



Working With The Human Rights-Based Approach

Swiss Church Aid's strategy and achievements on HRBA and the cooperation with duty-bearers and rights-holders.

Why HRBA Matters

Global challenges

During the past two decades, human rights have been increasingly incorporated into the development agenda. Today, many different development actors (UN agencies, state agencies, human rights organisations, faith-based organisations, political associations, etc.) apply a human rights-based approach (HRBA) to development. Working rights-based means to analyse and transform discrimination, power dynamics and inequalities, which often are the root causes of poverty and development problems. By integrating a human rights-based approach, development organisations and their programmes are guided by the following human rights principles and norms:

- Equality and non-discrimination
- Participation and empowerment
- Accountability and advocacy
- Indivisibility and universality of human rights

Working according to these principles, the HRBA means a paradigm shift in development cooperation, away from charity to equal cooperation based on rights and corresponding obligations. Moreover, the HRBA is based upon a conceptual distinction between rights-holders and duty-bearers and builds mainly upon the international human rights framework and the respective national legal frameworks.



Zimbabwe: Rally for the rights of local communities.

Human rights are also relevant for the current development agenda 2030 and the related Sustainable Development Goals (SDGs). 'Overcoming inequalities' (SDG 10) and 'leaving no one behind' are core elements of the agenda 2030, even if the agenda does sparsely refer to the international human rights and the human rights-based approach.

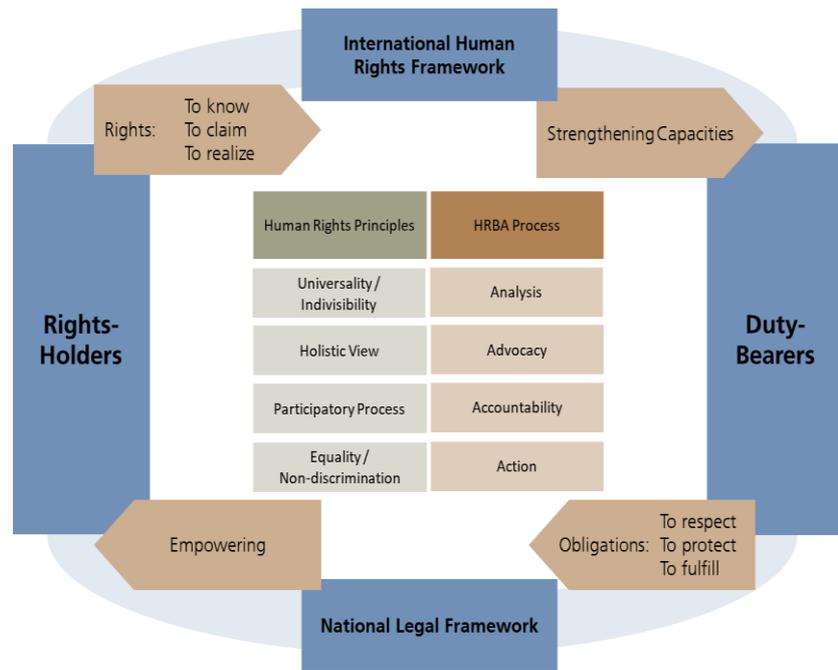
At the same time, the human rights framework and the HRBA are more and more pressurised. International conventions lose ground due to increasing nationalism and authoritarianism that took root in many countries as a response to insecurity, terrorism and financial crises. The COVID-19 pandemic exacerbates existing vulnerabilities,

inequalities and exclusion of specific groups, leads to restrictions and violations of human rights and global protests against human rights violations. Moreover, the pandemic shifted advocacy priorities, challenged rights-holders' participation, and entailed several duty bearers overstrained and/or increasingly authoritarian. The space for civil society is closed or repressed in most of the HEKS/EPER focus countries (civicus atlas 2020).

How HEKS/EPER responds

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 human rights violations, inequalities, and unjust power relations, HEKS/EPER aims to achieve more sustainable and systemic development changes. Universal human rights and 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 equality and non-discrimination, participation and empowerment, accountability and advocacy, and links to human rights mechanisms – are integrated into all stages of the HEKS/EPER programming process (analysis, planning, implementation, and impact measurement). Referring to the trend that human rights are increasingly under pressure, HEKS/EPER and its partner organisations are – maybe more than ever – challenged and committed to strengthening human rights in and through their work. In its HRBA implementation concept, HEKS/EPER highlights the importance to work in favour of people and communities who do not enjoy equal rights and prosperity due to being socially, politically or economically disadvantaged. Examples include the landless, smallholders, excluded indigenous / traditional / rural communities, the under-represented, the oppressed, the disaster-prone, and conflict-affected people.

To achieve transformative change in favour of these people, HEKS/EPER works with both: **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; and **duty-bearers**, stake-holders with the responsibility to respect, protect and fulfil rights such as state authorities, local or national leaders and representatives in politics, economics, religion or communities. The distinction between rights-holders and duty-bearers in the HRBA is conceptual and always related to a specific problem, human right and a defined legal framework.



HRBA: Logic of HEKS/EPER's human rights-based approach.

In 2020, working human rights-based got even more complex and important due to COVID-19. HEKS/EPER and its partners learned that, especially during such a crisis, the following aspects are essential to continue rights-based development work:

- support and challenge duty-bearers to fulfil basic human rights;
- support transparent and trustful information;
- enhance civil society participation in managing the crisis;
- insist on non-discrimination;
- insist that restrictions of human rights and civic space have to conform to the law, be necessary, proportional and limited in duration;
- help to ensure that freedom of expression and access to information;
- focus on the right to protection of vulnerable groups;
- prevent isolation of certain groups;
- facilitate broad civil society cooperation for joint response and claiming of rights;
- advocate for inclusive COVID-19 responses.

Promising Practices Worldwide

Bangladesh – national advocacy for the rights of Dalit and Adibashi

In the current programme phase of 2017-2021, HEKS/EPER strengthens the social inclusion of Dalit and the plain land ethnic minority (such as Santal, Oraon, Mahato, Rajbongshi, Koch and many more) living in the Northwest of Bangladesh within the framework of the human rights-based approach.

Due to intense advocacy efforts for the rights of Dalits and Adibashi at the national level, HEKS/EPER and its partners have successfully reached major milestones in the last four years.

An All-Party Parliamentary Group (APPG) on plainland Adibashi and Dalit rights was formed in 2018, consisting of 13 members of parliaments. Since its inception, the group is championing the Constitutional Rights of Dalit and plainland Adibashis in and outside of parliament. A 13-point policy call through a national convention Declaration was adopted in 2018 under the leadership of the APPG. However, rigorous advocacy from rights groups is needed to actualise such commitments. Regular leadership trainings have been conducted to sensitise the members of parliaments on such issues. In addition, four public hearings were held

in Naogaon, Chapai, Rangpur, Dinajpur talking about land issues, access to basic services and the social safety net, untouchability, and to hold the duty bearers accountable. These issues are also being discussed in parliamentary forums.

Additionally, a National Advocacy Platform (NAP) has been formed to ensure the constitutional rights of the Dalit and Adibashi people. They are doing regular field visits, producing a reports on human rights situation, commissioning studies and pressurising the state counterpart to be pro-active on the rights issues of the Dalits and Adibashi. The NAP has also participated in the Universal Periodic Report process in the UN in favour of D/A rights. In collaboration with HEKS/EPER, the advisor of the prime minister of Bangladesh for International Division Affairs Dr. Gowher Rizvi and well-known human rights activist Sultana Kamal are championing the cause of Dalits and Adibashi rights.

Social inclusion of Dalit and Adibashi



The human rights-based country programme of HEKS/EPER in Bangladesh has a strong focus on national, regional and local advocacy for Dalit and Adibashi. The programme includes capacity

building and awareness raising of duty bearers, Dalit and Adibashi communities and mainstream society.

Link: <https://www.heks.ch/sites/default/files/documents/2016-10/Advocacy-Arbeit%20Bangladesch.pdf>

As a result of previous, and current advocacy initiatives, the social inclusion of Dalit and Adibashi has gained weight on the national agenda and the Government of Bangladesh started to budget more funds for social inclusion initiatives. However, in Bangladesh, HEKS/EPER does not only apply the HRBA on the national level but also established advocacy platforms on district and sub-district level to strengthen the voice of rights-holders.

Being an active member of the platform 'Citizen's Platform for SDGs, Bangladesh', the HEKS/EPER office in Bangladesh organised a 'Youth Workshop' in Thakurgaon to determine the potentialities of Dalit and Adibashi youth for achieving the SDG goals. HEKS/EPER also participated in the VNR¹ process for HPLF² summit in the 2020 UN Economic and Social Council. Through the PIDIM³ initiative, HEKS/EPER played a key role to create mass awareness and sensitise policymakers through different media intervention in the national media and public discourse. PIDIM mobilised mass media to get people's attention on discrimination issues, organising several round table discussion and talk shows supplemented by media reporting. Several influential ministers participated and shared their views and commitments towards Dalit-Adibashi rights.

Since the outbreak of the COVID-19 pandemic in 2020, the human rights situation for Dalits and Adibashi has massively exacerbated, as most of the Dalits and Adibashi are day labourer, poor and excluded already before COVID-19. Therefore, HEKS/EPER has done everything possible to continue their rights-based engagement and implemented several COVID-19 adaptive development initiatives and emergency support favouring Dalits and Adibashi.

Brazil – link to the international human rights framework

Brazil is a vast country of continental proportions with unique ecosystems like the Amazon and the Cerrado and extreme social and economic disparities. The country's biodiversity and cultural diversity face an unprecedented threat from the growing number of mono-cultural agrobusiness and the repressive policy of the Bolsonaro government. The state of Mato Grosso do Sul is home to the indigenous people of the Guarani Kaiowá. Throughout the last decades, the Guarani-Kaiowá have faced violence and murders due to the conflict over their ancestral lands. The roughly 30'000 members of the indigenous people are exposed to overcrowded reservations, conflicts with farmers and evictions. Some of the expelled communities were given reservations outside their ancestral territories, which affected their cultural identity and social structures. The extension and mechanisation of large-scale agricultural production decreased the demand for indigenous labour and destroyed the biodiversity and subsistence farming.

¹ Voluntary National Reviews: https://sustainabledevelopment.un.org/content/documents/20872VNR_hanbook_2019_Edition_v2.pdf

² High-level Political Forum (HPF) of the UN reviewing the Agenda 2030: <https://sustainabledevelopment.un.org/hlpf/2020>

³ Promoting Inclusion of Discriminated Groups through Institutional Mechanisms (PIDIM) – national advocacy initiative in Bangladesh promoting the rights of Dalit and plainland Adibasi: <https://www.pidim-campaign.com/>

Land rights for the Guarani Kaiowà people



The project supports the Guarani Kaiowà communities in the struggle for their land with a human rights based approach. After a rights-based analysis,

HEKS/EPER and partner organizations raise awareness of local, national and international actors for the rights of these vulnerable communities and the ongoing human rights violation. The Guarani Kaiowà are supported to go to the Inter-American-Commission on Human Rights for litigation.

HEKS/EPER and its partner organisation FIAN (Food First Information and Action Network) collaborate with CIMI (Indigenous Missionary Council) to support the Guarani Kaiowá in the struggle for their land with a human rights-based approach. HEKS/EPER and its partner organisation capacitate Guarani-Kaiowá people to monitor and report the human rights situation in their community and to understand and participate in the legal process to claim their rights. The rights-based analysis at the beginning of the process included several fact-finding missions and site visits to Mato Grosso. To raise awareness of local, national and international actors and the public several reports and studies were published. Guarani-Kaiowá representatives were

supported to participate in speaker tours to Geneva and the European Parliament to report and draw attention to the human rights violations.

In 2012, the Guarani-Kaiowá process started with a decision of the indigenous communities to go for litigation and – due to lack of government support and protection – to address the Inter-American Commission on Human Rights (IACHR). The communities have been supported to request the Commission to issue protection measures to safeguard community leaders and activists, which led to the first discussions between the IACHR and the Brazilian government. Public hearings of the Commission about the Guarani-Kaiowá took place where several indigenous representatives participated. Thanks to all these activities, the awareness regarding the human rights violations in Mato Grosso increased in Brazil and globally.

The political situation has become very hostile against indigenous people in the past few years. Especially since early 2019, HEKS/EPER and its partner organisations continued to provide the necessary support to the Guarani-Kaiowá to speak out and claim their rights in front of the IACHR, national and international institutions and in public. The petition to the IACHR advanced with two messages from the Commission in 2019 and Brazil's official response to the petition in March 2020. As Guarani-Kaiowá's situation is not addressed satisfactorily, the petition will be taken to the next step according to the IACHR's procedures.

DR Congo – HRBA and right to land in a fragile conflict-affected context



DR Congo: Initiative to promote heritage rights for women.

In the Democratic Republic of Congo, North Kivu, HEKS/EPER, together with the local partner organisation 'Aide et Action pour la Paix (AAP)' implement a human rights-based project that focusses on the right to access to land for vulnerable people. The project supports vulnerable communities in North-Kivu, Eastern DRC, improving the conditions to access to land. The situation in Eastern Congo is complex and highly fragile due to the long-lasting conflict about (mineral) resources, land and power that involves armed groups, the army, state authorities, private business, and local communities. North Kivu has been the epicentre of conflict and violence through most of the past decade.

Despite and because of the scores of human rights abuses and the fragile situation, HEKS/EPER and AAP are working with a human rights-based approach. In the face of the fragile context, HEKS/EPER and its partner AAP are promoting tenure security, the peaceful resolution/mediation of land conflicts and the participation of the rural communities in the national land reform process. Most of the vulnerable farmer families in the Kivu have no ownership rights to the fields they cultivate, and therefore no secure access to land. AAP informs the local population about their land rights and capacitates them to claim these rights from the authorities. Peasants involved in land conflicts receive legal advice on how to get a land title or lease their land in good conditions. However, AAP and HEKS/EPER do not only work and empower the rights holders, but also the duty-bearers side: The province and local authorities are informed about the peasants' rights to access to land.

Additionally, AAP organises 'open days' about land governance in DRC where duty bearers and rights holders meet, inform, exchange and discuss. This 'open day' format has proven to be very effective in raising awareness and accountability among duty bearers and in making the voice and power of rights holders heard. The 'open days' increase information and transparency on how the authorities respect, protect and fulfil the land rights of vulnerable farmers.

In 2020, AAP has started new activities targeted at youth to promote the land rights of rural youth by addressing inheritance issues. Young girls exchanged with their male counterparts, parents and duty bearers (customary authorities, state authorities and legal land managers) on customary and formal land rights to discourage retrograde customary practices against women and thus promote their land rights.

In 2020, new land rights (209 ha) were obtained for 795 vulnerable people (403 women) in North Kivu. During four educational and training events in 2020, more than 338 rights holders and 19 duty bearers were sensitised and strengthened. As part of the objective to promote the participation of rural communities in North Kivu in the land reform process, seventeen recommendations formulated by the communities of North Kivu were accepted at the national level. HEKS-EPER and its partner AAP have also supported the provincial government of North Kivu in its process of developing provincial land policies to promote people-centred land governance.

Achievements & Perspectives

Achievement over the past years

In 2017, HEKS/EPER thematic services capitalised on the existing experience with the HRBA to extract lessons learned, achievements, best practices and challenges. This experience capitalisation (CAPEX) confirmed the value and relevance of the HRBA because it led to the following **positive results**:

- Empowered rights-holders in the marginalised communities: Amongst others, there are numerous examples from Zimbabwe, Bangladesh, Kosovo, Philippines where people of our concern are now aware of their rights, have been empowered and made legitimate claims.
- Calling duty-bearers into account, e.g., in terms of institutionalisation and/or co-funding of innovative concepts/projects. One example is Kosovo, where a Roma Inclusion Strategy was established, and the Scholarship Fund for the Roma was institutionalised and funded by the government. Other policy changes at a state level were achieved in Brazil, India and the Philippines.
- Changes in mindsets and behaviour and reconstruction of relationships between the rights-holders and duty-bearers.
- Positive results due to networking have increased. The clustering of NGOs in Israel/Palestine and in Honduras has been promising a practice to reach the common advocacy goals.



Zimbabwe: public meeting to raise rights awareness, Matobo Ward.

The CAPEX also identified the following **major challenges** for the implementation of the HRBA:

- Failed states and authoritarian states: It is key to distinguish between countries where it is not clear who de facto duty-bearers are, or no structures exist, and countries where it is difficult to approach the duty-bearers. There is a need to clarify how the HRBA can be implemented within such contexts.
- Shrinking space for civil society: Since NGOs in many cases advocate for accountability and change, they become unpopular with governments. In several countries, speaking of human rights can lead to being blacklisted as an NGO and security risks.
- Mindset: Lack of trust in government systems – mistrust in the societies.
- Legal illiteracy: Interpretation of laws is difficult when not translated into simpler language.
- Lack of political will of duty-bearers: Awareness, motivation and incentives for duty-bearers.

Based on these challenges, the CAPEX came up with the following **lessons learnt and recommendations**:

- Capacity building regarding HRBA for local HEKS/EPER offices and partner organisations is key for applying and adapting the concept to local contexts. Knowing and understanding the national laws is of high importance to apply HRBA in the countries.
- It is essential to train both the duty-bearers and rights-holders to ensure understanding of rights and obligations from both sides. More efforts should be put in building trust between duty-bearers and rights-holders to bridge the mistrust gap. In some contexts, religious leaders (e.g. churches, mosques) should be used as facilitators to apply gentle pressure to governments.
- HEKS/EPER should make sure to be and to be perceived as a nonpartisan, neutral bridge builder and operate on different political levels and parties in case of power shifts. Use windows of opportunity and invest in long-term relationships and informal exchange with duty-bearers. Identify those duty-bearers that are motivated and using them to gain more on board.

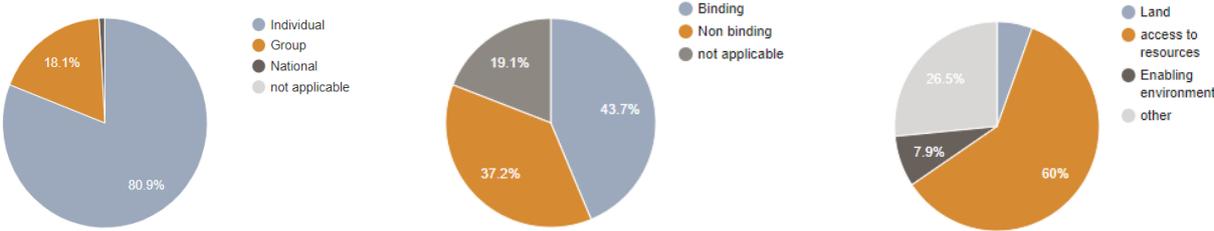
Achievements 2020

Applying the HRBA for more than ten years successfully, HEKS/EPER and its partner organisation have achieved significant results. Some of the 2020 key results with regard to HRBA are discussed below.

Despite all human beings being entitled to equal human rights, in many HEKS/EPER counties – and at a global level – inequality and discrimination have risen since 1990. This goes along with enormous economic costs and jeopardise social cohesion and political stability, and remains a key obstacle to reaching the Agenda 2030 goals of sustainable and systemic development. Thus, HEKS/EPER invests in **building quality relationships** between state actors with members of civil society. The starting point is to create exchange on a par that builds on the capacities of rights-holders to understand their rights and make them heard. And, it needs duty-bearers to understand the benefit of cooperation and joint planning. HEKS/EPER experience capitalisation showed that country offices and partners work increasingly systematically with duty-bearers. HEKS/EPER measures the ability of its people and communities to claim its rights and their degree of relationship towards duty-bearers. Improving horizontal and vertical relationships builds on enhancing attitudes, values, behaviours/practices of individuals, groups, rights-holders and duty-bearers towards peace and justice.

In 2020, HEKS/EPER enabled claims for **15’824 people**. HEKS/EPER gathered key indicator data on 142152 people to which the charts refer. 213 applications were submitted, 99 already have been accepted. The proportion of accepted claims increased from 42% in 2019 to 46% in 2020. HEKS/EPER focused on **individual claims** (see graph left) – in particular, for access to resources and land and enabling environment – sensitising project participants about advantages referring to promising policies and practices. Thus, *individual claims made* inclined from 47 % in 2019 to 81 % in 2020. Binding claims increased from 37% in 2019 to 43.7% in 2020. Since 2017 the share of women benefitting was constantly around 50%. Interestingly the number of claims has been relatively stable, although we might have expected a decline in the pandemic with communities and Governments attention on other necessities and coordination was impaired by restrictions on freedom of assembly and movement. These results can be interpreted as good adaptability to the new circumstances the pandemic put on programming.

Within 9 projects from 4 countries, 12 claims related to access to land and 129 related to access to resources (60% of all claims). 7 land claims were accepted by duty-bearers, 67 claims for resources have been accepted. The duty-bearers already accept 52% of these claims and 41% are legally binding. The vast majority of the claims related to land and resources were individual claims (about 87%), but also comprise group and national



Claims: 81% of all claims enabled were individual, 44% binding and most linked to access to resources (60%) as sampled data from 6 countries demonstrate.

claims. In total, about 15'000 households shall benefit in the different project regions. Partners keep on addressing the shrinking of space for civil rights actors. Whereas in 2017, 4.3% of the claims aimed at an enabling environment for civil society actors, the ratio increased to 7.7 % in 2018 and doubled to 16.6% in 2019. In 2020, it dropped again to 7.9%; COVID-19 restriction might be the main reason.

The indicator on '**degree of cooperation between civil society and duty-bearers**' provides insights into HEKS/EPER's engagement enhancing constructive relationships. The data shows HEKS/EPER's focus on dialogue with local authorities, as progress opportunities are the most promising on this level, with 2/3 of the collaborations being local. In 2017, 2018 and 2019, the institutionalised and respectful collaboration has dramatically increased from 5% in 2017 to 1/3 in 2019. Relations characterised by mutual respect increased from 2% in 2017 to 20% in 2019. Institutionalised contact decreased to only 7% in 2020 – most relationships (57%) between civil society and duty-bearers were described as 'issue-based'. 31% were at least 'constructive'. We see three main reasons for this deterioration in relationship quality: HEKS/EPER's phase-out of the Zimbabwe programme with a strong dialogue programme; the COVID-19 crisis making relationships tenser, which in turn lead to the neglect or even denial of rights of communities and CSO actors; and diminishing civil society opportunities to gather in multi-stakeholder meetings. The full impact of this trend will be seen when the pandemic is under control.

In 2020, HEKS/EPER facilitated 103 **capacity building workshops** and **learning/sensitisation events** in 7 countries, out of which 40 in the human-rights-based approach, conflict sensitivity, and conflict transformation included 16'800 people. Very active in sensitisation of duty-bearers was the AAP land rights project in DR Congo, reaching 174 local authority representatives.

The number of **own initiatives taken for equality and non-violence** is essential to follow-up the success of capacity building in how far own initiatives of communities are following. These own initiatives show commitment and behavioural change and are thus an indicator of a project's possible sustainability. Data gathered from 4 projects in 3 countries show that 84 activities have been traced. 83% were collective initiatives. 35 % were taken up independently, 51% were facilitated by HEKS/EPER and 14% supported by other organisations.

Perspectives

Despite the considerable achievements of working human rights-based, the cooperation with, the capacity building and accountability of duty-bearers remain an ongoing challenge, especially in fragile and conflict contexts. This is remarkable, as in the last years, international institutions and frameworks such as human rights are coming more and more under pressure, and COVID-19 exacerbate the situation. Not only in the South, but also in Western and Eastern countries, authoritarian governments, shrinking space and lack of security for civil society as well as the increased mistrust in government systems challenge the HRBA. The ongoing dialogue between HEKS/EPER and partner organisations about how to meet this must proceed. HEKS/EPER will continue to oppose shrinking space for civil society and to support civil society organisations to peacefully defend and enlarge their space.

Economic interests of duty-bearers are often key for exclusion of marginalised, but at the same time are an opportunity for peace and inclusion (e.g. Bangladesh, Romania, Serbia, Kosovo). In general, the role of HEKS/EPER vis-à-vis the duty-bearers has to be scrutinised in many countries and remains diverse. Depending on context and situation, HEKS/EPER acts as a partner, capacity builder or service provider for the government, but also a lobbyist or watchdog. The HRBA CAPEX implies that investments in lobbying and advocacy pay off, but there is room for improvement. Through advocacy, especially on local and provincial level, it was possible to achieve transformative change. Nevertheless, HEKS/EPER will strive for more transformation on national and international level; including also international cooperation policy in Switzerland. The planned merger with Bread for All (BfA) is an opportunity to do so.

Capacity building with regard to HRBA in local HEKS/EPER offices and partners shall be continued, and there should be an advisor in charge in each HEKS/EPER office. Trainings have to be grounded in the laws of the country and in international law. Experience shows that informal exchanges with duty-bearers in unofficial, less politically charged spectrums are beneficial. Context analyses, including power analysis, shall be the basis for marking where to intervene. Furthermore, it shall be more clearly defined what the HRBA means in the humanitarian aid and church cooperation of HEKS/EPER. With the new HEKS/EPER International Programme 2021-2024 the results framework and the HEKS/EPER key indicators monitoring the application of HRBA will be adapted and improved.

This is HEKS/EPER

HEKS/EPER is the aid organisation of the Swiss protestant churches and campaigns for a more peaceful and equitable world supporting in 2020 jointly with 100 partner organisations and strategic global alliances with 143 projects in 33 countries people and communities in economic and social need, investing worldwide 37.58 million CHF.

HEKS/EPER is active in **development cooperation** ameliorating in 2020 with 16.14 M CHF the life of 205'000 people directly – indirectly, 2.63 M people were reached. HEKS focuses on access to land and resources, securing basic services, fostering agroecological production and inclusive market systems. It promoted conflict transformation and inclusive governance structures in the countries as well as social, economic and political inclusion of disenfranchised people.

With a budget of 17.49 M CHF, HEKS/EPER's **humanitarian aid** supported 3'388'000 people affected by disasters with emergency interventions, to save lives, restoring livelihoods and rehabilitating infrastructure. In the frame of **Church Cooperation** HEKS/EPER enabled with 3 M CHF social work of Reformed Churches in Eastern Europe and the Middle East reaching out to 38'700 people. Additional 0.94 M CHF were invested in cross-sectional IC activities such as capacity building of partners and communities. **Systemic change** and the **human rights-based approach** are guiding principles, also promoting the **nexus** between humanitarian and development activities. HEKS/EPER cultivates constant dialogue with all relevant development and Government actors, protecting civil society actors and enabling them to advocate for their needs and rights.

In Switzerland, with a budget of 28.8 M CHF, HEKS/EPER supported disadvantaged people in becoming socially and economically integrated by promoting equal opportunity and assists jobless people, refugees and other individuals with providing day structures, legal advice, vocational trainings, language courses, dialogue platforms etc. in 14 cantons.

Other HEKS/EPER publications related to HRBA

- HEKS/EPER (2011): Human Rights Based Approach. Concept. Parts 1–3.
- ACT Alliance (2019): [Development Needs Civil Society](#) – the implications of civic space for the sustainable development goals

Strategies, policies, reports published on HEKS/EPER ID's Governance website: https://en.heks.ch/Institutional_Governance



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