



HELVETAS
Swiss Intercooperation

MOÇAMBIQUE



MOZAMBIQUE COUNTRY STRATEGY

2017 - 2021

HELVETAS Swiss Intercooperation is a non-governmental organization that has been present in Mozambique since 1979. It acts as a partner of local civil society, government and private sector organizations that promote socio-economic and political development for the benefit of all. It implements projects related to Rural Economy, Water and Sanitation, Governance and Peace and Skills Development and Education in rural and peri-urban areas in the provinces of Cabo Delgado, Nampula and Maputo.

This new Country Strategy for 2017-2021 provides the strategic orientation for HELVETAS in Mozambique and sets the direction and scope of the programme portfolio and development for the next five years.

Detailed information on the HELVETAS Swiss Intercooperation Mozambique programmes can be found at www.mozambique.helvetas.org



Mission, Values and Working Principles

HELVETAS Swiss Intercooperation Mozambique subscribes to the corporate vision and mission, and has developed context and country specific values and working principles as follows:

MISSION

Our mission is to promote and support together with partners innovative and sustainable development that improves livelihoods of economically poor and socially disadvantaged women and men.

VALUES

Solidarity and Partnership, Gender Equality and Social Equity, Transparency and Accountability, and Sustainable Development

WORKING PRINCIPLES

Partnership, Result Orientation, Good Governance, Innovation, Knowledge and Policy, and Human Resources



Development goal and expected outcomes

HELVETAS will aim at the following changes in Mozambique:

- ◆ Economically poor and socially disadvantaged, (young) women and men living in rural and semi-urban areas improve their livelihoods in sustainable and resilient manner;
- ◆ Men and women living in rural and semi-urban communities collectively gain influence in decision-making, claim their rights and thus influence that decisions by duty bearers address felt needs and are implemented in an efficient and effective manner.
- ◆ Provincial or national level policy makers act upon new experiences and knowledge and ensure that these are reflected in future policies.

As a result, economically poor and socially disadvantaged women and men in rural and semi-urban areas of Mozambique improve and sustain their living conditions, and actively take part in the transition towards an inclusive society.

Development Goal

HELVETAS contributes to an effective improvement of living conditions of economically and socially disadvantaged women and men, both in rural and semi-urban areas, and to the transition into a more inclusive society



Outcome 1: Improved livelihoods

Poor and disadvantaged women and men in selected rural and semi-urban programme areas, have improved their livelihoods in sustainable and resilient manner.



Outcome 2: Empowered actors

Primary stakeholders are able to claim their rights and have gained equitable access to resources and services delivered by efficient public and private



Outcome 3: Conducive framework conditions

HELVETAS and key partners provide evidence based learning's which contribute to conducive frame conditions for inclusive and sustainable

Primary stakeholders

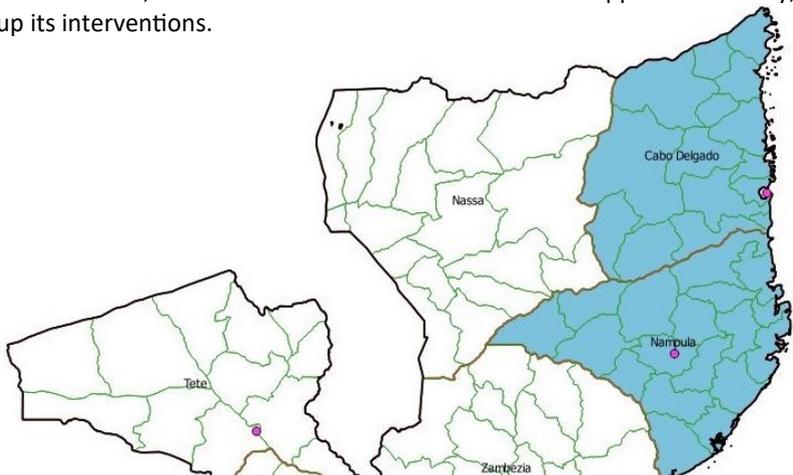
The primary stakeholders are both women and men living in economically and socially disadvantaged situation, in rural and (semi-) urban areas, directly involved and/or affected by the development interventions. Particular focus is paid to women and youth (age 18 to 35; according to the constitution of Mozambique), as well as to smallholder farmers as agriculture employs most of the population living in the above condition

HELVETAS uses a definition of disadvantaged in the context of Mozambique, whereby an individual may be categorised as “disadvantaged” if three or more of the following five factors apply:

- ◆ Being a woman;
- ◆ Being an illiterate adult;
- ◆ Belonging to a household located more than 1 km from a safe water source;
- ◆ Belonging to a household with less than 6 months food sufficiency;
- ◆ Being without access to credit.

Geographic focus

HELVETAS will continue to focus on actual intervention areas in Nampula and Cabo Delgado provinces. Whenever possible, the organization will look for opportunities in the neighbouring provinces of Niassa and Zambézia and also engage in regional initiatives via consortia/partnerships, and will expand to new districts/communities, where HELVETAS have not worked or supported recently, to scale up its interventions.



Working Areas and Projects

⇒ **Water and Infrastructure**

HELVETAS envisages to strengthen support to systemic actors related to improved water supply, sanitation and hygiene, expanding its geographic area of action to other rural and peri-urban areas as well as small towns. Approaches piloted during earlier periods such as private sector operator models for small water supply schemes or reward models for total sanitation, will be out scaled in collaboration with relevant organisations. Selected new approaches will be piloted to enhance access to safe water, e.g. through household water treatment and safe storage. Based on the evidence from implementation in the field, HELVETAS will continue to advocate for adapted approaches for service management, increased budget allocation for water supply, sanitation and hygiene services, alternative approaches towards community led total sanitation and, in collaboration with the working area on Governance and Peace, for improved integrity in the sector. The interventions will be oriented to support the capacity development of local competent government, non-government and private sector actors on planning, implementation and management of local water supply, sanitation and hygiene infrastructure.

Working area objectives:

- People in project areas, in particular disadvantaged women and men, have increased access to safe and affordable drinking water, and adequate sanitation and hygiene in a sustainable manner.
- Local communities, governments and the private sector have enhanced their competences to provide sustainable, equitable, inclusive and transparent water supply, sanitation and hygiene services.

⇒ **Contributing to Sustainable Development Goal 6: Ensure access to water and sanitation for all**



⇒ Skills Development and Education

Through interventions in vocational skills development, HELVETAS envisions to engage Mozambican youth in economic activities with decent income from wage or self-employment. Its approaches are geared towards successful integration of the young women and men in the labour market from the onset of the youths' involvement, with a particular focus on disadvantaged youths. This includes market relevant skills identification, career counselling and life skills provision. HELVETAS intends to develop several initiatives in collaboration with the Government of Mozambique and other relevant actors, particularly the private sector. The private sector is not only an important player in terms of employment opportunities, but also provides practical experiences and in-depth insights in the needs of the labour market as successful training providers. Lessons learnt will be included in the policy dialogue amongst development partners and in collaboration with relevant government institutions.

Working area objectives:

- Disadvantaged women and men, especially youths, have access to practice and demand oriented quality skills development services leading to decent income from wage or self-employment.

⇒ **Contributing to Sustainable Development Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all**



⇒ Governance and Peace

HELVETAS focuses on supporting both the government and the citizens in order to strengthen self-helped initiatives and administration. In that regard, and taking into account that under the country strategy new geographic areas will be covered, aiming to foster the institutional reform and capacity building for local administration, HELVETAS will keep supporting participatory planning and management of resources in line with the Law on Local State Organs. Building on previous experience HELVETAS will continue the strategy of building institutional capacity of organized community based organizations and other groups of interest to increase awareness on citizenship and active civic participation in order to demand and claim for their rights. Proven approaches such as planning fairs for district level annual planning, public audits in infrastructure development and social audits at the level of district authorities will be further promoted through an active policy engagement. This will also allow for synergies between this working area and other working areas of HELVETAS.

Working area objectives:

- Women and men have are actively participating in democratic process at local level (districts and municipalities), through the promotion of citizenship and local actors empowerment, to contribute to establishing just and socially progressive policy frameworks.
- Capacities of local gov./councils are strengthened to discharge their duties in a responsive, efficient and accountable manner.

⇒ Contributing to Sustainable Development Goal 16: Promote just, peaceful and inclusive societies



⇒ Rural Economy

HELVETAS' recent interventions under this working area aimed at promoting the adoption of more effective production and marketing of agricultural produce and seeds, and reduction of postharvest losses of grains and pulses. A new focus will include market systems development for selected agricultural value chains and input supply chains that entail sustainable agricultural production and marketing of good quality produce. The systematic application of the market systems development approach will include a major focus on selected commodities to build efficient value chains in a defined market shed. Value chains are grouped to pro poor value chains and include staple crops like maize, cassava, cowpeas and export oriented crops like pigeon peas, sesame, peanuts or cashew nuts which have already a good access to neighbouring and export markets and are therefore considered as cash crops. Working with farmers associations, community development councils and local government authorities, HELVETAS supports smallholder communities and their livelihood systems by improving access and quality of services, support structures and advocating for enabling policies and support structures. The issue of land tenure rights remains at the heart of HELVETAS advocacy efforts in collaboration with relevant partners and applying tools developed by HELVETAS. It further places an important focus on gender equity and quality throughout the agriculture value chain with particular incidence to youth.

Working area objectives:

- Small producers, both women and men, apply economically viable and sustainable agricultural production and post-harvest practices, and have improved access to markets leading to increased income.
- Farmers' organizations and service providers have improved their competences and are supported by improved policies and enabling environment.

⇒ **Contributing to Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture and 8: Promote inclusive and sustainable economic growth, employment and decent work for all**



Transversal themes and new accents

⇒ Gender and social equity

HELVETAS' gender approach for Mozambique aims targeting women organized in community based organisations and will encompass capacity-building, training in several management areas, as well as, stimulation of gender networks. HELVETAS developed a Gender and Social Equity Strategy for the period 2015-2018, in which eight principles to integrate gender on its programmes were clearly identified and adopted. In general, all programme implementation will be driven by the approach of mainstreaming gender, envisioning identifying gender gaps for prompt introduction of actions to reduce the negative impacts, while empowering the disadvantaged beneficiaries.

Transversal area objective:

- Specific interventions that address the needs of disadvantaged women and men are in place. Awareness of gender-based power relations – especially gender based violence – has been increased in the country programme.

⇒ **Contributing to Sustainable Development Goal 5: Achieve gender equality and empower all women and girls**

⇒ Capacity development and partnerships

Capacity development is an integral part of any collaboration of HELVETAS; since 2012 HELVETAS has adopted a paradigm shift from direct implementation approach to assume a role of a facilitator, promoting the development and strengthening of local actors, through knowledge and experience transfer.

Partnerships will focus on selected partners, particularly from civil society, in each of the above working areas with whom HELVETAS envisages to focus on common topics of interest, to contribute jointly with common efforts towards a positive change and to mutually strengthen each other. (further elaboration: see under partnership sub-chapter).

Transversal area objective:

- HELVETAS establishes equitable partnerships with key partners and contribute to enhanced capacities and empowerment of their partner organizations.
- HELVETAS increases its engagement with strategic partners in Mozambique



⇒ **Advocacy**

Based on gained experience in different working areas, HELVETAS will continue to engage in advocacy initiatives at different levels and on key topics.

At the district level, HELVETAS will continue to engage with different groups of interest (Local Councils, Water and Sanitation Committees, Civil Society District Platforms, etc) and facilitate capacity building initiatives in order to increase their confidence, ability and capacity to demand and claim for better services provisions and articulation of community interest and agenda. Advocacy interventions will be enrooted on the principle that evidences need to be gathered in order to inform policy dialogue and advocacy related issues.

At the provincial level, HELVETAS will make use of multi-stakeholders' platforms on the four thematic areas as well as of thematic networks linked to the provincial platforms of civil society organisations. HELVETAS will participate in the meetings of the provincial platforms and networks, but over time, will only support local actors to take this space and facilitate campaigns targeting provincial government departments as well as the established municipal and provincial assemblies.

At the national level, advocacy and policy dialogue is supported initially through coordination and participation on the most relevant thematic working groups and later opening up of these dialogue spaces such as the Water and Sanitation thematic/coordination group, the Water and Sanitation Partners Group, Decentralization Working Group, Budget Monitoring Forum, the National Seed Platform, the Gender Coordination Group, Joint Annual Review, Development Observatories, National Parliament, Provincial and Municipal Assemblies and the Local Councils for national partners.

Transversal area objective:

Relevant decision-makers in Mozambique recognize the importance of conducive framework conditions and the need for political action in favour of the poor and disadvantage. They take appropriate action, in particular in the realm of water and sanitation, equitable access to natural resources, food and nutritional security, sustainable production, and space for civil society.

⇒ **Focus on Youth**

HELVETAS has initiated and will continue a fruitful partnership with youth movements in the country particularly the Youth Parliament as the most vibrant, active and well represented national youth movement in the country with a view to facilitate processes and initiatives that will enhance the fulfilment of youth rights as per the relevant legislation, commitments and institutional arrangements. All projects will review their opportunities to involve youth as primary stakeholders, but also as intermediaries and activity implementers. Most notably the vocational skills engagement of HELVETAS in Mozambique is exclusively targeting youth, while all the primary stakeholder's definition for the Country Strategy emphasises women and men of the age 15 to 35.

⇒ **Urban engagement and rural urban linkages**

HELVETAS will build on its experiences working in urban areas as part of the water and infrastructure and the skills development and education working areas. It will maintain pilot activities addressing urban needs as well as increase outreach to other urban areas applying successful approaches, e.g. small water supply systems.

⇒ **Emergency Response**

HELVETAS will continue to observe emergencies in its working areas as part of its regular context monitoring. In these areas, it can count on the collaboration of known actors. It will react mainly in areas of food security and WASH, but may also collaborate with other actors on other topics. While relying on this reactive approach, HELVETAS will over the coming years develop an emergency response strategy and, as part of this, will identify possible international and local partner organizations to collaborate in case of emergencies even beyond the current working areas.





Implementation Approaches

People centred: HELVETAS believes that sustainable development is people centred and thus practices this approach to improve self-reliance of people and local communities, social justice, and participatory decision making. It recognizes that economic growth alone does not inherently contribute to human development and calls for changes at various levels and in different fields.

Systemic: HELVETAS applies a multi-stakeholder approach and facilitates trust building and co-operation among government agencies, civil society organisations, the private sector and communities. A long-term perspective towards capacity building of actors remains at the core of this approach in order to ensure sustainability of its interventions beyond the project period.

Programmatic: HELVETAS pursues a programmatic approach of interventions to ensure thematic complementarities, synergistic impacts, geographic concentration and efficacy of resources at programme and project levels.

Transparency and accountability: HELVETAS is committed to the principle of transparency and accountability of its operations towards its partners and primary stakeholders. In order to uphold this principle, it pursues the downward accountability approach. Public audit practices, among others, are mainstreamed across projects and programmes.

Partnership and capacity building: HELVETAS continues to work in collaboration with governmental, civil society and private sector actors, and supports implementation and system actors through capacity-building (training, experience sharing, and organisational and institutional development) and facilitating access for dialogue and public engagement. It usually enters into selected strategic partnerships with organisations that share HELVETAS' vision and values with a medium to long term perspective.

Cost sharing: HELVETAS aims at cost-sharing and therefore looks for co-financing of its projects. It has been successful in the past to secure contributions from the Government. It will continue seeking this support, but will also strengthen its efforts to co-finance projects and programmes through alliances and consortium funding. Equally, HELVETAS also appreciates community contributions in kind or cash, as it believes that community contributions, irrespective of the size and volume, greatly enhance ownership and thereby ensure sustainability of the interventions beyond the life of the project.

Alliances and networking: In order to expand its learning and sharing avenues and enlarge the evidence base for policy advocacy, HELVETAS will enhance its competence on alliance building and networking as well as its effective application towards successful advocacy. This approach also greatly contributes to leverage and complement the limited own financial resources.

Role, Partners and Coordination

⇒ Role of HELVETAS Swiss Intercooperation

Understanding that knowledge and experience transfer as capacity-building of local partners is an on-going process, HELVETAS will pursue its interventions as institutional developer to local partner organisations, knowledge broker and innovator.

Aiming to contribute to an effective achievement of the outcomes and goals, through the development of new tools, instruments, approaches and methods from its global network, assuming the role of facilitator, HELVETAS will enhance its approach of bridging the interaction and links among government, civil society and private sector actors. **In this regard, undoubtedly the strategy efforts will be concentrated on capacity-building exchange of different actors, in order to enable them to better pursue their roles.**

⇒ Partners

HELVETAS current portfolio is mainly implemented through local systems actors, i.e. local and provincial governments, small private sector companies and local as well as national civil society organisations. HELVETAS will maintain multi-stakeholder collaboration in all of its working areas, but will review old and identify new (strategic) partnerships.

HELVETAS will collaborate with different organisations as follows:

As systems actors, who are elements of a system with a permanent role, function and responsibility. Many of these actors do not have anything in common with HELVETAS other than the interest of a functioning system.

As implementation actors, who are temporary elements supporting in the implementation of interventions with a clear objective and time boundary. These actors deliver a contribution to HELVETAS' engagement either paid, e.g. in the case of a service provider, or un-paid e.g. through alliances and collaboration.

As (strategic) partners, who can be any of the above provided they share a common vision and/or a common goal beyond a particular project or a particular activity. Ideally these partners have their own development agenda, resources and are established in the specific geographic context.

⇒ **Participation in networks**

HELVETAS Mozambique participates in several networks and sectorial working groups at provincial/national level, envisioning experience sharing, learning, knowledge management, and advocacy and lobbying with like-minded actors. The organisation will enhance its participation on those forums, while promoting simultaneously the engagement of its partners in these forums, to ensure the development of synergies, through knowledge sharing.

⇒ **Coordination with other development organisations**

Under the current programme collaboration and shared exchange visits with other HELVETAS programmes with primary focus on African countries will be implemented. Close collaboration with other SDC supported projects, as well as, with other projects and programmes supported by other development agencies will be developed, where possible.







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