



East and Southern Africa Annual Review 2008

SNV
Connecting People's Capacities

Netherlands
Development
Organisation



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SNV Netherlands Development Organisation

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Abbreviations

DGIS	Directorate General for International Cooperation, Netherlands
HIVOS	Humanist Institute for Development Cooperation, Netherlands
IFAD	International Fund for Agricultural Development
MDG	Millennium Development Goals
NGO	non-government organisation
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund



From the Regional Director

Over the last five years the East and Southern Africa region has experienced unprecedented economic growth that gave rise to optimism for efforts to reduce poverty in the region. In 2008, however, a series of global challenges threatened to undermine positive growth of the economy in the region and progress towards achieving the Millennium Development Goals. The financial meltdown, the global energy crisis, the effects of climate change and

world food shortages all had a negative impact, particularly on the livelihoods of the poor. Among the poor, large numbers of youth in both urban and rural settings currently lack prospects of gaining sustainable employment.

Turning challenge into opportunity became the order of the day for our advisors in the field. In the education sector, SNV seeks out and supports the already existing actors.

In addition to assisting the capacity development - for example in management - SNV facilitates accountability between service providers and beneficiaries as a means to improve quality service delivery. Key to such an approach is that service providers use information systems to monitor the services being provided and for beneficiaries to be able to track them. The girl child remains a priority for us.

Likewise, SNV's contributions in water, sanitation and hygiene envisage the empowerment of citizens as a means to improved quality service delivery. Improved service delivery is furthermore supported by means of data systems, such as water point mapping, which are key to improving existing water facilities - a heavily underestimated niche in the sector. Water resource management is increasingly becoming a focus area for SNV. In various countries in the region, SNV has engaged with relevant government bodies and development agencies to improve water, sanitation and hygiene in schools.

SNV's expertise on renewable energy and domestic biogas is providing sustainable alternatives to traditional energy sources in several countries in the region while addressing environmental issues such as deforestation and carbon emissions. Our engagement is aimed at governmental and non-governmental - including private sector - stakeholders who are the drivers of national biogas programmes.

SNV's contributions to economic development and food security are aimed at the promotion of production, employment and access to domestic, regional and international markets. Across the region, SNV is active in oilseeds, livestock, horticulture and non-timber forest products. If managed well and with the adoption of new technologies and seed varieties, the potential for increased yields and production is huge. There are large emerging market opportunities for increased volumes of produce in a variety of value chains in which SNV is involved across the region. Among other strategic approaches, we are active in brokering financing for producers, processors and marketing mechanisms. In 2009, SNV intends to act as a neutral broker of investment funds linking them to small- and medium-scale producers, to realise significant improvement in their livelihoods.

SNV is one of the few development organisations involved in sustainable pro-poor tourism. The financial meltdown resulted in a serious drawback to this sector

with declines of tourist numbers in prime destinations. We focus our attention on maintaining employment opportunities, and ensuring local communities benefit from tourist spending. Among our key approaches, we promote skills training, value-chain development for supplies to tourism destinations and enterprise development.

Partnerships have become an increasing basis of our work in both public and private sectors. Our portfolio of international partners at regional and country level has reached an unprecedented peak, and it is expected to grow further. For SNV, partnerships are about leveraging our resources, knowledge and strategies for better achievement of development results.

SNV ESA has every reason to look back on 2008 as a successful year in furthering our goal of reducing poverty and promoting good governance. This report highlights some of our achievements. I would like to thank the teams across the region for their dedication to this goal and their ability to identify and exploit opportunities to achieve with our clients and partners impressive results.

Recent scientific publications picture Africa as a place of remarkable optimism and ingenuity with entrepreneurs and businesses working to create a better future for the continent. The book *Africa Rising* (January 2009) by the renowned global business consultant V.J. Mahajan shares the lessons that Africa's businesses have learned about succeeding on the continent. The book shows how global companies are succeeding despite Africa's unique political, economic and resource challenges. Local entrepreneurs and foreign investors are building a remarkable spectrum of profitable and sustainable business opportunities even in the most challenging locations. Moreover, the power of the diaspora in driving investment and development is already exceeding inputs from the development sector.

These trends provide important prospects for our work in 2009 and forthcoming years. They entail even more attention to the development of local capacities, accountability mechanisms, social investment and inclusive business. As recently articulated by Bert Koenders, the Netherlands Minister of International Cooperation, we are more than ever before open to supporting genuine development processes driven by national and local stakeholders. We want to be accountable to these stakeholders, confirming that we have added value for them.

Worku Behonegne

Our profile and work

SNV is an international development organisation working in 33 countries worldwide. In East and Southern Africa, we operate in nine countries: Ethiopia, Kenya, Mozambique, Rwanda, Sudan, Tanzania, Uganda, Zambia and Zimbabwe.

SNV supports local and national organisations - governmental, non-governmental and private sector - as the key drivers of development. We support the development of their capacities to find local solutions for reducing poverty and assuring good governance. We aim to increase access to basic services and increase local production, income and employment opportunities.

Within the framework of national poverty reduction strategies and the Millennium Development Goals (MDGs), SNV assists in developing capacity in basic services such as education, water and sanitation, and renewable energy; and strengthening value chains including horticulture, livestock, non-timber forest products, oilseed, coffee, rice and sustainable pro-poor tourism.

SNV operates within numerous partnerships with international agencies such as bilateral donors (notably Embassies of the Kingdom of the Netherlands), UN agencies and corporate foundations, as well as investment funds. In 2008, we explored vocational and skills training and biofuels as innovative choices for our work in the region.

Basic primary education

Providing quality basic primary education is a top priority throughout the region. SNV is working with strategic stakeholders to improve accountability in service delivery, civil participation and 'voice', broker financial services and develop good management skills locally - all with the common objective of getting children off to a good start.

In Kenya, SNV contributed to an overall increased enrolment in 17 districts. In Eldoret, during the period of post-election violence, an emergency committee brought 4000 children back into school. District education authorities in the North Rift mobilised stakeholders to assure that 14,000 internally displaced children did not miss out on education.

In Mozambique, SNV brokered German and Irish funding for improved water, sanitation and hygiene in schools, benefiting over 2000 pupils. Within the same partnership, SNV contributed to improved education, benefiting 30,000 girls. Strengthening school management and sanitation in 55 schools in Nampula and Maputo provinces is expected to result in further improvements in 2009.



In Rwanda, SNV successfully supported establishing district education subcommittees, which have formulated plans and allocated extra resources for improving education services in 2009 for seven districts. The National Girl Education Policy, designed by the Ministry of Education with SNV assistance, will be implemented in 2009.

In South Sudan, SNV helped establish 43 parent-teacher associations with 559 elected executive members.

In Zimbabwe, despite the political and economic crisis, SNV helped newly enrol 500 orphans and vulnerable children; 1000 orphans and vulnerable children received school-related assistance; and 7000 children were able to continue their schooling because they were provided

Displaced children in Kenya

As a result of the post-election violence that gripped Kenya early in 2008, some 6000 children and their families from Uasin Gishu District in Rift Valley Province were displaced from their homes. SNV brokered information and action to meet the needs of this population in crisis. SNV and UNICEF joined efforts to ensure that the displaced children in the camps had access to education by setting up temporary schools. Other organisations like World Vision, the International Organization for Migration, the Red Cross and the Jomo Kenyatta Foundation provided material support. Muli Children's Family, a local NGO, provided school lunches. The Eldoret Municipal Education Office ensured that the school had teachers. The Kenya Private Schools Association provided baseline information on school-going children. As a result, 4000 children were able to continue with schooling the entire time they were displaced. SNV was well positioned to facilitate this response because we had an active focus on primary education and could immediately bring relevant knowledge and agencies together to adequately respond to this emergency.

with school fees. These results were largely made possible by linking donors and the private sector. Schools in districts targeted by SNV retained 70% of their teachers as a result of community involvement.

In Uganda, school management committees in 250 schools in 13 districts improved the quality of education for 90,000 pupils. In addition to the decentralised education management information system established in 2008, SNV will assist in applying SMS-based service-delivery tracking in partnership with Makerere University.

Water, sanitation and hygiene

In eight countries, SNV finalised baseline studies and defined targets aimed at providing functional access to clean drinking water and sanitation facilities in three areas: 1) water and sanitation in primary schools, 2) operation and maintenance of water and sanitation facilities, and 3) a sustainable water resource base.

In Kenya, SNV focused on strengthening water and sewerage companies in an increasing number of municipalities. From a successful pilot where improved management and governance systems were tested, this approach was rolled out to other municipalities. In four municipalities (Eldoret, Isiolo, Kapenguria and Nanyuki), 23,000 new consumers were connected to the water systems. Continued service delivery is guaranteed now that the water and sewerage companies have improved their capacity and are held accountable through customer satisfaction.

SNV Mozambique became involved in a UNICEF programme that has reached 200,000 people, who now have functional access to safe drinking water from 415 new or rehabilitated water points; 100,000 people have access to approximately 20,500 newly constructed latrines; coordinating mechanisms have been established in four provinces; and six district teams have been trained in water mapping and in monitoring and evaluation.

SNV Rwanda has helped undertake baseline surveys (with UNICEF) and water point mappings (with Water Aid). Similar important preparatory work has been done in South Sudan.

In Uganda, the number of pupils benefiting from water, sanitation and hygiene in schools increased from 1352 to 28,482, while the average pupil-to-tapstand ratio improved from 69:1 to 47:1, and average latrine coverage from 59% to 62%.

In Northern Province, Zambia, baseline surveys helped increase access to clean water for 8750 people in two districts.

Water access in Ethiopia

Access to safe water is poor in much of Ethiopia; within 1.5 km, rural access is 41 % and urban access, 78%. In rural areas long queues around safe drinking water points are common. Sanitation coverage in rural areas is 18%; in urban areas, 57%.

The government launched an ambitious plan in mid-2005 to bring 100% access to safe and sustainable water, sanitation and hygiene facilities by 2012. All woredas (districts) were required to generate baseline data and implement programmes to achieve that target.

Six woredas in the Southern Nations, Nationalities and Peoples Region asked SNV Ethiopia and other key partners for support to generate baseline data and develop strategic plans.

SNV connected UNICEF, the Ethiopian Water Resources Development Bureau and the woredas. It helped stakeholders generate information from both water and sanitation users and their service providers, thereby contributing to awareness among stakeholders. The survey had several positive outcomes:

- In all woredas, staff and their development partners are now using the data to develop their strategic plans.
- All teams that participated in the survey are now able to carry out and update such surveys.
- UNICEF, the water bureau and SNV are now discussing how to equip water scheme committees to manage schemes effectively.
- UNICEF and the bureau have pledged increased funding. The bureau has rehabilitated 16 water schemes, giving approximately 1600 households access to safe drinking water.



Renewable energy

In 2008, SNV was involved in designing and establishing national biogas programmes in Ethiopia, Rwanda and Tanzania. In addition to these SNV initiatives, the Africa Biogas Partnership Programme - a partnership between DGIS, HIVOS and SNV - was formalised in December 2008. DGIS provides funding of 00 million, HIVOS performs as fund manager and SNV provides technical assistance. The programme will include Burkina Faso, Ethiopia, Kenya, Senegal, Tanzania and Uganda.

The national biogas programme in Ethiopia took off with a demonstration phase in Oromia Region, where 11 biogas digesters were constructed as part of a training programme. The programme was extended to Tigray, Amhara, Oromia, and the Southern Nations and Nationalities Peoples' Regional State. By the end of 2008, 100 digesters were under construction.

In 2008, the national biogas programme was co-funded by SNV, the Ethiopian government, four regional governments, and a local NGO supported by the Embassy of the Kingdom of the Netherlands.

In collaboration with Selam, a private vocational training organisation, SNV has contributed to designing new biogas engineering programmes in the Technical Vocational Education and Training Centre and has engaged the centre in promoting bioslurry as fertiliser in agriculture.

In Tanzania, SNV contributed to developing the Tanzania Domestic Biogas Programme, launched in July 2008. SNV invested in kick-starting the programme and established working relations with various stakeholders, including the Ministry of Livestock, for training, plant financing and promoting biogas.

Rwanda

In Rwanda, 260 operational biogas plants improve the lives of approximately 1820 people. Biogas saves 2500 kg of woodfuel per family annually, reducing the workload for women and children by an average of 912 hours per year. Bioslurry from the digesters is used as fertiliser for crops. Moreover, reducing exposure to indoor smoke improves family health.

To achieve the target of building 15,000 family-sized biogas plants by the end of 2011, SNV is brokering funds through FMO Netherlands Development Bank to enable households to purchase the plants.

Funds will be channelled through the local commercial Banque Populaire of Rwanda to allow farmers who cannot otherwise finance their direct contributions to handle the cost. In addition, SNV helped identify the bank, negotiated with it and defined responsibilities of each party involved in the transaction.



Oilseed

The countries in the region involved in oilseed—Ethiopia, Uganda and Zambia- all have well-established production, processing and marketing industries both for export of sesame and domestic consumption of sunflower.

Ethiopia is among the top five producing countries for high-value speciality oilseeds-sesame, linseed and niger seed. In April 2008, SNV brokered a public-private partnership between the governments of Ethiopia and the Netherlands, and the Ethiopian and Dutch branch organisations in the oilseed sector. SNV Ethiopia is part of this public-private partnership and provided much of the preparatory work through its support of the value chain.

In Uganda, sunflower is the lead domestic raw material for vegetable oil with annual production currently estimated at over 200,000 tonnes. Households have about 1.5 acres each under oilseed production, yielding 900 kg per acre. With farm-gate prices at £0.23 per kilogram, total farm income is about £12,100,000. In 2008, SNV worked with about 39,000 oilseed producers.

In Zambia, the jatropha value chain gained much interest from the private sector, the focus being on biofuels for the local market. SNV facilitated the mobilisation of 1100 farmers for the production of jatropha in three districts. In addition, two district cooperative unions, representing 2650 farmers, were linked to the Oval Biofuels outgrower scheme; 6750 jatropha farmers are now participating

in the market. SNV Zambia was instrumental in brokering £900,000 in finances. Provincial biofuel stakeholder forums, supported by SNV, contributed to the Zambian national biofuels policy.

Governments in the region promote using local oilseeds to substitute for imports. Domestic markets for oilseed offer great potential for income and employment. The COMESA (Common Market of Eastern and Southern Africa) region has a market for over 367 million.

SNV focuses on improving communication, coordination and collaboration along the entire oilseed value chain.

Oilseed production in Uganda

Oilseed is one of seven crops the government of Uganda promotes commercially. Oilseeds cultivated include sunflower, soya bean, cotton, groundnut and sesame. In 2008, SNV and Mukwano Industries, one of the largest edible oil processors, entered into a partnership to promote growth and equity within the oilseed value chain in Uganda. The company will buy 100,000 tonnes valued at US\$30 million from 45,000 farmers. SNV will bolster service providers and producer groups, work with various stakeholders, and acquire market intelligence. Mukwano Industries will provide extension services, high-quality inputs, competitive prices, assured markets and increased processing capacity and bulking facilities. Ultimately, this partnership will increase competitiveness, growth and equity for everyone in the oilseed value chain.



Livestock

SNV works in the region on three distinct livestock commodity value chains - red meat, dairy and small stock. In dairy, SNV worked with national producer organisations and key processors to make it possible for 25,500 smallholder dairy units to produce commercially.

The 4th African Dairy Conference and Exhibition, which SNV helped organise in Kampala, brought together over 130 farmers, service providers and government officials from Ethiopia, Kenya, Rwanda and Uganda, to enhance awareness and demand by smallholder farmers for business support.

SNV interventions in Ethiopia resulted in the number of processors active in the market increasing from two in 2005 to five at the end of 2008, and more than 2300 dairy farmers reported increased sales. Fresh milk rejection rates have declined from approximately 13% to 1%, benefiting 1400 cooperative members.

In 2008, SNV Tanzania undertook a study that produced evidence of opportunities in the red meat value chain and subsequently engaged in this commodity value chain.

In Zimbabwe, SNV, local service providers and farmers' associations worked together to establish producer groups for 1500 farmers. These groups developed their animal husbandry as well as their business knowledge and skills. Goat kid mortality declined from over 45% to 14%, and kidding rate increased from less than 75% to 100%. Rural district councils were strengthened to conduct goat auctions. Goat farmers now obtain better prices through this auction system, an idea that came from a forum for stakeholders that SNV facilitated. Through this same mechanism, the European Union has contributed to improved auction sales, grading systems and training materials.



Horticulture

Horticulture forms part of SNV programmes in Ethiopia (apple, mango, pineapple), Mozambique (banana, cashew, vegetables), Uganda (pineapple) and Zimbabwe (banana, vegetables). SNV Kenya will engage in the aloe vera value chain in 2009. Export and domestic markets offer good prospects for increased production and improved market access. To capitalise on these business opportunities, production quality and yields need to improve, and producers must gain better access to fair-paying markets.

In Mozambique, SNV worked with 400 members in two farmers' associations to improve banana production and marketing, increasing farmer incomes by 33-100%. Active participation of producers in GTH (National Horticultural Taskforce) contributed to effective national pro-poor agro policies that include poor people in the lucrative banana value chains.

In cashew production, 400 members and 2400 others benefited from links to a marketing board. Twelve associations realised a profit of US\$42,000. Associations affiliated with a marketing board linked directly to the buyer increased their income by about 100%, and 45,000 households gained access to finance in cashew production. SNV was instrumental in introducing cellular phone technology, which has helped 15,000 farmers negotiate better prices for their produce.

In Uganda, pineapple programmes resulted in record increases in production and income within just one year; 3500 producers increased their acreage by 100%, yields rose by 50% and farm-gate prices increased by 20%. Total income per household therefore increased by about 360% - from €800 to €2880. Over 2500 small producers in five producer groups are now linked to industries to supply fresh pineapples.

Also in Uganda, SNV, working with the Applab/Grameen Foundation, tested market access with mobile phone technology, and two sites are now linked to 15 village information points, benefiting more than 2500 producers. The producer groups are able to better plan their production; they have improved their negotiation and bargaining skills and are getting better prices. Deal making is improved and services are better coordinated. Now over 1000 producers use market information to transact business.

In Zimbabwe, SNV helped producer groups set up a collective bulking system and improve their organisational dynamics. Membership in the Rusitu Valley Fruit Growers and Marketing Trust rose from 200 to 900, allowing the trust to handle more banana.



Non-timber forest products

In East and Southern Africa, SNV's work with non-timber forest products has traditionally focused on apiculture. Now markets for other products are expanding. Whereas SNV focuses on honey in Ethiopia, Rwanda, Uganda and Zambia, SNV Sudan supports gum acacia and shea butter value chains.

SNV aims to improve the supply of inputs to producers and provide access to markets and financial services. Through our fair trade partnerships, we facilitate accreditation of small-scale producers, thus giving them access to international markets.

Under the auspices of ApiTrade Africa, a trade promotion body, SNV and the Uganda Export Promotions Board mobilised key stakeholders and held a successful Apiculture Expo, which brought together 200 participants representing 60 organisations from Ethiopia, Kenya, Rwanda, Tanzania, Uganda and Zambia.

In Rwanda, SNV helped increase honey production among cooperatives. In the seven districts where SNV is active, production increased by 16% and income by 24%. The percentage of women among beekeepers rose to 24%; youths now constitute 15%.

In South Sudan, SNV strengthened and trained producer groups in production, harvesting and storage of gum acacia. As a result of SNV training, producers were able to increase their ability to meet market quality standards. Moreover, producers have become aware of the advantages of cooperatives; 300 people are now organised and involved in producing gum acacia and their number is growing. Links to three markets for gum acacia were established, one in Japan and two in Kenya.

Under SNV facilitation in Uganda, 11 fully registered beekeeper cooperatives were established, and their membership grew significantly. Honey quality and packaging have improved, and the honey is competing favourably in national and regional markets.



Growing fruit in Ethiopia

In Ethiopia, the programme Support to Business Organisations and Their Access to Markets achieved excellent results in improving volume and quality of production and in gaining higher sale prices through cooperative bargaining power.

After only one year of support to a cooperative to become more enterprise oriented, its income from the sale of mangoes and bananas increased by more than US\$9200. Membership rose from 67 to 103 and the capital base of the cooperative increased from approximately US\$800 to US\$1,600. By joining forces with three other cooperatives, 207 members increased their negotiating power vis-a-vis Addis Ababa wholesalers and created an extra net margin of US\$0.10 per kilo.

SNV is working to boost pineapple production in Ethiopia by introducing large-scale commercial operations that will generate employment and income for landless people. Six new investors leased 1200 hectares of land for pineapple. The Chenchu Highland Fruits Marketing Cooperative has increased its production sevenfold as a result of improved marketing strategies, training in apple tree management and diversified production.

As a result of its strong selling position, the cooperative received 1500 new membership applications. The country is now moving closer to meeting the local market demand for apples.

Apiculture in Ethiopia

Ethiopia has the largest number of bee colonies in Africa, estimated at 10 million. Over 25,000 tonnes of honey are produced a year with 90% consumed locally.

In 2008, SNV facilitated European Union third country accreditation for Ethiopian honey. In this process, SNV worked with the Ethiopian Honey and Beeswax Producers and Exporters Association and the Ethiopian Ministry of Agriculture and Rural Development.

In November 2008, Bezamar Agro-Industry Pic, a member of the association, exported 30 tonnes of organic honey and 3 tonnes of organic beeswax worth US\$135,000 to the United Kingdom. In addition, honey exports to Yemen amounted to US\$20,000. More than 3000 beekeepers now have fixed market relations with the processors. Quality has increased by 20-30%, productivity is up 50%, and average income has increased by 150%.

Pro-poor tourism

In Ethiopia, Kenya, Mozambique, Rwanda, Tanzania and Zambia SNV promotes sustainable pro-poor tourism. In all these countries, tourism is high on the government agenda as a means to reduce poverty. SNV follows a destination management approach. Together with relevant stakeholders, SNV identifies opportunities to improve management of destination sites, to develop and promote tourism attractions, and above all, to assure that local populations benefit from increased tourism investment and activities.

In Ethiopia, SNV focused on Konso, a major tourism destination in the south, where improved services have brought in a tremendous increase in tourists - up 48% from 2007. With the World Bank and the Overseas Development Institute of Great Britain, SNV prepared a tourism programme that contains a strategic framework for interventions, from developing policy to managing local destinations. It includes employment, tourism-related construction work, and redistribution of tourism-related revenue for developing communities.

In the Inhambane programme in Mozambique, 230 people have received tourism-related skills training, leading to higher income and more career security. Over a hundred farmers have been trained in vegetable and poultry production as well as in greenhouse technology, and they have subsequently been linked to hospitality markets. A newly established cultural fair benefits 125 small-scale and medium-sized enterprises and 1400 households. SNV Kenya is working in four destination sites. Through partnership with the UN World Tourism Organization and

STEP (Sustainable Tourism Eco-certification Program), 22 small-scale and medium-sized enterprises and six cultural villages were supported. Six investment opportunities were also identified.

SNV Rwanda is currently active in one district and will soon extend to six others; it is exploring ways to diversify tourism. Poultry and horticulture farmers have been linked to mainstream tourism enterprises. Working with the British Overseas Development Institute (001), SNV Tanzania produced a Value Chain Analysis for Tracing the Tourism Dollar (Kilimanjaro Mountain Climbing and Game Viewing Safari Tours). The study identifies development opportunities with major pro-poor effectiveness.

Upgrading tourism in Mozambique

Inhambane Province, about 500 km north of Maputo city, is a major tourist destination in Mozambique. Endowed with environmental beauty, coastline and paradise islands, Inhambane offers excellent diving. It is the only place in the world where whale sharks are found year round. Yet Inhambane still ranks among the poorest provinces in the country, with a poverty level of 80.7%.

SNV Mozambique worked with both private and public sectors to better link tourism to the local economy, in a manner that tourism growth can be made pro-poor and increase local income and wellbeing.

A baseline study indicated that direct employment is tourism's most visible economic effect in the area. Except for seafood, local production of foodstuffs is almost non-existent. Services such as repair and maintenance, laundry, gardening and marketing are mostly catered for in-house and are of poor quality.

Approximately 75 employees in lodges and restaurants were trained and upgraded by end 2008 and new employees are being trained. About 300 new employees are anticipated in the next three years.

Inhambane city will set up a cultural and culinary market, which will involve about 100 local artisans and groups. Further business opportunities related to tourism may include cultural, village and city tours, information activities and tourism service shops.

In about eight months, a number of positive developments can be seen. The National Institute for Professional Training is implementing training in hospitality; the Provincial Tourism Operators Association, which was totally non-functioning, now is at work; the municipal council and a local association have become partners to resolve the acute problem of solid waste and put an operational waste management system in place.



Our way of working: innovative capacity development

SNV's work is about strategically linking organisations and institutions in local and national environments. In public sectors, we work with government institutions responsible for education and water supply, and also with representative bodies of citizens and customers who hold the duty-bearers accountable and contribute to their responsiveness. In the private sector, SNV works with various actors who play a key role in value chains.

SNV promotes stakeholder interactions, consultations and local partnerships. We have teams established in districts and provinces who engage local providers of services to develop capacity. Instead of running our own projects, we work strictly within the framework of national, local, public and private sector policies. Partnering with knowledge institutions is crucial for the directions

SNV is taking as well as for sustainable, up-scaled and locally owned long-term development.

As part of our overall strategic mode of operation, we apply governance and empowerment concepts in our work at all levels and in all areas. Thus, we do not just serve individual clients but engage with and facilitate interactions among stakeholders.

In close cooperation with partners and networks, SNV engages in knowledge development, brokering and networking, targeting clients as well as wider audiences, enabling them to use knowledge to improve their performance and advocacy for effective development and governance solutions. SNV is actively involved in brokering funds to sub-national levels, where the demand is better able to access tailored and relevant local capacity development services.



Our package of capacity development services aims at achieving longer-term impact and good governance, rather than providing one-off interventions with a high dependency risk. We therefore embrace the principle that local actors drive development and we support their efforts to pursue their development ambitions effectively

Clients

In 2008, SNV worked with 619 client organisations in East and Southern Africa. These organisations include:

- Government – local and provincial government authorities; national and local ministries
- Private sector - local business development service providers (such as micro-finance and marketing organisations), producer and business associations, export agencies, small- and medium-size enterprises
- Civil society organisations – NGOs

SNV supports local actors to strengthen their performance to effectively reduce poverty and establish good governance.

Local capacity service providers

Local capacity service providers are a vital resource for sustainable local development. SNV aims to strengthen the in-country ability for effective capacity development. The ambition is to stimulate an enabling environment and work closely with local capacity service providers as a way of achieving lasting development results. In 2008, local providers delivered 16% of our advisory services.

Effective partnerships

SNV substantially diversifies its partnerships and resources to leverage its expertise for increased effectiveness. SNV partners comprise governments, NGOs and the private sector. We engage with partners who share a broader objective and the desire to contribute to beneficial development results and improved governance.

Our main current regional partnerships in East and Southern Africa include:

- Domestic Accountability (Embassies of the Kingdom of the Netherlands)
- Support for Capacity Enhanced Market Access (IFAD)
- Twaweza (HIVOS - citizen empowerment)
- Value Chain Catalyst Fund (Small Enterprise Assistance Fund)
- Business development in Millennium villages (Millennium Promise)
- Lake Victoria Water and Sanitation Programme (UN-Habitat)
- Water, Sanitation and Hygiene (UNICEF)
- MDG-based national development strategies (UNDP)
- Destination Management (United Nations World Tourism Organization)
- Access to Fair Trade Markets (Fair Trade Labelling Organizations International)
- Value Chain Development on producer group strengthening (Agriterra)





GOVERNO DO DISTRITO DE
Projeção dos Projectos de Investimento

Nº	Instituição	Investimento Projecto
01	Administração do Distrito de Moçambique	...
02	Agricultura	...
03	Saúde	...
04	Educação	...
05	Infra-estruturas	...
06	PRM	...
07	Correios e APIC	...
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SNV is dedicated to a society in which all people enjoy the freedom to pursue their own sustainable development.

We contribute to this by strengthening the capacity of local organisations.

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Netherlands

Development

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