



OKHOKELAMO NI SOLHA

RESILIENCE FOOD SECURITY ACTIVITY Save the Children Federation Inc.

Refine Year Workplan Fiscal Year 2023



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LIST OF ACRONYMS

ASRH	Adolescent Sexual and Reproductive Health
AENA	Associação Nacional de Extensão Rural
APEs	Agentes Polivalentes Eementares (community health workers)
BHA	Bureau of Humanitarian Assistance
CSG	Caregiver Support Group
CU2	Children under 2 years of age
COP	Chief of Party
CAC	Community Action Cycle
CAP	Community Action Plans
CE	Community Engagement
CHC	Community Health Committee
CSB+	Corn Soy Blend
CSB++	Supercereal Plus
CSG	Caregiver Support Groups
DIP	Detailed Implementation Plan
DCOP	Deputy Chief of Party
FNG	Fill the Nutrition Gap
FGH	Friends in Global Health
FONGZA	Forum of Zambezia NGOs
FORCOM	Forum of Community Radios
FTP	First Time Parent
FY	Fiscal Year
GAIN	Global Alliance for Improved Nutrition
GRM	Government of the Republic of Mozambique
HH	Household
HW	Health Workers

ICS	Institute of Social Communication
IYCF	Infant and Young Child Feeding
IMAP	Integrated Malaria Program
HOPEM	Rede Homens pela Mudança
ML	Mother Leaders
MoU	Memorandum of Understanding
NAFEZA	Nucleo de Associacoes Femininas da Zambezia
RESINA	Resilience Integration in Nutrition and Agriculture program
RMNCAHN	Reproductive, Maternal, Newborn, Child and Adolescent Health and Nutrition
OCA	Organizational Capacity Assessment
PCS	Project Cycle Support
PIN	Integrated Nutrition Package
PLW	Pregnant and Lactating Women
PGB	Programa Geracao Biz
PREP	Proposal Resource Estimate Pipeline
PYD	Positive Youth Development
Q	Quarter
SC / US	Save the Children / United States
SGA	Sub-Award Agreement
SBC	Social and Behavior Change
SO	Strategic Objective
SDSMAS	District Services for Health, Women’s Affairs, and Social Action
SETSAN	Food and Nutrition Security Technical Secretariat
SPS/DPS	Serviço Provincial de Saude/Direção Provincial de Saude
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TOC	Theory of Change
TPQ	Technical Program Quality
UNCDF	United Nations Capital Development Fund

USAID	United States Agency for International Development
VSLA	Village Savings and Loan Association
WFP	World Food Program
YAC	Youth Advisory Council
YNA	Youth Needs Assessment

A. Introduction

Save the Children and its partners, Associação Nacional de Extensão Rural (AENA), Global Alliance for Improved Nutrition (GAIN), Rede Homens pela Mudança (HOPEM), Kukumbi, and PCI Media launched the USAID/BHA Okhokelamo ni Solha Resilience Food Security Activity on October 1, 2022. The 5-year program seeks to *sustainably improve nutrition outcomes for children under 2 years of age (CU2) in Zambezia*. The program will take a life-stages approach to strengthen the skills, capacity, agency, resilience, and confidence of women and adolescent girls, while also engaging adolescent boys, husbands, fathers, and the community at large for collective action to achieve this goal. Okhokelamo ni Solha plans to reach 1,157,575 participants (members of vulnerable and very vulnerable households) in six districts of Zambezia Province. The overall goal of Okhokelamo ni Solha will be achieved through the following objectives:

Objective 1: Sustainably improve women’s nutrition including in the face of shocks.

Objective 2: Improve infant and young child feeding (IYCF)

Objective 3: Reduce early pregnancy and improve nutrition among adolescent girls

Okhokelamo ni Solha will work through community-level implementation platforms including Community Health Committees (CHCs), Caregiver Support Groups (CSGs), Village Savings and Loan Associations (VSLAs), Positive Youth Development (PYD) groups, First Time Parents (FTP) groups, and Youth Advisory Councils (YACs). These will help design, implement, and monitor action plans through the Community Action Cycle (CAC) process, which enables communities to identify core issues that contribute to poor health and nutrition outcomes and develop practical steps to reduce barriers and achieve progress. These varying platforms will support and reinforce one another, ensuring that plans addressing the social and behavior change (SBC) determinants for health, nutrition, gender, and youth status are inclusive; centered in co-creation and empathy; and reflect the voice and priorities of women and girls. Formal and informal community leaders will participate within the CAC process, an effective means of strengthening capacity and driving collective action to resolve some of the community’s own health and development concerns.

Okhokelamo ni Solha will further contribute to communities and improve nutrition through the distribution of specialized nutritious foods. During the lean season, Okhokelamo ni Solha will distribute Corn-Soy Blend Plus (CSB+) and fortified vegetable oil to vulnerable thousand-day families and adolescent girls aged 15 to 19, with additional Supercereal Plus (CSB++) targeted specifically for children aged 6-24 months. These rations will provide critical nutrients and calories at the time of greatest household (HH) food insecurity and lay the groundwork for nutritious recipes that families can later consume using locally available products.

This document presents Okhokelamo ni Solha’s key activities for the Refine Year, including: the stakeholder engagement and capacity development plan, and staff capacity building/development plan as well as the Formative Research Plan.

Key activities through fiscal year (FY) 2024 Q2/March 2024 have been included to provide an understanding of some processes that will continue past the program’s Culmination workshop, which marks the end of the Refine Year.

B. Formative and Implementation Research Plan

A full list of activities through FY24 Q2 is included in the Detailed Implementation Plan (DIP) (Annex 1). Details on the planned formative research, key mapping exercises and community consultations are provided in this section.

1. Formative Research

Okhokelamo ni Solha plans to conduct four different formative studies (youth needs assessment, social and behavior change, gender, and Cost of the Diet), designed to address information gaps identified through the review of the Theory of Change (ToC) and initial desk review. The results of the formative studies and other Refine Year activities will inform the refinement of the Activity's ToC, programmatic approaches and activities. The formative studies will be targeted in scope, complement each other and other Refine Year activities, and will seek to collect data that is not already available. Save the Children's approach to conducting these studies will be to create research teams comprised of a Team Lead (consultant) with support and supervision from Okhokelamo ni Solha's Technical Leads and Save the Children United States (SCUS). The Team Lead will be responsible for all the technical and fieldwork associated with the research.

Okhokelamo ni Solha's staff (including MEAL and regional/district staff as well as consortium partner staff) will participate in every step of the research (data collection, validation, and reflection)—providing oversight and technical backstopping. Okhokelamo will prioritize engaging field level staff to supervise data collection and as enumerators (complemented by contracted enumerators for surge support). This approach will ensure that Okhokelamo benefits from field staff's deep knowledge of the local context while rolling out research and interpreting results and that institutional knowledge of the research phase for the ToC refinement process and for implementation is retained. This will also provide capacity building opportunities for field level staff in participatory facilitation techniques that may be helpful for implementation.

Okhokelamo ni Solha will prioritize participatory research methodologies and intends to engage communities and participants, to the extent possible, to collect rich data on their perceived needs, barriers, preferences, and solutions.

Process for formative research scope of work (SOW) development, approval, and tender: As of March 21, 2023, SC has provided responses to BHA's first round of feedback for the formative research SOWs. Two SOWs (youth needs assessment and cost of the diet) were submitted to Mozambique's National Bioethics Committee for Health (CNBS) in time for the March review deadline—social and behavior change and gender will be submitted in time for the April review as the SC team needed to incorporate significant changes in the protocols that came with BHA's first review of these two SOWs. SC will submit the final SOWs (approved by BHA) to the CNBS when they solicit feedback before providing ethical clearance. In the meantime, SC will begin the tendering process for consultant applications who are interested to lead the studies (we have noted on the posted SOWs that BHA approval is pending. The final, approved SOWs will be shared with the successful applicants). Ethical clearance is obtained by 1) submitting the protocol call package which contain: letters of support from the provincial MoH stating that the provincial authorities are aware of the program and have no objection to the studies being conducted, SOWs, data collection tools, CVs of the lead researcher, and consent forms that will be signed by the research participants; and 2) and a formal payment to the CNBS. For all the

studies, we anticipate obtaining ethical clearance in time for data collection to begin by June 2023.

The table below lists the planned formative research for the refine year:

Type of Research	Short Description	Timeframe
Social and Behavior Change	Designed to uncover current perceptions, beliefs, social/gender norms, barriers, and facilitators, as well as audiences for segmentation. This will complement the Youth Needs Assessment and Gender Analysis. Insights from the SBC Formative Research will inform the development of the program's integrated SBC strategy, the design and refinement of community-level SBC interventions and support the program's adaptive management capabilities.	Data collection to be launched in June 2023. Preliminary results in August 2023.
Cost of the Diet Study	Estimate the cost of various diets for poor and very poor HHs, their affordability gap, seasonal nutrient gaps, and model out the impact of various interventions such as lean season food distribution and improved livelihoods/income on the cost of these diets. It will include a nutrition focused qualitative component.	Data collection to be launched in June 2023. Preliminary results in August 2023.
Gender Analysis	Designed to provide greater understanding of the barriers and norms influenced by the intersectionality of gender and other socially significant characteristics such as age, ethnicity, religion, socio-economic, health, disability status, HH headship, etc., and identify opportunities and strategies for social inclusion, gender integration and transformation. This will complement the SBC study and youth needs assessment.	Data collection to be launched in June 2023. Preliminary results in August 2023.
Youth Needs Assessment	Engage youth to deepen understanding on their perceived needs, barriers, opportunities, and preferences, as it relates to health services, economic opportunities, engagement with their HHs and communities, and areas of support	Data collection to be launched in June 2023. Preliminary results in August 2023.

	available to them. Will complement the SBC and gender studies.	
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2. Mapping and Community Consultations

Okhokelamo ni Solha will conduct an inventory of the community platforms and resources the program will work through, in an effort to map out which are functional or not, and where they may or may not exist—with the principle starting point in each community being the Community Health Committee. This will help Okhokelamo ni Solha gain greater understanding of the type of support the platforms may need to roll out interventions. Resources to be mapped include human resources such as APEs, TBAs, MLs, existing skills present from these human resources, but will also include WASH infrastructure and other related resources. The program will also continue mapping out stakeholders, including implementing actors in Okhokelamo ni Solha’s intervention areas, to identify areas of synergies and complementarity, as well as conducting desk reviews and consultations to identify successful approaches and innovations to capitalize on.

In parallel, the program will conduct a series of community consultations to gain insight on the communities’ use and relationships with various community structures and stakeholders in the target areas. These consultations will complement other Refine Year activities, will be limited in order not to burden communities, and will prioritize key information gaps that need to be filled prior to implementation.

3. Refine Year Activities and Refinement Inception Issues

In FY23 Okhokelamo ni Solha will focus its efforts on the preparation for the BHA-led Culmination Workshop scheduled for the week of November 6th, 2023. For this, Okhokelamo ni Solha will convene a series of meetings as a rolling review of the incoming results of the formative research, mapping exercises, community consultations, and desk reviews. Key program staff, including technical leads, management staff, regional and district-based staff, and HQ staff will participate in these reviews, utilizing the established coordination meetings such as the Management Group, Technical Leadership Team. Okhokelamo ni Solha will appropriately inform BHA of progress and key issues through regularly scheduled 4-corner calls as well as bilateral conversations with BHA’s Technical Program Quality (TPQ) staff. When FY23 formative research and consultations are complete, Save the Children’s HQ and the Okhokelamo ni Solha Technical Leadership Team will lead the review of the program’s ToC.

An internal workshop will be conducted at the end of FY23/early FY24 to bring together key staff and prepare the Culmination Workshop materials. To further prepare for the culmination workshop, Okhokelamo ni Solha staff will prepare a 2-pager summarizing results, learnings, and implications on the ToC, an annotated ToC, and any other deliverables requested by BHA. In FY24 Q2, after the culmination workshop, Okhokelamo ni Solha will submit a full FY24 - FY25 PREP that will present any changes in the design of the program from the proposal.

In this period, Okhokelamo ni Solha will also develop the following key program strategies:

- An integrated Social and Behavior Change Strategy which will include a list of prioritized behaviors per objective area.
- Gender Strategy and Action plan
- Youth Engagement Strategy

In addition to these key program strategies, Okhokelamo ni Solha will be conducting a robust Supplemental Initial Environmental Examination (S-IEE) between May and August.

Program activities to be implemented during the Refine Year, as discussed during the Refinement and Implement Inception Meeting, include:

Strategic Objective (SO) 1: Sustainably improve women’s nutrition including in the face of shocks:

There are several basic activities that are required to be completed to set up the following bulleted activities that were highlighted in the Refine and Implement Inception Meeting. These include the entry and protocol meetings that are being conducted first at the Provincial level and then at each District level with GRM representatives, and in particular the SDSMAS with whom Okhokelamo ni Solha will be coordinating extensively for many Y1 activities and beyond. Following the entry and protocol meetings, Okhokelamo ni Solha will work with District authorities on community selection, resource mapping, and proceed to community entry with CHCs activities as described below.

- **1.1 Revitalize and mobilize CHCs and train select ones in CAC:** During the workplan period, Okhokelamo ni Solha will engage with 24 CHCs (4 communities per district with one CHC per community) for the community entry and engagement process. Initial mapping of the functionality of CHCs will need to be done. The CAC process and community action planning will take place in a small number of communities in Y1, which will allow for a gathering of lessons to be used to make adaptations for the roll-out to all communities in Y2. In all other communities, community engagement will still proceed in Y1. Okhokelamo ni Solha will form and train six district-level Community Engagement (CE) and CAC community mobilization teams.
- **1.1 Develop and implement Community Action Plans (CAPs):** In those communities where the CAC process will be implemented in Y1, Okhokelamo ni Solha will facilitate the development of CAPs that address key nutrition and health constraints, including WASH. As described in the Okhokelamo ni Solha proposal, the CAP is a plan that is owned by the community to address those barriers to the communities’ good health and nutrition that the communities themselves identify through the CAC process. These plans may include service provision, infrastructure (including WASH), or other gaps that may exist from the communities’ perspectives.
- **1.2 Implement community score card through CHC CAC process:** The community score card is an established mechanism and strategy utilized by MISAU that works in conjunction with the CHCs to identify and address quality gap issues in health service delivery. This existing mechanism will be reinforced in tandem with the revitalization of

the CHCs as necessary. 24 communities will be covered by this activity (the same communities with engaged CHCs as detailed in activity 1.1).

- **1.2 Training HWs and APEs on RMNCAHN:** Okhokelamo ni Solha will support and augment ongoing, existing training that MISAU through SDSMAS is providing for APEs during Y1. This will prioritize or include nutrition focused training packages on IYCF and PIN that APEs may not have received in a long time. Okhokelamo will also engage traditional birthing attendants to understand their knowledge and skills as it relates to maternal and child nutrition (Y1) and provide trainings through the CHC activities in Y2.

SO 2: Improve infant and young child feeding:

- **2.1 Nutrition rations to PLWs and CU2 during the lean season; and 2.1 Protective family rations during the lean season:** As detailed in the program proposal, in order to guarantee year-round access to nutritious food, rations will be provided during the lean season (November – April). Okhokelamo ni Solha will only commence ration distribution where CHC engagement has taken place and where program objectives have been clearly established with basic SBC elements in place so that program participants fully understand the purpose and intended use of the food rations. Significant preparation is required, programmatically and logistically, prior to distribution in October, which is the start of the lean season.
- **2.2 Form CSGs and FTP groups and select MLs:** The program will identify, mobilize, and train 6 promoters per community covering the 4 components which are Nutrition and WASH (1); Gender (2 – female and male); Savings and Planning (1); and Adolescent and Youth (2 – female and male). In Year 1, there will be prioritization of the Nutrition and WASH and Adolescent and Youth promoters as these support the identification of participants who will form/work with the Caregiver Support Groups (CSGs) - First Time Parents (FTP) Groups and Mother Leaders (MLs). The CSGs (including the subset of FTP groups) will be the primary platform for improving mothers' knowledge and skills on IYCF behaviors and CSGs will be formed immediately after the CHC revitalization and mobilization. MLs will be selected to lead the CSGs, although the prior mapping exercise will have identified where experienced human resources who may have ML skills already exist. Okhokelamo will develop criteria for selecting MLs, making sure that they have the time, motivation, and status within the community to inspire behavior change in others.
- **2.2 Training and supportive supervision to MLs:** MLs will receive training and support through the nutrition and WASH promoters and will be regularly trained in nutrition and WASH behavior promotion. However, in Y1, the focus will be on CSG facilitation and communication skills while the formative research and SBC strategy development is ongoing.
- **2.2 CSG and FTP meetings:** Once CSGs are formed and MLs are oriented, regular meetings of CSGs may commence. Rapport and trust will be built in these initial meetings as preparation for the SBC strategy – informed key messages and materials will

be introduced when ready in early Y2, together with the provision of the nutrition ration in the lean season.

SO 3: Reduce early pregnancy and improve nutrition among adolescent girls

- **3.1 Strengthen capacity of HWs APEs to provide quality, AY-responsive counselling and services:** As noted in 1.2 above, Okhokelamo ni Solha will align and reinforce existing MISAU trainings that strengthen the capacity of APEs and this should move forward in Y1 based on existing MISAU material. However, we may have to inform some aspects related to “youth-friendly” services, in particular, to assure that nutrition is included in that package. The Youth Inclusive Needs Assessment formative research will explore the barriers and challenges that youth face in accessing health services. Based on these findings, Okhokelamo will develop a capacity strengthening approach for HWs, APEs, and SAAJ as it relates to topics such as nutrition and reproductive health that will be promoted through the positive youth development (PYD) groups.
- **3.2. Train peer mentors and support them to conduct PYD groups for adolescents:** Please see narrative under “Threshold Issue” below. Before training of the PYD groups commences, mapping and identifying where existing PYD groups (such as the ones established under the Ungumi program) will take place before establishing new groups.
- **3.3 Nutrition rations to adolescent girls ages 15-19 during the lean season:** As noted in 2.1, nutrition rations will be distributed to girls aged 15-19 during the lean season (among the same communities that rations are distributed to PLW and CU2) as described in Okhokelamo ni Solha’s program design. Significant program and logistic preparations need to be completed during the refine year with commodity distribution commencing in October.

Following the Refine and Implement Inception Meeting, USAID/BHA communicated the following issues to be addressed in the Refine Year Workplan.

Threshold Issue:

Under 3.2, please provide more information on what exactly it will entail to “Train peer mentors and support them to conduct PYD groups for adolescents.” What is meant and what will be included for conducting PYD groups?

- a. Peer mentors will attend a 2–5-day training covering Okhokelamo program objectives and key topics, such as life skills, adolescent sexual and reproductive health, nutrition, and job readiness. They will also receive and be trained to use a package of age and life-stage appropriate tools for facilitation of PYD club sessions with their peers. Peer mentors will also receive refresher training annually, which will serve to maintain their knowledge and facilitation skills and to train any new peer mentors joining the project due to turnover. During the refinement year, while the youth needs assessment (YNA) is being conducted and youth engagement strategy and tools are developed, Okhokelamo will focus on recruitment and selection of peer mentors (girls/boys) and initial training focusing on the PYD group’s approach, formation, communication and group facilitation skills and methodology. Trained mentors will start initial engagement with community leaders to create an enabling environment and identification of potential safe spaces

where the PYD groups will meet. Once the key strategies, priority behaviors and tools are completed the full training of peer mentors can proceed, similarly to the approach with MLs. This will still be an important time for group formation and starting to build peer trust and social cohesion.

Non-Threshold Issues:

One consideration with respect to the rations for adolescent girls is to think through the potential for conditionality. This might have to be informed by learning over the first-year refinement period that would help inform what are the driving forces behind adolescent female agency, early pregnancy etc. There is no need to delay or otherwise impede this activity, but it would be good to know that Okhokelamo considers whether conditionality could be helpful in reinforcing other activities/aspects.

- a. The suggestion from BHA is welcome – and certainly it is expected that refinement year learning will inform the driving forces behind adolescent female agency and if ration conditionality could be useful in achieving the desired impact and sustained behavior change. This will be further explored in the literature review for the YNA to start, and additionally through data collection if needed. At a minimum, all commodities recipients will be expected to participate in the SBC components of the project (e.g., PYD groups) to ensure the full package of complementarity in the program design, but further external conditions can be explored via the YNA.

Under activity 3.3, the timeline looks tight to identify the adolescent girls aged 15-19 for the nutrition ration, in all 300 communities, by the start of the lean season. Prior to that, all vulnerable families with PLW or CU2 must have already been identified, which will also be time consuming. The concern is that the activity may be delayed. The recommendation would be to prioritize the identification of communities, revitalization of CHC and selection of beneficiaries of nutrition ration in Y1 (PLW, CU2 and adolescent girls), bearing in mind that some of it may spread to Y2 (lean season goes more or less up to March).

- a. We agree that the timeline is tight, and that delays may occur in the roll out of the activity. The activities recommended by USAID/BHA to prioritize are noted and we agree with this prioritization. The creation of the PYD groups in different communities could also speed up the identification of adolescents and young people to benefit from the food ration, as well as the engagement with communities and HHs.

Considering that there is significant technical capacity strengthening planned for HW/APEs in Year 1 (between 1.2 and 3.1), figuring out how the Youth Specialist/Coordinators and Health & Nutrition Teams work together across the partners to layer and sequence activities for the HW/APEs will be a key activity. Just a reminder that other RFSA partners have found it useful to spend some time in the refinement year to put together a written plan regarding community groups/community engagement to operationally figure out such cohesion.

- a. We agree that there is complexity in the strengthening of technical capacity of the same HW/APEs with different emphasis and the suggestion to develop a written plan to ensure cohesion is well received. Okhokelamo ni Solha considers the District Services for Health, Women's Affairs, and Social Action (SDSMAS) to be a key partner in building

capacity of HWs and leaders in completing the GRM's plans to "upscale" these HWs capacities so we will be carrying out joint planning with them for this activity every step of the way.

C. Stakeholder Engagement and Capacity Development Plan

1. Stakeholder Engagement

Zambezia province has a number of ongoing or planned programs, both Government of Mozambique and donor-funded, directly or indirectly related to key areas of Okhokelamo's ToC. The program's activities therefore overlap with a couple of USAID programs as well as other donor-funded programs in the six districts hence, collaboration, coordination, and engagement are key.

Okhokelamo will leverage SC's historic and active participation on key coordination bodies/mechanisms, such as the Forum of Zambezia NGOs (FONGZA) and periodic meetings with the Serviço Provincial de Saude/Direção Provincial de Saude (SPS/DPS), which meets with NGOs working in the health sector. It is important to note that the GRM recognizes that participation by NGOs and projects in these forums allows them to fulfill their responsibility for mutual accountability and therefore facilitates collaboration during implementation of programs.

Okhokelamo ni Solha has been engaging with key stakeholders, including the Government of Mozambique since inception. Stakeholder engagement will remain a high priority during the Refine Year (and throughout the life of the Activity), will the goal to have MoUs with Provincial authorities signed by FY23 Q3.

Okhokelamo will continue to prioritize engaging with RESINA and PREMIER, during the Refine Year, which both offer a compelling opportunity for collaboration. Okhokelamo ni Solha, RESINA and PREMIER have already exchanged key program documents, such as ToCs and assessments, and formative research plans. Initial meetings have taken place to confirm assumptions made at the time of the proposal development, around the opportunity for integration between the three Activities. Okhokelamo and RESINA overlap in 4 districts only and will not be targeting a significant number of the same participants. As such, efforts will be deployed during Q2 and Q3 of the Refine Year to identify specific areas of collaboration and integration and develop alternative scenarios to cover key gaps in programming. This will take place through an initial desk review, to include learning and assessments from RESINA. Formative studies such as the Cost of the Diet will inform the extent to which income generation is necessary to fill gaps in ability to pay for nutritious diets while the Youth Needs Assessment and Gender Assessment will identify promising opportunities for economic empowerment of women and youth that may address this potential gap.

Below is more information on Okhokelamo's engagement with key stakeholders:

USAID/RESINA: The Resilience Integration in Nutrition and Agriculture (RESINA) program implemented in Zambezia and Nampula by ACDI/VOCA in partnership with iDE Global, Ideia Lab, and others potentially including Okhokelamo ni Solha partner AENA, has the goal of increasing the resilience of smallholder farmer households through agriculture, nutrition, and market interventions. RESINA's strongest area of convergence with Okhokelamo is on one of its

objectives of improving nutrition outcomes of women, adolescent girls, and young children. RESINA and Okhokelamo share four common districts in Zambezia (Ile, Morrumbala, Mocuba, and Molocue) and have already discussed areas of coordination and collaboration and identified and agreed on priority collaboration mechanisms, including, participant targeting, joint monitoring and planning, and adaptation as needed during Okhokelamo's Year 1 refinement period.

USAID/PREMIER: PREMIER is a Feed the Future USAID program that works higher on the value chain and spurring the expansion of markets and economic opportunities for smallholder farmers, women, and youth to increase productivity and income. Working in tandem with the PREMIER through a complementary programming approach, builds a multi-tiered integrated approach that offers the potential to transform the availability of, access to, and use of nutritious food in the region. Okhokelamo and its participants can benefit from facilitated linkages with PREMIER interventions to enhance the program's women and youth empowerment agenda. From that perspective, sequencing, layering, and collaboration between the two programs would advance the resilience drive of both programs. To date, Okhokelamo and PREMIER have opened lines of communication and begun sharing key programming documents and research papers that Okhokelamo is reviewing as part of the Year 1 refinement period activities.

USAID/Transform Nutrition: For a Nutrition SBC program, Okhokelamo has prioritized collaborative engagements with the Transform Nutrition program for pivotal learning and sharing stakeholders during the Year 1 refinement period where already valuable information has been harnessed from Transform Nutrition during the Information Gap Analysis.

Community Radios Platform (Institute of Social Communication (ICS) and Forum of Community Radios (FORCOM)): ICS and FORCOM coordinate and regulate the community radios. Okhokelamo will work with ICS and FORCOM to identify community radios for the SBC messaging, as well as to coordinate with them, which will allow for better interaction and inclusion of messages related to health, nutrition, gender, youth in the grid of messages that community radios transmit in their programs, through these platforms it will be easy to identify the needs of community radios in terms of capacity to produce content related to areas of interest.

World Food Program: WFP are likely to conduct a Filling the Nutrient Gap (FNG) and the Cost of the Diet assessment this year. Since it coincides with Okhokelamo's refine phase, plans are underway to collaborate with them in Zambezia as soon as their plans are concreted, and efforts have already started to engage them in light of our Cost of the Diet formative research. In the initial contacts, WFP has expressed interest in collaboration with Okhokelamo with a view to potentially submit the IRB application jointly. Alternatively, if our timelines are different there might be a need to ensure we don't conduct our studies in the same geographical areas and triangulate our findings.

UNICEF: In Zambezia, UNICEF is implementing several programs that include nutrition and food security components and will be an important stakeholder with whom Okhokelamo ni Solha will coordinate to share experiences and challenges as well as avoid any overlap of activities or communities. Okhokelamo ni Solha will include UNICEF as a participant in the Strategic Advisory Committee. UNICEF is working to enhance the effectiveness of multi-sectoral

coordination bodies such as the Food and Nutritional Security Technical Secretariat (SETSAN) and related bodies, and Okhokelamo ni Solha will fully participate in these mechanisms. UNICEF provides technical support to MISAU's Integrated Nutrition Package (PIN), a valuable tool that Okhokelamo ni Solha will also support in community level programming. Of particular interest for coordination will be the roll-out of the Child Cash Grant program in Zambezia that will be supported by UNICEF, including in districts where Okhokelamo ni Solha will program.

Ungumi for lessons learned related to SO3: Modeled off the Youth Reference Group in SC's Ungumi program, Okhokelamo will establish YACs to ensure meaningful participation of young people through the program's life cycle. One YAC will be established at the provincial level and one at the district level which will enable not just programming for young people, but with young people, and increasingly by young people. The YAC were crucial in Ungumi to ensure youth participation in designing the formative research, analyzing, and disseminating the results, adapting Activity design based on those results, adapting curricula to ensure relevancy for the age group, adapting and piloting SBC materials, and participating in the collaborating and learning processes. The YNA will provide some insights into how to better to engage with AY, support their meaningful contribution in all aspects of the program, and how to make the YAC groups accepted by elders in the community

2. Complementary development programming

Complementary health and nutrition programming includes the 2019-2024 USAID-funded N'weti Community HIV/AIDS program, which focuses on adolescent girls and young women; the GAC Ungumi "Reaching the Poorest, Supporting Quality Reproductive Health Services" program; Oxfam's NAFESA "Her Future Her Choice," funded through 2023 to provide sexual and reproductive health (SRH) information and health access for girls aged 10-24; and the Pathfinder-led USAID/Mozambique Improved Family Planning Initiative (IFPI). Okhokelamo is well positioned to achieve synergies of behavioral messaging, approaches, and government coordination with these projects, as Kukumbi is a N'weti implementer, and SC leads Ungumi. Additional collaboration partners include the Integrated Malaria Program (IMAP), the anticipated USAID Malaria Capacity Strengthening Program, and USAID's Coragem, which strengthens the capacity of local radio journalists to convey SBC messaging. Layering and integrating Okhokelamo interventions appropriately with these programs, among others, will leverage the broad range of USAID and other investments for greater impact

3. Capacity Development

Community Health Committees (CHCs): Okhokelamo ni Solha will work directly with CHCs in implementing SBC activities at the community level. Therefore, the mapping of CHCs is extremely important because, in addition to geographic mapping, it also points out gaps to make improvements. Okhokelamo in collaboration with the SDSMAS will lead this process of mapping the CHCs to make strategic decisions on how best to use each of the CHCs.

Okhokelamo's purpose in working with the CHCs is not restricted to the implementation of Okhokelamo's program, but to build capacity at the community level so that they can, by themselves, be able to identify and solve problems in a structured way. Therefore, Okhokelamo will also conduct a strength, weakness, opportunities, and threats (SWOT) analysis in each of these committees to assess the general scenario of the CHCs, through a specific contemplation of

strengths and weaknesses, as well as an environmental analysis through the notions of opportunities (to be taken advantage of) and threats (to be avoided).

This analysis will be carried out together with the communities to serve as a learning experience for community leaders and so that the communities themselves are able to carry out this analysis whenever they deem it necessary.

From this analysis, Okhokelamo will jointly identify trainings needs for members of CHC in thematic areas with the project interest (health, nutrition, SRH) using participatory methodology.

Since CAC is the strategy that will be used by the CHCs in the implementation of Okhokelamo ni Solha, SC will also train the CHCs in the use of this strategy, from problem identification, using the “problem tree” tool, design, plan, implement, and monitor. Okhokelamo's main interest is building capacity at the community level to empower communities.

Geracao Biz Multi sectoral committee: Based on the Ungumi experience, Okhokelamo will strengthen coordination of Program Geracao Biz (PGB) Committee at the district level (PGB integrates several government institutions that work with AY). We will conduct an assessment in each of the districts to assess the group's needs for its operation together with the Provincial Directorate of Youth that coordinates the committee. The result of this will inform how Okhokelamo can best use this platform in the work of engagement with the AY and what trainings and capacity building this group needs for its full functioning.

Community Radios Platform (Institute of Social Communication (ICS) and Forum of Community Radios (FORCOM)): Recent research indicates that approximately two-thirds of Mozambicans, particularly those in rural communities, receive their information through community radios. Local radio stations can be a powerful means of communication, particularly to smallholder farmers located in remote rural places. When listening to the radio, they feel connected to the rest of the world and are better informed.

In April 2021, the U.S. Embassy in Mozambique (USAID) announced a \$6 million, five-year program to strengthen the capacity of community radios, supporting their ability to inform the public and contribute to the development of Mozambique. The program, known as *Community Radio Assistance for Greater Empowerment of Mozambican Institutions* (CORAGEM), will support approximately 60 Mozambican community radios in Zambézia, Nampula, Niassa, and Cabo Delgado.¹

Combining and integrating Okhokelamo interventions appropriately with these programs, among others, will leverage the wide range of USAID and other investments for greater impact. A process of mapping these radios will allow us to know where they are; its capacity in terms of audience coverage and knowledge in designing programs for health and social change, since community radios is one of the vehicles that Okhokelamo will use to disseminate SBC messages and mass media campaigns

Okhokelamo recognizes that various efforts have been made to empower community radios, but even so, Okhokelamo will conduct a capacity assessment to identify areas for improvement,

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particularly linked to producing gender-sensitive and youth-friendly social change programs. This assessment will allow a training package to be developed to empower Community Radios in the identified areas. Okhokelamo will maintain the quality of SBC interventions by systematically training and mentoring radio journalists to develop and present quality serial drama, radio debates, and interviews.

APEs (community health workers): During the refine year, Okhokelamo will work with the MISAU to review the APE's training package and identify thematic gaps, and how the training package addresses the main mechanic areas of RFSA program. This assessment will include the capacity of APEs in terms of time and bandwidth considering the multitude of other responsibilities that APEs have in communities. Okhokelamo will therefore work with MISAU to adjust the training package to reinforce aspects linked to nutrition and to include capacitation of APEs in communication strategies to ensure gender sensitivity and youth friendliness in their approach.

4. Local System Strengthening

Okhokelamo is working with three local consortium partners, Associação Nacional de Extensão Rura (AENA), Rede Homens pela Mudança (HOPEM), and Kukumbi. These partners were selected due to their technical expertise and the strong and trusted relationships they hold with communities across the target area, to facilitate the safe and meaningful engagement of key program stakeholders, including women and girls. More importantly they have a deep contextual knowledge of the program districts based on their long-term presence. While these partners exhibit these strengths, the strengthening process of local systems remains important to effectively strengthen the organizational core so that it can retain and develop talented staff. Additionally, it enhances the analytical systems and skills needed to understand and impact the population they aim to support.

With the implementation of the Okhokelamo, these partners will grow in capacity as the program unfolds. During the design of the Activity, HOPEM, Kukumbi, and AENA each conducted a self-assessment detailing their perceptions of their own strengths and capacity gaps on both the organizational and technical levels. Such self-assessments are critical in ensuring that the capacity development program developed for each partner is owned by them and customized to their specific needs. Building on this self-assessment, Kukumbi and AENA, who are responsible for overseeing operations within four of the six targeted districts will be assessed in Year 1 through the Organizational Capacity Assessment (OCA) to map out their capacity needs.

SC will hire a Partner Capacity Building Advisor in Year 1 to work with AENA and Kukumbi to draft and start rolling out their capacity development plans. based on the OCA results.

SC will also support AENA and Kukumbi in initial program start-up staffing recruitment to help ensure they can successfully recruit all their additional regional and district personnel in the critical refinement period. All staff will receive a full orientation on cross-cutting topics such as key gender concepts; how to integrate gender equality and child protection; working with the CHCs and the CAC process; integrating SBC; and specific trainings in their respective technical areas. These will be continually reinforced during technical visits and virtual and in-person refresher trainings.

Throughout year 1, consortium partners will actively participate in all key program cycle processes (reflection workshops, ToC reviews, preparations for PREPs, annual reports), including the upcoming M&E workshop that will be held in the second quarter of the refine year. This will allow them to benefit from their experience and build their experience in BHA specific processes.

D. Staff Development Plan

Save the Children has a comprehensive induction package for staff that includes training and orientations on critical foundational themes, including anti-fraud, aid diversion, safety and security, gender transformation, child safeguarding, anti-harassment, data protection and other essential themes. Okhokelamo ni Solha will work with staff to ensure they have the appropriate tools, skills, and exposure necessary to deliver training and provide technical support at various levels. While additional trainings may be identified as the need arises, key staff capacity-building efforts during the Refinement Year are presented in Annex 2.

Okhokelamo's technical staff will receive continuous support, coaching and mentorship from their counterparts at SC Mozambique CO and SCUS on technical concepts, capturing learning and using data for decision making and adaptation. SC's approach to staff development also entails proactively identifying opportunities to participate in conferences, exchange visits and creating linkages with other RFSAs or relevant programs. While SC does not expect staff will participate into conferences during the Refine Year, it will explore the possibility of presenting the results of the Activity's formative research in Y2.

In addition, program staff will take active participation in Okhokelamo ni Solha's formative research. Okhokelamo ni Solha staff will be prioritized to serve as enumerators and supervisors for the Refinement Year studies and receive training in various qualitative research methodologies. They will participate in the process of data validation and reflection, bring their perspectives, and help understand the implication of the research results and other Y1 activities to the program's ToC. As part of this process, they will also receive coaching on how to use the program's ToC.