



# LIVELIHOODS INTEGRATION UNIT (LIU) YEAR FOUR WORKPLAN

SEPTEMBER 1, 2009- AUGUST 9, 2010

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## SECTION I: OVERVIEW

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### A. BACKGROUND

The United States Agency for International Development (USAID) has a long and close relationship with the GFDRE in providing support to early warning and livelihoods-support activities. In its Integrated Strategic Plan (ISP) for 2004-2008, USAID developed Strategic Objective (SO) 13: Capacity to Anticipate and Manage through Shocks Increased. This SO commits USAID to working together with GFDRE “to incorporate access in a livelihoods framework” and to support the government to develop “nationwide livelihood baselines against which the impact of shocks will be measured.”

FEG Consulting is the primary implementing contractor for the USAID funded Livelihoods Integration Unit (LIU), now housed within the Ethiopia Ministry of Agriculture, Disaster Risk Management and Food Security Sector (DRMFSS). The LIU has been working the past three years towards its goal of capacity building; ongoing training; developing training materials; establishing a nation-wide comparable set of regional livelihoods baselines; integrating these baselines into the existing early warning system; and gaining general agreement around national standards for livelihoods-based early warning and emergency food and non-food assessment. The LIU has been, and will continue to employ specific strategies to ensure that its core functions are transferred to, and handed over to the Government of Ethiopia including: maximizing participation of Government personnel in project activities; standardization of approach; and information sharing and exchange of ideas between staff at all levels.

### B. GOAL AND GUIDING PRINCIPALS OF LIU

The program goal of the Livelihoods Integration Unit (LIU) is to improve “the DRMFSS’s ability to manage through shocks, enable the DRMFSS and partners to better understand livelihoods and coping strategies of vulnerable populations, and help them be better equipped to anticipate shocks through improved early warning” through technical support to the GFDRE’s efforts to decentralize information gathering, analysis, and response capacity. Early warning is, at its core, contingent on a shared understanding of an emerging problem and the ability to quickly and effectively communicate the implications of this problem and propose solutions to a network of people in a position to respond. To achieve this goal, the program is guided by five principles:

1. *Promote sustainable institutional capacity development:* The LIU was designed and is being implemented with capacity development in mind. Three specific strategies are being employed to ensure this occurs: maximum participation, standardization and cross-fertilization.
2. *Maximize communication, collaboration and coordination:* Building and maintaining partnerships are a crucial determinant of the LIU’s success.
3. *Build on past successes and incorporate lessons learned:* The LIU’s approach builds on the past agreements that have been reached in the EWWG with respect to methodological direction and utilizes lessons learned from previous Household Economy Approach (HEA) exercises undertaken particularly with respect to the challenges inherent in training large numbers of people and executing efficient field operations.
4. *Add value to the existing systems:* Ethiopia’s early warning system is one of the strongest in Africa. While there is room to add value through integrating a livelihood lens and refining assessment approaches, there is also much to draw upon. HEA provides an analytical framework and set of livelihood reference points that enables analysts to make practical use of the regular monitoring information already gathered by the GFDRE and other stakeholders, such as FEWS NET, WFP, NGOs and donor agencies.
5. *Keep it simple, transparent and effective:* In order to integrate livelihoods baselines into the GFDRE’s early warning system, it is essential that the methodology used is relatively simple, transferable, and applicable across different agro-economic systems (e.g. both agricultural and pastoral economies).

## C. LIU KEY OBJECTIVE AREAS

The LIU program works closely with key partners (particularly the DRMFSS at the regional and federal levels) to support the GFDRE's efforts to decentralize information gathering, analysis, and response capacity by working in five key objective areas:

- Evaluation of livelihoods assessment pilots (SNNPR, Amhara & Somali region) and LIU Design
- National and Regional Staff Training
- Early Warning System Integration
- Non-food needs assessment methodologies
- National livelihood assessment methodology coordination

During the first year of the LIU program, KRA 1.1 was completed. Year four will therefore include activities under the four remaining key objective areas only.

### LIU Objectives → Key Results Areas (KRAs)

**Objective 1: Evaluate Livelihood Assessment Pilots and LIU Design → KRA 1.1**

**Objective 2: National and Regional Staff Training → KRA 2**

**Objective 3: Early Warning System Integration → KRA 1.2**

**Objective 4: Non-food Needs Assessment Methodologies → KRA 3.1**

**Objective 5: National Livelihood Assessment Methodology Coordination → KRA 3.2**

## SECTION II: LIU YEAR FOUR WORKPLAN BY KEY RESULT AREA

### A. INTRODUCTION TO YEAR FOUR WORKPLAN

The following work plan narrative presents in detail the activities to be carried out under the LIU during the period from September 1, 2009 – August 9, 2010. Activities are organized under each of the four (of five) results areas or key program objectives. Each activity is further broken out into detailed tasks to be undertaken over the next year. Finally, the work plan assigns resources, timing and strategies to each activity and task. The work plan in itself is meant to be a guideline for program implementation, so that anyone might pick up the document and understand the operational goals and plan for the LIU during the project's fourth year. It is also important to set the context of these activities by first summarizing the major accomplishments of the LIU during its first three years.

#### Summary of Key Project Milestones

During the program's first three years, the LIU established a functioning office within the DRMFSS. The evaluation of the livelihoods pilot programs in SNNPR, Amhara, and Somali regions also took place, followed by key fieldwork in conducting the livelihood zoning and then subsequent baseline collection and assessments in Tigray, Amhara, Oromiya, Gambella and Benishengul. In addition to facilitating baseline data collection, the LIU has provided technical support to the bi-annual seasonal assessments (both *Belg* and *Meber*). Considerable effort has been made to introduce the HEA methodology and data outputs to a wider audience to encourage a greater understanding and use of both the baseline profiles and databases. The LIU is also looking at other ways of packaging HEA data to increase its accessibility. Some additional highlights of the project's activities to date are as follows:

- Livelihood zone maps verified and completed for SNNPR, Tigray, Amhara, Oromiya (including Harari and Dire Dawa), Benishengul and Gambella regions.
- Livelihood baselines completed in SNNPR, Tigray, Amhara, Oromiya (including Harari and Dire Dawa), Benishengul and Gambella regions.
- Technical support was provided to the *Meber* and *Belg* assessments in the SNNPR, Tigray, Amhara and Oromiya.
- A number of technical training have been administered including: *woreda* training, baseline analysis facilitators training, seasonal assessment training of trainers, outcome analysis training of trainers, seasonal assessment training, and setting up the LIAS. Over 1,200 people had received training from the LIU by the end of the project's first three years.

- The LIU internship program is a program in which certified government staff supply targeted assistance to aspects of the LIU's work while building further capacity among DPPA and regional DPP&FS staff. To date 46 government staff have successfully participated in 123 internship assignments.
- Mapping software has been developed for Amhara, Tigray, East and Central Oromiya and SNNPR along with training materials on how to use the mapping program.
- Livelihood Impact Analysis Spreadsheets (LIAS) have been completed for Tigray, Amhara and for the Eastern and parts of Central Oromiya, Harari and Dire Dawa. Excel spreadsheet training trainings on setting up the LIAS have continued.
- Training materials continue to be upgraded and developed.
- Eight LIU newsletters have been developed and distributed to a wide audience within the Ethiopian emergency response community. Each newsletter has focused on a particular output of the HEA analytical framework.
- Water HEA pilot completed in Bale Pastoral Livelihood zone. The pilot was considered so successful that Ripple, an ODI funded organization, has funded further water HEA work in Ethiopia, using several of the LIU trained staff.
- Three HEA modules were developed and taught through the Bahir Dar University/University of Arizona Disaster Risk Management Master course.
- The Livelihood Baselines for Ethiopia were officially launched. In addition two guides were also published: *LIU Uses of the Baseline Information and Analysis* and SC-UK's *Making the most of the livelihood baselines*. The baselines for Tigray, SNNPR, Somali and Afar were widely circulated together with the two guides mentioned above.

#### **Year Four Priorities**

USAID initially provided funding to the LIU for a three-year period. At the end of year three, additional funds were provided to the contract to continue certain core LIU functions. As part of year four extension activities, USAID has requested that the LIU focus activities in the following areas:

- Seasonal assessment support. Technical support for the next two seasonal assessments in December 2009 and June/July 2010.
- Capacity Building: Additional training and technical support to the regions and the federal staff
  - Training of a new core-group of DRMFSS analysts at the federal and regional levels.
  - Training for regions who baselines have only recently been completed
  - Working with regions to build their knowledge of the baselines and address concerns through targeted additional field work/forums (ADDRESSING CONCERNS)
- National Livelihood Databases/Information products:
  - Handover of the Databases, LIAS, Atlas, Livelihood Zone Profiles, Woreda Profiles and Posters at federal and regional levels so that the DRMFSS can include them on their database.
  - Basic LIAS maintenance skills introduced to the IT department
  - Facilitate the utilization of the livelihoods Atlas information by a broader group of stakeholders
  - Additional copies of the regional livelihood profiles for wider distribution.

The LIU will carry out activities in support of these six core areas. Specific activities are organized by key result area and detailed below in section B.

## **B. YEAR FOUR WORKPLAN BY KEY RESULT AREA**

### **B1. KRA 1.2: Livelihoods Analysis Integrated into Early Warning System**

**Objective.** A key objective of the LIU is the full integration of livelihoods-based analysis into the national early warning system, with a view to strengthening the DRMFSS's ability to anticipate and manage through shocks.

*Overview for year four.* With completion of baseline assessments in all LIU project target regions (SNNPR, Tigray, Amhara, Oromiya, Benishengul and Gambella), year four activities under this objective will focus on three key areas: a) conduct fieldwork for potential livelihood subzones b) finalization of livelihoods zone, regional and woreda reports c) further integration of livelihoods-based needs assessment into the early warning monitoring system.

*Key Year Three Activities For KRA 1.2:*

*KRA 1.2a: Conduct baseline livelihood assessments*

*Activity I (KRA 1.2a) Conduct zoning and baseline fieldwork for potential livelihood zone and subzones:* The LIU will work with regional and federal DRMFS staff to review and conduct field work in livelihood zones in the Amhara region to determine whether or not subzones within certain livelihood zones need to be created. The LIU will also examine other potential additions to baseline data as appropriate.

*Activity II (KRA 1.2a) Produce livelihood zone, woreda, and regional level reports:* Following the analysis of baseline information, reports will be produced for the livelihood zone, *woreda*, and regional levels. Final reports will be produced for the Eastern Oromiya as well as Western Oromiya, Benishengul and Gambella Regions. Hardcopies of the livelihood zone reports and regional overviews will be produced. Soft copies of all reports will be added to the DRMFS livelihood website. ( see KRA 3.2 Activity 1)

*Activity III (KRA 1.2a) Produce livelihood zone woreda posters:* With the completion of the baseline work, one manner in which livelihood zone profile information will be disseminated to *woredas* is through posters. In year three, the LIU designed, printed and distributed posters to *woredas* in SNNPR, Tigray, Amhara and East & Central Oromiya. In year four, the project will produce and distribute posters to remaining *woredas* located in Western Oromiya, Benishengul and Gambella.

*KRA 1.2b: Integrate livelihoods-based needs assessment into regular monitoring system*

*Activity I (KRA 1.2b) Ensure training on seasonal analysis tools (scenario modeling) tools occurs at appropriate levels (a seasonal assessment pre-training on the LLAS b) training on LLAS (seasonal assimilation) Seasonal Mapping And Review Tool (see Key results 2 Activity 5)*

Outcome Analysis is a core component of the seasonal assessment. Information on key parameters is combined with the baseline data (including data on coping strategies) to predict needs for the coming 6 months. To date, the HEA methodology has been used in the seasonal assessments, both *Meber* and *Belg*, in SNNPR, Tigray, Amhara and Oromiya. Additionally, SC-UK has provided support to HEA based seasonal assessments in the Somali and Afar regions. In the coming year, this method will be expanded to include Western parts of Oromiya, Benishengul and Gambella as well. Regions that have already used a HEA based approach for seasonal assessments will gain further exposure to the livelihoods tools including using the LLAS and seasonal assessment results mapping tools. The LIU will provide support together with partner organizations (DRMFS, FEWSNET, SC-UK, WFP) to ensure that seasonal assessment team leaders and others at both regional and federal levels of the DRMFS receive further training on outcome analysis tools both during and after the seasonal assessments.

*Activity II (KRA 1.2b) Incorporate and monitor key parameters into early warning monitoring system.*

Key parameters for each livelihood zone are identified during the finalization of the baselines. Data on these key parameters are collected during the bi-annual needs/seasonal assessments and combined with the baseline information in outcome analysis – the LIU tool used for predicting needs. To date this tool has been used during the bi-annual needs assessments conducted in the *Belg* and the *Meber* to predict needs for the coming 6 months. Staple food and cash crop prices are now included as key parameters (depending on the livelihood zone). Verification assessments and hotspot analysis are ad hoc reviews that take place when there is a need for emergency relief above and beyond those identified during regular bi-annual needs assessments. The LIU will work with the EWWG members (those with Livelihood skills – DRMFS, FEWSNET, SC-UK, WFP) to ensure LIU data and tools (including key parameters) are incorporated into mid-season assessments, verification assessments and hotspot analysis. The LIU hopes that these joint

efforts can eventually lead to a more formalized livelihood analysis partnership to enhance collaboration between DRMFSS, FEWSNET, WFP, SC-UK and LIU and ensure that Livelihoods analysis is adequately represented in key meetings.

*Activity III (KRA 1.2b) Review livelihoods database storage design.* The LIU has developed several database and mapping tools to help ease the analysis and presentation of livelihoods based enquiries. These tools include a national baseline-mapping tool and a regional the seasonal mapping and review tool (SMART). The regional seasonal mapping and review tool could be combined into a single national package with a user-friendlier interface. In the project's fourth year, the LIU will solicit input from database design experts and from federal and regional DRMFSS staff and other potential users to: a) assess the interest in having a single consolidated national database and a single national SMART tool – (which would be much more user friendly to facilitate utilization); and b) gather suggestions on how the design work should be carried out and the type of interfaces required

*Activity IV (KRA 1.2b) Set-up LIAS excel database for storing baseline data and secondary data.* Set-up LIAS for Western Oromiya, Benishengul and Gambella In addition, the LIU will support activities that will link LEAP with the LIAS/SMART tools. Specifically the LIU on request from WFP will develop a prototype interface for linking LEAP and LIAS/SMART

*Activity V (KRA 1.2b) Assist in the production of outputs of the seasonal assessments analysis results.* The project will work collaboratively to ensure that livelihoods analysis is reflected in zonal, regional, and federal level seasonal reports. FEG livelihoods consultants will provide technical support and trouble shooting advice to seasonal assessment team leaders during both fieldwork and analysis phases of the seasonal assessment. Additionally, at the conclusion of the seasonal assessment, the LIU will participate in the DRMFSS organized methodological debriefing with seasonal assessment team leaders. A debrief will provide team leaders for different regions to share experiences, problem solve and discuss possible technical and operational improvements to the HEA based seasonal assessment process.

*Activity VI (KRA 1.2b) Using the LIAS for on-going monitoring specifically linked to updating the seasonal assessments.* The seasonal assessments predict need for the coming 12 months beginning either with the *Meber* or *Belg* harvest, depending on the dominant rains in the livelihood zone. The *Meber* seasonal assessment is done pre-harvest, but a number of things can go wrong prior to the actual harvest (such as crop failure, prices increases, or conflict). Hence the need for updating the results mid-season (eg February & September) The LIU will provide technical support and training to introduce ways that that the DRMFSS staff could use the LIAS to revise seasonal assessment projections (SMART). That mid-season could also provide an opportunity to develop a very early prediction for the next season.

The LIU will support DRMFSS and other stakeholders to conduct post-harvest updates and pre-harvest mid growing -season projections, as well as work with DRMFSS core analysts, along with partners from USAID, FEWSNET and WFP where possible, to update LIAS projections with post harvest data.

### **B3. KRA 2: National and Regional Staff Trained**

**Objective** One of the main aims of the LIU is to develop an institutionalized and sustainable system for training. The approach will be progressively to hand over responsibility for training from international to national staff. This will continue through the implementation of the LIU trainee certification system developed in the project's first year, coupled with the continuation of the LIU internship program.

The keys to successful training and capacity building in this project will be a) a simple and transparent methodology that generates practical outcomes, b) a mix of classroom and field-based activities that will enable participants to learn by doing, c) an incremental approach to building skills and experience and d) the creation of opportunities for government staff to broaden their experience and knowledge of HEA through the internship program - both in terms of where they work and the type of work they do. The LIU will continue to use the training modules developed to date. Trainings will be organized at different times according to need.

*Overview for year four.* In year four training will be largely focused on deepening the ability of DRMFSS staff at regional and federal levels to use livelihoods baselines for seasonal analysis and other types of analysis. Greater comfort and familiarity with HEA based analysis will be fostered particularly through continued support to seasonal assessment trainings. Baseline fieldwork for livelihood subzones and SNNPR forum on updating baselines will also provide opportunities for training of federal and regional level staff in zoning, baseline fieldwork and analysis. The LIU will also continue to build greater livelihoods analysis capacity through the LIU internship program.

*Activity I (KRA 2) Baseline trainings for Amhara subzone fieldwork.* Field team members will participate in 6 weeks of baseline training, fieldwork and analysis in two livelihood zones and be certified. The LIU will work with the DRMFSS at federal and regional levels to identify fieldwork participants and trainers.

*Activity II (KRA 2) Increased national experts and internships.* Together with government counterparts, the LIU will continue to encourage and expand participation of federal and regional staff in its internship program, while reducing the involvement of international consultants in favor of national experts and experienced interns to participate and facilitate trainings and field activities. Interns and national consultants will also continue to be enlisted to help in the facilitation of workshops, preparation of seasonal assessment materials and updating the LIAS.

*Activity III (KRA 2) Seasonal Assessment Trainings.* The overall objective of the seasonal assessment training is to continue building the capacity of DRMFSS staff at regional and federal levels to collect and analyze seasonal assessment information. The *Meber* and *Belg* seasonal assessments provides a variety of training opportunities. Prior to each assessment, the LIU will organize a seasonal assessment TOT to further build the capacity of national trainers (including consultants, federal and regional DRMFSS staff, UN and NGO staff members) to facilitate seasonal assessment training and to serve as team leaders for the assessments – an estimated 10-15 will participate in each TOT. The SA TOT includes in-depth LIAS analysis and triangulation of monitoring data from various sources. Senior analysts (from DRMFSS supported by FEWSNET, SC-UK, WFP) will provide further on-job training in analysis. These trainers will then train the field teams in the regions and provide on-the-job training during the field work. Finally, the LIU will develop specialized agro-pastoral and pastoral trainings for seasonal assessments in parts of Oromiya.

Senior federal and regional who do have the time to participate in the fieldwork will receive training on using LIAS and SMART. The LIU SC will also provide opportunities to provide briefings and introduce various aspects of the seasonal assessment and data utilization.

*Activity IV (KRA 2) Provide trainings to strengthen skills of livelihoods analysts within the DRMFSS.* The LIU (together with other Livelihood Analysis experts) will to the extent possible work with DRMFSS staff at federal and regional levels to improve the capacity of government staff to carry out seasonal analysis using the livelihoods baselines. The LIU will identify training opportunities that will strengthen the ability to use the LIAS including how to use other data to cross-check or triangulate results. The LIU will also provide further training on outcome analysis to DRMFSS staff both in the regions and at federal.

*Activity V (KRA 2) Ensure training on existing software occurs at appropriate levels and develop a system for fully communicating/transferring these data and results.* Future TOT trainings (seasonal assessment, baseline & interim analysis) will continue to focus on strengthening Excel skills as they relate to trainees ability to use and manipulate the spreadsheets. The LIU will work with DRMFSS IT department to strengthen their ability to manage the databases: focusing not only on how to update the LIAS for splitting and merging woredas and updating the population data annually but also through introducing the concepts underpinning the LIAS design.

#### **B4. KRA 3.1: Standardized Non-food needs assessment methodologies developed and utilized**

*Objective.* Over the life of the project, the LIU will work with staff in relevant line ministries as their emergency units are established to demonstrate how the baseline data can be utilized to contribute to the identification of non-food needs, to highlight the relevant key parameters collected to date by the LIU of use to other sectors, and to look at ways of packaging the materials to facilitate usage/interpretation by other sectors for non-food programming.

*Overview for year four.* Using the existing baseline information for multi-sector needs and scenario analysis will be a key to developing the appropriate needs assessment methodologies when looking at non-food information. The LIU will demonstrate the potential of using the baselines for both emergency and non-emergency situations, looking at sector specific parameters related to water, health, livestock, agriculture, and nutrition.

*Activity I (KRA 3.1) Present livelihoods atlas for Ethiopia at federal launch workshop.* The livelihoods atlas will translate the LIU's extensive existing baseline data on livelihoods into a comprehensive, concise reference for emergency and development policy and program purposes by a range of different stakeholders both within Ethiopia and internationally. A foremost goal of the Atlas is to provide a foundation from which emergency response officials could proceed with response identification and planning. DRMFS federal and regional interns will work with a Senior FEG consultant to facilitate the national launch workshop for the Atlas.

*Activity II (KRA 3.1) Facilitate regional level workshops presenting the livelihoods atlas.* The Atlas will facilitate analysis of data at the regional level and provide a guide that would complement the analysis done during seasonal assessments. The LIU will organize regional workshops to introduce regional audiences to this reference tool. The regional level workshops will be facilitated by DRMFS federal and regional staff who participated in both the federal launch and the Atlas workshops.

## **B5. KRA 3.2: National Livelihoods assessment standards institutionalized**

*Objective.* The LIU will act as a focal point for the on-going dialogue about methodology, process, implementation and decision-maker needs, and will aim to ensure a convergence of best practices and the ultimate codification of standards

*Overview for year four:* The LIU will continue to promote regular communication and coordination with steering committee members and other key partner agencies. The LIU will continue to work collaboratively with the regions in order to maximize participation. In addition, the livelihood assessment methodology used during the seasonal assessments will be further refined through team leader consultations taking place after each assessment. These consultations will serve as a forum for exchanging ideas and collaborating to identify ways in which the approach taken within each region can be streamlined and documented. The proliferation and dissemination of livelihood zone profile information and the *woreda* posters describing the respective livelihood zones will further institutionalize the use of the existing baseline information for monitoring and project design.

*Activity I (KRA 3.2) Coordinate/promote standardized approaches and guidelines for livelihoods based early warning initiatives in close cooperation with other sections within the EWD, EWWG, and members of the LIU SC.* The tasks under this activity primarily consist of participation in meetings and workshops in which outputs of the LIU's achievements and outputs can be discussed at the regional and federal level. The LIU will continue to organize steering committee meetings on a quarterly basis. Other key initiatives that will be continued involve information products a) posting information products such as livelihood zone reports, regional overviews, *woreda* posters and LIU information updates to the LIU home page on the DRMFS website and b) developing and disseminating project newsletter so reaching a wider audience with key outputs from the Ethiopian Livelihood Baselines.

*Activity II (KRA 3.2) Contribute to national guidelines that define common standards for regular monitoring including seasonal assessments.* The LIU will consolidate feedback and technical solutions provided to the LIU during the DRMFSS led post seasonal methodological de-briefings

*Activity III (KRA 3.2) Forum to discuss livelihood baselines in SNNPR.* Fieldwork for livelihood baselines in SNNPR was carried out from January to December 2005. Livelihood baselines are generally valid for 5-10 years depending on the degree of changes in local economies. The LIU will facilitate a forum with senior regional and zonal partners in SNNPR to address how changes, such as a shift in the type of crops grown or sold, can be reasonably addressed in the LIAS without the need for additional baseline fieldwork. Regional officials in SNNPR will be briefed on the how changes to the baselines can be addressed versus when baselines will need to be updated.

*Activity IV (KRA 3.2) Coordination with other potential users of the data (eg PSNP, development agencies).* The LIU will coordinate with actors at the federal and regional levels to demonstrate how the HEA analytical framework could be used to assist with programming (eg project identification, targeting, timing of intervention, monitoring of assets, income/expenditure) through the Livelihoods Atlas workshops and other opportunities as appropriate.

### **Management Section.**

The LIU will continue to employ a management strategy oriented to achieving contract results while also allowing for maximum flexibility to meet the needs of USAID, the DRMFSS at federal and regional levels as they evolve. The team will use a highly collaboratively approach with USAID, the DRMFSS, the LIU Steering Committee, and other partners. The year four management strategy will place emphasize on what is necessary to continue advocating the use of the HEA approach in Ethiopia beyond this extension and transitional year, with a focus of handing over select LIU functions to those agencies and HEA implementing partners that will continue the work. The fourth year management focus will work towards the continual strengthening of DRMFSS-LIU-USAID communications, monitoring and evaluation through the steering committee, and continued timely financial and technical reporting, although with the consideration the LIU will be operating with significantly reduced staffing and resource levels from the previous three years.

*Communications.* As before, the LIU's approach with respect to internal communications is to promote an open, transparent, accurate, and timely exchange of information whether among LIU staff, with the FEG home office, between the LIU and DRMFSS, and between the LIU and USAID.

*Technical and Financial Reporting.* The project will submit timely quarterly and annual reports to the CTO in compliance with the contract. The reports will include available performance monitoring data as outlined in the PMP. Per the contract, the project will submit quarterly reports within 15 days after the end of each quarter. Quarterly report will comprise qualitative and quantitative information which describes activities conducted and specific results achieved during the quarter with reference to the approved work plan; key implementation challenges encountered and how they were or are planned to be resolved; and current financial status report on activity implementation, including actual and accrued expenditures for the concluding quarter. In addition to soft copies previously provided, hard and soft copies of the technical reports will be provided to the DRMFSS. Hard copies to the archives, a CD to the IT department and soft copies to the usual distribution list including the head of the EWRD, LIU focal point.

The LIU will also prepare the project's final report in year four, combining it with year four annual report. The LIU final report will describe all activities and efforts undertaken by the program over the course of its three years. It will describe project success and constraints, following the same basic format as proscribed for LIU annual reports.

*Monitoring and Evaluation.* The LIU M&E system provides the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress as well as support to USAID's M&E

needs by providing input to the mission's SO 13 and associated IR indicators. Performance indicators have been developed and refined and can be referenced in the LIU's PMP document.

*Administrative Closeout.* Closeout activities refer to both technical and administrative tasks. The technical aspects of close out during the third project year focused of handing over of core project activities to the DRMFSS and LIU partner organizations. This process will continue during this fourth transitional year. During the last three months of this fourth year, those administrative close out tasks begun in year three will be the project's main focuses. Administrative close out efforts are aimed at ensuring that all the contract agreement requirements have been met, that proper record keeping is in order, and that the approved transfer of project property takes place.

**Annex A: LIU Year Four Work Plan by Key Results Area**

## LIU Year 4 Workplan

| Activity/Tasks   | --2010-- |     |     |     |     |     |     |     |     |     |     |     |
|--|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|  | Sep      | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
| <b>Key Results Area Objective 1.2: Early Warning System Integration</b>  |          |     |     |     |     |     |     |     |     |     |     |     |
| <b>Objective 1.2a: Conduct baseline livelihood assessments</b>   |          |     |     |     |     |     |     |     |     |     |     |     |
| <b>1.2a: Activity I- Establish Regional livelihood baselines through field work</b>                              |          |     |     |     |     |     |     |     |     |     |     |     |
| Conduct baseline fieldwork for subzones in Amhara  |          | ☒   | ☒   |     |     |     |     |     |     |     |     |     |
| Examine other potential additions to baseline data as appropriate.   | »-»      | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» |     |     |
| <b>1.2a: Activity II- Produce livelihood zone, woreda, and regional level reports</b>                            |          |     |     |     |     |     |     |     |     |     |     |     |
| Produce regional overview for Eastern and Central Oromiya  |          | ☒   |     |     |     |     |     |     |     |     |     |     |
| Produce woreda level reports for Eastern and Central Oromiya   |          | ☒   |     |     |     |     |     |     |     |     |     |     |
| Produce livelihoods zone reports for Western Oromiya, Benishengul and Gambella                                   |          |     | ☒   |     |     |     |     |     |     |     |     |     |
| Produce regional overview for Western Oromiya, Benishengul and Gambella  |          |     |     | ☒   |     |     |     |     |     |     |     |     |
| Produce woreda level reports for Western Oromiya, Benishengul and Gambella                                       |          |     |     | ☒   |     |     |     |     |     |     |     |     |
| <b>1.2a: Activity III- Produce Livelihood Zone Posters</b>   |          |     |     |     |     |     |     |     |     |     |     |     |
| Produce posters for Western Oromiya, Benishengul and Gambella  |          |     |     | ☒   |     |     |     |     |     |     |     |     |
| <b>Objective 1.2b: Integrate livelihoods based needs assessment into regular monitoring system</b>               |          |     |     |     |     |     |     |     |     |     |     |     |
| <b>1.2b: Activity I- Ensure training on scenario modeling tools occurs at appropriate levels</b>                 |          |     |     |     |     |     |     |     |     |     |     |     |
| Use scenario modeling tools for seasonal assessments in SNNPR, Tigray, Amhara, Oromiya, Benishengul and Gambella |          |     | ☒   |     |     |     |     |     |     |     | ☒   |     |



| Activity/Tasks   | --2010-- |     |     |     |     |     |     |     |     |     |     |     |
|--|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|  | Sep      | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
| <b>2: Activity II- LIU Internship Program</b>  |          |     |     |     |     |     |     |     |     |     |     |     |
| Coordinate with regional and district staff to identify fieldwork participants   | ☒        |     |     |     |     |     |     |     |     |     |     |     |
| Identify training needs of core federal and regional staff   | »-»      | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» |     |
| Manage database of LIU interns and their assignments   | »-»      | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» | »-» |
| <b>2: Activity III- Seasonal Assessment Trainings</b>  |          |     |     |     |     |     |     |     |     |     |     |     |
| SNNPR, Tigray, Amhara, Oromiya, Benishengul and Gambella seasonal assessment training of trainers  |          |     | ☒   |     |     |     |     |     |     | ☒   |     |     |
| SNNPR, Tigray, Amhara, Oromiya, Benishengul and Gambella seasonal assessment participant trainings   |          |     | ☒   |     |     |     |     |     |     | ☒   |     |     |
| Develop specialized agro-pastoral and pastoral trainings for seasonal assessments in parts of Oromiya.   |          |     | ☒   |     |     |     |     |     |     |     |     |     |
| <b>2: Activity IV- Trainings for Core Livelihoods Analysts</b>   |          |     |     |     |     |     |     |     |     |     |     |     |
| Training on triangulation of LIAS analysis using other data (i.e. nutrition, LEAP)   |          |     |     |     |     |     | ☒   |     |     |     |     |     |
| Outcome analysis training for DRMFSS staff   |          |     |     |     |     | ☒   |     |     |     |     |     |     |
| <b>2: Activity V- Ensure training on existing software occurs at appropriate levels and develop a system for transferring data and results</b> |          |     |     |     |     |     |     |     |     |     |     |     |
| Further training for DRMFSS staff on using the LIAS  |          |     |     |     |     |     |     | ☒   |     |     |     |     |
| Interns in DRMFSS IT department trained on how to update LIAS for splitting and merging woredas  |          |     | ☒   |     |     |     |     |     |     |     |     |     |
| Interns trained on how to update population data for LIAS  |          |     | ☒   |     |     |     |     |     |     |     |     |     |
| <b>Key Results Area 3.1: Standardize Non-food needs assessment methodology developed and utilized</b>  |          |     |     |     |     |     |     |     |     |     |     |     |
| <b>3.1: Activity I- Presentation of a livelihoods Atlas for Ethiopia</b>   |          |     |     |     |     |     |     |     |     |     |     |     |
| At a national level workshop, present how HEA data can be used for program planning e.g. PSNP, water sectors, livestock                        |          | ☒   |     |     |     |     |     |     |     |     |     |     |
| Facilitate regional level workshops on presenting the livelihoods atlas  |          |     |     |     |     |     | ☒   |     | ☒   |     |     |     |



**Annex B: LIU Year Four Notes to Accompany Work Plan (Sept. 29, 2009)**

|  |  | Week      | FEDERAL   | SNNPR  | Tigray                                       | Amhara                                       | Oromiya (Eastern & Central)                  | Western Oromia, Benishengul, Gambella |
|--|--|-----------|---|--|--|--|--|---------------------------------------|
|  |  | 10-Aug-09 |   |  |  |  |  |                                       |
|  |  | 17-Aug-09 |   |  |  |  |  |                                       |
|  |  | 24-Aug-09 |   |  |  |  |  |                                       |
|  |  | 31-Aug-09 |   |  |  |  |  |                                       |
|  |  | 7-Sep-09  |   |  |  | Baseline Fieldwork for 2 sub-zones           |  |                                       |
|  |  | 14-Sep-09 |   |  |  | Baseline Fieldwork for 2 sub-zones           |  |                                       |
|  |  | 21-Sep-09 | Quarterly report & annual report                        |  |  |  |  |                                       |
|  |  | 28-Sep-09 |   |  |  |  |  |                                       |
|  |  | 5-Oct-09  | Livelihoods Atlas for Ethiopia workshop                 |  |  |  |  |                                       |
|  |  | 12-Oct-09 | Preparation for seasonal assessment                     | Preparation of seasonal assessment materials |                                       |
|  |  | 19-Oct-09 | LIU SC  |  |  |  |  |                                       |
|  |  | 26-Oct-09 | Seasonal Assessment TOT                                 | Seasonal Assessment TOT                      | Seasonal Assessment TOT                      | Seasonal Assessment TOT                      | Seasonal Assessment TOT                      | Seasonal Assessment TOT               |
|  |  | 2-Nov-09  | Seasonal Assessment                                     | Seasonal Assessment                          | Seasonal Assessment                          | Seasonal Assessment                          | Seasonal Assessment                          | Seasonal Assessment                   |
|  |  | 9-Nov-09  |   |  |  |  |  |                                       |
|  |  | 16-Nov-09 |   |  |  |  |  |                                       |
|  |  | 23-Nov-09 | SA Regional analysis                                    | SA Regional analysis                         | SA Regional analysis                         | SA Regional analysis                         | SA Regional analysis                         | SA Regional analysis                  |
|  |  | 30-Nov-09 | SA Team Leader Forum (held in Addis)                    | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)  |
|  |  | 7-Dec-09  |   | SNNPR workshop on Baselines                  |  |  |  |                                       |
|  |  | 14-Dec-09 |   |  |  |  |  |                                       |
|  |  | 21-Dec-09 | Quarterly report  |  |  |  |  |                                       |
|  |  | 28-Dec-09 |   |  |  |  |  |                                       |
|  |  | 4-Jan-10  |   |  |  |  |  |                                       |
|  |  | 11-Jan-10 | LIU SC  |  |  |  |  |                                       |
|  |  | 18-Jan-10 |   |  |  |  |  |                                       |
|  |  | 25-Jan-10 |   |  |  |  |  |                                       |
|  |  | 1-Feb-10  |   | Livelihoods Atlas regional workshop          |  |  |  |                                       |
|  |  | 8-Feb-10  |   |  |  |  |  |                                       |
|  |  | 15-Feb-10 | Update LIAS with post assessment data and LIAS training |  |  |  |  |                                       |
|  |  | 22-Feb-10 | Outcome Analysis Training                               |  |  |  |  |                                       |
|  |  | 1-Mar-10  | Training on data triangulation                          |  |  |  |  |                                       |
|  |  | 8-Mar-10  |   |  |  |  |  |                                       |
|  |  | 15-Mar-10 | STTA on livelihoods database storage                    |  |  |  |  |                                       |
|  |  | 22-Mar-10 |   | Livelihoods Atlas regional workshop          |  |  | Livelihoods Atlas regional workshop          | Livelihoods Atlas regional workshop   |
|  |  | 29-Mar-10 | Quarterly report  |  |  |  |  |                                       |
|  |  | 5-Apr-10  |   |  |  |  |  |                                       |
|  |  | 12-Apr-10 |   |  |  |  |  |                                       |
|  |  | 19-Apr-10 | LIU SC  |  |  |  |  |                                       |
|  |  | 26-Apr-10 |   |  | Livelihoods Atlas regional workshop          | Livelihoods Atlas regional workshop          |  |                                       |
|  |  | 3-May-10  |   |  |  |  |  |                                       |
|  |  | 10-May-10 |   |  |  |  |  |                                       |
|  |  | 17-May-10 |   | Seasonal Assessment Preparation of materials | Seasonal Assessment TOT               |
|  |  | 24-May-10 | Seasonal Assessment TOT                                 | Seasonal Assessment TOT                      | Seasonal Assessment TOT                      | Seasonal Assessment TOT                      | Seasonal Assessment TOT                      | Seasonal Assessment TOT               |
|  |  | 31-May-10 |   |  |  |  |  |                                       |
|  |  | 7-Jun-10  |   |  |  |  |  |                                       |
|  |  | 14-Jun-10 |   |  |  |  |  |                                       |
|  |  | 21-Jun-10 |   |  |  |  |  |                                       |
|  |  | 28-Jun-10 | SA Regional analysis                                    | SA Regional analysis                         | SA Regional analysis                         | SA Regional analysis                         | SA Regional analysis                         | SA Regional analysis                  |
|  |  | 5-Jul-10  | SA Team Leader Forum (held in Addis)                    | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)         | SA Team Leader Forum (held in Addis)  |
|  |  | 12-Jul-10 |   |  |  |  |  |                                       |
|  |  | 19-Jul-10 | End of project reporting                                |  |  |  |  |                                       |
|  |  | 26-Jul-10 |   |  |  |  |  |                                       |
|  |  | 2-Aug-10  |   |  |  |  |  |                                       |