

**United States Agency for International Development
Bureau of Democracy, Conflict and Humanitarian
Assistance
Office of Food for Peace**

Fiscal Year 2009 Annual Results Report

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Fiscal Year 2009: Annual Resource Report Guidance

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Acronyms

ADS	Automated Directive System
AOTR	Agreement Officer's Technical Representative (formerly Cognizant Technical Officer)
ARR	Annual Results Report
BEO	Bureau Environmental Officer
DAP	Development Assistance Program
DIP	Detailed Implementation Plan
DQA	Data Quality Assessment
FFP	Office of Food For Peace
FFP/M/R	Food For Peace Mission and/or Regional Office, as appropriate
FFP/W	Food For Peace/Washington
FFPIB	Food For Peace Information Bulletin
FSCCI	Food Security Community Capacity Index
FY	Fiscal Year (October 1 st – September 30 th)
HIV	Human Immunodeficiency Virus
IDP	Internally Displaced Person
IFRP	International Food Relief Partnership
INGC	<i>Instituto Nacional de Gestao de Calamidades</i> (National Institute for Emergency Response)
IPTT	Indicator Performance Tracking Table
LOA	Life Of Activity
LRDMC.	Local Risk and Disaster Management Committee
MCHN	Maternal Child Health and Nutrition
M&E	Monitoring and Evaluation
MYAP	Multi-Year Assistance Program
PREP	Pipeline and Resource Estimate Proposal
PVO	Private Voluntary Organization
SANA	<i>Segurança Alimentar através de Nutrição e Agricultura</i> (Food Security Through Nutrition And Agriculture)
SAPQ	Standardized Annual Performance Questionnaire
SCiMoz or SC	Save the Children in Mozambique
SETSAN	<i>Secretaria Técnica de Segurança Alimentar</i> (Technical Secretariat for Food and Nutrition)
SYAP	Single-year Assistance Program
USAID	United States Agency for International Development

1. Introduction: Annual Food Aid Program Results¹

While initially planned and designed for a five-year period, the Food Security through Nutrition and Agriculture Program, *SANA* by its acronym in Portuguese, is a Three Year Assistance Program (MYAP) with a Life of Activity (LOA) that extends from July 1, 2008 to June 30, 2011.

Under the leadership of Save the Children Federation, Inc. in Mozambique (SCiMoz), and in partnership with Africare and the Cooperative League of the USA (CLUSA), the program is being implemented in 14 of the 20 districts of the Province of Nampula in northern Mozambique. The goal of the *SANA* program is to “Decrease Household Food Insecurity in the Nampula Province” through the following three strategic objectives:

SO1: Increased adoption/use of market driven agricultural production and sales practices and services, targeting a total of 71,523 farmers

SO2: Improved capacity in communities and districts to mitigate, prepare for, and respond to shocks, indirectly benefiting a total population of 368,256

SO3: Increased adoption of key MCHN practices and use of MCHN services, targeting 94,520 children under the age of 2, and 31,905 pregnant and lactating mothers.

This report presents progress for each of the three objectives during the FY 09 in three sections: what was planned, the implementation process and results.

Strategic Objective 1 (SO1)

Strategic Objective 1: Increasing yields through adoption of sound farming practices, access to quality agriculture inputs and to credit services, and increasing income by responding to market demands and opportunities and adopting enhanced negotiation and marketing skills

The Plan

To reach out to 71,523 farmers organized in groups of approximately 20 people each, the LOA target is to work with 3,576 farmers groups mainly through a lead farmer who will be the contact person for the group, therefore, with 3,576 lead farmers. The mechanism for reaching this number of groups is based on the selection and training of 447 volunteer agriculture promoters who are expected to work with four groups of farmers the first year and with eight groups in Years 2 and 3. The training and supervision of agriculture promoters is under the responsibility of the agriculture extension agents (AEA) who are expected to train and supervise between 10 and 15 promoters, for which the program needs to hire and train between 30 and 45 AEAs. The

¹ Please refer to Attachment A – FY09 – DIP, for more detail about activities and results.

AEAs, in turn, are supervised by six zonal supervisors and all of these are overseen by one agriculture coordinator and one agriculture manager².

Among the key targets for Year 1 were: the identification and strengthening of 1,440 farmers groups, thought to exist in the 14 target districts as a result of prior food security programs implemented by several NGOs in previous years, at a rate of 120 per month. At the same time, agriculture promoters were to be selected, through a community participatory process, at a rate of 30 per month. The training of the 1,440 groups on Membership, Rights and Responsibilities was scheduled at the same rate of 120 per month and the training on Sustainable Agriculture, Soil and Water Conservation, Soil Fertility Management, Post Harvest Handling, and Vegetable Gardening was also scheduled for the last nine months of Year 1 at a rate of 160 groups per month.

Given that one of the key elements for dissemination of sound agricultural practices is through Results Demonstration Plots, the identification of 600 demonstration plots and the training of 600 lead farmers on demonstration plot management was also scheduled for the second and third quarters.

Business training related to market analysis and business planning for a group of 400 farmers associations selected for their potential to grow, was scheduled for the last six months of the year at a rate of 66 per month.

Simultaneously, the assessment of training needs, the development of training curriculum, the elaboration of training materials and the training of the extension agents on the topics that they needed to master to train the 360 promoters who would train the 1,440 lead farmers to train the groups directly, was also planned for accomplishment during the four quarters of Year 1.

The activities described above give the reader an idea of how ambitious the plan proposed for Year 1 was. As can be seen in the attached DIP for Year 1, in addition to what is described above, many other activities were also scheduled for the first year of operation. Some of these had substantial time requirements because they were to be implemented for the first time in this area, i.e., contract farming. Others depended on schedules that were beyond the control of the program such as coordination with government institutions like IIAM and INCAJU.

The Process

A critical factor that had a notable impact on accomplishments during Year 1 was the significant difference between the level of monetization funds that were approved (\$4,632,000) and the actual income generated from monetization proceeds (\$2,489,700). This represented only 54% of the planned budget due a sharp reduction in the selling price of the wheat. Cash flow was very slow during the first three months of 2009 which impeded the procurement process and on at least one occasion, forced the agriculture manager to cancel a field trip. As of April 2009, however, the flow of funds has been steady and available when needed.

² Of the 14 districts where SANA is implemented, nine are under the responsibility of SCiMoz and five under Africare. In general, of the staff and the targets, 67% correspond to SCiMoz and 33% to Africare.

While the SANA program officially began in July 2008, the first three months were occupied with the transition from the previous DAP to the new program. The start-up workshop and official presentation to government counterparts took place in October 2008 and for the first time brought together the few existing SANA staff, consortium members, government representatives and other NGOs to discuss and enhance the program strategies and implementation plan as well as roles, responsibilities, agreements, schedules and means of collaboration and communication. A monitoring and evaluation (M&E) workshop facilitated by FANTA and attended by all partners and representatives of the USAID local mission took place in November to ensure that FFP's M&E requirements were addressed and incorporated as SANA developed its M&E system. The baseline survey was planned and conducted during November and December and although it took some time to secure an experienced consultant for analysis, this has been completed and the results are being used to update the indicator performance tracking table (IPPT).

The SANA senior management team integrated by the chief of party and the nutrition, agriculture and M&E managers, met for the first time in mid-January 2009. Several of the AEAs had been hired at the end of December 2008 and were ready to start visiting districts, administrative posts and communities although with severe limitations because program vehicles and motorbikes were still being purchased. At this time the peanut cultivation season was in full force and the sesame production season was in its preparation stage. With crucial assistance from CLUSA, and in collaboration with the District Department of Agriculture, the SANA team threw themselves fully into providing support to as many farmers as possible by the provision of quality seeds and technical assistance.

In light of the program's key strategy of working with existing groups, their identification was an immediate priority for Year 1. By the end of February, of the estimated 1,440 existing groups, only 254 had been identified mainly through information provided by CLUSA. Of these, 171 were in the nine Save the Children districts and 83 were in the five districts under Africare's responsibility. By the end of February several positive developments had been realized including the arrival of the motorbikes for the AEAs which represented a key milestone for facilitating access to the field to search for existing farmers groups.

During the month of March the program began training the AEAs in community mobilization, group formation and basic horticulture techniques. Seeds to support farmers during the horticulture season were procured and distributed during this month. Another major accomplishment in March was the selection of the first 185 agriculture promoters out of a target of 360 for Year 1. Two situations that hampered operations that month were: 1) SANA extensionists did not have their protective rain gear due to delays caused by the requirements of the procurement process and the limited supply available in the market, and 2) a Red Cross health extension worker came under attack in one of the SANA target districts. As a result the volunteer was killed and SANA activities were suspended but reinitiated a few weeks later, once it was confirmed that our staff would not be in any danger.

In spite of these difficulties, by the end of March, the number of groups involved in the project had increased to 439 and of these, 118 were newly organized as part of the SANA program. From this point forward the monthly figures for groups identified has continued to grow.

A visit in April to the SANA program area by USAID served to redirect the SANA agriculture development strategy. Up to this point SANA had been eager to incorporate into the program and support all existing farmers groups. During their visit, USAID staff clarified that a different program (AGRIFUTURA) also funded by USAID, was available to support firmly established farmers groups which had already established linkages with suppliers of quality inputs as well as with buyers willing to pay for higher quality produce. The SANA program then made a major shift in focus and concentrated its efforts on identifying and supporting existing farmers groups which had experience in agriculture production but lacked training and experience with market driven agriculture. Another recommendation was to prioritize the legalization process for the farmers groups because it is a lengthy process and the project only has a three year timeframe. Additionally, groups with full legal status are more likely to be able to establish contracts with agriculture input providers and buyers of agriculture produce. To reinforce this focus on the legalization process, USAID requested that the SANA-CLUSA team conduct a workshop on “The Legalization Process for Farmers Groups” with participation from the four organizations that currently implement MYAPs in Mozambique. The event took place in the month of August.

In the month of May, the broader SANA team was finally complete with the full incorporation of the Manager for the SANA-CLUSA component who has been actively involved in ensuring that the responsibilities of this partner are up to speed and that the technical assistance that CLUSA provides to SANA is of top quality.

By the end of June, five and half months after their first encounter in the Nampula Save the Children office, the SANA team had reached a high level of integration and coordination and had reached agreement on the priorities to be pursued in SANA Year 2. The partnership team was strengthened even more in the month of August, when Africare moved its offices from Nacala to Nampula. This move has facilitated more direct and frequent interactions among the three partners.

The Results

Out of the 56 agriculture-related activities and sub-activities included in the DIP for Year 1, two activities had an accomplishment rate above 100%, four, between 76-100%, eight, between 51-75%, 12 between 26 and 50%, and two were below 25%. Of the 28 remaining activities, eight are ongoing and 20 were postponed for Year 2.

Given the substantial delay experienced for beginning field activities, the SO1 component focused on two critical sets of activities: 1) Supporting as many farmers as possible to be able to participate and profit the most from the agriculture seasons for sesame and horticulture and then facilitating market access for their produce at the highest possible prices; and 2) building the foundation for program operation through dialogue and coordination with government

agriculture officials in the 14 target districts, identifying and selecting target communities, identifying existing farmers groups and mobilizing communities for selection and support of the agriculture promoters.

In this regard, the program has achieved 90% of its target as it has currently selected and begun training of 321 promoters out of the Year 1 target of 360. The small shortfall in this case is due to a budget deficit on the part of one partner but the number of promoters is planned to be increased in Year 2. Although the agriculture promoters were not on board and not trained to perform their proposed roles and responsibilities, SANA was able to incorporate 18,893, farmers organized in 978 groups, into the program, representing 68% of the Year 1 target. The full time incorporation of the agriculture promoters in Year 2 is expected to provide a sharp boost in terms of reaching a higher number of farmers groups. In Year 2 they are expected to work with four to five groups of 20 farmers each and with eight to 10 farmers groups in Year 3. With this plan, the original target of 71,523 farmers will be within reach of the program although with the acknowledgement that half of the farmers will only benefit from one year of program participation.

Strategic Objective 2 (SO2)

Strategic Objective 2 aims to strengthen the capacity of communities and district institutions to prepare for, mitigate, and respond to shocks through close collaboration with the Technical Secretariat for Food and Nutrition (SETSAN) and the National Institute for Emergency Response (INGC).

The Plan

Although SO2 involves fewer activities than SO1, it is a complex undertaking and is exceedingly important to the over all success of the program in decreasing household food insecurity. It has two intermediate results, one focuses on increasing the knowledge and skills of community members for risk management and mitigation, and the other focuses on improving government capacity to monitor and respond to early warning indicators and shocks.

Following INGC policies and plans, the first intermediate result basically aims at the creation, training and equipping of 50 Local Risk and Disaster Management Committees (LRDMC) in the 50 most vulnerable communities where these committees do not currently exist. The SANA-INGC joint planning and implementation is not only a sound approach in terms of supporting a national institution to execute its mandate but also has the added value of providing access to INGC expertise, curriculum, training materials and guidelines for establishment of the LRDMC. An appropriate complementary component is the support for community participation in government-organized disaster management simulations including the provision of transportation vouchers to facilitate the participation of poor families from rural areas. The final component, the training of Local Leadership Councils to monitor and measure community capacity to respond to risks and shocks, is more complex because it requires a cascade training on the use of the new tool “Food Security Community Capacity Index” (FSCCI) for which the expertise

needed is not readily available in Mozambique but is programmed to be brought in from the US Africare office.

The second intermediate result focuses on supporting the two government institutions which have the mandate to monitor and reduce food insecurity (SETSAN), and to monitor and reduce vulnerability to shocks (INGC). In addition to annual support for SETSAN to conduct periodic surveys to monitor food insecurity, the component includes the development, testing, and institutionalization of the “Situational Analysis for Food Security and Nutrition” (ASSAN) tool which is an effort equivalent to a project by itself, and which the SETSAN provincial office has not yet confirmed as a priority. The support to INGC is, again, for the implementation of their policies and plans to update contingency plans at district (10) and administrative post (34) levels and to train district Emergency Operation Committees on risk mapping, use and maintenance of radio communication equipment and monthly monitoring and reporting systems. Another equally complex component is the development and testing of food insecurity trigger indicators and benchmarks which will also require the project to secure external assistance and expertise. A final component in this intermediate result is the training of all SANA staff from the three implementing partners on emergency preparedness and response.

The proposed staff for the implementation of this SO consists of a three person team: A SO2 manager and two zonal coordinators.

The Process:

SO2 activities were the last to start in Year 1. The project was finally able to hire the SO2 manager in May and his two assistants were hired in June. At this time SETSAN was concentrating on planning for a national food security survey which included the Nampula province and for which SANA contributed human and financial resources. Since then the bulk of the work of the SO2 team has been concentrated on joint planning and implementation of activities with INGC in order to increase community and institutional preparedness to mitigate and respond to shocks as the cyclone season is quickly approaching.

One distinctive feature of SO2 is that its activities cover all 14 districts where SANA operates regardless of whether the district is under SC or Africare’s responsibility. Therefore, its activities require ongoing coordination with all districts in order to ensure commitment and ownership. For this reason, SO2 has divided the 14 districts into north and south zones with each of the two coordinators responsible for one specific zone.

The Results

In spite of the late start of the SO2 team, of the 30 activities and sub-activities programmed for SO2 Year 1, five critical ones were accomplished at 230% (2), 115% (1), 100% (1) and 90% (1) and another one is an ongoing activity. The remaining 24 were postponed to Year 2.

Based on ongoing discussions with SETSAN and INGC and with representatives at the district level, SO2 prioritized its activities for strengthening of emergency preparedness and response in the six districts which are considered most vulnerable to shocks. While the target for Year 1 was 10, a total of 23 LRDMC were created and trained resulting in more than a 200% accomplishment rate. The training was based on the INGC-established training manual and included the following topics: early warning and preparedness, risk mapping and analysis, community contingency planning, group organization and operations management, community safety and communication system. Prior to the creation of the 23 LRDMC, the team organized training for all the district permanent secretaries and later for all the emergency focal point persons who then supported the creation and training of the committees.

According to INGC guidelines, once they have been created the committees need to be equipped with a supply kit which includes 98 different items in order to function appropriately when they need to respond to an emergency. These supply kits have been ordered for each committee but are not complete yet because the 30 stretchers needed for each kit are difficult to obtain in the market at reasonable prices and probably will need to be produced locally.

Of the activities that were postponed to Year 2, four are contingent upon completion of other activities such as training and equipping of the LRDMCs. Another five are related to strengthening emergency response by providing assistance to the INGC in the planning and implementation of disaster preparedness simulations and facilitation of participation for rural area residents by providing transportation vouchers to needy families. Although they were originally planned for Year 1, the government has postponed this activity several times but it now seems firmly set for the end of November.

Five of the activities postponed to Year 2 are related to finalizing, testing and disseminating the ASSAN tool for monitoring and reporting the food security and nutrition situation at the community level, and were postponed because the SO2 team and SETSAN did not have time to focus on the issue. During the past few months the focus was on supporting field data collection for the ongoing food security assessment that SETSAN was conducting at the provincial level.

Five activities related to support of SETSAN's development of a system to monitor household vulnerability on an ongoing basis were also postponed because the SETSAN Nampula staff was unavailable to fully participate in a thorough analysis of the information currently being collected to identify gaps and mechanisms for filling them. Their involvement with the food security assessment at the provincial level prevented any discussion of these topics during this period.

The last five activities for training of SANA staff on emergency preparedness and response were postponed until this coming November because it was not possible to pull the staff from a very busy field schedule aimed at catching up with targets set for this year.

Finally, although no activities were planned for responding to a cholera outbreak, using funds provided by UNICEF, SO2 staff was involved in this activity to support two districts by training their staff and community volunteers in cholera control, educational material development and

distribution, procurement and distribution of water purification tablets, improvement of eight drinking water sources and distribution of latrines.

Strategic Objective 3 (SO3)

Strategic Objective 3 aims at increasing the adoption of key maternal and child health and nutrition (MCHN) practices and the use of MCHN services with a target population of 126,426 mothers and children under the age of 2. The breakdown indicates that 94,520 children and 31,905 mothers will be covered by the SO.

The Plan:

Similar to SO1, for full implementation SO3 requires a large cadre of community volunteer workers but while SO1 depends on 447 promoters to reach their target population, SO3 depends on a total of 2,800 community volunteer women called “*animadoras*” who are supervised and supported by 280 community volunteer nutrition promoters in order to reach out to the target population. Since each *animadora* is expected to work with two groups of 15 mothers for a period of two years, potentially 84,000 mothers would be covered. Given that *animadoras* invite mothers who are pregnant and those who have children under 2 years of age to be part of their groups, it is very likely that the total population reached by this SO would add up to 168,000 women and children, well beyond the original target of 126,426.

SO3 was designed to have the following four intermediate results: improve knowledge, attitudes and skills for MCHN practices, improve access to MCHN services and supplies, improve access to safe drinking water and latrines, and improve the social and policy environment to promote MCHN.

The first intermediate result is foundational for the SO3 component and is the one that requires the greatest level of effort and resources. A total of 14 district nutrition supervisors are responsible for mobilizing communities to elect 280 nutrition promoters who constitute the first level of community volunteers. Once selected and oriented, the nutrition promoters mobilize additional communities for the selection of the 2,800 *animadoras*. Training for these volunteers starts at the level of the 14 district supervisors who are trained by the nutrition coordinators. The district supervisors then train the 280 nutrition promoters who, in turn, train the 2,800 *animadoras* who, finally, hold monthly learning sessions with two groups of 15 mothers each. The learning sessions include cooking and hygiene practice demonstrations and are complemented with home visits to monitor adoption of nutrition and health practices.

The second intermediate result is an extension of the first one, as it depends on the work of the *animadora* and her community support group to mobilize communities to participate in health service-organized mobile brigades and semi-annual health days as well as for referrals of sick and malnourished children made to the health services by *animadoras*.

The third intermediate result for increasing access to safe drinking water and latrines included in the proposal was contingent on the availability of funds from local development assistance which did not materialize. Given these circumstances, Intermediate Result 3.3 will be removed from the results framework of SANA and as of Year 2 the report will not cover this intermediate result. The original IR 3.4 will become the new IR 3.3. Nonetheless, given the critical role of water and sanitation on improved health and nutrition, coordination has been started with the SCIP project to address this gap in the nine districts where it overlaps with SANA. A similar approach is being pursued with the Millennium Development Account in order to increase water and sanitation coverage in the SANA target areas.

The fourth intermediate result (improve the social and policy environment to promote MCHN) has only one activity programmed for Year 1, which is to attend regular HIV-food security meetings at the central (Maputo) level under the leadership of the SC food security advisor.

The Process

The SO3 staff has been steadily moving forward since the beginning of January 2009 as it benefited from the ongoing participation of experienced staff from the previous food security program. Although they were also constrained by the lack of transportation, the slow flow of funds and the lack of some critical field equipment during the first months of 2009, they have been catching up with those activities considered most critical for establishing the foundation on which the SO3 will depend for reaching its targets: selection of qualified staff, updating training materials, staff training, selection of nutrition promoters, selection of *animadoras* and creation of the community *animadora* support groups. As with SO1, the SO3 staff has been working in close collaboration with Africare, which in addition to the late start up of activities, had moved their offices from the province of Manica to Nacala in order to be closer to their five of the 14 SANA districts. In August, based on a recommendation from USAID, they again moved their offices, this time to Nampula in order to maintain closer ties with the other two partners which are located there.

The Results

Of the 40 SO3 activities and sub-activities programmed for Year 1, 17 were undertaken and seven reached an achievement level of between 76 and 100%, three, between 51 and 75%, two, between 26 and 50%, and five are ongoing activities without a specific target. These activities included the consultancy to assess existing nutrition and health education materials and methodology and guidance on adoption of behavior change communication for designing training materials and conducting learning sessions; development of training materials and guidelines on the risk of malnutrition in young children, breastfeeding, complementary feeding, and hygiene and sanitation; training and equipping of district nutrition supervisors; selection and training of 230 nutrition promoters on the topics previously described; selection of 1,598 *animadoras* and creation of an equal number of *animadoras*' community support groups. Other key activities which were accomplished included the procurement and provision of bicycles to the nutrition promoters which will enhance their ability to complete the selection of *animadoras*

in the next few weeks and activity logs for *animadoras*, nutrition promoters and supervisors. These logs are currently being field tested to ensure that they serve their purpose. Additionally, the training of *animadoras*, which was planned for Year 2, got a head start in Year 1 as 218 began their training.

Of the remaining activities, 16 were postponed to Year 2 and seven were not implemented because the expected additional funds to support them were not available. The activities that were postponed to Year 2 will either serve to complement the promotion and adoption of nutrition and health practices, i.e., radio messages and theater groups, or depend on having *animadoras* fully trained and equipped on the first nutrition and health module, i.e., home visits. One of the areas that will receive priority in Year 2 is a closer coordination and collaboration with the health services at provincial and district levels. The activities that were not implemented for lack of funds are related to provision of logistic support, supplies, fuel and anthropometric training to the health services. There are going to be transferred to either the 5-year SCIP program which is just starting and has the mandate to support such activities, or to a CIDA funded project also implemented by SC which focuses on community case management of children's illnesses and referrals. Discussions have already started to ensure that each project focuses on complementary areas. For example, SANA's strength is and will continue to be community mobilization to promote adoption of maternal and child health and nutrition practices and services, while in the same areas, SCIP could concentrate on strengthening the institutional capacity of the health services to increase their outreach activities and respond to the demand for services.

Additional Activities

All of the SANA Strategic Objectives have an advocacy component aimed at "Improving Social and Policy Environment to Support Food Security Programs" and each team works with their respective government and non-government counterparts. At the same time, Maputo-based staff work with the respective counterparts at the central level in order to positively influence food security policy, programs and resource allocation. In this regard, over the past few months, Save the Children led an initiative on behalf of all of the MYAPs and the Mission to sensitize governmental and non-governmental agencies, as well as the general public, about our efforts to improve food security and reduce malnutrition with PL 480, Title II funding. The theme was "**Strengthening Communities, Nurturing Children,**" and included:

- An exhibit in the USAID lobby. The exhibit will also be part of the Mission's 25th Anniversary events later this year.
- A public event that was attended by approximately 100 people and included a 45 minute presentation followed by 30 minutes of questions/answers and a reception. The audience included representatives from the Ministry of Agriculture, the MOH nutrition department, the National Technical Secretariat for Food Security and Nutrition (SETSAN), the National Disaster Management Institute (INGC), the Ministry of Industry and Commerce, the Mozambican stock exchange, USAID, CDC, US Embassy, FEWS NET, WFP, UNICEF, FANTA-2, ADRA, World Vision, Africare, Food for the Hungry,

Technoserve, IRD, Aga Khan Foundation, and students from the polytechnic institutes. In addition, Radio Mozambique, Radio Capital, and two TV stations (TIM and STV) each conducted interviews with the MYAP staff and USAID. The presentation and panel discussion were delivered by staff members who are currently implementing the programs.

In conclusion, it must be recognized that in spite of the delays in field start-up, during the first nine months of 2009 the project was able to provide effective support to a significant number of participants in ongoing agriculture activities. At the same time, the project was able to mobilize the target communities for the selection of the majority of the needed community volunteers who have begun training in the areas of agriculture, health and nutrition extension and are positioned and ready to start providing outreach services in the second year of SANA implementation. They will further expand and consolidate these services in Year 3.

2. Success Story

Note: this story, written at the end of August, is not a result of the previous few months of SANA implementation; however, the person interviewed was a participant in the previous DAP implemented by Save the Children and her story is a testimony of the kind of impact that the current program will have.

Growing a New House... in the Garden

Eliza Vicente's house faces the main Nagema road in the province of Nampula, Mozambique. Shaded by a large mango tree, the house is set back from the pavement where a crowd of vendors gather their chickens, ears of corn, cabbages and chilies to press against the windows of passing cars. Eliza's house is made of cement bricks, with a freshly-painted façade, and a zinc roof. A line of plastic jugs and amber-colored bottles hold petrol for sale on the front ledge.

Eliza and her family have not always lived in this house. Their former home was a hut of earthen walls, a straw roof, and a door of lashed-together bamboo set back in the village away from the road. It was not a bad house, but Eliza prefers this newer one – especially with the recent addition of electricity, and the brand-new refrigerator. Her husband has bought a motorcycle too, which helps them in their businesses: selling petrol and vegetables from their *machamba*. The petrol business is steady, but Eliza will never stop working in the vegetable field, because it was gardening that brought them everything they have.

As she tells it, things changed for Eliza on the day Save the Children came to her community. *“Before, I was just a woman like any other in Nagema. But we were given seeds and taught to grow vegetables, and even to keep track of our money. Now I have built a business!”* After learning techniques in a group field, Eliza and her husband decided to dedicate one-and-half hectares of their land to vegetables. From this, they have grown their successful enterprise. Eliza was also selected to become an *animadora* – a community nutrition worker. *“We were growing vegetables, but did not know what to do with them.”* She learned about the benefits of a diverse diet, and to prepare enriched porridges for infants. She also learned proper breastfeeding practices. *“We used to give water to our babies, thinking breastmilk was not enough. Now we*

know this is not true, and that contaminated water can make our children sick.” This knowledge has already made a visible difference in the community.

Eliza has five children. Her oldest son, Juma, loves going to school, and dreams of becoming a professor. Eliza laughs, saying it would never have been possible for her, but Juma is intelligent and can realize his dream. As her newborn Atumani leans back and lets out a joyous squeal, Eliza states proudly, “*See? My children will have good lives.*”

3. Lessons Learned

Small adjustments can bring big changes. In one of the communities where SO1 promoted vegetable gardens several farmers groups decided not to participate because of the intense labor required for irrigation. However, after the situation was carefully analyzed it was discovered that by digging a small channel along the field, it would be possible to irrigate the plots by gravity. The idea was presented to the farmers and they were willing to test it. The test was successful and now the demand for participation in future vegetable growing activities is at its highest.

The time cost of partnership. Working in partnership with government counterparts is by all means a worthwhile goal as it allows for mutual learning, exchange of expertise and, especially, enhances the prospect of sustainability for the activity and its benefits. That being said it is also true that implementation plans can be substantially affected by conflicting demands placed on government staff which could lead to the suspension of activities even the day before they are programmed. This can result in severe delays for program implementation and a reduction in annual results, especially for programs under a short and tight schedule.

The financial cost of partnership. Most development programs aim at maintaining close collaboration with government counterparts in the implementation of project activities in order to increase support for the program and to secure continuing involvement of the counterparts beyond the program implementation period. One thing to keep in mind is that the official *per diem* for government officials is substantially higher than the average rate for NGO staff. Government counterparts might feel insulted if they are paid the NGO *per diem* for their participation and this could lead to a refusal to participate further. This cost must be kept in mind when project budgets are developed and annual budgets planned.

4. Attachments

Indicator Performance Tracking Table

Detailed Implementation Plan Table

Standardized Annual Performance Questionnaire

Tracking Tables for Beneficiary and Resources

Expenditure Report

Monetization Tables

Baseline Survey

Supplemental Materials (not included)

Completeness Checklist