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SUAAHARA
Building Strong & Smart Families

Suaahara **Social Mobilization and Governance Strategy**

1. Introduction

Social Mobilization (SM)¹, with local Governance is one of the major components of the *Suaahara* project. The intent of this strategic approach is to ensure community-generated action that leads and enables the practice of healthy nutrition behaviors by pregnant women, mothers and caretakers of young children.

Suaahara Social Mobilization (SM) approach will stimulate men and women to act collectively to develop and implement strategies that reduce local barriers to adoption of key behaviors that support optimal maternal and child nutrition. The approach also serves to integrate and focus *Suaahara's* various *inter*-sectorial activities at the ward and household level.

The Governance system will seek to ensuring active and effective participation by communities in the local development processes and strong interface with their local governments, in order to better articulate community voice and to hold their local governments to account for the services and resources that they are supposed to deliver, and communities empowered to fulfill this role. The VDC governance system in the spirit of Local Self Governance Act (LSGA)1999 an established institutional mechanisms through which communities and community organizations can participate in the local planning, implementation and oversight process (1)

Recognizing a need for sustenance of Action against Malnutrition through Agriculture (AAMA) program implemented from 2009-12 by Helen Keller International for improving Nutrition status of pregnant, lactating mothers and children under 2, it implemented (AAMA) plus project in 2011, supported by USAID. The project worked intensively with local social mobilization, Governance processes specially VDC and at district with multi-sector stakeholder and DDC.

The achievements was significant in respect of local VDC, DDC and multi sector line agencies participation and support to AAMA initiated program by providing ENA/ HFP services to disadvantaged, displaced, bonded family with pregnant, breast feeding, mothers and their children under 2 years through VDCs funds with technical support from HKI. The VDC provided fund to purchase poultry, seeds for cultivation of nutrient-dense vegetables, vaccination for chicks, water irrigation, ENA/ HFP training. The District Agriculture, Livestock, Public Health office provided technical support with close coordination of DDC. In addition, VDC approved programs to improve nutrition status of the vulnerable targeted pregnant, lactating mothers and their

¹ To align with MoFALD's efforts *Suaahara* will refer to its strategy as social mobilization (SM) rather than community mobilization (CM). SM and CM are closely related and often used interchangeably, even though experts can make valid distinctions. This document will serve to describe in detail *Suaarhara's* approach and hopefully lead to a clear vision.

children under 2 with the current fiscal year's budget indicating continuity of AAMA led program with VDC ownership.

With this experience, obviously, it was necessary to work closely with the social mobilization / governance processes for VDC/ DDC ownership of the Suaahara integrated nutrition initiatives for its sustenance after the program phases out and local Government fully maintains ownership of the suaahara initiated activities with wider coverage of all the needy population.

1.1 What is Social Mobilization and Local Governance?

SM is a process that engages and motivates a wide range of partners and allies at national and local levels to raise awareness of and demand for a particular development objective through face-to-face dialogue. (Community mobilization is a closely related approach). SM includes the added component of national level efforts to raise awareness and support wide-spread and often coordinated action by stakeholders at all levels.

Social Mobilization is a means to an end, rather than end in itself – firmly anchored in local governance processes and oriented towards helping communities and community organizations to interface with local governments and other service delivery agencies (e.g. health centers, NGOs, etc.) at the local level its “demand” and “supply” components.

The Local governance ensures increased capacity of local governments to manage resources and deliver basic services in an inclusive and equitable manner.

It recognizes that whilst making the “demand” side of local governance more effective, little will be achieved unless the “supply” side is also strengthened—to effectively meet the increased demands articulated by and heightened expectations of local communities and citizens. Local governments (DDCs, VDCs need to build up their capacities to respond appropriately and effectively to expressed priorities and needs. (1)

2. Justification/Rationale

Suaahara social mobilization and local Governance implementation program activities oversees leveraging Food security and Nutrition, Health, FP, SM within the LGCDP laid social mobilization, governance initiatives with the spirit of local self Governance Act (LSGA) 1999 and NPC laid MSNP.

The Suaahara SM/Governance strategy will work closely with the SM and Citizen Awareness Centre, Ward Citizen Forum, local users group, VDC committees (FSNSCC) (detail of these structure are given in the below in the orientation section) and utilize the VDC / local grants for the welfare of Mothers, Children, Disadvantaged group. In total about 50 % of the total VDC annual grant provided by the GON, could be spent for improving nutrition status of pregnant, lactating mothers and children under 2 years.(3)

SM/ Governance process with empowerment of DAG ,CAC,WCF and other users group will ensure quality RH/FP/SM, Nutrition service, supplies, effective functioning of PHCORC, HFOMC , Ag/ livestock related services from local Agro vets and other local level inputs provided by GON or NGO/INGO sector.

Suaahara staff has expertise in nutrition, WASH, family planning and reproductive health and agriculture. They also have cross-cutting expertise in social mobilization and behavior change; gender equity and social inclusion; the strengthening of service delivery and monitoring and evaluation. (4) Suaahara SM/ Governance will also facilitate, the MSNP initiatives at VDC, District and central level. Therefore Suaahara social mobilization local good governance initiatives would best leverage into the suaahara integrated nutrition program with multi sector support system from VDC to central level (5)

Careful intervention design and planning based on these lessons will enhance both the quality and the sustainability of *Suaahara's* efforts.

Implement, and evaluate actions to improve maternal and child nutrition and prevent stunting in X VDCs/wards of 20 targeted districts.

3. Specific SM / Governance objectives

- To empower pregnant women, mothers and caretakers of young children in particular and the community in general to make informed decisions regarding maternal and child nutrition
- To help change social and gender norms that result in or are related to harmful health, hygiene and nutrition practices
- To strengthen the social-support networks/systems for pregnant women and mothers of young children
- To increase collective efficacy (CAC, WCF, VDC, DDC, and user's group) to deal with challenges to nutrition, hygiene and sanitation, healthy timing and spacing of children, and homestead food production
- To strengthen and/or develop community-based referral systems to increase the use of trained professionals/health workers and/or health facilities for antenatal and postnatal care, safe delivery, and primary/curative health care services for children, as well as other public services available to support families and communities (e.g. agricultural extension services).
- Strengthen DDC/ VDC Governance Capacity for executing Multi-Sectoral approaches with focus on food security, Nutrition (ENA, HFP), Health, FP/SM, WASH initiatives.
- Leverage senior level buy-in, direction and participation from MOFALD /MOAD/DOA, DOLS, MOHP/DoHS/DHO, DDC and VDC to increase legitimacy and support and improve the suaahara initiatives.
- Improve multi sector governance capacity within the MOAC, MOFALD and MOHP to strengthen multi sector coordination for the joint identification and analysis of nutritional challenges and joint planning for the effective implementation of multi sector interventions at the VDC, District, regional and national levels.

4. Guiding Principles and Lessons

4.1. Develop a motivating, measurable goal that resonates with community members and inspires them to reflect and act (e.g. mothers and children in our community will be healthy and strong).

4.2 Strengthen local leadership to facilitate the SM, Governance process. This is especially important for Sustainability and long-term gains. In the context of decentralization and devolution of decision making responsibility, social mobilization with local governance for improved nutrition is an important entry point for improving governance civil society engagement. Use of data, participatory planning, monitoring, evaluation and accountability for results are common elements of both.

4.4. Support SM/ Governance to address food security, nutrition at 4 and 3 category DAG households in selected VDCs of Suaahara districts before scaling up throughout the VDCs.

4.5 All SM/ Governance activities will be in line with Social mobilization guidelines 2066, of MOFALD. (6)

4.5 Create simple facilitation tools and reporting processes for social mobilization and Governance. This allows staff to effectively support many communities (wards) simultaneously.

5. The SM /Governance Process

The SM process will be facilitated in phases within targeted communities. Together these phases constitute a Reflection and Action Cycle (RAC): The phases include: 1) Organize the community for action; 2) Explore the issue and set priorities together; 3) Plan together; 4) Act together; and 5) Evaluate together.

The RAC is not rigid or “linear”: the phases of the cycle do not always follow the order described above. For instance, people may need to analyze their situation again (explore the issues phase) during the implementation of the action plan (act together phase) in order to better understand the barriers they find while implementing a specific activity.

Where will the SM, Governance process take place?

SM / Governance will be facilitated at the ward level. As much as possible the SM,/Governance process will be initiated in partnership with the CAC ,Ward Citizens Forum (WCF), since the GoN has created this formal structure explicitly for the purpose of participatory planning and input to VDC-level planning and budgeting.

5.5 Who will facilitate SM/ Governance?

Suaahara-supported, District team, Field Supervisors (FS) will facilitate SM/Governance in their assigned wards/ VDCs in collaboration with the CAC ,WCF and existing Mothers, Infants and Young Child Feeding (MIYCF) Groups/Mothers’ groups. MoFALD’s extension workers (Social Mobilizers) will be tapped for support.

Suaahara will also explore the possibility of invite each WCF to nominate four of its members (two women and two men, with at least one DAG representative among the four), who will serve as volunteer Community Resource Persons (CRPs). The role of CRPs will be to co-lead with the FS the SM process within their ward. The FS, SM will orient and strengthen the capacity of CRPs to fulfill this role (see Annex 1 potential content for CRP orientation and capacity strengthening). It is hoped that CRPs will be able to continue SM, Governance processes independently after the project ends.

5.6 How long will the SM / Governance process take?

The total estimated time needed for communities to complete one RAC (through evaluation of their collective actions) is 7–8 months, but this will depend on an individual community's existing capacity, cohesiveness, and leadership, among other factors. Typically the RAC will take place through a series of 10 meetings, some with MIYCF/core group(s) and some with WCF members and the broader community (see Annex 2, Sample Meeting Content for one RAC). After *Suaahara* staff has supported CAC WCFs/MIYCF groups to develop their action plans, meeting frequency will slow to an average of one meeting per month from the initial average of one meeting every 15 days.

However the above arrangement will be on -going process as community dynamics will always be on the roll out. It continues to strengthen the social mobilization, governance at VDC / DDC level with MSNP support while *Suaahara* phases out completing its project period.

Meanwhile following steps will be accomplished for social mobilization, governance leveraging at VDC and below level covering the stipulated year 2, 3, 4 activities of 5 year work-Plan submitted to USAID and agreed by *Suaahara*.

6.0. Implementation of the social mobilization, Governance initiatives.

With the completion of above preparations, *Suaahara* SM/ Governance will start implementation of the initiatives in 20 districts? To begin with ,in the first year it will cover six districts covering from Far West to East , one from each Region with two districts from western Region.(Bajura , Rupandehi, Lamjung, Rasuwa, and Sankhuwasabha). The remaining 14 districts will be covered in phase wise and by the year 4th all 20 districts will be covered. In this regard necessary budget has been earmarked. (Proposed budget .annex 6)

- *SM training for Suaahara staff and partners*

An NGO with community development and empowerment training expertise can be contracted to design and deliver (with STTA inputs from SC HQ-based staff) an SM / Governance TOT package tailored to achievement of maternal and child nutrition outcomes. Once the training package and support tools have been used and refined in Phase 1 areas, *Suaahara* may similarly support district-based training through one or more local training firms for rapid rollout.

SM, TOT, orientations ,workshops should be conducted for LNGO FSs and (MoFALD) Social Mobilizers (SM) in each district. Each SM, orientations, workshop will last approximately 4 to 5 days, however duration will depend upon the content planning based on the identified training needs.

Suaahara central, district and below level staff members , Local NGO partners staff will receive orientation on Suaahara , social mobilization , governance processes . The Suaahara social mobilization/ Governance Team will also work with MOFALD at centre, with DDC at district and with VDC at VDC level. The team will build capacity of LNGO partner staff i.e. FS, FC, and VDC / DDC staff responsible for social mobilization, governance.

- *Material, Guidelines development*

Suaahara SBCC/ social mobilization /Governance team will work with central SBCC , ENA, HFP,WASH,GESI, PDQ, HFOMC, PHC Outreach clinics section to prepare material for use in REFLECT sessions for CAC .The package compatible for the barely literate, illiterate , unexposed CAC participants will be customized where necessary on already available material prepared for FCHV, Mothers group (MIYCF Group) interaction . Guidelines for delivering the content to the CAC participants will be prepared.

REFLECT session will also include home stead food production, back yard poultry raising, cultivation of green leafy-vegetables to address food insecurity as well as for nutrition purposes , growing more income generating food , vegetable and animal source food items for consumption and marketing, gender and social inclusion, social behavior change skills (7, 8)

- *Situation assessment.*

The Central SM/governance Team , SBCC/SM officers , will work with DDC, VDCs and LNGO to assess the status of DAG mapping , registration of 1000 days population household , social , resource , wealth ranking mapping of the 4 and 3 category wards of the VDCs, CAC REFLECT sessions to ensure that the SM/ governance processes had followed social mobilization guideline 2066 of MOFALD, (5)

- *Capacity building for Suaahara Human Resources.*

The central team will develop roles and responsibilities for the suaahara central, cluster, and district and below level, and LNGO staff members. VDC, DDC Food Security and Nutrition Steering coordination committee (FSNSCC) members in consultation with MOFALD to accommodate and support activities initiated by Suaahara .

The orientation on SM/ Governance will roll out with the following arrangements:

- Suaahara central, district and regional program managers will receive orientation to continuously monitor ,mentor, FS and support CAC, WCF , users group, in the process of

SM/ Governance initiatives. In this regard, each program managers of ENA/EHA, HFP, SBCC, PDQ, FP/SM, and GESI will provide all necessary technical support.

- LNGO Field Coordinator (FC) , FS , VDC /SM , VMF , and selected facilitators from CAC,WCF will receive facilitation skills to conduct REFLECT sessions covering Health, Nutrition, Food security, WASH, FP, SM components.
- Orientation to Regional ,District Suaahara team, SBCC/ SM officers, LNGO FC, FS
The Suaahara Regional cluster team, District Team members will receive an orientation on Suaahara social mobilization Governance implementation modality. Orientation will include social mobilization governance objectives, implementation plan, social mobilization and leveraging INP into this social mobilization, local governance system.

Selection/identification of DAG target population of pregnant, lactating mothers with children less than 2 years.

- *SM / Governance implementation Prioritization of DAG wards.*

Suaahara LNGO field supervisor will assist VDC /SM to complete VDC profile with identification of DAG category 4th and 3rd. The FS and SM will work with these VDC register , identify the DAG population comprising of pregnant, lactating mothers and children under 2 years residing in these wards .

The register will be updated on regular basis to get the recently entered under two, pregnant and lactating population /household.

Some wards will have greater access to public services and resources, and higher awareness of appropriate care-seeking and household behaviors.

These ‘advanced’ wards will not be prioritized for SM. SC’s experience is that SM and CM activities are most effective in disadvantaged villages where people are more interested to organize and act together. DAG populations in wards that are not prioritized for SM activities will be targeted with other appropriate behavior changes initiatives.

Ward-level start up process

After the SM, orientation training, workshops, FS/SMs will be ready to officially begin the SM process at ward level. (Please see Annex 3 for a sample district coverage planning matrix). Following a pre-established format and content, they will present the SM vision and process to members of the WFC. Since *Suaahara* has already been active in all wards through training of line agency field workers and household members, this will not be a difficult or lengthy process.

Who should be involved in the different RAC phases and how?

At the beginning of the RAC, FS/SMs will identify and orient CAC, WCF members to *Suaahara* and discuss how SM ties together and strengthens the various *Suaahara* activities with which they likely already have engaged and benefited.

Orientation for Ward Citizen Forum (WCF) members on health nutrition Suaahara integrated program.

The Ward Citizen Forum (WCF) is a forum of 25 members, established in each ward comprising members representing dalits, Janajati, children club, poor, disadvantaged, excluded groups, teachers and about 33% female representation. It has a 5 member executive committee with social mobilizer as member secretary. Forum advocates for development, facilitates participatory planning process sends the prioritized programs to VDC Integrated committee for review, and submission to VDC for approval.

The four WCF members (two women and two men, with at least one DAG representative among the four), who will serve as volunteer Community Resource Persons (CRPs) will receive orientation on HFP, ENA, FP, GESI, food security and nutrition to enable them to know the importance of nutrition, food security, FP, SM, WASH, GESI, PDQ being initiated at their VDC.

The selected WCF members will receive orientation on participatory planning, monitoring and review/evaluation process to enable them to oversee demand based program appropriately planned, implemented, monitored and evaluated to ensure proper utilization of the programs supported by VDC grant and INGO/NGO CBOs.

Community Group meetings

Once the SM aim and process is well understood, FS/SMs will plan for an orientation meeting to which all community members are invited. At this meeting, FSs will review again the goal and working mechanisms of *Suaahara*, present data on the nutrition status in Nepal and/or in their specific district (drawing on data from the recent baseline survey, for example), and outline the SM process they will be using. They will also invite participation of 1,000 Days Households in the process.

In the first two phases of the AC (organize the community for action and explore and set priorities), existing MIYCF groups as well as men's groups, savings and credits groups, etc. will be invited to contribute to the participatory analysis and planning process.

With the guidance of FS/SMs and WCF CRPs, the MIYCN group will become the main driving force/engine of the overall CAC (what we call for the purposes of this strategy document the core group). In addition to the core groups' members, other villagers will be involved in the planning, action, and evaluation phases of the AC. During the planning session, the core group members and CRPs may decide to form a coordinating body which will coordinate and monitor Community Action Plan activities, for the purpose of this document, will be called a Community Action Group (CAG). The villagers will decide what the composition of this group will be and what they would like to call it.

The FS/SM and selected resource person of the WCF will help in conducting REFLECT Sessions for CAC members.

REFLECT sessions for Citizen Awareness Centre (CAC), members

The CAC, established at least one in a ward is a group of people socially, geographically, economically or physically excluded with majority disadvantaged, ultra poor households. CAC has an executive committee of 5 to 7 members selected from the participants with social mobilizer as executive secretary. This committee manages REFLECT sessions each week.

REFLECT sessions are conducted for 20-30 household members to empower them to seek their rights, better services, program from VDC block grants, locally available resources from GON, INGOs, and NGOs for their benefit and welfare. The group will receive series of sessions to cover Food security, Nutrition, ENA, HFP, FP, WASH, PDQ, and PHCORC.

SM conducts REFLECT sessions, FS, WCF LRP will also assist the SM to conduct such sessions.

It is expected that the CAC members will talk , discuss with their neighboring family members , mothers, care groups on available resources like Suaahara initiatives for improved nutrition status of pregnant, Lactating mothers, children under two years after understanding importance of nutrition, food security , health wash, and quality service, They will be champions for the cause of pregnant, lactating mother's children under 2 years of age,

- *Orientation to VDC/DDC Food Security and Nutrition Steering Committee*

The committee members will receive orientation on Nutrition specific and nutrition sensitive activities of Suaahara integrated nutrition , SM/ Governance and their roles responsibilities as envisioned by MNSP.

The committee will review progress of Suaahara Integrated program at the end of each quarter ,and will conduct annual Nutritional related program meetings at the end of each fiscal year . The DC / SBCC/ SM officer at DDC, while Field coordinator will assist SM /VDC secretary at VDC will facilitate this process.

The SM / FS and selected members of WCF will receive training on participatory planning, monitoring and Evaluation skills for undertaking PME process on demand based program implemented through VDC grant.

They will work with VDC Food Security and Nutrition Steering Coordination Committee (FSNSCC) to review progress of the suaahara activities at the end of each quarter. The team will develop progress monitoring indicators on each program for use in the review meeting.

- *Orientation to WCF, VDC on Planning / Implementation/ monitoring / evaluation*

The SM / FS and selected members of WCF will receive training on participatory planning, monitoring and Evaluation skills for undertaking PME process on demand based program

implemented through VDC grant. They will work with VDC Food Security and Nutrition Steering Coordination Committee (FSNSCC) to review progress of the suaahara activities at the end of each quarter. The team will develop progress monitoring indicators on each program for use in the review meeting.

7.0 Establishment of LRP System.

One of the key elements of sustaining Suaahara initiatives will be the establishment of a Suaahara/HFP developed local Resource person (LRP) at the VDC. SM/ Governance team will work for their upgraded training to improve their knowledge / skills on HFP, refresher training on ENA, WASH, FP/SM (9)

The LRP will be a VDC owned technical resource person with technical knowledge and skills on health, nutrition, Agriculture, Livestock and behavior change communication and will be embedded in the community becoming a VDC resource for Health , nutrition and food security , after suaahara phase out .The District Team ,LNGO FC, FS, SM, WCF , LRP's will work with the VDC /FSNSCC, CAC Management Committee for its establishment , recognition, continuity.

The VMF/LRP will help families to maintain and adopt positive behavior on Ag, Nutrition, FP, SM, WASH, food security, for improving nutrition status of pregnant, lactating mothers and children under two years .They will be resource person during VDC initiated local training on the Ag, Health, nutrition and will earn some money, and will contribute some from their earning to VDC fund. VDC will arrange further training for them, when necessary. (10)

8.0 Participatory monitoring and evaluation

Establishment of Planning, Monitoring and review/ evaluation (PME) system
GON provides annual grants to VDC to undertake development works, fund for the benefit of VDC population on agriculture, children , women's welfare and the under privileged poor. It receives certain grant on annual basis from Suaahara and other development partners.

In order to utilize this fund for the purpose of food security, nutrition, FP/SM, WASH promotion. FS, SM, WCFs and core groups in consultation with VDC FSNSCC will carry out participatory M&E and share the results with the broader community. They will collectively identify M&E criteria/indicators, who wants/needs to participate in M&E, and define how they will collect and analyze the information. Tools/methods for participatory M&E will be included in the CM facilitation guide. The local Team (Selected CAC , WCF members user's group members and District central Team will use developed guidelines to conduct participatory, Planning , monitoring and evaluation exercises .Sharing the results of participatory evaluations with the broader community will become an opportunity for *celebration* and *recognition* of individual contributions (e.g. committed CRPs) and collective achievements (e.g. construction of X# of latrines in the past month). Likewise, villagers will be encouraged to share their successes and lessons learned with other communities to "spread" CM for maternal and child nutrition and health towards surrounding areas.

This exercise is also meant to see proper utilization of the input by the needy beneficiaries; the team will closely work with VDC level FSNSCC.

The Planning, monitoring, review format of VDC, DDC provisioned under VDC social mobilization guidelines 2066 will be used.

Key SM Benchmarks

Number of wards that have:

- Identified and oriented CRPs in collaboration with WCF members
- Developed a Community Action Plan
- Completed at least 3 activities in their Community Action Plan
- Maintained regular 1,000 Day Household mapping for past three months
- CRP has facilitated at least one meeting independently
- Met at least once in the last two months

SM indicators. As part of resource/DAG mapping during initiation of SM, the SM/FS will collect baseline information on the following indicators:

- Number of groups in the community working on nutrition, health , WASH , issues
- #/% of vulnerable family members participating in any community organization
- #/% of villages with formal plans to improve nutrition
- #/% of villages with plans that have demonstrated that they have taken action to improve nutrition, health , WASH

SM indicators for ongoing monitoring of social mobilization and capacity. A subset of the following indicators may be used to monitor the developing capacity of participating communities. Progress on these indicators can be monitored through field level monitoring tools and reports including SM and FS daily diaries, work plans, consolidation form of community action plans and community experience case studies, to name a few examples. In this regard, the central team of SM/ Governance will further develop necessary SM/ Governance Indicators in consultation with suaahara M/E team.

Some key indicators proposed are as follows:

- #/% of orientation meetings conducted in project area
- #/% of wards with core groups/MIYCF groups (male and female groups)
- #/% core groups that set Integrated nutrition problem priorities
- #/% participating communities with an Action Plan
- #/% of communities with Action Plans that have achieved at least one of their desired results as specified in their Action Plans by the end of the first cycle. (No of prioritized program accepted for VDC grant award.)
- #/% of communities that have demonstrated ability to advocate for improved nutrition with health services, local authorities, or other policy/decision-makers.
- #/% of participating communities that have leveraged resources in support of nutrition (may specify types, e g, financial- VDC block grant funds, material, in-kind contribution, volunteer time, etc.)

- #/% of Community Action Groups that have representation of at least 30% DAG.
- #/% of participating communities with functioning monitoring system that met at least once in past 60 days to monitor progress on Action Plans, update 1,000 days HH mapping, and/or other selected indicators.
- # of VDC level Food security and Nutrition Coordination committee held , discussion ,decision minuted
- # of DDC level Food security and Nutrition Coordination Committee held discussion decision minuted ,
- # No of VDCs undertaking the participatory planning, monitoring and Evaluation of demand based DAG targeted program.

(Besides this the central Team will be working with suaahra M/E team to decide for some more indicators (11)

It has been often observed that as a result of certain efforts (input) some particular outputs occur which help improve the well being of community people. In many cases it has been observed that people enjoy the benefits from the outputs for a few years and after that the outputs cease to exist. This is mostly due to inadequate attention or provision in the project/activity to make its outputs available in a sustained manner. Drinking water schemes often are good examples of sustainability problem. Many drinking water schemes are nonfunctional after a few years because no or inadequate attention was given to maintenance mechanism of the scheme. There are many similar examples from other areas/sectors as well.

Some appropriate indicators of sustainability are provision of adequate budget for the activity on regular basis either from the government or alternative sources, provision of maintenance mechanism, mechanism to involve beneficiaries in project planning, design and implementation, and equity in benefit distribution. Every activity or project should examine **these indicators to ensure sustainability of the activity/project.**

The LSGA 1999 makes provision for a Supervision and Monitoring Committee (SMC) under the Chairpersonship of the district parliamentarian. Similarly, a supervision and Monitoring Sub-Committee under the chairpersonship of a DDC member is provided in LSGR 1999. The committees and Sub-Committee are to monitor the development activities in the district. Similarly, LSGR, 1999 also proposes Supervision and Monitoring Committee at VDC/Municipal level.

Although these committees do not yet exist in many districts they will eventually have important role in monitoring. The DPMAS should forge a close link with these committees. For these committees too DPMAS can be a very helpful instrument. There can be mutual reinforcement between DPMAS and these committees.

Suaahara's Monitoring of FS staff. *Suaahara's* district-based team on regular basis and cluster, central team, occasionally will mentor LINGO Field Coordinators (FC) FS staff and SMs accompany them in the various RAC phases. Monthly staff meetings will be conducted to review accomplishments and take corrective actions as needed. Apart from a formal performance review of FSs carried out by the *Suaahara* staff quarterly (??), FS will be invited to conduct periodic self-assessments and identify their SM capacity strengthening needs. Self-assessments will be

conducted twice a year and revised with DCs during the regular monthly staff meetings. Refresher trainings will be organized according to the results of self-assessments.

FS will keep a register with information regarding the activities facilitated in each ward (per AC phase), their duration, number and characteristics of participants, key topics discussed, and decisions made, and anticipated follow-up. They will be asked to include their observations regarding people's participation (e.g. who participates most, who has started to participate) and any difficulty encountered during implementation. They will also keep a register of CRPs and their involvement in CAC/CM activities.

Flow of information and exchange of successes and lessons learned. Sharing SM, Governance successes with WCF and the community at large will be crucial to further motivate villagers to get involved in SM for nutrition. Systems to facilitate bottom-up and top-down information flow will be put in place. Likewise, *Suaahara*/LNGO staff will /should make sure that the results from LQAS are shared at VDC/ ward level in a simplified, visualized manner (e.g., portable felt boards with pictorial representations of key behaviors). Mechanisms for "horizontal networking" (i.e. exchanges between wards, visits to "ODF villages") can be established as early as possible taking into account the potential/successes identified during the first wards.

Linkages between SM and BCC components

The SM and BCC components will /should be articulated in such a way that they reinforce each other. BCC materials can feed or complement SM activities and vice versa. For instance, printed materials and radio programming can support group discussions/community events/fairs on nutrition that villagers may want to organize. Additionally, issues and perspectives raised by community groups in relation to attitudes, beliefs and practices as well as locally acceptable and feasible ways to improve mothers' and young children's nutrition can feed into the development of BCC methods and materials, giving community members an opportunity to participate in the development of these methods and materials.

Integration of existing FCHV responsibilities and SM components

The issues discussed within SM activities will be consistent with those raised by FCHVs at the household level. Thousand Days Women/HHs' mapping (which will be periodically updated as part of action plans) will complement the FCHVs' lists/maps for the identification and follow up of pregnant women. As far as possible, FCHVs will participate in community meetings (as/when requested by the WCF members). They could also encourage some of the women they visit to share their stories (particularly successes with IYCF practices) with other villagers during core group meetings or village-wide activities.

9.0 Sustainability/Exit Strategy

Sahara's SM, Governance activities are not based on material resources but on technical support to strengthen capacity and confidence. The ownership by key stakeholders of all activities de-links them from *Suaahara* from the beginning and ensures their sustainability.

With *Suaahara* mentoring, WFC/CRPs and core groups will have gained experience in analyzing their MNCH-Nutrition issues and developing local responses which are not dependent on outside resources. The MoFALD's existing structures will continue to provide support in terms of material resources and collective strategizing to address common MCH nutrition problems.

Suaahara will introduce tools and approaches through the mentoring processes (such as a participatory, results-oriented action-planning process, the RAC) that WCFs can continue to use to address other needs and problems as they arise, and continue to keep track of their achievements. Some activities will likely continue to be supported and carried out regularly by WCFs that have found them valuable and worthy of support (e.g. 1,000 Day Household mapping, emergency funds and systems, impact monitoring meetings), while others may be dropped or happen on an as-needed basis (community-wide sharing meetings, for example).

At a community level the first SM steps — a community orientation meeting and resource mapping — lay the foundation for sustainability through engaging WCF members and the broader community to critically assess their resources and needs and subsequently to develop realistic action plans based on the DAG identified program to address key MCH nutrition issues that are not dependent on outside resources. *Suaahara* provides mentoring and technical support to ensure communities experience success in the implementation of these plans.

Suaahara's SM efforts will focus on investing in the development of skills and capacity of individuals (CRPs) and groups (focusing on the WCF as an entry and coordination point, as well as MIYCF groups and/or Mothers' groups), promoting self-reliance, and supporting sustainability. From the initial process of mapping resources through exploring the reasons behind local problems experienced by pregnant women, mothers and children, and identifying strategies to improve the local situation, community leaders are central.

Suaahara has been strategically designed to provide communities with access to several key resources (such as seeds and xxxxx); however, the project's primary role is to support communities to define issues and develop solutions on their own using their own available resources (including increasingly significant VDC block grant funds).

Local GoN outreach workers (such as FCHVs and Social Mobilizers, who have already received training thru *Suaahara*) will be involved in SM processes from the beginning, promoting stronger links and common ownership of decisions. Highlights of community action plans and achievements will be shared periodically with VDC and district level staff so that they are aware of local efforts to support improved health and nutrition of mothers and children, and so they may incorporate the issues identified into their own resource planning.

The established LRP led by *Suaahara* HFP component will be embedded into the local community and will continue to be a VDC resource for any future continuity of support to the community provided by *suaahara* initiatives. The LRPs will work with WCF, user's group to

oversee demand based program Program planning, implementation, monitoring and evaluation processes.

The following also contribute to developing the collective efficacy needed for sustainable action/change and shifts in social norms:

- *Suaahara's* belief in the process of *facilitation* rather than teaching allows community members to explore their own ideas and come up with their own solutions. The facilitation process is gradually handed over to CRPs, who currently have a leadership role in their communities and whose facilitation and planning skills will be enhanced during the process of problem solving around maternal and child nutrition issues.
- Interactive, as opposed to didactic, learning processes ensure that information and skills are internalized, rather than forgotten.
- No allowances will be given for meetings. The project believes this will not deter people from participating. People will value the skills they develop and the contribution they are making to the improved lives of mothers and children in their community.

These processes will stimulate community and interpersonal communication (especially between husbands and wives), helping people to think critically about the issues and examine all sides → big step toward sustainable behavior change and shifting social norms.

Annex 1

Roles and Responsibilities for Central SM/Governance Team, Reg. Governance Manager, Cluster , District , SBCC/ SM Officer/ Field coordinators / Field supervisors:

Central SM/ Governance Team

- Plan , implement, monitor , and evaluate Social mobilization and Governance processes implemented at district and below level
- Develop material, package to orient Central, Regional, District level suaahra staff members on Social mobilization and Governance principle, objectives, activities.
- Arrange orientation on SM/ Governance to central to district and below level staff members on SM / Governance planning, monitoring and Implementation.
- Provide technical support to Cluster / Regional Governance Manager, DC/ SM/ SBCC Officers, FC and FS on SM/ Governance related activities at district and below level.
- Work closely with MOFALD and NPC led high level multi sector Food security, nutrition coordination committee for central support for SM/ Governance.
- Make regular follow up visits to Cluster ,districts and selected VDC s to oversee governance activities being supported by District team, FS, SM, FC,
- Track progress against targets, analyze data sets and make recommendations for enhanced project planning, coordination and management of Suaahara Governance budget;

1) SBCC / Social mobilization Officers

- Undertake situation analysis of (CAC, WCF, DAG mapping, knowledge level/ experience of FS, FC, on other staff on social mobilization/ governance.
- Institutionalization DAG profile at VDC in line with MOFALD criteria
- Work with resource person/ firm to develop Social mobilization REFLECT session, CAC, WCF, SM) material, facilitators guidelines.
- Work with centre , and firm / resource person to develop participatory planning , monitoring and evaluation guidelines for use by WCF, CRP
- Orient Field Supervisor (L NGO)/ Social Mobilizes/selected community Resource persons (, User's groups, selected CAC members, WCF,
- Work with DC to orient social mobilization / Governance approaches to district stakeholder(DDC, DLSO, D/PHO, WDO, DDWO,LGCDP program, DEO, DADO)
- Provide technical support to SM/FS to conduct REFLECT sessions for CAC members to enable them to understand Food security , Nutrition, FP,SM, initiatives , their roles responsibilities for promoting Suaahara initiatives for the DAG,)

- Provide support to FS,SM to conduct orientation to WCF executive members (5) on participatory, planning, monitoring , Evaluation process for utilization of suaahara program inputs, VDC grants for demand based DAG addressed programs
- Work with DC to orient on suaahara SM /governance to selected VDC level FSNSCC
- Develop SBCC material for radio program broad cast through FM , booklets, pamphlets, bill board
- Strengthen and support District level Nutrition and food security steering committee functional
- Strengthen and support VDC Food security and Nutrition Steering Committee (FSNSCC) to make it functional
- Facilitate in the WCF / SM/ VDC / FSNSCC led participatory planning, implementation, monitoring and Evaluation (PME) of Suaahara, other INGO, local NGO led programs for better utilization of GGON and other locally available input.

Regional Governance Manager

- Work with Consultant/firm/ SBCC/ SM officer to develop material for conducting orientation to CAC, WCF , VDC , users group and other stakeholders at VDC , DDC level for Implementation of SM / Governance process
- Work with central , cluster , and district staff to develop and roll-out training, orientation, material development for SM/ Governance
- Assist DC , SBCC/ SM Officers, FC ,FS for assessments of DAG mapping , social , resource mapping at VDC, CAC, WCF in order to design an appropriate training/ capacity building package for them ;
- Provide technical support to Government line agencies at Regional, district and VDC level to facilitate improved coordination for SM/ Governance activities.
- Participate and represent from the HKI in Regional and District level Multi sector FSNSCC meetings
- Work with supervisor ,Regional team , District team to establish LRP system for sustaining the Suaahara led program in the VDC ;
- Serve as the principal point of contact for Governance activities at Regional level;
- Generate reports on progress and success stories and submit to central SM/Governance Sn implementation manager with copy to cluster Coordinator, relevant central team.

- Make regular follow up visits to districts and selected VDCs to oversee governance activities being supported by FS, SM, FC, District team project and partners to review work supported and for management and advocacy related activities.
- Track progress against targets, analyze data sets and make recommendations for enhanced project planning, coordination and management of Suaahara Governance budget;
- In coordination with Cluster, District, SM/SBCC work to ensure Suaahara SM /Governance activities at district and below level being implemented with INP included and follows all stakeholders (CAC, WCF, LRP, Users group, VDC FSNSCC) and VDC is actively involved for all SM/ Governance activities.

Cluster Coordinators

- Acquire orientation on SM/ Governance, its rational justification, key features in terms of SM/ governance,
- Provide support to Central team, Reg. Governance Manager, DC to Plan, implement, monitor SM/ Governance activities implemented at districts and below level.
- Provide guidance and support the SBCC/ SM officer for their work on SM/ Governance Activities
- Provide support to Reg. Governance Manager Matter related to SM/ Governance activities at district and below level.
- In coordination with Reg. Gov Manager, District, SM/SBCC work to ensure Suaahara SM /Governance activities at district and below level being implemented with INP included and follows all stakeholders (CAC, WCF, LRP, Users group, VDC FSNSCC) and VDC is actively involved for all SM/ Governance activities.
- Include SM/ Governance activities in the monthly cluster report for submission to Program Director.

District Coordinators

- Acquire orientation on SM/ Governance, its rational justification, key features in terms of SM/ governance,
- In coordination with Central, SM/ Governance, Reg Governance manager, Cluster coordinator, SBCC/ SM Officers, Plan, implement, monitor SM/ Governance activities at district and below level with active support to FC, FS.
- Oversee the implementation of SM/ Governance processes at district and below level in coordination with dist AG, ENA / WASH officers, SBCC/ SM Officer, ensuring VDC DAG

mapping, social , resource mapping in place , CAC REFLECT sessions held, WCF meetings held with INP included in the discussions,

- Monitor/ mentor FC, FS with the support of Reg Governance Manager , district AG, EHNA/ WASH officers ,SBCC/ SM Officer for effective understanding and knowledge gained on INP among CAC, WCF , VDC/ FSNSCC members and other DAG, community MIYCF groups.
- Provide necessary support to support to Reg. Governance Manager on matter related to promotion of SM/ Governance at district and below level.
- Monitor progress made at the district and below level on regular basis and report to the cluster coordinator, with a copy to Reg Gov Manager
- Coordinate and work with Reg Governance Manager, Cluster / District Team. SBCC/ SM Officer for information dissemination strategies;

Field Coordinator

- Acquire orientation on SM/ Governance , its rational justification, key features in terms of SM/ governance ,
- In coordination with DC, SBCC/ SM Officers assist in Plan, implementing, monitoring SM/ Governance activities at the selected VDCs with the work of FS.
- Oversee the implementation of SM/ Governance processes at VDC / ward level with support from district level officials ensuring VDC DAG mapping, social , resource mapping in place , CAC REFLECT sessions held, WCF meetings held with INP included in the discussions,
- Monitor/ mentor FS on his /her work for effective understanding and knowledge gained on INP among CAC, WCF , VDC/ FSNSCC members and other DAG, community MIYCF groups.
- Provide support to VMF/LRP, FS,SM , WCF on VDC Planning program planning , Monitoring , evaluation exercises, program submission to planning committee and to VDC assembly by VDC.
- Provide necessary support to support to Reg. Governance Manager on matter related to promotion of SM/ Governance at district and below level.
- Submit progress report of the SM/ governance activities at the VDCs to DC
- Assist FS and SM on the demand based program planning.
- Work with supervisor, M /E, program team on indicator selection, target setting, monitoring and data quality assessment and validation related to suaahara Governance support activities.
- Coordinate and work with DC team, Reg Governance Manager, SBCC, ENA, WASH and HFP team for plan, prepare, present and disseminate SM/ SBCC related stories, reports communication materials.

Field Supervisors (FS)

- Acquire orientation on SM/ Governance , its rational justification, key features in terms of SM/ governance ,
- Assist Social Mobilizer to conduct DAG mapping, WCF formation ,Social, resource mapping in the VDC in line with Social mobilization, Guideline 2066
- Assist SM to Conduct REFLECT session for the CAC members in DAG ward , using INP (EHNA,HFP,WASH,FP,SM messages with SBCC , GESI covered.
- Conduct REFLECT sessions with INP messages involved with one INP message covered in one REFLECT Session.
- Conduct sessions to WCF members on Food security, Nutrition, HFP, ENA, WASH, FP, and SM during their monthly meetings.
- Oversee the implementation of SM/ Governance processes at VDC / ward level with support from district level officials ensuring VDC DAG mapping, social , resource mapping in place , CAC REFLECT sessions held, WCF meetings held with INP included in the discussions,
- With the help of WCF CRPs (executive committee members), help the DAG to demand Food security, nutrition related program for VDC grant.
- Work with VMF/ LRP to establish LRP in the VDC and its recognition by VDC.
- Submit progress report of the SM/ governance activities to FC.

Annex 2. Suggested content for CRP Orientation and Planning/Sharing Meetings

- **CRP Orientation Meeting (two consecutive days):** to be held at VDC level and cover *Suaahara* goals and timeline; expectations of CRPs and *Suaahara* staff; review of national and local maternal and child nutrition data, key maternal and child nutrition messages and behaviors, CM process, rationale for MIYCF/core group formation, importance of including DAG members in CM process, how to conduct an effective group meeting, orientation on tools for exploring maternal and child nutrition issues with community members.
- **CRP Sharing/Planning Meeting 1 (half day):** to be held at ward level and focus on sharing experiences and progress to date, and preparing for facilitation of the exploring local nutrition issues with the MIYCF/core group(s) (Explore and prioritize together phase).
- **CRP Sharing/Planning Meeting 2 (half day):** to be held at ward level and focus on sharing experiences and progress to date, and prepare for facilitation of the development and implementation of the action plan (Plan and Act together phases).
- **CRP Sharing /Planning Meeting 3 (one day):** to be held at VDC level and focus on sharing experiences and progress to date, and prepare to facilitate participatory evaluation and share results with the broader community (Evaluate together phase).
- **Annual District-wide recognition and dissemination meeting:** to be held at district level with participation of elected government and line agency representatives, journalists, and NGO representatives, etc. This meeting could include a gallery presentation of ward-level results and presentation of special achievement awards.

Annex: 3

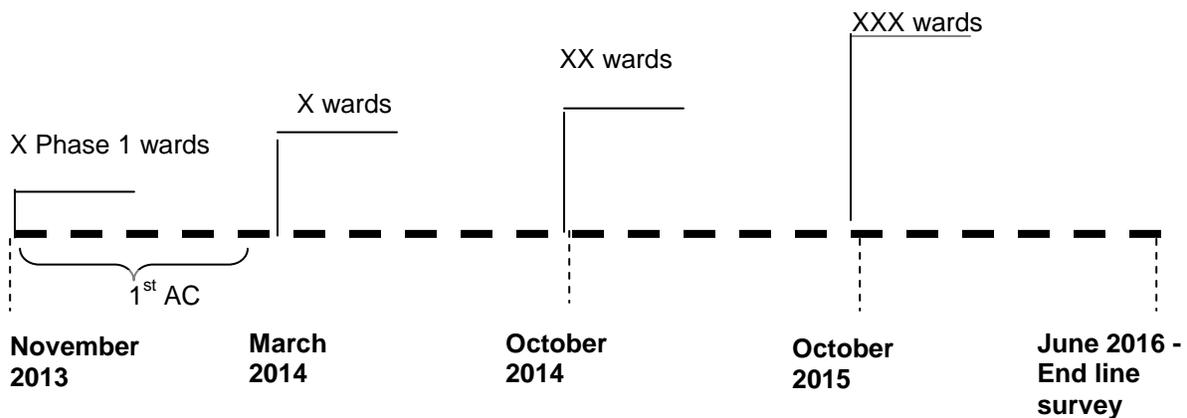
Basic guidelines for RAC implementation

The following guidelines may serve as a starting point for development of *Suaahara*-specific guidelines. These guidelines are based on lessons from global application of SM processes. They should be tailored to the *Suaahara* context through meetings with project staff, observations during field visits, and discussions with government stakeholders (MoFALD and others), either individually or during an SM Detailed Implementation Planning Workshop.

Guideline	Rationale
Doable actions	People need and want to see results. Setting objectives that are attainable in a short period of time will build enthusiasm and empower people by strengthening their sense of collective efficacy (i.e. “ <i>We can do it</i> ”). For instance, the mapping of 1,000 Days Households and existing service and referral points can be done in a short period of time as part of the ward’s action plan.
Focus on strengths versus deficits	Focus on strengths, positive attributes, and existing capacity in wards. For instance, women’s and men’s interest in their babies’ <i>growth and wellbeing</i> will be at the center of SM activities. Also, existing local capacity at different levels (e.g. for planning, organizing, ENA/EHA trained individuals, etc.) will be identified and stimulated during the RAC phases.
Based on people’s experiences	Testimonials and real-life stories are powerful tools for reflection and action. Whenever possible, testimonials will be used as the starting point of discussions and activities.
Participatory experiential learning	Related to the point above, the AC will be built around actions and activities that facilitate participatory and experiential learning. This will require a <i>major shift</i> from traditional education/information sessions to participatory models of learning and (informal) education.
Entertaining activities	Villagers, and in particular women, have a heavy workload. They may be afraid of getting involved in activities that add yet another task to their schedules. Using existing socialization places/spaces and entertaining activities such as games will greatly facilitate their involvement and increase their interest in <i>Suaahara</i> .
Short, medium, and long-term objectives	Ward level action plans will contain short, medium and long-term objectives to assure visible results while at the same time encouraging continuity.

Development of a common vision	Beyond the attainment of specific objectives, people will develop a common vision regarding women’s and children’s health in their villages. Developing a common vision as well as solidarity around the value of nutrition and its contribution to family health and well-being will help develop local ownership of the project and assure long-term sustainability.
Focus on Nutrition outcomes	<i>Suaahara</i> should stay focused on improved nutritional status as its primary aim. While the project is fortunate to have a broad range of resources to offer in support of communities’ action plans, communities may become activity-focused. Staff must support communities to be results driven, which requires well-defined indicators of success and regular reflection of progress achieved (or lack of).

Rollout time table



Core Groups (MIYCF groups composed of 1,000 Days household members)
Composition

Existing groups (at a minimum MIYCF/core groups or mothers groups) will be identified in each ward. Suaahara should identify invite participation for all existing groups.

FEMALE core group members	MALE core group members
- Pregnant women and mothers of young children	- Husbands/men from 1000 Day Households
- Married women of reproductive age DAG	
- TBAs , FCHVs and (other) female CRPs	- Male CRPs
- GoN outreach workers	- GoN outreach workers

Functioning of core groups

The women’s group (MIYCF group) gathers information from women and men and analyzes the information and then sets priorities of 3 problems. Men’s groups can also do the problem identification exercises and give input into the women’s group information collection process. Men do not do the priority setting exercise but have input through the women’s group. The women’s group then brings its priority problems to the Ward Citizens Forum meeting in which the community action planning session will take place. For this session the WCF may open the meeting to participation from anyone who is interested to join.

Frequency of core group meetings

It is recommended that core groups meet at least bi-weekly initially. Once the action plan is developed and shared with the broader village, tasks and responsibilities divided, and sub-groups/committees formed (as needed), the core group(s) will probably need to meet less frequently (once a month). When motivated and focused on the achievement of common, concrete goals and objectives, the core group(s) will probably meet more often and as needed. They should also be active during (unforeseeable) emergencies.

Who (else) should be involved in the SM process/different RAC phases?

Not everyone has to participate at the same level or with the same intensity in each RAC phase. While a core group of persons will become members of (female/male) core groups, other villagers will be encouraged to join in other ways and during different RAC phases.

The following list of “who to involve” is based on previous SC experience. It includes (first of all) Suaahara’s primary “target groups” followed by “key influentials” regarding MNCH-nutrition practices in particular and community life in general. Corresponding *illustrative examples* of how to involve these persons/groups are also based on previous SM experience:

Who	How
1,000 Days women/mothers	Should be involved in core groups and called upon to participate in the various RAC phases. Core group discussions could be organized with them in places where they usually meet. For instance, immunization clinic days and Haat Bazaars where they socialize and talk about their daily concerns.
SBAs/traditional healers	Could also become CRPs. They can play a key role during community mappings of 1,000 Day households and MWRAs. They should be invited to participate in the development of collective actions to facilitate the (timely) referral of women and newborns to health professionals/facilities when needed.
Shashu	They should be invited to participate in the various RAC phases. Older and younger women may feel freer to speak separately, especially at the beginning of the process.
Formal community	WFC male and female members should participate in the analysis of the MCH nutrition situation, participate in the development of the Community Action Plan,

leaders/WFC members	facilitate the implementation of activities, and take part in the evaluation of the community action plan. They should be involved in community-based advocacy.
Husbands and Shashura in 1K HHs	They are likely members of existing groups within the community. Some SM activities could be organized in (informal gathering) places frequented by men, such as tea stalls, to facilitate/encourage their participation.
FCHVs, SMs, VMFs, WCC members	Public servants should be invited to participate in all phases of the AC. They will be essential in the planning phase of the RAC, and can serve as technical resource persons in all phases.

The mix of “social actors” and specific activities will depend on the ward context and circumstances. Some possible scenarios will be described in the SM facilitation guide. A general diagram of who is involved in each phase of the RAC follows.

PHASE	Main Actors Involved
<i>Organize the community for Action</i> <ul style="list-style-type: none"> Community entry MIYCN Core group formation 	<ul style="list-style-type: none"> WCF members, FCHVs, CRPs and gatekeepers, FS/SM 1,000 Day women and their husbands from most vulnerable families and possibly TBA, FS/SM/CSM
<i>Explore MCH nutrition issues and set priorities</i> <ul style="list-style-type: none"> Identify priority nutrition problems Gather local information, analyze and set priorities 	<ul style="list-style-type: none"> Core group members (men and women), FS/SM Core group members (women and men) CRPs, FS/SM
<i>Plan Together</i>	Core group members (men and women), community leaders/WCF members/CRPs, health providers including traditional healers, SBAs and other outreach workers, VMF, etc., FS/SM,
<i>Act Together</i>	Core groups and others as determined in Community Action Plan, FS/SM
<i>Evaluate Together</i>	Representatives of core groups, representatives of CAG, FS/SM, CRPs, neighboring WCF members that would like to learn about the process, and/or others.

Annex 2: Sample Meeting Content for one Reflection and Action Cycle (RAC)

# of Meeting	CAC Phase ***	Meeting name	Meeting objectives
Meeting-1	Organize the Community for Action	Community Orientation meeting	<ul style="list-style-type: none"> Orient on <i>Suaahara</i>, goal & objectives of CM process Initial nomination of CRPs
CRP Orientation			
Meeting-2	Organize the Community for Action	MIYCF/Core group formation and/or activation with individual consultations	<ul style="list-style-type: none"> Discuss group members' roles and responsibilities, RAC process etc. Finalize core group membership Select a CRP as a facilitator of the group

Meeting-3	Explore the Issues and Set Priorities	Problem identification meeting: Nutrition during pregnancy, delivery & postpartum	Identify problems related to maternal nutrition during pregnancy and immediately after delivery.
Meeting-4	Explore the Issues and Set Priorities	Problem identification meeting: infant and young child nutrition	Identify problems related to child nutrition – specifically around infant and young child feeding and care practices.
CRP Meeting			
Meeting-5	Explore the Issues and Set Priorities	Priority setting meeting	Setting priorities for community action with core group(s)
Meeting-6	Plan Together	Planning meeting with core groups, WCF members and the broader community	<ul style="list-style-type: none"> ▪ To develop a community action plan ▪ Organize a Community Action Group (CAG) that will oversee and monitor CM progress
CRP Meeting			
Meeting-7	Act Together	Planning meeting for community capacity strengthening	To identify gaps in capacity and develop a community capacity strengthening plan
Meeting-8	Act Together	Monitoring planning meeting	To develop a community progress monitoring plan
CRP Meeting			
Meeting-9	Act Together	Monitoring findings sharing meeting	To share the monitoring team’s findings with CAG and other community people
Meeting-10	Evaluate Together	Evaluation meeting	<ul style="list-style-type: none"> ▪ To evaluate the community progress as per community action plan ▪ Planning for the next cycle as per evaluation findings
Ward-wide meeting to recognize community’s achievements and disseminate learning.			

*** In CAC phase , it will be mostly REFLECT Sessions each week for two hours ,with an aim to make them open up discuss with why , why questions , (ie Why , I am poor , why do I need nationality certificate , , why I am excluded etc .

Other meetings may be conducted as per community needs:

1. Preparatory meeting with core groups before any large group meeting2.Awareness raising meeting as per action plan

Annex 3: Sample District-wise Coverage Plan

Sl.	Name of VDC	# of 1 st round wards	High Priority Wards for SM activities	Notable resources, opportunities, challenges
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Annex 6. Work plan with activities and Budget

Activities	Year 2	Year 3	Year 4	Year 5	Total
Coordination /consultation with MOFALD for the purpose of Suaahara Multi sectoral Technical support Committee formation	Rs.27,500.00	x	x	x	Rs.27500.00
Workshop for final endorsement of Multi - sectoral Technical Support Committee and final refinement of SUAAHARA Governance Strategy	Rs.89,000	x	x	x	Rs.89,000.00
Assessment of the LGCDP situation in selected districts , (Bajuras, Bajhang, Rupandehi, Rasuwa, sankhuwasabha DAG mapping, social mobilizers , CAC,WCF roles/ responsibility)	Rs.301800.00	x	x	x	Rs.301,800.00
Institutionalization DAG profile at VDC in line with MOFALD criteria	200,000	200,000	1000000.00	x	Rs.500000.00
Manual and guideline development for Suaahara Governance at district and VDC level	200,000	x	x	x	Rs.200000.00
Material and guideline development to conduct REFLECT session for CAC member	Rs.200000.00	x	x	x	Rs.200000.00
Orientation in Governance to Cluster / district Office	Rs.932,625	x	x	x	Rs.932,625.00

Orientation on SUSAHARA Governance approach to district stakeholder(DDC, DLSO, D/PHO, WDO, DDWO,LGCDP program, DEO,DADO	Rs.109,875	175,800	153,825	x	Rs.562,500.00
Orientation to selected WCF members on Suaahara Governance	x	555,000	888,000	777,000	Rs.2,220,000.00
Orientation to SM/FS to conduct REFLECT sessions for CAC member	1,991,625	3,186,600	2,788,275	x	Rs.7,966,500
Orientation on suaahara governance to selected VDC level Nutrition and food security directive committee or Food security and nutrition steering committee members	140,625	225,000	196,875	x	562,500
Orientation to selected WCF members on Suaahara Governance	x	555,000	888,000	777,000	2,220,000
Conduct REFLECT sessions for CAC members to capacitate them to understand on Food security , Nutrition, FP,SM, initiatives , their roles responsibilities for the DAG, program planning process on VDC grants(15 VDCs of each districts from DAG 3 and 4 category VDCs)	281,250	731,250	1,125,000	x	2,137,500
Multi -sectoral Technical support Committee meeting(Quarterly Review and coordination meeting at central level)	75,000	75,000	75,000	75,000	300,000
Joint monitoring / support visit :district level/ Regional level Stakeholder	x	264,680	407,200	407,200	1,079,080
Strengthening District level Nutrition and food security directive committee or Food security and nutrition steering committee (Quarterly Program Review)	45,000	117,000	180,000	120,000	462,000
Strengthening VDC level Nutrition and food security directive committee or Food security and nutrition steering committee (Quarterly Program Review)	x	1,096,875	1,687,500	1,125,000	3,909,375

Develop IEC material for advocacy (Billboard, Booklet, Poster and leaflet)	250,000	300,000	x	X	550,000
Consultant fee(Hiring consultant for field level Governance activities)	130,300	460,300	190,300	X	780,900
Establishment of LRP institution(Creation of Multi Sectoral Basket Fund)	x	2,925,000	1,575,000	x	4,500,000
National Level Multisectoral Suaahara Governance Dissemination meeting	x	x	x	78,800	78,800
Total					Rs.27,708,680 (Us.\$ 346,359)

Abbreviations:

- AAMA: Action Against Malnutrition Through Agriculture
- DDC: District Development Committee
- DoHS: Department of Health services
- DOLS: Department of Livestock
- DPHO: District public Health office
- DHO ; district Health offices.
- CAC: Citizen Awareness Centre
- ENA: Essential nutrition Actions
- FP: Family Planning
- FCHV: Female Community Health Volunteer
- GON: Government Of Nepal
- GESI: Gender Equity and Social Inclusion
- INGO: International Non Government Organization
- HF: Health Facilities
- HFP: Home stead Food production
- LGCDP: Local Governance community Development Program
- LRP: Local resource Person

- MOFALD: Ministry of Federal Affairs and local Development
- MOHP: Ministry of Health and population
- MOAD: Ministry of Agriculture and Development
- MNSP: Multi Sector Nutrition Plan
- NGO: Non Government Organization.
- NAGA: Nepal Nutrition Assessment and Gap Analysis
- PDQ: participatory Defined Quality
- PHCORC: Primary Health care Outreach Clinic
- SM: Safe Motherhood services
- SBCC: Social Behavior Change Communication
- VDC: Village Development Committee
- VMF: Village Model Farmer

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- 10) Brochure: Multi sector Governance for Improved Nutrition and Food security: Helen Keller International, USAID, Kathmandu, March 2013
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Annex 3: Sample District-wise Coverage Plan

Sl.	Name of VDC	# of 1st round wards	High Priority Wards for SM activities	Notable resources, opportunities, challenges
1				
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