fund changes: increase (-)/decrease (+)	7'655'643	3'316'163
Total fund changes	7'655'643	3'316'163
ANNUAL RESULT (BEFORE ALLOCATIONS TO ORGANIZATIONAL CAPITAL)	-2'250'138	789'646
Change in tied capital (allocation - / withdrawal +): Strategic development projects organization-wide	0	182'014
Change in tied capital (allocation - / withdrawal +): Value fluctuation reserve	560'000	-528'933
Change in free capital (allocation - / withdrawal +):	1'690'138	-442'727
	0	0

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SWISS CHURCH AID

Head Office
Seminarstrasse 28
P.O. Box
8042 Zurich

Tel. 044 360 88 00
Fax 044 360 88 01
en.heks.ch/english
PC 80-1115-1