

CAP Mozambique

Strengthening Leading Mozambican NGOs and Networks II

4th Annual Workplan

October 1, 2012 – September 30, 2013

Revised October 18, 2012

Associate Award No. 656-A-00-09-00164-00

Leader Award No. HFP-A-00-03-00020-00

FHI 360 Reference No. 3253-17



TABLE OF CONTENTS

I. INTRODUCTION	1
II. PARTNER PROGRESS AND GRANTS	3
A. Targets and Indicators: Grants Component.....	3
B. Specific Activities: Grants Component	4
III. ORGANIZATIONAL DEVELOPMENT COMPONENT	8
A. Targets and Indicators: Organizational Development Component	8
B. Specific Activities: Organizational Development Component	8
IV. PREVENTION COMPONENT.....	17
A. Targets and Indicators: Prevention Component	17
B. Specific Activities: Prevention Component	17
V. OVC COMPONENT	28
A. Targets and Indicators: OVC Component	28
B. Specific Activities: OVC Component	28
VI. CARE AND TREATMENT COMPONENT	36
A. Targets and Indicators: Care and Treatment Component.....	36
B. Specific Activities: Care and Treatment Component	37
VII. MONITORING AND EVALUATION COMPONENT	39
A. Targets and Indicators: M&E COMPONENT	40
B. Specific Activities: M&E COMPONENT	40
VIII. SUPPORT TO NON- PARTNER ORGANIZATIONS	44
A. Model for Support to Non-Partners.....	45
B. U.S. Embassy Quick Impact Program	46
IX. COORDINATION WITH MOZAMBICAN GOVERNMENT	46

ANNEXES

Annex 1: Activities and Timeline – Partner Progress Overview

Annex 2: Activities and Timeline – Organizational Development Component

Annex 3: Activities and Timeline – Prevention Component

Annex 4: Activities and Timeline – OVC Component

Annex 5a: Activities and Timeline –Programa para o Futuro (PPF)

Annex 5b: General Description - Programa para o Futuro (PPF)

Annex 6: Activities and Timeline – Care and Treatment Component

ACRONYMS

ADC	Association for Community Development
ADPP	Ajuda de Desenvolvimento de Povo para Povo
AED	Academy for Educational Development
AIDS	Acquired Immune Deficiency Syndrome
AJN	Associacao Juvenil de Nampula
AMODEFA	Mozambican Association for the Defense of the Family
ANEMO	National Association of Nurses of Mozambique
APS	Annual Program Statement
ART	Anti-Retroviral Therapies
BCC	Behavior Change Communication
CAP	Capable Partners Program
CBO	Community-Based Organization
CCM	Christian Council of Mozambique
CEDPA	Center for Development and Population Activities
CSO	Civil Society Organizations
FBO	Faith-Based Organization
FDC	Federation for Community Development
FORCOM	Forum of Community Radio Stations of Mozambique
GA	Grants Accountant
GMW	Grants Management Workshop
HACI	Health for Africa's Children Initiative
HBC	Home-Based Care
HIV	Human Immunodeficiency Virus
IBFAN	International Breast Feeding Action Network
ISO	Intermediary Service Organization
MARP	Most At Risk Population
MoH	Ministry of Health
M&E	Monitoring and Evaluation
MMAS	Ministry of Women and Social Action
MONASO	Mozambique Network of Aids Service Organizations
NGO	Non-Governmental Organization
OD	Organizational Development
OMB	Office of Management and Budget
OVC	Orphans and Vulnerable Children
PEN	National Strategic Plan
PEPFAR	President's Emergency Program for AIDS Relief
PLWHA	People Living with HIV/AIDS
POAP	Participatory Organizational Assessment Process
PPF	Programa Para o Futuro
PMP	Performance Monitoring Plan
PSO	Project Support Officer
Rede CAME	Network Against Abuse of Minors
RFA	Request for Applications
RNCD	National Network Against Drugs
SCIP	Strengthening Communities Through Integrated Programming Project
TA	Technical Assistance
USAID	United States Agency for International Development

I. INTRODUCTION

This is the fourth annual workplan submitted under the terms and conditions of Cooperative Agreement No. 656-A-00-09-00164-00 for the project entitled “Strengthening Leading Mozambican NGOs and Networks II,” herein after referred to as CAP Mozambique. The purpose of CAP Mozambique is to build the institutional capacity of Mozambican non-governmental organizations (NGOs), community-based organizations (CBOs), faith-based organizations (FBOs), networks and associations to scale up delivery of HIV/AIDS treatment, care and prevention services, thereby increasing the leadership role Mozambicans play in the response to the HIV/AIDS pandemic. The CAP Mozambique project is implemented by FHI Development 360. FHI 360 acquired the programs, expertise and assets of AED.

The first annual workplan, covering the period July 27, 2009 through September 30, 2010, presented the project approach and strategy in considerable detail. We continue to believe in the soundness of this strategic foundation, which emphasizes institutional strengthening and grant support to a wide range of civil society organizations, from those considered *emerging* to those considered more *advanced*. These designations, accompanied by the benchmarks and criteria used to measure organizational progress across the maturity continuum were amply described in the first annual workplan. This fourth annual workplan presents activities for the period October 1, 2012 through September 30, 2013, containing strategic adjustments where necessary and appropriate, but primarily highlighting specific activities for the project’s fourth year within the context of previously established strategy.

CAP Mozambique has several overarching objectives for FY13, which are reflected in the activities presented in this workplan. In the coming year, CAP Mozambique will:

- Focus on helping *new* grantees acquire the basic technical and organizational development skills they need to effectively commence program implementation. This support will target both the individuals as well as the systems that sustain sound organizational function.
- Provide *continuing* partners support to help these partners consolidate and more effectively apply the knowledge, skills, and abilities they acquired in previous years.
- Increase support for *all* partners to strengthen coordination with relevant Government and peer organizations. This coordination will have two general objectives: a) to exchange important information; and b) to forge clear, easily accessed links between target populations and HIV prevention, counseling and testing, and care and treatment services.
- Continue to work with non-partners and improve the model for this alternative approach to providing technical assistance.

As of this writing, CAP Mozambique has a total of 20 approved and seven potential grantees (whose confirmation is pending successful completion of project design and/or USAID approval.) These organizations’ work spans a total of five provinces. Please see Table 1 on the following page for a full list of CAP Mozambique’s FY13 confirmed and potential partners. Included in these partners are three umbrella grants (HACI, CCM – Zambezia, and MONASO- Sofala), and five networks or intermediary organizations (ADC, NAFEZA, ECOSIDA, Rede Came, IBFAN).

Table 1. CAP Mozambique's FY13 Partners (Confirmed and Potential)

	Sofala	Manica	Maputo	Zambezia	Nampula
Prevention					
<i>Up-and-Coming</i>	CCM-S MONASO-S*** ADC CEDES-S AJULSID	ANDA	CMA*	AMME Kukumbi NAFEZA	Ophavela UATAF*
<i>Advanced</i>	ECOSIDA UCM*	ECOSIDA UCM*	ECOSIDA	UCM*	ECOSIDA N'weti ADPP UCM*
OVC					
<i>Up-and-Coming</i>	UTOMI* Rede CAME	Kubatsirana* HACI**	Rede CAME** HACI**	LDC* CCM-Z**	AJN Niwanane
Care and Treatment					
<i>Up –and-Coming</i>			IBFAN ANEMO (national)		

**Pending successful completion of project design and/or USAID approval*

***Umbrella grantee*

**** MONASO- Sofala's grant was suspended on June 4, 2012, pending further investigation into questioned costs¹.*

Activities presented in this workplan will contribute to the following five results as per the Cooperative Agreement:

1. Increased capacity of Mozambican CBOs, FBOs, NGOs, networks and associations to develop and manage effective programs that improve the quality and coverage of HIV/AIDS prevention, treatment and care services;
2. Expanded HIV/AIDS prevention behaviors among most-at-risk groups (MARPs);
3. Increase in youth, young adults and adults in sexual relationships who avoid high risk behaviors that make them vulnerable to HIV/AIDS infections;
4. Increased number of OVC receiving quality, comprehensive care in their respective target areas;

¹ Under CAP Mozambique, FHI 360 identified a questionable procurement during an unannounced spot check to Monaso Sofala. FHI suspended the grant and froze the bank account pending further investigation. FHI 360 informed the Regional Inspector General via letter in June 2012 of its preliminary findings and actions and is continuing its investigation. FHI 360 will inform the RIG's office of its final findings when the investigation is complete.

5. Increased quality and coverage of home-based care to people living with HIV/AIDS (PLWHA) and their families; and

In the previous workplan, CAP Mozambique requested that result number six be removed. CAP Mozambique's understanding is that this change is included in the in-process modification to CAP Mozambique's award and that the new result described below is being included:

6. Increased number of organizations that graduate from the *Up and coming* level to the *Advanced* level under CAP, and/ or to direct USAID funding.

This workplan is organized as follows:

Section II provides an overview of how CAP Mozambique supports partners to progress through competitive selection processes.

Section III presents targets and specific activities for the Organizational Development (OD) component.

Section IV presents targets and specific activities for the Prevention Component.

Section V presents targets and specific activities for the OVC (Orphans and Vulnerable Children) Component.

Section VI presents targets and specific activities for the Care and Treatment component.

Section VII summarizes CAP Mozambique monitoring and evaluation initiatives for the project's fourth year.

Section VIII presents activities related to capacity-building support for U.S. Government partners (U.S. Embassy Quick Impact Program and *Programa Cuidade Comunitario (PCC)*) who are not grant recipients of CAP Mozambique

Section IX outlines key coordination with the Mozambican Government

Annexes include activity/timeline charts for each component, as well as the separate workplan for the Programa para o Futuro (PPF) activities.

II. PARTNER PROGRESS AND GRANTS

A. TARGETS AND INDICATORS: GRANTS COMPONENT

The following indicators are derived from PEPFAR reporting guidelines and/or the Performance Monitoring Plan (PMP), which is described in detail in the *Monitoring and Evaluation Component* of this workplan. These indicators are reviewed and revised on a yearly basis, and targets are projected based on past partner performance and the number of new grants for FY13.

- 3-5 organizations to be evaluated for recommendation for direct USAID funding or graduation from the *Up and Coming* to the *Advanced* category
- 4-6 organizations will enter Track I (*Up-and-Coming* category)
- 2 organizations will demonstrate increased capacity by expanded coverage and/or quality of service
- 6-9 new grants will be awarded
 - At least 5 *Up-and-Coming* organizations
 - At least 1 *Advanced* organization
- 18 individuals will be trained in contractual compliance
- 6 individuals will be provided with technical assistance (TA) in sub-grant management
- 2 organizations will demonstrate increased capacity in sub-grant management

B. SPECIFIC ACTIVITIES: GRANTS COMPONENT

1. GRANT COMPETITIONS

In December 2011, CAP Mozambique launched an Annual Program Statement (APS 11.02) open to organizations providing HIV and AIDS prevention services, OVC services, and home-based care services. The competition includes three rounds for receipt of proposals: February 2012, June 2012, and October 2012. The table below outlines the grant award process from proposal receipt through agreement signing, and summarizes both CAP's progress to date on moving grant candidates through that process, as well as the activities planned for FY13. The numbers included in the table below illustrate a summary of all proposals received for each round of the APS. This means that OVC, Prevention, and HBC proposals are included in these summary figures.

Table 2. APS Rounds One to Three: Results and Progress to Date

APS 11.02 Proposal Submission Dates	Proposals Received	Eligible, Proposals reviewed	Selected for site visits	Pre-Award Site Visits Conducted	Selected for Project Design TA	Project Design TA	Award Packages Submitted for USAID Approval	USAID Approval Obtained	Agreement signed
Round One (2/15/12)	38	12	6	6	3	3	1*	FY13	
Round Two (6/15/12)	31	9	3	3	FY13				
Round Three (10/15/12)	FY13								
FY 12 Totals	69	21	9	9	4	3	1	0	0

*CAP Mozambique expects to submit two additional grants packages for USAID approval in the first quarter of FY13.

From Round One, CAP Mozambique received a total of 38 proposals. Three organizations were deemed capable of implementing the projects they proposed and met all eligibility criteria including interest and commitment to organizational capacity building. These organizations subsequently received TA in the design of their project proposals and budgets. These three organizations were OVC-focused Children’s Rights League (LDC) and Kubatsirana, and prevention-focused Mozambican Community of Help (CMA). CAP Mozambique will submit the three grant packages to USAID for approval in the first quarter of FY13. Pending USAID approval, these three grants will be signed in the first quarter or early in the second quarter of FY13.

From Round Two, CAP Mozambique received a total of 31 proposals. Three organizations were pre-selected and received site visits to determine if they are capable of implementing the project they proposed and amenable to receiving OD assistance. These three organizations include prevention-focused UATAF and CEDES-Maputo, as well as OVC-focused UTOMI. In the first quarter of FY13, CAP Mozambique will make final selection decisions based on these site visits and provide TA for proposal and budget designs. USAID approval will be sought for these awards in the second quarter of FY13.

The Round Three deadline for receipt of proposals is October 15, 2012. CAP Mozambique expects to complete all stages of competition for this round, including the award of new grants to 1-3 organizations, before the conclusion of FY13. Expectations for this third round are further described in the technical sections.

No further competitions are currently planned at this time, as there would not be sufficient time left in the current CAP Mozambique award to allow for project design TA and at least one year of implementation.

2. GRADUATION

Supporting organizations in their growth from one stage of development to the next is a fundamental component of the CAP Mozambique project. CAP Mozambique is designed to provide TA at different levels for organizations that are grouped into two categories: *Up-and-Coming* and *Advanced*. Starting with the third year of CAP Mozambique, during each fiscal year, CAP has facilitated an exercise to evaluate a selection of CAP partners to be considered for advancement from the *Up-and-Coming* to *Advanced* stage. In addition, as part of *USAID Forward/ Procurement Reform*, the ADS (303.3.6.6 b.(3)) now allows for “transition awards” in which USAID may conclude awards directly with qualified CAP Partners. CAP also evaluates whether organizations are ready to be suggested to USAID for direct funding.

As of the end of FY12, CAP Mozambique has 17 confirmed *Up-and-Coming* partners, with potentially an additional six (pending successful completion of pre-award site visit, project design and/or USAID approval.) In addition, CAP Mozambique has three confirmed *Advanced* partners, with potentially one more (pending successful completion of project design and/or USAID approval.) These are summarized in Table 3 below.

Table 3. CAP Mozambique’s FY13 Partners (Confirmed and Potential)

	Prevention	OVC	Care and Treatment
<i>Up-and-Coming</i>	CCM-S MONASO - S ADC CEDES-S AJULSID ANDA AMME Kukumbi NAFEZA Ophavela CMA* CEDES-M** UATAF**	AJN Niiwanane Rede CAME HACI CCM-Z UTOMI** Kubatsirana* LDC*	IBFAN ANEMO
<i>Advanced</i>	ECOSIDA N’weti ADPP UCM*		

**Pending successful completion of project design and/or USAID approval*

*** Also pending selection based on results of pre-award site visit*

In FY12, CAP Mozambique facilitated the graduation process for the first time by selecting four candidate organizations to participate in the evaluation exercise. CAP Mozambique created a process that included a desk study of all relevant documents for each organization, site visits to each organization, and an internal reflection meeting to discuss programmatic, financial, and contractual performance. Twice a year, CAP Mozambique will consider whether any partners have progressed enough to be considered for graduation. CAP

Mozambique will repeat the above graduation process two times in FY13 to determine whether any partners are recommended for advancement to either the *Advanced* category or to be put forward for consideration for direct USAID funding.

If USAID selects some CAP Mozambique partners to receive standard grants directly, and if USAID agrees that it is within the scope of the CAP Mozambique workplan, CAP Mozambique will continue to provide TA to assist these organizations in understanding the requirements of USAID funding.

2. TRAINING AND TECHNICAL ASSISTANCE IN CONTRACTUAL COMPLIANCE AND SUB-GRANT MANAGEMENT

Grants Management Workshops -- Contractual Compliance

CAP Mozambique facilitates a one-day Grant Management Workshop (GMW I) for each new grant recipient that details general award requirements, outlines USAID branding and marking requirements, and describes the parameters of the CAP-Grantee relationship. This is an important first step in helping CAP Mozambique partners understand the requirements of their award, deadlines for deliverables, and key USAID and FHI 360 rules and policies. Grant recipients sign their Grant Agreements following this launch workshop. In FY13, CAP will facilitate this event with all organizations that sign new awards under APS 11.02.

CAP Mozambique facilitates a one-day Grant Management Workshop for Finance (GMW II – Finance) for each new grant recipient. CAP Mozambique has designed an Excel-based financial report template and an Administrative/Financial procedures manual to be used by all partners. The GMW II – Finance is key in helping our partners understand how to prepare their financial reports and properly document them. The Administrative/Financial procedures manual provides a detailed explanation of the different processes our partners have to follow to comply with our financial requirements. Our grant recipients receive their first fund advance only after completing this training.

Finally, CAP Mozambique also facilitates a two or three day Grant Management Workshop on Monitoring and Evaluation (GMWII – M &E) for each new grant recipient. During this workshop, CAP Mozambique provides additional training on the PEPFAR indicators, basic concepts of M & E and supports the organization to develop a realistic M&E plan and tools for their project.

Sub-Grant Management

In FY12, CAP Mozambique awarded multi-year grants to three umbrella organizations (MONASO Sofala, HACI, and CCM Zambezia). CAP Mozambique facilitated a Grants Management Assessment with each organization, developed a capacity building plan in the technical area of grants management, and provided TA and training in priority areas for each organization. At the end of FY12, a second application of the Grants Management Assessment was applied to CCM Zambezia and HACI to measure growth in grants management and revise capacity building plans for FY13. In FY13, CAP Mozambique will continue to support HACI specifically in the areas of grant tracking, providing feedback to sub-grantees, developing and executing a financial monitoring system, and the development of a Grant Manual. For CCM Zambezia, CAP Mozambique will focus on the continued development of their financial and programmatic monitoring systems, development of a grant tracking system, and documentation of key procedures in the granting process. A final

application of the Grants Management Assessment will be applied to CCM Zambezia and HACI in the final quarter of FY13 to measure change, and these results will be reported in the October 2013 Semi-Annual Report.

III. ORGANIZATIONAL DEVELOPMENT COMPONENT

A. TARGETS AND INDICATORS – ORGANIZATIONAL DEVELOPMENT

The following indicators are derived from PEPFAR reporting guidelines and/or the Performance Monitoring Plan (PMP,) which is described in detail in the *Monitoring and Evaluation Component* of this workplan. These indicators are reviewed and revised on a yearly basis, and targets are projected based on past partner performance and the number of new grants for FY13

Targets of CAP Mozambique OD interventions for this workplan period are:

- 91 civil society organizations receive CAP Mozambique TA designed to improve internal organizational capacity. This includes grantee recipients and sub-grantees of CAP Mozambique partners, others served by intermediaries supported by CAP.
- 19 civil society organizations that do not receive grants from CAP Mozambique, receive CAP Mozambique TA designed to improve internal organizational capacity. These include organizations of other FHI 360 projects, including PCC, Quick Impact Partners, and participants in the *Intercambio*.
- 934 individuals trained in institutional capacity building;
- 19 organizations or recipients of capacity building demonstrate increased capacity in at least one of the following areas: organizational self-assessment, governance, project development, budget development, financial and administrative management, improvement in quality of OVC, care and treatment, prevention programming, monitoring and evaluation (M&E) reporting, grants management capacity and external relations²; and
- 11 meetings (Quarterly Partners' Meetings, *Intercambios*, thematic learning forums) facilitated to share experiences and lessons learned with CBO, FBOs, and NGOs.

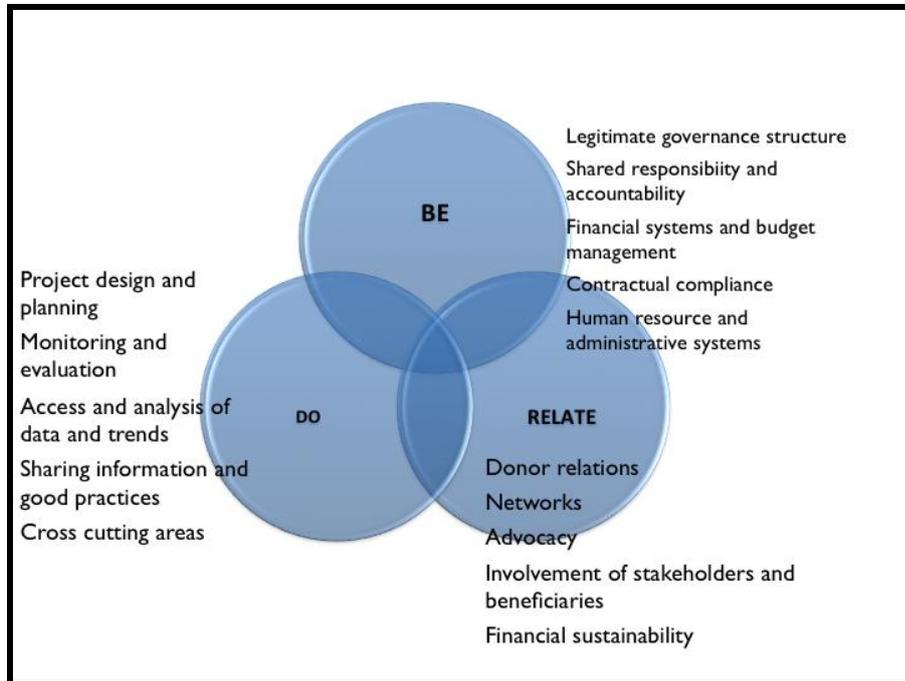
B. SPECIFIC ACTIVITIES: OD COMPONENT

The field of organizational development is multi-faceted. To organize and focus our interventions, CAP Mozambique categorizes the numerous elements of a functional organization into three general pillars (See Figure 1 below): “Be” (governance, leadership,

² This number counts each organization once for each area in which it demonstrates improvement. For example, an organization showing improvement in financial management and quality of prevention programming would count twice. This is accepted practice with PEPFAR indicators. CAP expects to demonstrate improvement in 15 organizations. Note that assessments to measure improvement are not conducted with every organization every year.

accountability, human resource management); “Do” (project implementation); and “Relate” (interaction with beneficiaries, government and other relevant stakeholders). This section of the workplan focuses primarily on aspects linked to the “Be” and “Relate” pillars, as the “Do” activities are covered in other sections.

Figure 1. Pillars of Organizational Function



CAP Mozambique focuses on those elements of organizational function that are most relevant for CAP partners, as determined through participatory organizational assessments and experience. In these areas, CAP Mozambique aims to help organizations develop their ability to take responsibility for their own systems and management, instead of waiting for donors to find mistakes and correct them. CAP Mozambique supports partners to develop core organizational systems and skills that will be applicable for many donors and projects, not just CAP. During FY13, CAP Mozambique will focus on supporting continuing partners to consolidate the knowledge, skills, and abilities acquired in previous years. CAP Mozambique will support new partners through a similar progression to that followed by continuing partners before them, placing an initial emphasis on implementation and any urgent OD issues. Core topics will be introduced based on the results of the POAP and organizational priorities.

During the design of CAP Mozambique, it was anticipated that Advanced organizations would require less intensive TA and would be able to develop their own capacity building plans. It was also anticipated that the focus of TA would be preparation for direct funding from USAID. While this is generally true, some Advanced partners do require additional support in OD or technical areas and the organizational assessments that were already conducted were found to be lacking. So, CAP Mozambique is conducting PAOPs with them as well.

Annex 2 contains activities and timelines of the Organizational Development Component. Specific activities are described below in brief narrative form.

1. PARTICIPATORY ORGANIZATIONAL ASSESSMENT (POAP)

The POAP is a self-evaluation tool that helps partners assess their organizational maturity, track change, and identify capacity needs. POAPS are performed in 18-24 month intervals and facilitated by CAP Mozambique staff. Partners measure organizational maturity through indicators grouped broadly into three general pillars of organizational function: *Be* (governance, leadership, accountability, human resource management), *Do* (project implementation) and *Relate* (interaction with beneficiaries, government and other relevant stakeholders). For each indicator, partners assign a rating relating to one of four stages of organizational maturity: a rating of one for emerging, two for growing, three for consolidating and four for mature. In order to match needs with absorptive capacity, CAP Mozambique assists partners in prioritizing organizational development interventions. These then become part of an overall capacity building plan.

In FY13, CAP will adjust the POAP to improve its utility with *Advanced* organizations, and facilitate POAPs with *Advanced* partners ECOSIDA, N’weti, ADPP and UCM (if approved by USAID). Previously, CAP assumed *Advanced* partners had already completed comprehensive capacity assessments, and therefore would not benefit from the POAP. However, CAP has since learned that, though many of CAP's *Advanced* partners have already participated in internal or external organizational assessments, those assessments have seldom been comprehensive. In many cases, the assessments are conducted by or for donors and the results are rarely shared with the organization.

In FY 13, CAP Mozambique will also facilitate POAPs with *Up-and-Coming* partners. CAP Mozambique will conduct first-time POAPs with as many as 10 new *Up-and-Coming* partners. In addition, in late FY13 CAP Mozambique will repeat POAPs for six *Up-and-Coming* partners who conducted POAPs in early FY12, with the objective of measuring demonstrable change (See Table 4 for a summary of FY12 and FY13 POAPs.)

Table 4. Partners Conducting POAPs in FY12 and/or FY13

FY12 POAPs	FY 13 POAPS (repeat)	FY 13 POAPS (first time)
ADC AMME NAFEZA IBFAN ANEMO CCM-S CCM-Z HACI Monaso-S Niwanane Rede Came ANDA Kukumbi	ADC AMME CCM-S CCM-Z HACI Rede CAME	<i>Advanced</i> Partners ECOSIDA N’weti ADPP UCM (pending USAID approval)
		New Partners CEDES-S Ophavela AJN AJULSID
		New Candidates (Pending completion of project design and USAID approval) LDC Kubatsirana CMA UTOMI* UATAF* CEDES-Maputo*

* Also pending selection based on results of pre-award site visit

2. TRAINING AND TECHNICAL ASSISTANCE IN FOLLOW-UP TO POAP

CAP Mozambique identifies partner needs through the POAP process, and provides tailored support that responds to those needs. There are core elements of sound organizational functioning that CAP Mozambique deems fundamental. These core elements include: governance, policies and procedures, strategic planning, resource mobilization, internal control systems and project lifecycle. CAP Mozambique educates partners about the importance of these core elements, and offers trainings and TA designed around each. Partners access these resources (and others outlined below) based on priorities identified in the POAP. In FY13, CAP Mozambique will continue to conduct trainings designed around each of the core elements, and provide follow-up TA to each of these trainings.

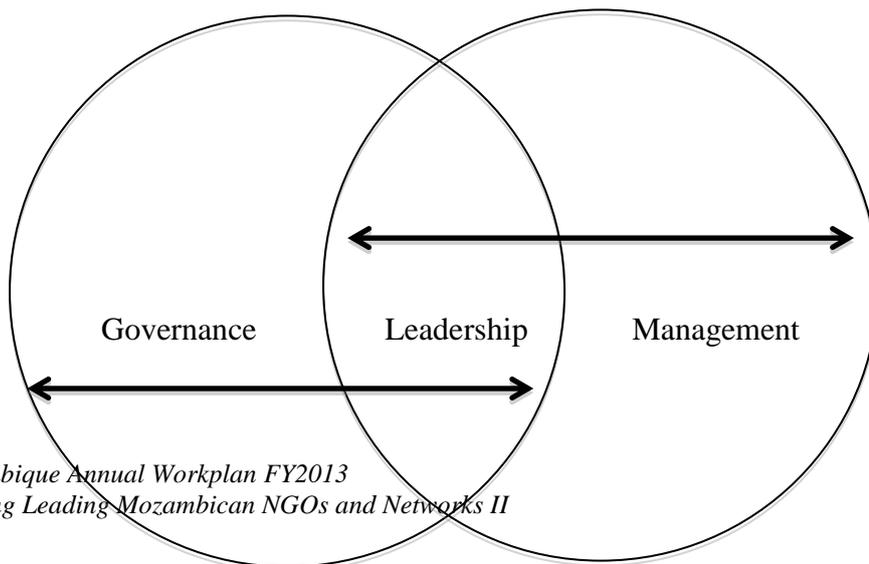
In FY13, CAP Mozambique will continue to provide training and TA responding to needs identified in FY12 POAPs. The emphasis will be on tailored TA, as many continuing partners have already had the fundamental training, and tailored TA is likely to yield greater impact. In addition, CAP will introduce new tools and training materials as detailed in the following section. CAP will also provide training and TA in response to FY13 POAPs.

a. Support Core Elements of Organizational Function

Governance

CAP Mozambique partners often experience leadership conflict due to lack of clarity regarding the roles and responsibilities of the governing and executive bodies. Board members may fail to fulfill their critical oversight function. In some instances, this is because they are directly involved in implementation or in other instances entirely too detached from the organization. In either case, this failure in oversight detracts from achieving organizational mission, undermines organizational autonomy, weakens organizational structure and impacts negatively on program implementation. Organizations are most functional when the governing and executive bodies understand their roles and responsibilities, and understand when it is appropriate to lead jointly. For example, the governing and executive bodies should lead jointly when formulating and communicating mission, vision, values and strategic plan to staff; and inspiring and motivating staff toward realizing organizational mission. (See Figure 2) In FY13, CAP Mozambique will provide governance, leadership and management training to at least nine partners, with appropriate follow-up TA. The capacity building will focus on the distinct roles of and relationship between the governance bodies and the executive, and concepts of shared organizational leadership.

Figure 2



Internal Control Systems (ICS)

While many partners are improving financial reporting skills, they often lack the fundamental understanding of the principles of accountability and internal control that form the basis of a sound financial system. Many organizations are faced with accountability problems, poor systems of internal control that still lack the key elements of supervision and monitoring by the Fiscal Council, segregation of duties, and clear and functional policy and procedures. In FY12, CAP Mozambique trained five partners in ICS, many of whom will continue to receive follow-up TA in FY13. In FY13, CAP Mozambique will also train at least four additional partners in ICS and provide follow-up support.

Policies and Procedures (PPs)

In FY11 and FY12, CAP Mozambique provided training and TA to seven partners in developing administration, finance, and human resources management policies and procedures manuals. All struggled with remuneration and travel policies. In FY13, CAP Mozambique will focus on supporting five to seven partners to finalize remuneration and travel policies and procedures manuals. CAP Mozambique will likely look for assistance outside the organization, due to perceived donor bias on the subject of remuneration and the complications this perception created in the process of developing PPs. Additionally, CAP Mozambique will assist partners where needed to develop plans for internal PP dissemination, as this was identified as a weakness in FY12.

Strategic Planning

A solid strategic plan enables an organization to demonstrate how its vision and mission will be achieved. The process of strategic planning allows organization members and staff to discuss and achieve a common understanding of what the organization wants to achieve and how that will be accomplished. In addition, the strategic plan can serve as an instrument for mobilizing more members, sympathizers and resources. In FY13, CAP Mozambique will provide strategic planning training and TA for at least four partners.

Resource Mobilization:

CAP Mozambique believes that strong resource mobilization capacity is critical for an organization's ability to diversify funding resources, thereby increasing flexibility and autonomy in use of funds, and improving the organization's long-term sustainability. In FY12, CAP Mozambique developed a resource mobilization guide that it will pilot in FY13 with two partners, rolling it out for other partners as appropriate. CAP Mozambique will prioritize the development of resource mobilization strategies with those partners whose systems and governing bodies are strong enough to support and sustain growth.

Project Lifecycle

Sound project design and planning effect the success of both proposal development and resource mobilization, as well as project management and achievements. Project lifecycle training educates partners on the steps of project design and implementation. It also includes learning on the importance of using tools like quarterly work plans to plan and monitor implementation, and development of monitoring tools at the design phase. In FY13, CAP Mozambique will provide follow-up TA to CCM-Zambezia, which received training in FY12. CAP Mozambique expects that CCM-Zambezia will transfer these project lifecycle skills to their sub-grantees. If CAP Mozambique continues to support ANEMO beyond its

current agreement, ANEMO will need to develop a new proposal and budget. In that case, CAP Mozambique will also provide project life cycle training and TA to ANEMO.

b. Promote Sound Financial Management

Basic financial management represents one of the fundamental challenges to organizational development in Mozambique. As CAP Mozambique has deepened its understanding of how partners manage their finances and respond to finance-related problems, CAP efforts to strengthen partner financial management have evolved to engage the organization at both the organizational and individual levels. To be sustainable, organizations must assume responsibility for their own financial integrity and transparency. Thus, while it is important to train partner staff in basic financial management, it is equally important to ensure internal control systems (ICS), policies and procedures (PP) and fiscal councils (FC) exist and are working to effectively identify and rectify dysfunction and/or malfeasance relating to an organization's financial health. To ensure sound financial management at the organizational level, CAP Mozambique offers training and TA related to FCs along with the ICS and PPs trainings described above. CAP also offers additional support to strengthen individual capacity to promote sound financial management, including: training and TA in financial reporting; training and TA in Basic Financial Management for Partners and for emerging CBOs; and the information in The Essential NGO Guide to Managing Your USAID Award, and NGO tips newsletters. Whether or not partners access these resources is decided upon during each partners' capacity building plan.

Fiscal Councils (FC)

Fiscal councils should play a critical oversight role in ensuring key elements of organizational function, including: adherence to statutes, the application of internal control systems, adherence to laws and regulations, adherence to policies and procedures, and operationalization of a strategic plan. Thus, FCs are critical to ensuring organizations can effectively and independently police and promote sound financial practices.

In previous reporting periods, CAP identified that many fiscal councils failed to adequately understand or fulfill their roles and responsibilities, and therefore failed to provide effective oversight. In FY12, CAP developed a manual for fiscal councils and conducted trainings with partners in Maputo and Zambezia. In FY13, CAP Mozambique will conduct additional trainings for partner fiscal councils in Nampula, Sofala, and Manica. In addition, CAP Mozambique will provide continued follow-up by means of quarterly, half-day conferences during which FCs, boards of directors and the executives discuss challenges in implementing oversight

Training and TA for Financial Reporting

CAP Mozambique provides training and TA for financial reporting through a variety of mechanisms. In FY13, CAP Mozambique will continue to provide training on financial reporting through Grants Management Workshops, as described in Section 3 in Partner Support and Grant Management Component of this workplan. In addition, CAP Mozambique will continue to provide written feedback on monthly financial reports directed to the accountant or financial manager at the partner organization, the coordinator/ director, and the board. This ensures that information is shared with both the individuals directly responsible for financial reporting, as well as those bodies responsible for monitoring their work (such as the FCs described above). This strategy reflects CAP's approach of empowering organizations, and not just individuals. A recent review of CAP's tools for capacity building revealed that partners considered written feedback on monthly financial reports to be one of

the more useful tools. Finally, in FY13 CAP Mozambique will continue to conduct “just-in-time” workshops on common challenges, such as the use of timesheets, and conducting terrorism and debarment searches.

Training and TA for Basic Financial Management (BFM)

CAP Mozambique’s *Basic Financial Management for CBOs* training is a capacity-building program providing tools for CAP staff and partner organizations to train smaller CBOs in basic financial management. In FY13, as follow-up to BFM trainings conducted in FY12, CAP Mozambique will provide direct, follow-up TA to eight CBOs in Nampula and build capacity of ADC staff to provide follow-up TA to their partners. In addition, CAP Mozambique will support umbrella grantees by training HACI and CCM-Z sub-grantees, and build the capacity of HACI and CCM-Z to provide follow-up TA to sub-grantees. CAP Mozambique will also train interested CAP umbrella or intermediary partner (e.g. ADC, HACI and CCM-Z) personnel on the use of the Basic Financial Management Field Guide previously developed by CAP.

Additionally, in FY13, one or two CAP Mozambique staff members will be trained and accredited by MANGO to become trainers on MANGO’s Basic Financial Management I and II. MANGO offers a strong training program for helping non-financial people understand finance, well suited to organizations at the level of CAP’s partners. However, MANGO currently lacks Portuguese language trainers and materials. CAP has struggled to find appropriately qualified financial trainers in Mozambique and has decided to invest in training key staff (Luis Suarez, DCOP Finance and Ops and Omar Mangeira, OD Team coordinator) as trainers in the Mango system. Once trained, the MANGO accredited CAP Mozambique staff will translate trainings and materials into Portuguese, and train others, who will in turn provide training to partners and others. This “pool” of trainers may include CAP staff, strong candidates from CAP Partners, or other qualified candidates. CAP Mozambique considers this a long-term investment that will help CAP Partners, and a resource that can eventually be made available to non-partners, thus expanding the contribution to improving financial management. Over time, CAP Mozambique will transition to the MANGO system.

Finally, nine CAP staff and four staff from HACI and Nweti will participate in the USAID rules and regulations training organized by InsideNGO in Maputo in October 2012.

Specialized Financial Management for Graduating partners

For those partners who will transition to a direct USAID award and those that are promising candidates, CAP will mobilize specialized TA addressing specific weaknesses in the area of financial reporting, compliance or financial management.

c. Expand OD resources available to partners

Growth Management

When organizations perform well, they attract donors and grow rapidly in terms of geographic coverage and financial resources. However, many still lack the systems and capacity to properly manage additional resources and projects. This discrepancy threatens the quality of program implementation, financial management and accountability, and eventually the credibility and sustainability of these organizations. Most of CAP’s returning partners are expanded their scopes, thus providing the opportunity to test their ability to manage growth with CAP support. CAP has been supporting partners to put in place stronger implementation and monitoring systems. In FY13, CAP Mozambique will clarify those aspects of growth

management most critical for CAP partners, and explore ways of integrating support into existing training, monitoring and coaching activities.

Features and Functions of Networks

CAP Mozambique currently works with umbrella and network organizations. These two types of organizations should have features and functions distinct from one another as well as other NGOs. However, both umbrella and network organizations struggle with what their designations mean, how to support and not compete with their partners and member organizations, and how to raise funds to maintain activities. In FY13, CAP will develop tools and a framework appropriate for the context our network partners and other networks face in Mozambique. The framework will be piloted with two or three network partners. For networks and growth management, CAP anticipates tapping regional consultant resources for expertise to complement the CAP teams knowledge.

Participant Engagement Toolkit

Ultimately, training materials are only as effective as their delivery. To help CAP Mozambique and technical staff from other FHI 360 projects and umbrella/network partners ensure their trainings are educational as well as engaging and entertaining, in FY13 the CAP Mozambique OD team will create and distribute a toolkit. This toolkit will contain 20 of the easiest and most requested participant engagement techniques for trainings.

d. Other Support and Follow-Up

In addition to the activities outlined in sections 2a-2c above, CAP Mozambique will provide TA tailored to specific partner needs. This includes support to: revision of by-laws and internal regulations; organization of a General Assembly; revision of organizational mission, vision and values; and promotion of the effective utilization of archives.

CAP Mozambique's OD team will also continue to contribute to internal CAP processes. These include assessments of partners for graduation, assessments of OD status during the selection process for new partners and reporting to government and donors. Additionally, the OD team will continue to contribute to internal, partner-specific coordination meetings to ensure that CAP identifies and addresses partners' challenges early, and coordinates to provide TA at a pace our partners can absorb.

3. COLLABORATION

a. Facilitate Quarterly Partner Meetings (QPMs)

In FY13, CAP Mozambique will organize four QPMs, when appropriate, representatives of the Ministries of Women and Social Action (DPMAS,) Health (MISAU), Education and Culture (MEC), USAID, PCC, HIV Coordination Councils (CNCS) and other NGOs will be invited along with CAP Mozambique partners and sub-partners. CAP Mozambique will identify themes based on partner priorities and observed needs. The themes may be technical in nature or be linked to particular challenges partners are face organizationally or other partner interests. Some examples are provided in the technical areas of the workplan. CAP Mozambique anticipates that *Advanced* partners will not necessarily participate in all four QPMs but, when they do participate, do so as resources and leaders.

Month	Theme	Partner participation
November	M&E	All partners participate in one location
February	Themes TBD	Partners are grouped by theme and meet in different locations
May	Theme TBD	All partners participate in one location
August	Themes TBD	Partner-led, partners grouped by province

b. Foster Exchange between Peer Organizations

CAP Mozambique has witnessed the powerful learning that can take place between peer organizations and has created a number of mechanisms to support partners to take advantage of these opportunities. In FY13, CAP will continue to encourage partners to access these mechanisms. In FY13, CAP will support at least three exchange visits between partners_or with other organizations in Mozambique. These visits will continue to be included in partner budgets, and CAP will support partners to develop a clear terms of reference and identify an appropriate peer organization. In FY13, CAP Mozambique will also support one *intercambio*. The *intercambio* provides the opportunity for other capacity building institutions, international and Mozambican, to work together to analyze and develop solutions to common challenges.

In FY13, CAP Mozambique aims to promote higher-level peer-to-peer learning with *Advanced* grantees or with high performing *Up-and-Coming* grantees. This could be through an exchange visit with a similar organization working in the region, or with South-to-South collaboration. In FY13, N’weti will organize an SBCC training course in Maputo with Wits University in lieu of pursuing similar training in RSA. (See Prevention section 3c for more information) This “importing” of regional expertise is an efficient means of regional/international information exchange, and CAP Mozambique will encourage other partners to seek similar opportunities in FY13. CAP Mozambique is also considering regional visits for HACI and ECOSIDA.

Finally, in FY13 CAP Mozambique will increase its presence at Mozambique’s National AIDS Council Pre-Partners Forum and other working groups discussing strategies for providing grants and/or capacity building to other organizations. The Pre-Partners Forum is a mechanism through which the National AIDS Council seeks input from international donors and civil society to coordinate implementation and inform policy. CAP Mozambique will share lessons learned to inform other donors working with local organizations and to enrich discussions about a national mechanism for civil society. Likewise, CAP will seek to identify tools and information that might assist in further refining CAP’s strategy. The project intends to continue coordinating with other donors, particularly those offering capacity building to the same organizations with whom CAP works. CAP will also coordinate where possible with other donors on issues of verifying salaries of partner staff, promoting sustainability and coordinating contributions of different donors to core costs or shared costs. CAP will continue to update twice a year the list of local organizations supported by different donors, in order to promote coordination and communication.

IV. PREVENTION COMPONENT

A. TARGETS AND INDICATORS: PREVENTION COMPONENT

The following indicators are derived from PEPFAR reporting guidelines and/or the Performance Monitoring Plan (PMP), which is described in detail in the *Monitoring and Evaluation Component* of this workplan. These indicators are reviewed and revised on a yearly basis, and targets are projected based on past partner performance and the number of new grants anticipated for FY13.

CAP Mozambique does not provide direct services to communities or the beneficiary public. Services are provided through partner organizations. As continuing partners are hitting their stride, their delivery on results is increasing as well. FY13 prevention activities will achieve the following results, using next generation PEPFAR indicators:

- 40,516 individuals from the general population reached with individual and/or small group level preventive interventions that are based on evidence and meet PEPFAR minimum standards;
- 8,500 individuals reached with individual and/or small group level HIV preventive interventions that are primarily focused on abstinence and/or being faithful, that are based on evidence and PEPFAR minimum standards;
- 1,604 community health care or para-social workers who successfully completed a pre-service training program in HIV prevention;
- 48 individuals trained in HIV institutional capacity building linked to prevention technical skills;
- 360 MARP reached with individual and/or small group level preventive interventions that are based on evidence and meet PEPFAR minimum standards;
- 15 community health care or para-social workers who successfully completed a pre-service training program for MARP in HIV prevention
- 125 condom service outlets
- 30 mass media spots delivered

B. SPECIFIC ACTIVITIES: PREVENTION COMPONENT

Prevention partners are at varying stages of advancement, which merit different types and levels of FY13 support from CAP Mozambique. CAP Mozambique is designed to provide TA at different levels for organizations that are grouped into two categories: Up-and-Coming and Advanced. In FY13, CAP Mozambique will support an estimated one to two new grantees, providing intense TA to proposal, budget and work plan development, with frequent routine monitoring to support program implementation and reporting. Additionally, in FY13, CAP Mozambique will focus on helping new partners acquire the basic technical skills they

need to effectively commence program implementation. CAP Mozambique's more advanced partners face fewer and different challenges, to which CAP Mozambique will tailor support accordingly. In FY13, support to continuing partners will aim to reinforce, deepen or expand their knowledge in critical technical areas where there is potential for progress in the time remaining on the project. Finally, in FY13, CAP Mozambique will support all partners to strengthen collaboration and communication with Government and both CAP Mozambique supported and non-CAP Mozambique supported peers and other development partners in the HIV prevention sector.

Annex 3 contains the chart on activities and timelines for the Prevention Component.

1. PROJECT CYCLE AND RESULTS MANAGEMENT

Supporting the institutional development of Mozambican NGOs is one of CAP Mozambique's primary goals. In pursuit of this goal, in FY13 CAP Mozambique will continue to identify new direct implementing partners, work with new and existing partners to develop first and second year workplans and budgets, support the effective implementation of those work plans and perform technical assessments to monitor partners' grants management and programmatic technical capacities

a. Identify New Direct Implementing Partners

In December 2011, CAP Mozambique launched APS 11.02 entitled "HIV&AIDS Grant Program: OVC and Prevention" which has three timelines for submission of applications. The first two submission deadlines occurred in FY12, and yielded three new candidates (See Table 2 in *Partner Progress and Grants Component* for a summary of APS 11.02 Rounds One and Two results.) CMA is currently in the project design phase. CAP Mozambique will receive the third round of proposals on October 15, 2012. The other two candidates are still being assessed. Depending on the results of this assessment, CAP Mozambique may identify an additional partner in FY13. Priority will be given to an organization working with most at-risk populations (MARPs) to expand CAP Mozambique's work to these important populations, and enable CAP Mozambique partners to better reach MARP specific target numbers.

In FY12, CAP Mozambique provided support to one new prevention partner for formative research project and budget design. Subsequent partner evaluations indicate a high level of partner satisfaction with this process. In FY13, CAP Mozambique will provide project design assistance to those partners identified through APS Rounds Two and Three, and submit those grant packages for USAID approval.

CAP Mozambique identified *Universidade Catholica de Mozambique* as a potential *Advanced* partner through RFA 11.01 – *Advanced Organizations*. During the last reporting period of FY12, CAP provided extensive TA to UCM to develop a complete grant submission for USAID. CAP Mozambique will continue to provide assistance and submit the grant packages for USAID approval during the first quarter of FY13.

Each of these organizations will implement activities designed to raise awareness of HIV transmission risk.³

b. Develop Workplans and Budgets

CAP Mozambique will continue to provide TA to partners in the development of annual workplans and budgets⁴.

Year One Workplans

In FY13, CAP Mozambique will provide direct TA in year one annual work plan development for those partners identified through the APS that complete project designs and attain USAID approval. If approved by USAID, UCM will develop a first annual work plan and submit to CAP Mozambique for approval. CAP Mozambique does not expect to provide TA to UCM as *Advanced* partners are expected to have this capacity.

Years Two and Three Workplans

In FY13, CAP Mozambique will provide TA to nine CAP Mozambique partners to develop year two annual workplans and budgets, and three partners for year three workplans and budgets. (See Table 5 for details)

Table 5. FY13 CAP Mozambique TA for Partner Workplans and Budgets

Year One Plan	Partners identified through APS Rounds One, Two and Three that obtain USAID approval, which may include UCM, CMA, UATAF and CEDES-Maputo
Year Two Plan	CEDES-Sofala, AMME, NAFEZA, Kukumbi, AJULSID, ADPP, ANDA, ECOSIDA, Ophavela, MONASO-Sofala ⁵
Year Three Plan	Nweti, ADC, CCM-Sofala

In FY12, the year two planning process proved a valuable learning experience for CAP Mozambique, and has informed a revised process for FY13. In FY12, CAP Mozambique issued guidelines for year two work plan and budget development 90 days prior to the end of each partner’s year one contract. Partners were asked to develop a complete plan independently. CAP realized these partners still needed additional TA to analyze the information from the prior year, and adjust the subsequent plan. To promote a more efficient and productive process, in FY13 partners will be asked to evaluate their achievements independently, with CAP Mozambique assisting partners to develop the workplan and budget. CAP will ensure that year two plans and budgets are informed by and reflect previous years’ performance and include beneficiary feedback.

³ CAP Mozambique anticipates that these activities would include items such as those covered by the USAID Commodities Eligibility Listing, including but not limited to sporting equipment (soccer balls, volleyballs, volleyball nets and whistles) and musical instruments.

⁴ CAP Mozambique will continue to provide TA to partners in the development of annual workplans and budgets. Each of these organizations will implement activities designed to raise awareness of HIV transmission risk.

⁵ MONASO –Sofala’s grant is currently suspended pending the outcome of an investigation of some questionable costs.

c. Provide Project Design and Start-up Support for New Partners

For newer partners, CAP Mozambique will provide TA in conducting community consultations and project design as described in the Year 3 workplan. CAP will also provide TA in start-up which includes the Grants Management Workshops described in the *Partner Progress and Grants Component* of this workplan, TA in recruiting and selecting strong staff and *activistas*, and developing the supervisory systems necessary to ensure quality program delivery. Please see Table 6 for a more comprehensive outline of CAP Mozambique FY13 Post-Award support for prevention partners.

Table 6. FY13 Post-Award Support for Prevention Partners

Partners		GMW I - Review Award Instrument	GMW II - Financial Reporting	GMW II - M and E	Start-up -- TA in Recruiting and Selecting qualified staff	Training Staff and Field Team	Start-up TA in Procurement	Field Activities Initiated
<i>Up-and-Coming</i>	Kukumbi	FY12						
	NAFEZA							
	CEDES Sofala							
	AJULSID							
	Ophavela							
	CMA*							
	UATAF**	FY13						
	CEDES Maputo**							
<i>Advanced</i>	UCM*	FY13						

*Pending successful completion of project design and/or USAID approval

** Also pending selection based on results of pre-award site visit

d. Support Partner Workplan Implementation and Reporting

In FY13, CAP Mozambique will continue to routinely monitor partner implementation progress. Specifically, CAP Mozambique will evaluate adherence to timelines, quality of data recording and uptake of skills. During the start-up phase, the focus of these visits tends to be on implementation, structure, learning CAP’s processes, transparent recruitment, and gathering reliable data. Once past the start-up phase, monitoring visits will also include specific follow-up related to selected technical areas outlined below (e.g. GBV, social mobilization etc.). CAP Mozambique will conduct routine monitoring field visits monthly with new grantees and quarterly with all other prevention partners. Additionally, CAP Mozambique will continue to conduct internal, partner-specific coordination meetings to ensure that CAP identifies and addresses challenges early, and coordinates to provide TA in at a pace our partners can absorb.

In addition, CAP Mozambique will continue to provide TA to all prevention partners to improve reporting skills. Activities will focus on improving partner capacity to effectively report program and financial information, including accuracy, integrity, clarity and coherence of quantitative and qualitative data. CAP Mozambique's finance team will continue to monitor partners' monthly financial reporting and requests for advances.

e. Support Partner Staff and *Activista* Recruitment

The ability to recruit and manage qualified staff is important for an organization's sustainability and growth. In FY13, CAP Mozambique will continue to provide technical support to partners in developing and implementing transparent, competency-based recruitment processes for staff and consultants that result in selection of the strongest candidates.

Additionally, *activistas* serve as a critical link in communications for behavioral and social change. CAP provides support to help partners develop a job description, identify the profile of the appropriate candidates, and agree upon a transparent process.

f. Perform Technical Assessments

Since 2010, CAP Mozambique has routinely conducted assessments of our prevention partners' technical capacity to effectively manage prevention programs. The tool used is based on the C-Change Social and Behavioral Change Communications capacity-assessment tool. These technical assessments, which are generally conducted at baseline, midway and end points, are used to identify and prioritize areas of capacity building. Due to the short duration of the more recently approved grants, CAP only anticipates conducting a base line and end point technical assessment.

The results of these assessments are used to inform routine monitoring, as well as tailored and collective training efforts. In FY13, a series of modules will be designed based on different components of SBCC capacity assessment tools that can be used by prevention team members with different partners to address individual needs.

In FY13, CAP Mozambique will conduct baseline technical assessments for CEDES-Sofala and Ophavela, as well as any additional USAID approved partners identified through APS 11.02 Rounds Two and Three, and RFA 11.01 (UCM). See Table 7 for a comprehensive schedule of CAP prevention partner technical assessments. CAP Mozambique will conduct follow-up assessments with three to five partners as appropriate given the cycle of their project and other assessments.

In addition, in FY13 the CAP Mozambique prevention team will visit those partners – if any – poised for graduation to either the *Advanced* classification or direct USAID recipient status, with the express purpose of reviewing programmatic technical capacity. The information gathered from this exercise will be combined with that from other CAP Mozambique teams to create a sound, comprehensive evidence base upon which to justify each partner's potential for graduation. For more details on the graduation process, please refer to the "Partner Progress and Grants" section of this document.

Table 7. Schedule of CAP Prevention Partner Technical Assessments

	First Assessment	Follow-up Assessment	Anticipated End point assessment
ADC	July 2010	March 2011 April 2012	FY13
ADPP	March 2012	-	-
AMME	July 2010	May 2012	FY13
CCM-S	July 2010	April 2012	FY13
MONASO-S	May 2011	April 2012	-
N'weti	March 2012	-	-
AJULSID	July 2011	April 2012	FY14
ANDA	July 2012	-	FY14
CEDES-S	September 2012	-	FY14
ECOSIDA	June 2012	-	-
Ophavela	FY13	-	FY14
Kukumbi	May 2012	-	FY14
NAFEZA	May 2012	-	FY14
UCM	FY13	-	FY14
CMA	April 2012	-	FY14

2. PROGRAMMATIC TECHNICAL ASSISTANCE

Through formative research and the project design process, CAP Mozambique's prevention partners identify the needs, beliefs, motivating factors and barriers of their target populations. To build partner capacity to implement effective SBCC activities, CAP Mozambique provides programmatic TA. Based on the results of the assessments conducted, CAP Mozambique has identified several technical areas in which most of its prevention partners require additional technical capacity. In FY13, CAP Mozambique will focus on helping new partners acquire basic technical skills while supporting continuing partners to reinforce, deepen or expand their knowledge in critical areas where there is potential for progress in the time remaining on the project. Each partner's capacity building plan will include at least some of these areas, which are outlined below and include: application of SBCC theory; use of data for programmatic decision-making; facilitation skills; linking to the formal health system; use of video to promote behavior change; and design of interventions to reduce gender based violence. In addition, CAP Mozambique will support partners in addressing individual technical needs as they arise, particularly those Advanced partners whose needs may not be addressed by the basic interventions outlined below.

a) Improve Application of SBCC Model

Though SBCC theory underpins intervention design for all of CAP Mozambique's prevention partners, CAP Mozambique staff and partners alike find it challenging to independently apply SBCC theories for behavior change. In particular, partners are not used to considering the role social environment plays in supporting individual behavior change. This is understandable given the much longer history in Mozambique of applying an Information Education Communication (IEC) model, which does not emphasize the role of social environment. However, given the environmental barriers that were elucidated through formative research in FY12, an effective HIV prevention project must also address these barriers, which include (but are not limited to): peer pressure, lack of dialogue within families and communities, social norms around gender roles and gender based violence, substance use

and abuse, and traditional social rites. Furthermore, MARP populations face additional challenges linked to the type of work they do, or stigma and discrimination and require a complete package of services that extends beyond information and awareness. Activities engaging community leaders and others in addressing these issues are typically included in the second year of the projects, to give partners a chance to start-up and solidify the activities that will deliver concrete results first, before turning their attention to something new.

In FY13, CAP Mozambique will continue training partners in social mobilization, an integral component of SBCC. To effectively apply SBCC, partners need to create an enabling social environment for individual behavior change. Social mobilization trainings teach partners how to mobilize communities to create enabling social environments (for example by addressing detrimental social norms or advocating for policy change.) In August 2012, CAP Mozambique conducted social mobilization training with the following partners: ADC; AJULSID; ANDA; CEDES and CCM-Sofala. In FY13, CAP Mozambique will conduct social mobilization training for four additional partners (NAFEZA, Kukumbi, AMME, Ophavela), as well as any USAID-approved partners identified through APS Round Two. In addition, CAP Mozambique will support partners to include social mobilization activities in annual work plans and budgets. CAP Mozambique will perform follow-up TA to social mobilization efforts during routine monitoring visits.

CAP Mozambique will also support SBCC training for select partners. In FY13 CAP Mozambique will support N'weti to organize an SBCC training course in Maputo for their staff, other partners and CAP Mozambique staff. The training, for which N'weti has contracted Wits University, will take place over five one-week periods starting in October of 2012. In addition to four CAP Mozambique staff, ECOSIDA and ADPP will attend this training. Should UCM obtain USAID approval, CAP Mozambique will support them through individualized SBCC training and TA. In addition, CAP Mozambique will support ADPP to expand its capacity to collect and apply qualitative data as it relates to SBCC.

In FY 13, CAP Mozambique aims to enable CAP Mozambique staff to better support partners in implementing SBCC methodologies. In addition to the Wits University training, CAP Mozambique's senior technical SBCC specialist will host a routine quarterly work session with CAP Mozambique's prevention team to discuss the main components of effective communication programs, and strategies to improve quality of prevention activities.

b) Promote Data-Based Decision-Making

CAP Mozambique frequently reinforces the use of data for decision-making both internally and with partners. Every November, CAP Mozambique dedicates a Quarterly Partners' Meeting to building capacity in M&E. (This is further described in the *Monitoring and Evaluation* Component of this workplan.) Routine monitoring visits, quarterly reports and work plan preparation all provide CAP Mozambique staff and partners further opportunity to analyze programmatic data to inform and adjust programmatic activities accordingly.

Because of the critical role *activistas* play in ensuring healthy dialogue and consistent messages, CAP Mozambique will focus in particular this year on assisting partners to better evaluate *activistas* and use that data to improve *activista* performance. All CAP Mozambique prevention partners use supervision forms to assess the quantity and quality of *activista* sessions. CCM-Sofala and N'weti also routinely solicit feedback from beneficiaries. However, through continued conversations with supervisors and direct observation, CAP

Mozambique staff identified two key problems with these evaluation tools. First, the tools were often too lengthy and complex to be either effective or practical; and second, the data collected through the tools was not being used to improve *activista* performance.

In late FY12, CAP Mozambique conducted a review of partners' supervisor and beneficiary evaluation forms, with the objective of creating a simpler evaluation tool for each. Based on this review, CAP Mozambique drafted simplified supervisor and beneficiary evaluation forms, which were then piloted with AMME and ADC. CAP Mozambique finalized the forms using information garnered from the pilots. In FY13, CAP Mozambique aims to offer the finalized supervisor and beneficiary evaluation forms to all Prevention partners.

CAP Mozambique will support partners to analyze and use the information collected through the evaluation forms to improve *activista* performance. In FY13, CAP Mozambique will integrate quarterly sessions into routine monitoring activities with prevention partners that are ready to jointly review, analyze and draw programmatic conclusions from supervisor and beneficiary evaluation data.

c) Improve Facilitation Skills

Greater analysis of session evaluation data will likely identify gaps in *activista* performance. In FY13, CAP Mozambique will support a facilitation training for partner supervisors. The objective of this training will be to strengthen supervisor ability to provide effective on-the-job training and support to improve *activista* facilitation skills.

To inform the training design, CAP Mozambique will evaluate those partners already exhibiting strong facilitation skills to identify how they acquired and promoted those skills within their own organizations. To enhance the effectiveness of the facilitation training, CAP Mozambique will observe subsequent facilitation trainings conducted for *activistas* by supervisors, and offer follow-up support as needed. CAP Mozambique will also encourage mentoring and exchange visits between those partners with strong facilitation skills and those presenting difficulties.

In addition, the facilitation training will reinforce the goals outlined in sections 2b and d, directly preceding and following this section. The training will instruct supervisors to use session evaluation forms in identifying *activista* capacity gaps in facilitation skills, thereby promoting the data-based decision-making goal outlined in section 2b above. In addition, the facilitation training will incorporate the "Quebrando Barreiras" films and discussion guides outlined in the next section.

d) Incorporate "Quebrando Barreiras" Films into Partner Activities

In FY12, CAP Mozambique produced a series of four educational films, "*Quebrando Barreiras*," and accompanying group discussion guides. In FY13, CAP Mozambique prevention partners have indicated a desire to use these films to provoke discussions on sensitive topics in their cycles of debates. This activity will be included in the work plans of those partners who find the topics and methodology appropriate for their target audiences. CAP Mozambique will provide TA to assist partners in effectively integrating the films into their respective programs, matching sessions with film themes. In addition, all *activista* supervisors will be trained in the effective use of the films through the facilitation training outlined in section 2c above. CAP Mozambique will support partners to adjust partner budgets if necessary to enable timely acquisition of the appropriate equipment for the

screenings. Finally, CAP Mozambique will identify a Mozambique-based NGO with whom to contract for film distribution to a broader audience.

e) Establish and Strengthen Linkages to the Formal Health System

In FY13, CAP Mozambique aims to help partner programs better link with condom distribution and HIV counseling and testing services provided by the GoM health system and, where appropriate, with other service providers. In keeping with the basic principles of SBCC theory, CAP Mozambique recognizes the importance of ensuring that partner programs do more than just educate target populations about the importance of using condoms and getting tested for HIV, but also create an environment in which changes in *mindset* can translate to changes in *behavior*. Creating clear, easily accessed linkages between target populations and condom distribution and HIV counseling and testing services is critical to this.

In FY13, CAP Mozambique will also help partners better link with both community as well as clinic-based HIV counseling and testing services. Generally, CAP Mozambique partner referrals can be classified into two categories, formal or informational. Formal referrals occur when a community-based organization has a pre-established, formal agreement with local government health institutions through which the organization can refer clients for HIV testing and/or follow-up with a pre-established form, called a *Guia*. ECOSIDA uses this formal referral system. ADPP uses a less formal system, providing clients with a “*cartão de referencia*” (or reference card), which they submit to the health facility. Partners may also have linkages with community-based HIV counseling and testing initiatives but these are not formalized at the moment. Informational referrals occur when partners inform clients about what services they may access and where. N’weti, for example, provides informational referrals.

CAP Mozambique *Advanced* partners Nweti, ADPP and ECOSIDA already have some form of referral systems in place and have initiated linkages. ANDA and ADC currently invite Provincial Health Directorate (DPS) staff to trainings for *activistas* to talk about the services they provide at clinics and how to gain access. In FY13, CAP Mozambique will encourage other partners to include DPS trainings for *activistas* in current and future work plans. Finally, in FY13, CAP Mozambique will encourage partners to include the subject of referrals in *activista* session plans.

For those CAP Mozambique partners who currently lack links to community-based counseling and testing, CAP Mozambique will provide TA to help partners map local community-based HIV counseling and testing services. CAP Mozambique will also communicate with those organizations engaged in large-scale community-based HIV counseling and testing across Mozambique, including PSI, ICAP, EGPAF, JHPEIGO, and SCIP. CAP Mozambique will offer these organizations the opportunity to capitalize on CAP Mozambique partner networks, expanding geographic coverage of community based counseling and testing into new target populations.

CAP Mozambique will also provide TA to a select number of partners regarding the tracking and reporting of referrals. CAP Mozambique will analyze systems in use by some CAP partners, FHI 360 clinical and community-based projects, and other organizations

Increasing referrals to counseling and testing services in the health units increases direct experience with the health system. As with social mobilization mentioned above, partners

will need to improve their advocacy skills to influence those services and factors beyond their immediate control. Partners discussed coordination and efficacy of services with the DPS in the Sofala QPM in August of FY12. CAP Mozambique will support the partners to follow-up on these issues raised around quality of services and inclusion of local organizations in coordination mechanisms.

Currently, Kukumbi, ANDA, ECOSIDA, Nweti, and ADPP distribute condoms as part of their programmatic activities. For those partners who do not distribute condoms directly to target populations, CAP Mozambique will provide TA in FY13 to help create links with CNCS and DPS and other organizations engaged in condom distribution, such as PSI. CAP Mozambique will provide more intensive TA to those organizations lacking nearby distribution points. Once those links are established and functioning, CAP Mozambique will continue to provide TA to ensure partners include condom distribution in M&E plans and accurately report against relevant PEPFAR indicators.

Partners such as ANDA that work with MARPS will receive specialized TA to support them in providing the complete package of services as stipulated in the PEPFAR guidance and as guided by the results of formative research conducted during the project design phase. CAP Mozambique will provide TA to ANDA in tracking and reporting these referrals, including sharing with ANDA the uniform referral form that FHI 360 projects are piloting.

f) Improve Partner Capacity to Reduce Gender-Based Violence

CAP Mozambique works closely with the Gender Based Violence Initiative (GBVI) supported by USAID and implemented by the Health Policy Project (HPP). HPP's activities are integrated with CAP technical support. HPP works with CAP Mozambique prevention partners AMME, NAFEZA, Kukumbi, CCM-S, Monaso-S and N'weti. In FY12, HPP supported those partners to integrate gender and GBV into *activista* training manuals, and assisted each partner in facilitating its first GBV-focused training session. In FY13, CAP Mozambique and HPP will continue to monitor *activista* trainings to ensure that GBV concepts continue to be effectively incorporated. In addition, HPP will contract with local NGO HOPEM to strengthen capacity around positive engagement of men in GBV prevention. HOPEM will join local consultants in monitoring and providing TA to *activista* trainings, as well as produce additional training manual content about the role of men in GBV prevention.

Network organizations are uniquely positioned to fill the roles of coordination and advocacy due to their broad reach and active participation of organizations. Therefore, for FY13, HPP will collaborate with at least one CAP Mozambique -supported network, umbrella organization, or organization with broad partnerships to strengthen its network capacity in gender and GBV. HPP will support the organizations through a combination of training, action planning, exchange visits, coaching and TA. HPP will identify partners in collaboration with CAP program staff and USAID/Mozambique.

3. COLLABORATION

CAP Mozambique recognizes that CAP Mozambique partners learn from one another as well as other organizations engaged in HIV prevention activities, and fosters opportunities for this information exchange.

a. Support Quarterly Partner Meetings (QPMs)

In FY13, CAP Mozambique will continue supporting quarterly partner meetings (QPMs) to encourage learning exchange among partners. When appropriate, representatives of GoM, USAID, PCC, and other NGOs will be invited along with CAP Mozambique partners and sub-partners. CAP Mozambique will identify themes based on partner priorities and observed needs. For more information, please refer to section 3a of this workplan's *Organizational Development Component*.

Possible themes in the area of HIV Prevention include: strengthening counseling and testing linkages, mobilizing communities to address social issues such as excessive alcohol consumption and availability of pornographic films to children, gender based violence or others.

b. Foster Exchange between Peer Organizations

CAP Mozambique has witnessed the powerful learning that can take place between peer organizations, and has created a number of mechanisms to support partners to take advantage of these opportunities. For an extensive description of these activities, please refer to section 3d of this workplan's *Organizational Development* section. In addition to the activities outlined there, in FY13 CAP Mozambique will encourage at least 50% of its prevention partners to participate in an exchange visit with another organization. CAP Mozambique has identified the following exchange opportunities for FY13, which are to –be -confirmed based on partner needs:

- ANDA could visit AMME to learn about use of M&E tools and relationship creation with schools, school councils, and government education authorities.
- ANDA could visit FHI 360's ROADS projects to learn how their work with truck drivers and related populations is being implemented and how ROADS provides the complete package of services.
- CCM-Sofala could visit ADC to learn more about facilitations techniques.
- NAFEZA could visit Ophavela to learn about Village Savings and Loans groups.
- NAFEZA or Kukumbi could visit AMME or CCM-S to observe strong practices in implementing GBV into activista trainings.
- CCM-S could visit AMME to learn more about their experience working with adolescents as peer trainers.
- Kukumbi has outlined an exchange visit in its plan, but has not yet identified a topic and partner. To maximize the productivity and learning potential of these trips CAP will assist partners in identifying exchange opportunities and developing relevant TOR.

CAP Mozambique encourages partners to organize regional knowledge exchange visits related to HIV/AIDS prevention. In FY13, N'weti will organize an SBCC training course in Maputo with Wits University in lieu of pursuing similar training in RSA. This "importing" of regional expertise is an efficient means of regional/international information exchange, and CAP Mozambique will encourage other partners to seek similar opportunities in FY13. In addition, ECOSIDA is considering an exchange visit to South Africa to learn about workplace HIV/AIDS prevention programs. Exchange visits are often difficult to organize in the first year of the project, as the partners are focused on start up, but if ECOSIDA progresses well, it may be possible. CAP Mozambique will seek opportunities for partners to share information garnered through international exchanges with one another.

V. OVC COMPONENT

A. TARGETS AND INDICATORS: OVC COMPONENT

The following indicators are derived from PEPFAR reporting guidelines and/or the Performance Monitoring Plan (PMP), which is described in detail in the *Monitoring and Evaluation Component* of this workplan. These indicators are reviewed and revised on a yearly basis, and targets are projected based on past partner performance and the number of new grants for FY13.

Performance indicators for OVC interventions include the number of OVC served and those served by gender and type of service received. OVC should receive at least one type of service to be counted as served. OVC services are administered under two mechanisms: grant agreements and TA under CAP Mozambique's core program, as well as job preparation and life skills provided to older OVC by the Programa para o Futuro (PPF) activity in Sofala Province (described in detail in Annex 4). Specific targets for OVC activities for this workplan period are as follows:

- 4,050 receiving services
 - CAP Mozambique: 3,813
 - PPF: 237

- 287 community health para-social workers successfully completing a pre-service training program
 - CAP Mozambique: 227 *activistas*⁶ or care providers for OVCs
 - PPF: 60 CBO staff *activistas*

- 29 individuals trained in HIV-related institutional capacity building
 - CAP Mozambique: 29
 - PPF: 0 (institutional capacity building is not an emphasis of PPF)

B. SPECIFIC ACTIVITIES: OVC COMPONENT

During FY12, the Ministry of Women and Social Action (MMAS), responsible for OVC services, continued to refine guidelines on OVC services. The guidelines define seven areas of support: nutrition, health, psycho-social support, education, shelter, protection, and economic strengthening. For each area, MMAS stipulates essential actions and activities that define the minimum standard of care. Civil society organizations working with OVC are required to ensure that their beneficiaries have access to all seven services that are available and that meet the minimum standard. In addition, MMAS is increasingly advocating for a family-centered approach. It supports the premise that children cannot be seen in isolation of their caregivers. Assisting children without addressing the needs of the caregivers will not generate the desired outcome for children. Therefore, MMAS and USAID would like service providers to assist vulnerable families – rather than the child only – in meeting their needs. MMAS and USAID recommend that service providers conduct a family needs assessment in order to determine which essential services the children and caregivers are not accessing, and respond accordingly. OVC service providers are not expected to provide all seven

services. They can provide quality services in one or two key area/s but must make sure other needs are addressed through referrals to other governmental and non-governmental services providers when they exist. In the past year, both MMAS and USAID have increasingly emphasized the role of economic strengthening and parental responsibility in sustained OVC wellbeing.

The definition of minimum care standards and the focus on family-centered care represents a shift for CAP Mozambique's partners who mostly intended to work on one particular area of support, e.g., education or protection. CAP Mozambique will work with partners to ensure that MMAS and USAID guidance is being incorporated in partners' interventions whenever possible.

In previous years CAP Mozambique separated in its annual workplan activities in support of direct implementing partners and umbrella partners because they were engaged in different activities that merited different types of support. In FY13, both direct implementing and umbrella partners will focus on program implementation. Hence, the following content combines description of CAP Mozambique support to umbrella organizations and direct implementers.

Annex 4 contains the chart on activities and timelines for the OVC Component.

1. PROJECT CYCLE AND RESULTS MANAGEMENT

Supporting the institutional development of Mozambican NGOs is one of CAP Mozambique's primary goals. In pursuit of this goal, in FY13 CAP Mozambique will continue to identify new direct implementing partners, work with partners to develop work plans and budgets, support the effective implementation of those work plans and perform technical assessments to monitor partners' grants management and programmatic technical capacities.

a. Identify New Partners

New direct implementing partners

In December of 2011, CAP Mozambique launched an APS (APS 11.02) entitled "HIV and AIDS Grants Program: OVC and Prevention" which has three deadlines for submission of applications. The first submission deadline in FY12 yielded two new OVC candidates for direct implementing partners: Kubatsirana and LDC. The second submission deadline in FY 12 yielded a third candidate. CAP Mozambique has conducted site visits, and in early FY13 will decide whether or not to offer proposal and budget design support. (See Table 8 for a summary of APS Rounds One and Two results.)

CAP Mozambique will receive the third round of proposals on October 15, 2012. Through the final round, CAP Mozambique aims to identify one or two new partners. Priority will be given to organizations working in geographical areas not yet served by CAP Mozambique and to organizations that propose family-centered care that includes a component of Home Based Care (HBC).

In FY12, CAP Mozambique provided support to Kubatsirana and LDC for proposal and budget design. Grants packages are nearly finalized and will be submitted for USAID approval at the start of FY13. Subsequent partner evaluations indicate a high level of partner satisfaction with this process. Therefore, CAP Mozambique will continue to provide proposal

and budget design assistance to new candidates identified during the second and third APS rounds.

Table 8. APS Rounds One –Three Pre-Award Activities

APS 11.01 Proposal Submission Dates	Proposals Received	Eligible	Reviewed scored, and selected for site visits	Pre-Award Site Visits Conducted	Selected for Project Design TA	Project Design TA	Award Packages Submitted for USAID Approval	USAID Approval Obtained	Agreement signed
Round One (2/15/12)	30	11	9	4	2	2	FY13		
Round Two (6/15/12)	22	4	1	1	TBD	FY13			
Round Three (10/15/12)	FY13								
FY 12 Totals	30	9	10	5	2	2	0	0	0

New sub-grantees

In FY12, CAP Mozambique’s umbrella partners all successfully identified sub-grantees. All six of HACI’s sub-grantee proposals and budgets were approved by CAP Mozambique in September 2012. CCM-Z will finalize proposal designs and budgets of two sub-grantees in early FY13.

New sub-partners

Rede CAME finalized its selection process in March 2012, identifying six sub-partners, three in Maputo and three in Manica. These sub-partners are not “sub-grantees” as they are not awarded a grant by our partners, but are working together with our partners. Workplans will be reviewed in FY13.

Each of the grantees, sub-grantees and sub-partners outlined above will implement activities in support of orphans and vulnerable children.⁷

b. Develop Annual Workplans and Budgets

CAP Mozambique will continue to provide TA to its partners in the development of annual work plans and budgets.

⁷ CAP Mozambique anticipates that these activities would include items such as those covered by the USAID Commodities Eligibility Listing, including but not limited to sporting equipment (soccer balls, volleyballs, volleyball nets and whistles) and musical instruments.

Year one workplans

In FY 13, CAP Mozambique will provide direct TA to year one annual work plan development for Kubatsirana, LDC and any other partners identified through APS 11.02 Rounds Two and Three that complete project design and attain USAID approval.

CAP Mozambique will expect umbrella partners to assume a leadership role in creating year one annual workplans independently with sub-grantees. CAP Mozambique does not intend to provide direct TA to this process, but will monitor sub-grantees’ achievements.

Year two workplans

In FY13, CAP Mozambique will provide TA to year two annual work plans and budgets for four CAP partners: CCM-Zambezia, Rede CAME, Niiwanane and AJN.

In FY12, the year two planning process proved a valuable learning experience for CAP Mozambique, and has informed a revised process for FY13. In FY12, CAP Mozambique issued guidelines for year two work plan and budget development 90 days prior to the end of each partner’s year one contract. Partners were asked to develop a complete plan independently. CAP Mozambique realized these partners still needed additional TA to analyze the information from the prior year, and adjust the subsequent plan. To promote a more efficient and productive process, in FY13 partners will be asked to evaluate their achievements independently, with CAP Mozambique assisting partners to develop the workplan and budget. CAP Mozambique will ensure that year two plans and budgets are informed by and reflect previous years’ performance and include beneficiary feedback.

c. Provide Project Design and Start-up Support for New Partners

For newer partners, CAP Mozambique will provide TA in conducting community consultations and project design as described in the Year 3 workplan. CAP Mozambique will also provide TA in start-up which includes the Grants Management Workshops I and II described in Section II *Partner Progress and Grants*, TA in recruiting and selecting strong staff and *activistas*, and developing the supervisory systems necessary to ensure quality program delivery.

Table 9. FY13 Post-Award Support for OVC Partners (Confirmed and Potential)

Partners		GMW I - Review Award Instrument	GMW II - Financial Reporting	GMW II - M and E	Start-up -- TA in Recruiting and Selecting qualified staff	Training Staff and Field Team	Start-up TA in Procurement	Field Activities Initiated
Up-and-Coming	UTOMI**	FY13						
	Kubatsirana*							
	LDC*							

*Pending successful completion of project design and/or USAID approval

** Also pending selection based on results of pre-award site visit

d. Support Partner Work Plan Implementation and Reporting

In FY13, CAP Mozambique will continue to routinely monitor partner implementation progress. Specifically, CAP Mozambique will evaluate adherence to timelines, quality of data recording and uptake of skills. CAP Mozambique will conduct routine monitoring field visits monthly for new partners and quarterly for all others. The content of these visits will depend on partner progress in implementation and will include the technical areas highlighted below. For umbrella grants, these visits will include the additional topic of how to provide TA to sub-grantees. CAP Mozambique will continue to conduct internal partner-specific coordination meetings to ensure that CAP Mozambique identifies and addresses challenges early, and coordinates to provide TA in quantities our partners can absorb.

In addition, CAP Mozambique will continue to provide TA to all its OVC partners to improve reporting skills. Activities will focus on improving partner capacity to effectively report program and financial information, including accuracy, integrity, clarity and coherence of quantitative and qualitative data. In addition, CAP Mozambique's finance team will continue to monitor the partners' monthly financial reporting and requests for advances.

In FY13, CAP Mozambique will continue to support umbrella partners to improve grants management systems. In August 2012, CAP Mozambique's grants management team performed an assessment of HACI's grants management capacity, which identified the following areas of need: financial monitoring; grants tracking and management; and providing effective feedback to sub-grantees. CAP Mozambique performed a similar assessment for CCM-Z. At the time of this writing, the results are still being analyzed. In FY13, CAP Mozambique will provide support to improve HACI's capacity in these areas and to CCM-Z in those areas identified in its assessment.

e. Support Partner Staff Recruitment

The ability to recruit and manage qualified staff is important for an organization's sustainability and growth. In FY13, CAP Mozambique will continue to provide technical support to partners in developing and implementing transparent, competency-based recruitment processes for staff and consultants that result in selection of the strongest candidates.

f. Perform Technical Assessments

In FY 12, CAP Mozambique finalized and began implementing a tool to assess various aspects of an organization's technical capacity to effectively manage a family-centered OVC program and identify and prioritize areas of capacity building. In FY 13, CAP Mozambique will perform technical assessments with Kubatsirana and LDC, as well as new direct implementers identified through the APS 11.02 Rounds Two and Three and approved by USAID. In addition, a second round of technical assessments will be conducted for umbrella partners HACI and CCM-Zambezia. With the umbrella sub-grantees poised to commence implementation, the focus of year two assessments will expand beyond grants management capacity to include capacity in OVC technical areas. Finally, in FY13, CAP Mozambique will assist two umbrella partners in developing tools to perform their own technical assessments with sub-grantees.

Finally, in FY13, the CAP Mozambique OVC team will visit those partners –if any-- poised for graduation to either the *Advanced* classification or direct USAID recipient status, with the express purpose of evaluating programmatic technical capacity. The information gathered from this exercise will be combined with that from other CAP Mozambique teams to create a sound, comprehensive evidence base upon which to justify each partner’s potential for graduation. For more details on the graduation process, please refer to the “Partner Progress and Grants” section of this document.

2. PROGRAMMATIC TECHNICAL ASSISTANCE

Through the proposal development process, CAP Mozambique’s partners engage targeted families in identifying their needs. To build partner capacity to implement activities to support families to address those needs, CAP Mozambique provides programmatic technical assistance. CAP Mozambique has prioritized several technical areas in which most of its OVC partners require additional technical capacity. In FY13, CAP Mozambique will focus on helping new partners acquire basic technical skills while supporting continuing partners to reinforce, deepen or expand their knowledge in critical areas where there is potential for progress in the time remaining on the project. Each partner’s capacity building plan will include at least some of these areas, which are outlined below and include: family centered care; child status index (CSI); referral networks and linkages; and interpersonal communication skills. In addition, CAP Mozambique may support partners in addressing individual technical needs as they arise.

a. Improve Application of Child Status Index (CSI)

Effective CSI application is essential to accurately identify the needs of OVCs, and measure change in status over time. In FY12, CAP Mozambique introduced and piloted the CSI tool with Niiwanane, CAP Mozambique’s only direct implementing OVC partner at the time. CAP Mozambique monitored the application of the CSI and identified challenges, both at the supervisor and *activista* level. In FY13, CAP Mozambique will seek further feedback from Niiwanane and another FHI 360 project in Mozambique, Community Care Project (PCC), which has experience with partner CSI application, to improve the tool and its application. CAP Mozambique will provide training in the use of the revised tool for at least three new partners as they begin to apply the CSI. In addition, CAP will continue to monitor the CSI application with all OVC partners in order to identify and address challenges in a timely manner.

b. Establish and Strengthen Referral Networks

CSI application identifies OVC needs for which our partners cannot independently provide. This makes the establishment of effective referral networks a critical activity for FY13. CAP Mozambique’s partners currently have limited understanding of the benefit of referral networks in ensuring OVC needs are met to MMAS minimum standards. Partners are so focused on meeting their own clearly defined targets, and adapting to MMAS standards, that they are not yet investing in creating the relationships and linkages with other CBOs that might that might provide complementary services to overlapping target populations. Many *activistas* and supervisors lack the networking skills and access to forums that might help them connect with those other organizations. These challenges are further exacerbated by the likelihood that complementary organizations face all of these challenges themselves.

In FY13, CAP Mozambique aims to improve partner skill in capitalizing on referral networks. CAP Mozambique will assist at least three partners in mapping available services. CAP Mozambique will encourage partners to seek out and use existing referral networks rather than establish new ones, and favor those networks functioning at the most local level. CAP Mozambique will capitalize on PCC experience with referral network mapping at district level, potentially adopting PCC tools and methods and only performing additional mapping in those geographic areas not already assessed by PCC. Finally, CAP Mozambique will also analyze the benefits of introducing the uniform referral form that FHI 360 clinical and community based projects are piloting to strengthen referral and counter-referral systems. CAP Mozambique will encourage OVC partners to advocate with Government for better access to OVC services.

c. Improve Interpersonal Communication Skills

CAP Mozambique has identified supervisor and *activista* interpersonal communication skills as a technical weakness with important programmatic impact. Supervisors and *activistas* interact regularly with community, parent and children's groups. During these interactions, *activistas* are often required to discuss sensitive issues, including parental responsibility to effectively meet the educational, emotional and physical needs of children. Stronger interpersonal communication skills would improve the efficacy of this work.

In FY13, CAP Mozambique will provide training and TA to improve *activista* interpersonal communication skills. CAP Mozambique will tailor training content to address challenges each partner is facing in its respective service delivery areas, allowing *activistas* to gain practice in subject matter most relevant to their work. Furthermore, trainings will aim to improve *activista* ability to use interpersonal communication to both better elucidate challenges target groups are facing, as well as effectively propose solutions. Finally, in FY13 CAP Mozambique will assist partners to better monitor and improve *activista* performance through the use of supervision form data.

In addition, CAP Mozambique's prevention team will support a facilitation training in FY13, to which OVC umbrella partners may be invited to participate. In FY13, CAP Mozambique's OVC team assess whether umbrella partners could benefit from facilitation training. Because of the role umbrella organizations play by their very design, staff of these organizations could likely benefit from such training.

e. Improve Partner Capacity to Reduce Gender-Based Violence

CAP Mozambique works closely with the Gender Based Violence Initiative supported by USAID and implemented by the Health Policy Project (HPP). HPP's activities are integrated through CAP Mozambique technical support.

In April and May of 2012, HPP provided TA to HACI and Rede CAME to integrate gender and GBV into community consultation questionnaires and identify children and families that are at risk of GBV.

In addition, in FY12, HPP assisted HACI and Rede Came to integrate gender and GBV in one sub-grantee's grant proposal. HACI and Rede-Came replicated this support independently with their other sub-grantees and partners. HPP reviewed the resulting

proposals to ensure integration of gender and GBV, and will do the same for sub-grantee and partner work plans in FY13.

In FY13, CAP Mozambique and HPP will continue to monitor and provide on-site TA to *activista* trainings to ensure that GBV concepts continue to be effectively incorporated.

Additional FY13 GBV activities will focus on creating a supportive policy environment that can help create the enabling conditions for change around gender and GBV issues. At the time of this writing it has not yet been decided which partners will be supported in this area.

f. Provide Partner-Specific Technical Assistance

In addition to the activities outlined in sections 2a-2f above, CAP Mozambique will provide technical assistance tailored to specific partner needs, including support to:

- LDC and potentially two or three organization to effectively identify target groups through community consultations; and
- AJN, LDC and potentially two or three more organizations to improve *activista* recruitment as well as enhance *activista* and supervisor ability to plan, monitor, and implement tools including the Child Status Index (CSI.)

The new partners will require the usually start-up assistance CAP Mozambique provides as well, as described in section 3 of the Partners Progress and Grants Component.

CAP Mozambique will include umbrella organizations in technical trainings for direct implementers, to increase their programmatic technical capacity in the areas outlined above. It is not feasible for CAP Mozambique to provide in-depth programmatic technical support to sub-grantee implementation. However CAP Mozambique will monitor sub-grantee achievements against targets and provide TA to umbrella partners if requested or required.

3. COLLABORATION

CAP Mozambique recognizes that CAP Mozambique partners learn from one another as well as other organizations engaged in OVC service delivery, and fosters opportunities for this information exchange.

a. Support Quarterly Partner Meetings (QPMs)

In FY13, CAP Mozambique will continue supporting quarterly partner meetings (QPMs) to encourage learning exchange among partners. When appropriate, representatives of GoM, USAID, PCC, and other NGOs will be invited along with CAP Mozambique partners and sub-partners. CAP Mozambique will identify themes based on partner priorities and observed needs. In FY13, CAP Mozambique will dedicate one partner meeting to the OVC-related technical areas on which CAP Mozambique has chosen to focus for FY13: CSI, referral networks and interpersonal communication. Partners will also be encouraged to cover topics not specifically addressed by CAP Mozambique TA in FY13, but still relevant to OVC service delivery, including psychosocial support and economic strengthening.

For more information about CAP Mozambique QPMs, please refer to section 3a of the *Organizational Development Component*.

b. Foster Exchange Between Peer Organizations

CAP Mozambique has witnessed the powerful learning that can take place between peer organizations, and has created a number of mechanisms to support partners to take advantage of these opportunities. In FY12, CAP Mozambique planned to support HACI's participation in a training on psychosocial support in Tanzania, but HACI was forced to withdraw participation in order to meet proposal writing demands. In FY13, CAP Mozambique will again aim to sponsor HACI to attend a regional knowledge exchange related to the provision of OVC services. For an extensive description of CAP Mozambique's peer exchange activities, please refer to section 3d of this workplan's *Organizational Development Component*.

4. PROGRAMA PARA O FUTURO – MOZAMBIQUE (PPF-MZ)

In FY12, Programa Para o Futuro – Mozambique (PPF-MZ), entered its second phase in Sofala after having completed a pilot phase in 2011. PPF-MZ supports family-centered care with a focus on addressing the needs of older OVCs. PPF-MZ will assist older OVC in building skills for productive livelihoods through integrating technical training with life skills and literacy development, as well as job-seeking assistance and counseling. In FY12, PPF-MZ identified two sub-grantees and provided TA to proposal and budget development. USAID approved the grant with Auxilio Sem Fronteiras (ASF). FHI 360 expects to submit a second NGO grant agreement for USAID concurrence prior to the beginning of FY13 for start-up in October, 2012. Please refer to Annex 5 for a more complete description of PPF activities.

VI. CARE AND TREATMENT COMPONENT

A. TARGETS AND INDICATORS: CARE AND TREATMENT COMPONENT

The following indicators are derived from PEPFAR reporting guidelines and/or the Performance Monitoring Plan (PMP), which is described in detail in the *Monitoring and Evaluation Component* of this. These indicators are reviewed and revised on a yearly basis, and targets are projected based on past partner performance and the number of new grants for FY13.

HBC targets for the period covered by this workplan are as follows:

- 15 previously trained trainers to be accredited;
- 96 *activistas* to be trained to provide Home Based Care (HBC) as part of these accreditation trainings;
- 36 individuals reached through USG-funded community health activities

B. SPECIFIC ACTIVITIES: CARE AND TREATMENT COMPONENT

CAP currently supports two Care and Treatment partners: The International Breastfeeding Food Action Network (IBFAN) and Mozambique's National Association of Nurses (ANEMO). In FY13, CAP Mozambique will continue to support IBFAN, which focuses on ensuring accurate information is communicated about breastfeeding, HIV/AIDS transmission and proper nutrition for infants and young children. ANEMO is tasked by the Ministry of Health with building capacity of HBC trainers who, in turn, train activists and with developing functional linkages between HIV/AIDS clinical and community-based HIV care and treatment providers to increase HIV testing and adherence to anti-retroviral therapies (ART). CAP Mozambique's working relationship with ANEMO is currently scheduled to conclude in January, 2013.

Annex 6 contains the chart on activities and timelines for the Care and Treatment Component.

1. PROJECT CYCLE AND RESULTS MANAGEMENT

Supporting the institutional development of Mozambican NGOs is one of CAP Mozambique's primary goals. In pursuit of this goal, in FY13 CAP Mozambique will continue to identify new direct implementing partners, work with new and existing partners to develop first and second year work plans and budgets, support the effective implementation of those work plans, and perform technical assessments to monitor partners' grants management and programmatic technical capacities

a. Identify New Direct Implementing Partners

In December of 2011, CAP Mozambique launched an APS entitled "HIV and AIDS Grants Program: OVC and Prevention" which has three deadlines for submission of applications. The first two submission deadlines occurred in FY12. CAP Mozambique will receive the third round of proposals on October 15, 2012. Through the final round, CAP Mozambique aims to identify several additional partners. Priority will be given to organizations working with a family centered care approach that includes HBC services (HBC). If any such partners are identified through Round Three, in FY13 CAP Mozambique will provide those partners proposal and budget design assistance.

b. Develop Workplans and Budgets

In FY13, CAP Mozambique will provide TA to IBFAN in developing a year two annual work plan and budget. In FY12, the year two planning process proved a valuable learning experience for CAP Mozambique, and has informed a revised process for FY13. CAP Mozambique's grant with ANEMO is currently scheduled to conclude in January 2013. Depending on USAID's intention to work directly with ANEMO in FY13, CAP Mozambique may assist ANEMO in developing a new scope of work and budget through to April 2014. If any HBC-focused partners are identified through Round Three and approved by USAID, in FY13 CAP Mozambique will also provide those partners assistance in developing their workplan after they sign their award.

c. Support Partner Workplan Implementation and Reporting

In FY13, CAP Mozambique will continue to routinely monitor partner implementation progress and to provide TA to IBFAN and ANEMO to improve reporting skills. Activities will focus on improving partner capacity to effectively report program and financial information, including accuracy, integrity, clarity and coherence of quantitative and qualitative data. CAP Mozambique's finance team will continue to monitor partners' monthly financial reporting and requests for advances, and CAP Mozambique's M&E team will conduct quarterly data verification visits.

ANEMO requires particular assistance in monitoring and supervising the quality of its activities.

2. PROGRAMMATIC TECHNICAL ASSISTANCE

Through routine monitoring and annual work plan development, CAP Mozambique has identified several areas in which IBFAN and/or ANEMO would benefit from additional technical capacity. These areas include: facilitation, improving referrals between clinical and community-based services and M&E. In FY13, CAP Mozambique will focus on helping them deepen and expand their knowledge about these subjects.

a) Improve Facilitation Skills

Because of the critical role *activistas* play in ensuring healthy dialogue and consistent messages, CAP Mozambique will focus in particular this year on better evaluating and improving *activista* performance. In FY12, CAP Mozambique identified capacity gaps in supervisor coaching skills. In FY13, CAP Mozambique's two Care and Treatment partners will attend a facilitation training. The objective of this training will be to strengthen supervisor ability to provide effective on-the-job training and support to improve *activista* facilitation skills. Please refer to Prevention Section 2c for more information.

b) Establish and Strengthen Linkages to the Formal Health System

HBC organizations play a critical role in improving adherence to ART. In FY13, CAP Mozambique will assist IBFAN in conducting an assessment to evaluate links to HIV clinical care and treatment services, and capacity to effectively receive beneficiaries from and refer them to facility-based HIV care and treatment services.

As of FY12, CAP Mozambique has supported ANEMO to strengthen the linkages between clinical and community-based HIV care and treatment services, primarily by sensitizing clinical personnel on the role of community-based partners. In FY13, CAP Mozambique will continue to support ANEMO in this endeavor and explore the feasibility of expanding ANEMO's efforts to other areas in which CAP Mozambique partners are working.

Finally, in FY13 CAP Mozambique will analyze if the uniform referral form that FHI 360 clinical and community based projects are piloting would assist IBFAN and ANEMO in their efforts to strengthen referral and counter-referral systems.

c) Improve Use of M&E Tools

In FY12, during a joint monitoring visit with IBFAN and two of its partners, CAP Mozambique and IBFAN identified capacity gaps in adequate use of M&E data. In FY13, the CAP Mozambique Care and Treatment and M&E teams will provide follow-up TA to ensure strong data collection, analysis and reporting.

d) Improve Application of Infant and Young Child Nutrition Tools

In FY12, CAP supported IBFAN to build knowledge and skills in infant and young child nutrition to improve feeding practices. CAP Mozambique supported supervisor training on this topic. In FY13, CAP Mozambique support will target supervisor skills to train activists on how to conduct mother-to-mother support groups.

3. COLLABORATION

CAP Mozambique recognizes that CAP Mozambique partners learn from one another as well as other organizations engaged in HIV/AIDS care and treatment activities, and fosters opportunities for this information exchange.

a. Support Quarterly Partner Meetings (QPMs)

In FY13, CAP Mozambique will continue supporting quarterly partner meetings (QPMs) to encourage learning exchange among partners. When appropriate, representatives of GoM, USAID, PCC, and other NGOs will be invited along with CAP Mozambique partners and sub-partners. CAP Mozambique will identify themes based on partner priorities and observed needs. For more information, please refer to sub-section 3a of this workplan's *Organizational Development Component*.

b. Foster Exchange Between Peer Organizations

CAP Mozambique has witnessed the powerful learning that can take place between peer organizations, and has created a number of mechanisms to support partners to take advantage of these opportunities. For an extensive description of these activities, please refer to sub-section 3d of this workplan's *Organizational Development Component*. In addition to the activities outlined there, in FY13 CAP Mozambique will encourage IBFAN to visit other programs using community-based tools to promote healthy feeding practices among infants and young children.

VII. MONITORING AND EVALUATION COMPONENT

CAP Mozambique measures project results at various levels: a) our capacity-building interventions with our partner organizations; b) our partners' interventions with their sub-partners; and c) our partners' interventions with their target audiences. To do this, CAP Mozambique employs a multi-pronged strategy to ensure that quality data is captured at all levels of the project. In addition, CAP Mozambique applies a mixture of quantitative and qualitative methods to ensure a comprehensive understanding of progress toward overall project results.

The CAP Mozambique PMP outlines in more detail the various tools and strategies used within the project to measure progress and results. These include the CAP Mozambique baseline survey, technical, financial and institutional assessment tools for our sub-grantees, case study reviews, observations, pre- and post-tests, interviews with partners and beneficiaries, focus group discussions, and more. This information is analyzed annually in more depth to present a comprehensive picture of CAP Mozambique capacity-building interventions, and serve as a tool for improving these interventions.

CAP Mozambique employs various strategies to ensure that data collected through regular monitoring is used to inform CAP Mozambique's project implementation. These include, monthly coordination meetings with the various CAP Mozambique teams to discuss partner issues, quarterly reflection meetings to look in more depth at partner progress based on quarterly program reports, semi-annual program meetings for CAP Mozambique managers to consider strategic implications, dissemination internally of semi-annual reports to USAID, case study reflections on growth within specific partners, twice annual graduation process, and annual retreats for the CAP Mozambique team.

A. TARGETS AND INDICATORS: M&E COMPONENT

The following indicators are derived from PEPFAR reporting guidelines and/or the PMP. These indicators are reviewed and revised on a yearly basis, and targets are projected based on past partner performance and the number of new grants for FY13.

Targets for M&E interventions for this workplan period are:

- 6 organizations trained in basis M&E Theory, development of M&E plan, and development of data collection tools (GMW II – M&E)
- 18 individuals trained in basis M&E Theory, development of M&E plan, and development of data collection tools (GMW II – M&E)
- 20 organizations trained in qualitative data collection and reporting
- 40 individuals trained in qualitative data collection and reporting

B. SPECIFIC ACTIVITIES: M&E COMPONENT

1. TRAINING AND TA IN PROJECT MONITORING AND EVALUATION.

CAP Mozambique strengthens partner capacity in monitoring and evaluation in many areas – conducting formative research, developing tools to monitor the quality of *activista* work, using data to inform decisions, documenting success and challenges, and more. Many of the project's activities in these areas are described in the technical sections of this workplan. This section focuses on the developing of an M&E plan specific to partner projects, collecting and reporting of data necessary for these projects, with a particular emphasis on PEPFAR indicators.

Pre-Award Phase

In FY13, CAP Mozambique will continue to support the proposal development process by providing guidance on the development of clear objectives, results, and indicators; and inclusion of appropriate CAP Mozambique and PEPFAR indicators for new proposals under development.

Project Initiation

In FY13, CAP Mozambique will continue to facilitate a two- to-three day, M&E focused Grants Management Workshop (GMW) for organizations that receive new grant awards during the work plan period. Training participants will include staff members from the partner organization, supervisors, and *activistas* that implement activities directly with beneficiaries. The training will provide basic knowledge of monitoring and evaluation, support the organization in the development of project indicators, create linkages between project indicators and PEPFAR/CAP Mozambique indicators, support the partner in developing a draft M&E Plan, and help the partner develop and/or revise data collection tools. The training approach will be tailored to each organization, depending on their programmatic strategy and capacity in M&E. In some cases, a combination of training and follow-up TA will be provided to ensure that M&E concepts are understood, internalized, and being used appropriately in the field. CAP Mozambique partners consider the GMW training in M&E to be a very important intervention, as it provides them with the space to revisit their project proposal in detail and gain a greater understanding of what they intend to implement during the project period.

Project Implementation

In FY13, CAP Mozambique will continue to provide on-going TA and training on M&E to its partners during project implementation. Issues requiring additional support will be raised at three different moments: during CAP monitoring visits, during program technical assessments and during CAP's participatory organizational assessment process (POAP).

In FY13, CAP Mozambique will continue conducting quarterly monitoring visits to ensure the quality of partner M&E interventions (explained in more detail below). At this time, CAP Mozambique M&E staff members will capture issues requiring additional support to ensure the effectiveness of data collection and reporting. These issues will be addressed with the partner immediately following the monitoring visit, as it helps to have concrete examples to use with the partner to demonstrate where improvements could be made. These issues will also be discussed together with the program team to gain a better understanding of the issues the partners are facing, and to ensure that both the M&E and Program staff provide consistent support to partners. During each subsequent monitoring visit, the M&E team will revisit the previously identified issues to ensure the organization has effectively addressed them.

During the POAP process, partners frequently raise M&E as a priority organizational development area. In FY13, CAP Mozambique will provide follow-up support to those partners whose POAPs identify capacity gaps in M&E, CAP Mozambique will discuss internally how to best support these partners in improving their M&E – whether through ongoing TA support, training, or contracting external consultants.

As partners scale-up, there are new challenges in M&E as well as other areas. In FY13, CAP Mozambique will target one to five partners for support in developing and/or improving their database systems for organizing project data. Some CAP Mozambique partners are reaching the point where they require more sophisticated data organization– due to the complexity of

their interventions, number of geographic areas reached, or a combination of these reasons. In FY13, CAP Mozambique will work with these selected organizations to review the systems they have in place, and provide ideas to improve system capacity to capture and present data for reporting.

In FY12, CAP Mozambique facilitated a three-day training and exchange session with its partners at the November Quarterly Partner's Meeting to discuss the theme of "Using Data for Decision-Making." At this time, CAP Mozambique walked partners through the process of data collection, analysis, reporting, and use of data to make sound project decisions linked to quantitative data. In FY13, CAP Mozambique plans to link this session to another similar three-day session that will introduce the theme of qualitative data. CAP Mozambique will gather sample qualitative data collection tools from its partners to jump-start the conversation, and facilitate a learning exchange session on the development and use of tools, ways to analyze the data, and methods for using and reporting this data. This second training is scheduled for November 2012.

Gender Based Violence Indicators

In FY12, CAP Mozambique worked to formally define the first GBV indicator. In FY13, CAP Mozambique will sponsor workshops to disseminate this information with our GBV partners, and work with those partners to adapt or create tools to measure the GBV indicator. Additionally, CAP Mozambique will work with HPP to ensure partner programming includes GBV content, particularly as it relates to the GBV indicator.

2. M&E SUPPORT FOR UMBRELLA ORGANIZATIONS

CAP Mozambique pursues a two-tiered approach to M&E support for umbrella organizations. The first phase focuses on supporting an umbrella organization in measuring its capacity building and grant management interventions while the organization solicits, selects, and awards sub-grants. This assistance was facilitated with three umbrella organizations in FY12. The second phase includes supporting these organizations in the conceptualization and planning of training their sub-grantees in the M&E skills required for project implementation. In FY13, CAP Mozambique will ask each umbrella organization to provide a training plan that includes the key elements each organization wants to pass to its sub-grantees. Then, CAP Mozambique will work with each umbrella organization in a two to three day session to reinforce any content necessary (e.g. PEPFAR definitions, MMAS/USAID guidelines, general M&E theory, etc.), help with the planning process, and ensure that the organization fully understands its own obligations linked to its sub-grantees' project implementation.

3. ROUTINE MONITORING OF PARTNER ACTIVITIES

In FY13, CAP Mozambique will continue to regularly monitor partner organizations. As in previous years, within two months of the implementation of activities, CAP Mozambique will visit each partner to assess its capacity to use the data collection tools developed during the "Grants Management Workshop – M&E". At this time, CAP Mozambique will review the organization's capacity to use the tools accurately, record data at various levels of implementation, archive data appropriately, and analyze data for on-going use. CAP Mozambique will provide TA to the organization to improve its capacity in this area, with on-going follow-up provided over the life of the project. In FY12, CAP Mozambique noticed

that this early intervention helped make minor corrections in partners' data collection practices to safeguard data quality.

In FY13, CAP Mozambique will also continue to conduct regular data verification visits, where data collection sheets for a specific period of time are collected, analyzed, and discussed together with the partner to improve data collection. Many of CAP Mozambique's partners have now reached the point where data verification visits are appropriate (i.e., the organization has implemented enough activities to demonstrate a volume of data to verify), which means that a majority of CAP Mozambique's partners will participate in a data verification exercise in FY13.

On a regular basis, but more profoundly at the conclusion of each year in the life of a partner grant award, CAP Mozambique will continue working with each partner to analyze their progress toward meeting annual project targets (and project targets overall), support them in re-adjusting strategies or targets where appropriate, and support them in the adjustment of their M&E Plan for subsequent phases of project implementation as appropriate.

4. COLLECT, ANALYZE, AND REPORT ON PEPFAR AND CAPACITY BUILDING INTERVENTIONS.

In FY13, CAP Mozambique will continue to collect and analyze data collected by partners on a quarterly basis, with feedback provided through written and oral comments on quarterly reports to partners. Issues that arise during the reporting process will be addressed through monitoring/TA visits to the field, including members of the Program Team. PEPFAR results will be reported on a semi-annual basis to USAID.

Throughout FY13, CAP Mozambique will collect and analyze information related to its capacity-building interventions to support programmatic decisions. This information will be captured on an on-going basis through interviews with partners, pre and post-tests of trainings, observations in the field, focus group discussions, and other methods. CAP Mozambique will also continue to apply initial and follow-up capacity-building assessments in areas including, but not limited to, budget development, proposal development, report writing, and financial systems. The information will be reported to USAID at the conclusion of the work plan period in the October Semi-Annual Report each year.

On a quarterly basis, reports will be shared at the CAP Mozambique Coordination meetings, and partner progress toward reaching project results will be discussed. In addition, the results of data verification visits with partners will be discussed in detail, to enable the CAP Mozambique team to improve partner data collection, verification, analysis, and reporting. The Coordination Meeting forum will enable the Technical, OD, Finance and M&E Teams to jointly decide how best to intervene to support partners in cases of difficulty in reaching results, or in supporting promising partners in expanding their M&E capacity (which typically includes looking at more qualitative elements).

In FY13, CAP Mozambique will also continue to expand its repertoire for qualitative reporting. This includes improving its own capacity to develop case studies, success stories, and other materials that demonstrate qualitative results for the project. In the past few years, CAP Mozambique has worked extensively with its partners – in QPMs and through individual TA interventions – to improve their capacity to present Success Stories linked to their projects. These efforts are beginning to bear fruit, as an increased number of

organizations are now able to present Success Stories along with their quarterly reports. In FY13, CAP Mozambique will continue developing partner skill to generate more and better Success Stories.

5. M&E FOCUSED QUARTERLY PARTNERS' MEETING

At each November QPM, CAP Mozambique disseminates the annual results of the project. In November 2011, this proved to be a valuable exercise, as CAP Mozambique's partners could see concretely how they contribute directly toward the success of the overall project. In November 2012, CAP Mozambique will again present its quantitative and qualitative results to its partners. This will include soliciting the participation of CAP Mozambique partners in presenting their own Success Stories and other successes achieved over the past year.

Following this presentation, CAP Mozambique will lead a training on using qualitative data for decision-making (as described above). At the training, CAP Mozambique will share qualitative data collection tools appropriate for our partner's projects (including questionnaires for interviews and/or focus groups, monitoring guides, OVC satisfaction tool, sub-grantee feedback forms, etc.). The training will teach participants how to a) use these tools to gather qualitative data; b) analyze the qualitative data collected; c) use the data collected to influence decision-making; and d) report this information effectively.

6. QUALITATIVE MIDTERM EVALUATION OF CAP MOZAMBIQUE

CAP Mozambique will facilitate a qualitative midterm evaluation in the second quarter of FY13. This exercise will focus on measuring the impact of CAP Mozambique's interventions on our partners' capacity to improve the quality and coverage of their prevention, care, and treatment activities. CAP Mozambique will reach out to all stakeholders during this exercise – including USAID, provincial governments, our partners (including board members, staff members, and supervisors/activistas), sub-grantees of umbrella organizations, and the beneficiaries receiving services. This exercise will include a desk study of the qualitative and quantitative data collected by CAP Mozambique since the beginning of this project, interviews with key informants, and focus groups. CAP Mozambique has decided that an extensive beneficiary survey, as was conducted for the baseline, would not be cost effective at this point in the life of the project. Direct beneficiaries of prevention and OVC services are only reached through CAP partners and most partners have not been implementing long enough to have had a measurable impact on a sizeable enough population to be measurable in the population based survey. This survey will be conducted in the end-line as planned. CAP Mozambique will report the final results of this exercise to USAID in FY13.

VIII. SUPPORT TO NON-PARTNER ORGANIZATIONS

CAP Mozambique has been recognized as one of the leading capacity-building organizations in Mozambique, especially in organizational development. Because of this expertise, CAP Mozambique has received numerous requests from other organizations, USG partners and indeed, USAID itself, to provide support to the local partners with whom they work. In past years, CAP Mozambique has largely focused its resources on CAP Mozambique partners and continued the intercambio and Basic Financial Management for NGOs as our support to

non-partners. In FY12, CAP Mozambique expanded non-partner support considerably, which it will further expand in FY13.

A. MODEL FOR SUPPORT TO NON-PARTNERS

In FY12, CAP Mozambique developed an approach to build organizational capacity of non-partners and started implementing it with sub-grantees of *Programa Cuidade Comunitario (PCC)*, a USAID-funded FHI 360 project. MONASO conducted organizational assessments of PCC sub-grantees in 2011. CAP Mozambique analyzed the results of those assessments, and created a training program based on that analysis. The program consists of a combination of group training, individual training and coaching. It was decided that CAP Mozambique’s support focuses on the following four core elements of sound organizational function: Governance, Leadership and Management; Policies and Procedures; Internal Control Systems; and Functioning of Associations (*associativismo*). Implementation maintains a logical sequence of topics to ensure incremental and parallel growth of governing and executive branches of the organizations.

In FY12, CAP Mozambique and PCC also defined the specific roles and responsibilities of CAP Mozambique and PCC staff in the implementation of the program. CAP Mozambique will provide support to both PCC sub-grantees as well as PCC staff, with the intention that eventually PCC staff will acquire sufficient capacity to independently train and provide TA to their sub-grantees.

In May 2012, CAP Mozambique and PCC identified the first 12 beneficiary sub-grantees. In August, CAP Mozambique initiated training and TA for PCC staff and the 12 sub-grantees in 3 provinces (Maputo, Sofala and Manica). (See Table 10) This support will continue in FY13.

Table 10. PCC Sub-Partners Receiving CAP Support in FY12

Maputo	Acideco, Kupona, Confhic, AMODEFA
Sofala	AMICUMU, Kuphedzana, ADS, Kugarissica
Manica	Kuzvipira, Rubatano, Centro Aberto de Barue, Shingirirai

As part of the trainings, each sub-grantee formulates a follow-up action plan. In FY13, CAP Mozambique will provide individual TA to sub-partners as they operationalize those action plans, enabling CAP Mozambique and PCC to concurrently track training outcomes and sub-partner progress. Finally, once the initial 12 sub-partners have all completed trainings and are successfully pursuing action plans, CAP Mozambique will commence training an additional six PCC sub-grantees.

In FY12, *Program Para o Futuro – Mozambique (PPF-Moz)*, a USAID funded FHI 360 managed project, received approval to work with *Auxilio Sem Fronteiras (ASF)*, a Sofala based CBOs. PPF-Moz expects to submit a second NGO grant agreement for USAID concurrence prior to the beginning of FY13 for start-up in October 2012. CAP Mozambique

will integrate PPF-Moz's two sub-grantees in the institutional capacity support program provided to PCC sub-grantees.

Through the non-partner support to PCC sub-grantees, CAP Mozambique will gain experience and develop and test approaches and tools that will enable CAP Mozambique to better respond to the growing demand to strengthen local organizations.

B. U.S. EMBASSY QUICK IMPACT PROGRAM

In FY12, CAP Mozambique will continue to provide technical support to grantee organizations of the U.S. Embassy Quick Impact Program (QIP). As explained in previous reports, the chief purpose of this support is to build participating organizations' capacity in financial management; data collection and analysis; and report writing practices.

In FY13, CAP Mozambique will provide TA to five to ten QIP grantees identified by the U.S. Embassy. CAP Mozambique will dialogue with USAID and the Embassy to start working with the partners early on in their award, maximizing partner ability to apply the learning. CAP Mozambique will conduct five-day visits to each of these organizations, performing organizational assessments on day one to identify capacity gaps. CAP Mozambique will provide TA for a standard set of organizational development topics, varying emphasis to reflect capacity gaps identified in each grantee's day one assessment. CAP Mozambique's FY13 TA is likely to focus on gaps that were identified as widespread in FY12. These gaps include: weak or non-existent internal control procedures, weak procurement procedures, and limited cash and bank reconciliations resulting in poor financial reporting and management. Finally, in FY13, CAP Mozambique will continue to measure QIP sub-grantee progress through pre- and post-tests.

IX. COORDINATION WITH MOZAMBICAN GOVERNMENT

CSOs play a vital complementary role to Government of Mozambique (GoM) health services. Thus, it is important that CSOs communicate and coordinate with the GoM's formal health system to increase overall effectiveness. All of CAP Mozambique partner activities are aligned with GoM priorities as outlined in the Third National Strategic Plan (PEN III.) Furthermore, CAP Mozambique coordinates with the GoM through reports, participation in working groups, and consultation when selecting partners. CAP Mozambique also encourages partners to make this link.

In addition, in each technical area, CAP continues to support its partners to strengthen specific linkages with the formal and health and social services system. For example, increasing referrals to counseling and testing for prevention partners and increasing condom distribution. In the area of OVC, strengthening linkages with the health, social services and educational systems is critical in the provision of family-based care. ANEMO continues to provide training of trainers in home-based care following the Ministry guidelines. These are further described in each technical section above. As representatives of the provincial authorities attend CAP Quarterly Partner Meetings, we notice a growing recognition of the valuable contribution Mozambican civil society is making and will continue to reinforce and feed this reality.

In FY13, CAP Mozambique and our partners will continue to provide reporting information quarterly to: the Provincial Directorates for Health, Education and Women and Social Action (DPS, DPMAS and DPE respectively,) governor's office, and Provincial AIDS Council (NPCS) in all five provinces in which CAP Mozambique is working; and the Bulletin in Sofala. In addition, when appropriate, CAP Mozambique will invite to QPMs representatives of the Ministries of Women and Social Action (DPMAS), health (MISAU), education (MEC), USAID, and HIV Coordination Councils (CNCS).