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Country Programme Helvetas Mozambique 2007-2011

Short version

The Country Programme of Helvetas Mozambique 2007–2011 (CP07-11) was designed as an internal medium term planning and management instrument and a reference document for donors and partners. The elaboration process was participatory, involving key staff of the three province teams, programme directorate and headquarter in Switzerland.

The present short version of the CP07-11 provides a brief overview of the strategic orientation for the Helvetas Mozambique programme, the outlined management developments, key success factors for period of 2007 to 2011 and the key findings of the external and internal analyses.



Picture 1: Improving postharvest techniques through low-cost silos

Vision: A country in which the people in rural areas start, lead and sustain their own social, economic and political development in partnership with civil society organizations, with the private sector and the state institutions oriented on the principles of social justice, democracy and sustainability.

Mission: Helvetas is a partner in the participatory development process, which is initiated and sustained by the rural population and their institutions striving for improvement of their basic living conditions.

General Objective: Improvement of the conditions of livelihood in the rural communities through increased access to safe water, food security and better diet, by capacitated women and men negotiating their community development goals with the government and the private sector and selling the surplus for better prices to regional traders and capacitated national NGOs giving technical assistance to CBOs contributing towards a strong civil society.

Working Approaches: Helvetas is active at the micro, meso and macro levels by using the following working approaches: i) Through local partners at micro level, ii) Direct technical assistance at meso level and iii) Feed back grassroots' experience at macro level. During the next five year, the program will concentrate more and more in implementing through partners and providing capacity building and project financing for local organizations, therefore a capacity building and skill development module will be developed.

Geographic Areas of Intervention: Helvetas will focus the main project activities in the North of Mozambique. A concentration in the northern Provinces of Cabo Delgado and Nampula in the coming years and later on in one further province in the north leads to an intervention area with a more uniform social, economic and cultural reality and therefore better aligned and harmonized project approaches. To capitalize on the long-standing experience and investment of more than 15 years in the southern Province of Maputo a gradual phasing out and handing over to a local organization is planned for 2007. After that it will continue with a limited mandate to the newly established local organization LUPA.

Programme Management

The **organizational setup** of the programme management will undergo substantial changes in the next two years. The aim is to shorten geographical distance and thus strengthen the communication lines between country programme management, provincial and project management teams and the administrative staff. The working approach through partners requires capable staff in project management and monitoring with competencies in providing technical assistance and organizational strengthening. In order to create more synergies between provincial offices in sharing these competencies, all the field offices are closed and the programme directorate transferred to Nampula. A representation will act as a liaison office in Maputo.

Allocation of financial and human resources: Based on estimative project portfolios in Cabo Delgado and Nampula Province, Helvetas Mozambique will continue with an annual budget of approximately 5 Mio. Swiss Francs. The staff will be gradually reduced from 67 in 2007 to 45 in 2011 due to the outplacement of the implementing teams in the districts and the handing over of the Maputo programme to a national organization.

The **acquisition process** is perceived as selling Helvetas USPs after developing, analyzing, documenting and discussing innovative field experiences within the Mozambican context. The programme credit shall be used for this product development phase and after that will be replaced by mandate funds. Specific acquisition activities include: i) Working out new partnership for water and sanitation area in Cabo Delgado with potential to enlarge the activities to Nampula Province, ii) Sell the extension approach for food security and commercialization and link it to value chains of markable products, iii) Search funds to continue implementing the REFLECT (adult literacy campaign) activities in Cabo Delgado and extend it to Nampula, iv) Find a donor to transfer the «micro region approach» from Cabo Delgado to Nampula and link it to the skill development project «academia» and v) Provide technical assistance for acquisition activities to the local organization LUPA in Maputo.

Monitoring and evaluation: The design of a monitoring system is planned for the first quarter of 2008. On a half yearly basis the monitoring system shall monitor the progress in the four working areas, in programme management and the achievements in the transversal topics. A suitable set of key indicators will be selected and shall link to the provincial programme activity reports with the expected results in the country programme log frames.

Key Success Factors: The following points were identified as key success factors for the CP07-11: i) Smooth handing over of the Maputo Programme to a local organization, ii) Continuation as a key partner in the new setup of the SDC Programme in rural development, iii) Continuation of Programme Credit Level by 2 Mio CHF, iv) Reach the acquisition targets, v) Be an attractive employer for the key staff and invest in competent staff, vi) Select the right local implementation partners.

Working Areas

Helvetas Moçambique will continue with specific project activities in all four working areas of Helvetas international.

A) **Water and sanitation** (Infrastructure in rural and semi-urban areas)

Objective and expected results:

Increased sustainable access to better quality water in rural villages, municipalities and schools. Adoption of proper basic sanitation habits by rural households through improved planning, implementation and coordination capacities amongst relevant stakeholders. Efficient management of small scale water supply systems and promotion, testing and use of low cost technologies.

Key competences of Helvetas:

- Rehabilitation and construction of water supply and sanitation infrastructures;
- Community education on the establishment and sustainable management of water sources;
- Provision of technical assistance and capacity development in implementation and management of water supply and sanitation projects;
- Provision of technical assistance for management and operation of small scale water supply systems in municipalities and villages;
- Identification and testing of innovative low cost technologies;
- Building up private sector capacity to supply spare parts and basic sanitation equipments.



Picture 2: Rehabilitation and construction of water supply systems

B) Improved family income and food security (Sustainable management of natural resources)

Objective and expected results:

Improved family income and food security through agricultural production and processing on their own secured land plots and through the reduction of post harvest losses along with strengthening capacity of producer associations and interest groups. Increased local income opportunities along the value chain linked to established rural micro finance institutions.

Key competencies of Helvetas:

- Provision of technical assistance for food security, cash crop production and small scale agroprocessing;
- Building up and capacitating producer associations and linking them with local/regional traders;
- Dissemination of land rights;
- Setting up small scale business.



Picture 3: Development of village development plan in a CDC

C) Community empowerment and district planning (Civil society and the state)

Objective and expected results:

Strengthened civil society's capability to organize itself, and participate actively in the decision making processes, bring their needs and priorities into the district plans and ensure transparency and good governance through community participation in monitoring and evaluation of the implemented activities by districts at community level.

Key competences of Helvetas:

- Promotion of vertical decentralization through establishment of links between IPCCs at the community level and planning processes at district level;
- Programme coordination and building up capacity of NGOs working at different levels of community participation and district decentralized planning with an emphasis on areas such as good governance, agriculture, natural resources management, and infrastructure management.

D) Adult literacy campaigns, civic education and skills development (Education and culture)

Objective and expected results:

Increased awareness and literacy amongst rural communities. Capacitated communities' members in finding adequate solutions for their problems taking into account the basic concepts of human rights, gender and HIV/AIDS issues as well as their duties and entitlements as citizens. Local artisans trained and integrated in the trade network in their areas and artists able to implement small cultural project activities.

Key competencies of Helvetas:

- Development and dissemination of innovative approaches and contents for adult education (REFLECT);
- Provision of technical assistance to district education departments, teacher training institutes and vocational training institutes;
- Promotion of community participation in school management;
- Introduction of innovation aspects in the rural education system such as school and district public libraries;
- Capacitated support actors and small artistic groups.

The transversal themes HIV/AIDS and Gender are mainstreamed in all working areas and project activities.

| Abbreviations | |
|---------------|---|
| CBO | Community Based Organization |
| CDC | Community Development Council |
| IPCC | Community Participation and Consultation Institutions |
| NGO | Non Government Organization |
| PARPA | Poverty Reduction Strategy Programme |
| PME | Planning, Monitoring, Evaluation |
| SDC | Swiss Agency for Development and Cooperation |
| USP | Unique Selling Point |



Picture 4: Capacitated community member

Internal Analysis of Helvetas Mozambique

Helvetas has more than 26 years of substantial programme and project experience in the Mozambican context. Regarded today as a reference in the areas of rural water and sanitation, sustainable land use by smallholders, cattle re-stocking and community-based tourism, Helvetas expertise bases on its pioneering role in initiating activities and developing suitable working approaches in the these areas. Helvetas main working approach is implementing through partners ranging from civil society, state to private sector organizations. Geographically Helvetas focuses mainly on the North and South with some emergency activities implemented in the central part of the country.



Picture 5: Increased local income opportunities through strengthening the capacity of producer associations

An internal analysis of Helvetas Mozambique, carried out in the beginning of 2006, showed that **major strengths of Helvetas Moçambique** include good reputation amongst different stakeholders, relevant experience in various working areas and availability of resources, whereas the documentation and dissemination of results and efficiency in PME cycle were identified as **major weaknesses**.

The **organizations USPs** contain: i) Promotion of vertical decentralization, ensuring community participation, ii) Development and dissemination of innovative approaches and contents for adult literacy; iii) Provision of technical assistance for infrastructure management in the water and sanitation sector; for food security, cash crop production and small scale agro processing and in organizational development for local partner organizations, and iv) Development of pilot experiences of business initiatives for communities.

Analysis of the Context and Development in Mozambique

As outlined in the *PARPA II* and in the Government's Program 2005-9, the Government's priorities include strengthening the administration of justice, reform of the police force and reducing poverty. Important steps towards decentralization have been made in the last years by allocating an annual budget of about US\$ 300,000 to each district to finance local development plans. The economic development of Mozambique continues with high rates of growth since the late 1990s. Despite these achievements, Mozambique is still ranked among the poorest countries in the world. The main social development figures reflect vast asymmetries between the three main regions, the North, Center and South of the country (eg. extremely high illiteracy rate of and the very limited access to water in the northern provinces). HIV/AIDS, malnourishment, lack of medical coverage are crucial factors for poverty in rural Mozambique. Major technological developments include the expansion of electricity generated in Mozambique to most of the rural district capitals as well as the expansion of mobile phone communications to several parts of the country. Mozambique continues to be highly dependent on foreign aid (more than 50% of the State budget). In 2006, 80% of the external development assistance to Mozambique was provided by a group of 18 bilateral and multilateral donors mainly through SWAP (Sector wide approach) and budget support.

The setup of Helvetas Mozambique in 2006 consisted of a programme directorate office in Maputo, three provincial offices in Cabo Delgado, Nampula and Maputo and a fully staffed field office in Chiúre (Cabo Delgado Province). Since 2005 Helvetas is implementing an SDC mandate (Rural Development Programme) through a managing unit based in Nampula and five implementing partners. The Cabo Delgado and Maputo programmes hold a substantial project and programme history covering all of Helvetas traditional working areas. In 2006, the Mozambique programme of Helvetas had a Budget of 5 Million Swiss francs.

Helvetas International at a Glance

Founded in 1955, Helvetas is a specialized Swiss development association working in more than 20 countries in Africa, Latin America, and Asia with a yearly budget of about 60 Million CHF. Focusing on rural and semi-urban areas, the mission of Helvetas International is "to actively contribute to the improvement of living conditions of economically, socially and politically disadvantaged people within the framework of Human Rights". Infrastructure in rural and semi-urban areas, Sustainable management of natural resources, Education and culture and Civil society and the state are the four working areas of Helvetas International. The organization's five working principle include Basis, Self-help, Justice, Self-reliance and Partnership.

Further details on Helvetas international:
<http://www.helvetas.ch>