

Draft: July 8, 2014



EXTERNAL MID-TERM EVALUATION



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List of Acronyms

ADD AGE	Addressing Dietary Diversity – Assess, Grow and Eat
AGP	Agricultural Growth Program
AMDe,	Agribusiness Market Development
ANC	Antenatal Care
ATVET	Agriculture Technical and Vocational Education Training Comprehensive Africa Agriculture Development
CAADP	Program
CC	Community Conversation
CCA	Community Conversation Agents
CHD	Community Health Days
CIAFS	Capacity to Improve Agriculture and Food Security
CIDA	Canadian International Development Agency
CMAM	Community Management of Acute Malnutrition
DA	Development Agents
DHS	Demographic and Health Survey
DRMFSS	Disaster Risk Management and Food Security Sector
EBF	Exclusive Breast Feeding
ENGINE	Empowering New Generations to Improve Nutrition and Economic Opportunities
EOC	Ethiopian Orthodox Church
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FTC	Farmer Training Centers
FtF	Feed the Future
GHI	Global Health Initiative
GMP	Growth Monitoring and Promotion
GOE	Government of Ethiopia Graduation with Resilience to Achieve Sustainable
GRAD	Development
HCs	Health Centers
HCWs	Health Center Workers
HDA	Health Development Army
HEIs	Higher Education Institutions
HEWs	Health Extension Workers
HFs	Health Facilities
HH	Household
HIV	Human Immunodeficiency Virus
HMIS	Health Monitoring Information System
HP	Health Post
IFAD	International Fund for Agricultural Development
IFHP	Integrated Family Health Program
IFPRI	International Food Policy Research Institute
IR	Intermediate Result

IYCF	Infant and Young Child Feeding
LMD	Livestock Market Development
LQAS	Lot Quality Assurance Sampling
MAIYCN	Maternal, Adolescent, Infant and Young Child Nutrition
MI	Micronutrient Initiative
MIYCN	Maternal Infant and Young Child Nutrition
MNCH	Maternal Newborn Child Health
MNP	Multi-micronutrient powders
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOH	Ministry of Health
MUAC	Mid Upper Arm Circumference
NCB	National Coordination Body
NGO	Non Governmental Organization
NNP	National Nutrition Program
OFDA	Office for Federal ????
OPDO	Oromo Peoples Democratic Organization Organization for Rehabilitation and Development in
ORDA	Amhara Region
OR	Operations Research
ORS	Oral Rehydration Solution
PATH	Partnership for Appropriate Technology in Health
PCA	Program Constraints Assessment
PEPFAR	President's Emergency Plan for AIDS Relief
PHCU	Primary Health Care Unit
PMP	Project Management Plan
PMTCT	Prevention of Mother to Child Transmission
PRIME	Pastoralist Areas Resilience Improvement and Market Expansion
QI	Quality Improvement
RFA	Request for Application
PSNP	Productive Safety Net Program
SAM	Severe Acute Malnutrition
SBCC	Social and Behavioral Change Communication
SNNPR	Southern Nations Nationalities and Peoples Region
SOW	Scope of Work
TA	Technical Assistance
TIPS	Trials of Improved Practices
UN	United Nations
UNICEF	United Nations Children's Fund
USG	United States Government
USAID	United States Agency for International Development
VAS	Vitamin A Supplementation
WASH	Water, Sanitation and Hygiene

WFP World Food Program
WHO World Health Organization
WRA Women of Reproductive Age

Acknowledgements

The evaluation team would like to express its gratitude and sincere appreciation to the following:

- The Tufts University Africa Regional Office staff and particularly Adrian Cullis, Andrew Catley, Fasil Yemane and Yemiserach Woldearegay,
- Mary Harvey and her USAID colleagues,
- The Feed the Future and Global Health Initiative partners,
- Fekadu Habtamu and his ENGINE team, both those at ENGINE headquarters and those who provided assistance to us all at the regional, zonal, and woreda levels,
- Officials of the Government of Ethiopia at all levels and from all sectors, and
- The ENGINE beneficiaries for so generously providing the team with invaluable information and insights.

Executive Summary

This external mid-term evaluation of the USAID/Ethiopia-assisted ENGINE project was carried out in June-July 2014 following the SOW specifications and six specific evaluation questions provided by USAID.

ENGINE is a five year integrated nutrition project launched in September 2011 and scheduled to operate for a five year period. The project was designed both to strengthen the Ethiopian Government's nutrition policy and programmatic efforts and enhance and deliver on the nutrition objectives of the U.S. Global Health (GHI) and Feed the Future (FTF) initiatives in four regions of the country. ENGINE's current undertakings include

- Promoting multisectoral nutrition programming in coordination with the Government of Ethiopia to implement its National Nutrition Program (NNP), and
- Working to develop capacity for pre-service and in-service nutrition-related training of key government health and agriculture staff; to develop and disseminate key nutrition-related social and behavioral change messages; and to incorporate nutrition into livelihoods and food security initiatives in target regions.

The evaluation team visited three of the four regions of the country where ENGINE is operating and interviewed a large cross section of officials, staff and beneficiaries:

	National	Regional	Zonal	Woreda	Community
Government	2	5	16	28	0
ENGINE	12	13	9	0	0
FTF/GHI Project	10	12	0	1	0
UN / NGO Partners	2	2	0	4	50
Health/School /FTC staff	0	0	0	56	0
ENGINE beneficiary	0	0	0	0	116
Total	26	32	25	89	166

The evaluation's bottom line is that:

- ENGINE is a remarkable development project having a major impact on sustainable strategy development, operational programming, and nutrition understanding in the country.
- The project is, without question, among USAID's most impressive nutrition undertakings anywhere.
- In the words of one woreda official, "ENGINE has been "the engine" driving our nutrition-related undertakings. "
- The evaluation recommendations should be viewed in the context of the above, and most are well within ENGINE's ability to implement.

Progress toward targets

Appendix 1 of the report is a detailed table delineating project progress toward each target, the likelihood of achieving these targets by 2016, and, where off-target, the steps underway or recommended to achieve or more closely approach them.

Out of 33 still relevant project indicators, the team has concluded that:

- 21 targets are very likely to be achieved
- 8 targets are likely to be achieved
- 3 targets are uncertain

The team recommends that 9 indicators be dropped or modified because they are not being directly addressed by ENGINE's primary interventions.

ENGINE, the GoE, and nutrition sustainability

ENGINE has played a major role in the redesign of Ethiopia's National Nutrition Program and is now actively involved in the roll-out of that program in ENGINE woredas in four regions and 12 zones of the country.

One important challenge at the national level has been generating genuine engagement on the part of the Ministry of Agriculture.

The team is encouraged by ENGINE's diligence and by some hopeful signs emerging, and recommends that these efforts be continued.

Evaluating the sustainability of an effort like ENGINE's requires an examination of the planning and budgeting mechanisms at the national level and below and a determination of the presence or likelihood of nutrition budget lines to increase the chances of sustainability. There has been virtually no progress in this area.

The team recommends that ENGINE, in its last year and a half, with the assistance of USAID and other development partners, give major attention to this issue.

ENGINE health sector assistance

ENGINE's training "model" is addressing both short (in-service, mentorship, supervision), medium (pre-service) and long-term (MSc/PhD's) HR capacity for nutrition. Its on-the-job Quality Improvement training, support and mentorship for HCWs/HEWs and DAs working through zonal/woreda/kebele health and agriculture bureaus have been excellent.

While materials development and training relating to WASH were not part of the original ENGINE mandate, new awareness of national and international research resulted in the incorporation of a WASH-orientation into ENGINE's plan of work in Year 3. This new orientation, still in its early stages, shows considerable promise. The project has been actively seeking to coordinate its WASH efforts with national and sub-national partners.

The evaluation team has identified three major health sector problems, mainly at the health post level and below, in ENGINE woredas that require attention.

1. A serious under-estimate of target beneficiaries (particularly pregnant women) at the health post level and, in turn, inadequate coverage of these target beneficiaries by Health Extension Workers (HEWs) at the community level.

2. **There is a need for structural change in this system of beneficiary projections and targeting, requiring assistance from USAID and other development partners engaged with the government's health sector.**

Iron folate and zinc supplements have been out of stock (expired) in SNNPR and parts of Oromia since December.

3. **ENGINE should continue working intensively at the national level with all concerned parties. If stockouts persist - ENGINE should also explore with USAID health partners involved in maternal child health drug procurement possible means of addressing bottlenecks, and even consider purchasing iron folate for neediest woredas on a stop-gap basis.**

Despite ENGINE's resilience in the aftermath of its communications sub-partner contracting problem, there remains a serious concern at the health post and below with the way in which social and behavioral change communications (SBCC) is reaching ENGINE's most important recipients - the mothers and caretakers of young children.

The evaluation team has observed repeatedly that health staff at all levels know the messages well, and that many mothers are able to repeat them back nearly verbatim. But the problems are twofold:

- *There is a substantial gap between knowledge and practice.*
- *Messages provided to mothers are generic, are not based on the growth (or growth faltering) of the child or to their specific needs.*

Bridging these gaps is likely to represent the key to ENGINE translating SBCC into actual reductions in stunting.

ENGINE and its NGO partners working at the community level should work to strengthen HEW capacity to:

- Properly weigh and assess young children
- Use weights as a tool to help them identify growth falterers quickly, and
- Provide messages tailored specifically to these children.

The Manoff Group, with its unique skills, should be asked to help bridge knowledge-practice gaps, using such techniques as Trials of Improved Practices (TIPS).

If woreda health bureaus do *not* support ENGINE’s efforts to strengthen growth monitoring and promotion, the evaluation team recommends that child weighing – despite its inclusion in NNP and as an HMIS indicator – be discontinued in the country. The present process of faulty weighing and the recording of flawed data - with no benefit to mother or child - is a waste of time for all concerned, including the overworked HEWs.

ENGINE assistance in promoting nutrition-sensitive agriculture, and its partnerships with other FTF projects

ENGINE has achieved some promising results through its agronomic and vulnerable household livelihood support activities and is interested to expand these efforts.

The evaluation team’s concern with the demonstrations is the assessment of adoption rates.

FTC and school agronomic and cooking demonstrations should be coupled with explicit attention to adoption rates and to constraints impeding adoption for use in subsequent demonstrations.

The evaluation team examined specifically the nutrition contributions of USAID FTF partners, the extent to which they are coordinated with ENGINE’s work, and the real and potential synergies of such cooperation.

ENGINE has been providing technical leadership for USAID’s FTF partners on nutrition. As a result of USAID and ENGINE’s leadership in this area:

- All FTF projects now have national nutritionist positions and some also have regional level nutrition staff in place.
- Nutrition baseline surveys have been carried out by all FTF partners in target woredas.

More broadly, however, it became clear to the evaluation team that efforts to implement nutrition-sensitive agriculture have been hampered by:

- (a) limited understanding of those agricultural interventions which best lend themselves to nutrition sensitivity;
- (b) some resistance at the national level to the idea that agriculture also has to “improve nutrition;” and

(c) the absence of a common set of *primary* indicators in nutrition-sensitive agriculture to assess effectiveness

USAID & ENGINE can together advocate for a redefinition of agriculture's role in improving nutrition – both with FTF partners and with the government (next iterations of NNP and AGP) around two primary indicators

- (a) household food security scores, and**
- (b) dietary diversity scores.**

These two indicators also should be utilized at entry and in annual monitoring of households being assisted in ENGINE's livelihoods initiative.

Note: This evaluation report contains a recommended dietary diversity mapping procedure, plus specific instruments (Appendices 2 and 3) which can be used by ENGINE and all FTF partners to monitor household food security and dietary diversity.

Gender equity and female empowerment

Through the orientation of its health and agriculture services, ENGINE aims to elevate the status of Ethiopian women through sustainable interventions, enabling them to lead healthier and more productive lives. ENGINE completed a gender audit and analysis as well as a gender mainstreaming strategy in 2013.

ENGINE's gender strategy now requires only follow through with an established timeframe for implementing its recommendations. The ENGINE PMP also should include appropriate gender-specific indicators.

Staffing and Budgeting

ENGINE has a well-developed management structure and organogram, and the evaluation team has few concerns. ENGINE's move to adapt and allocate funding for WASH in Y3 - in place of further attention to severe acute malnutrition - was particularly timely in light of the evidence.

The primary staffing issue concerns the workload of zonal health and livelihoods coordinators who are typically seconded to zonal health and agriculture bureaus.

Additionally

- a. Despite the inclusion of M&E, the IR 4 budget is disproportionately large for a project of this nature; and
- b. The bulk of operations research, by definition, should be determined over the course of the project – to quickly resolve questions which arise – rather than all being selected at project inception.

For the design of future projects – the lion's share of OR funds should be utilized during the project to address, rapidly, problems and questions which arise and, in turn, to facilitate necessary implementation changes – rather than specify all research activities at project inception.

ENGINE's Zonal Coordinators should understand that their primary responsibility is first hand observation of local level health and agriculture service delivery to determine the *real* effect of ENGINE training on ultimate service delivery.

Management effectiveness and efficiency

The evaluation team was impressed both with ENGINE's management efficiency and its resilience in responding to the contracting problems and delays enumerated in the report.

ENGINE's targets and Conclusions:

ENGINE is on track to achieve most of the targets in its PMP and has already had a major effect in generating nutrition interest, commitment and programmatic action in the country. Although, the evaluation team considers the ENGINE child stunting objective unrealistic, project activities are addressing the problem and its primary determinants effectively and efficiently. These efforts will be further strengthened through attention to the report's recommendations on health sector activity at the health post and community levels, and on re-orientation of nutrition-sensitive agricultural activities carried out by ENGINE and its FTF partners.

Introduction

This external mid-term evaluation of the USAID/Ethiopia-assisted ENGINE project was carried out in June-July 2014 following the SOW specifications provided by USAID.

ENGINE is a five year integrated nutrition project launched in September 2011 and scheduled to operate for a five year period. The project was designed both to strengthen the Ethiopian Government's nutrition policy and programmatic efforts and enhance and deliver on the nutrition objectives of the U.S. Global Health (GHI) and Feed the Future (FTF) initiatives in four regions of the country. ENGINE's current undertakings include promoting multisectoral nutrition programming in coordination with the Government of Ethiopia to implement its National Nutrition Program (NNP) – which ENGINE helped to design. ENGINE is also working to develop capacity for pre-service and in-service nutrition-related training of key government health and agriculture staff; to develop and disseminate audience-specific nutrition-related social and behavioral change messages; and to incorporate nutrition into livelihoods and food security initiatives in target regions.

ENGINE currently operates in 83 woredas included in the country's Agricultural Growth Program (AGP) in 4 regions of the country, and will soon initiate activity in an additional 17 non-AGP woredas – collaborating with the OFDA-funded GOAL and the FTF GRAD projects where the government's Productive Safety Net Program (PSNP) is presently operating.

The ultimate target groups of ENGINE's programmatic efforts are 3.1 million children under the age of five, an equal number of reproductive-age women, 500,000 pregnant and lactating women, and 2.7 million households.

Statement of Work Evaluation Questions

The evaluation has sought to address the following six questions posed to the team in its Statement of Work:

1. To what extent is the ENGINE Project progressing against planned objectives as embedded in its Performance Monitoring and Work Plan?
2. What has been the impact of the actions and activities of ENGINE's efforts in fostering partnerships amongst the USAID Projects (FTF and IFHP) and in its multi-sectoral engagement/actions with host country entities at the national, regional, district, and kebele levels?
3. What have been the contributions of the FTF Projects to IR 5 of DO 1 (under-nutrition reduction) of the USAID/Ethiopia CDCS and its development hypothesis?
4. To what extent has this project contributed to gender equity and female empowerment and specifically addressed the role of gender in decision making on use of resources for maternal and infant feeding and increased women's access to resources and services that will improve their nutrition and that of their children?
5. Given the findings in questions 1-3, does the Project have the right balance of staff and funding given activity priorities?
6. How effectively and efficiently has the consortium of ENGINE sub-partners performed as well as the leadership of the Prime.

Evaluation Methodology

In this mid-term evaluation, the type of rigorous sampling required in a quantitative sample survey was neither necessary nor practical. Nonetheless, the evaluation team, despite the relatively short amount of time available, was able to collect information from concerned officials of government departments, ENGINE and FTF project staff, partner organizations as well as community-level beneficiaries, in a reasonable sample of the area covered by the ENGINE programmatic activity (see Table 1).

Table 1: Summary of stakeholders interviewed

	National	Regional	Zonal	Woreda	Community
Government	2	5	16	28	0
ENGINE	12	13	9	0	0
FTF/GHI Project	10	12	0	1	0
UN / NGO Partners	2	2	0	4	50
Health/School /FTC staff	0	0	0	56	0
ENGINE beneficiary	0	0	0	0	116
Total	26	32	25	89	166

Meetings with stakeholders addressed each of the questions posed to the team in the Scope of Work.

Of the 100 woredas to be covered by the ENGINE program, the evaluation team visited a total of 10, including both AGP and non-AGP woredas.

Woredas from the three regions visited were selected based on the following criteria:

- a. the presence of ENGINE and/or FTF partners permitting an assessment of the nutrition-related activities of these partners;
- b. the opportunity to witness all of the activities carried out in support of IRs 1, 2 and 3, including those implemented in partnership with USAID health projects such as Jhpiego and the Integrated Family Health Project (IFHP);
- c. the opportunity to meet both with ENGINE regional teams and regional/zonal/woreda/kebele-level health and agriculture staff;
- d. the opportunity to interview households representing a broad cross section of livelihood and economic status.

Data Collection

- **3 regions (Amhara, Oromia, SNNPR)**
- **10 woredas (AGP + PSNP)**
- **FTF partners (national & sub-national): ENGINE, AMDe, LMD & GRAD**
- **Health partners: IFHP, Jhpiego, Alive and Thrive, UNICEF**
- **Government: national, regional, zonal, woreda and kebele officials**
- **Health centers, health posts, HDA, community conversations**
- **Farmer Training Centers (FTCs), school gardens, cooking demonstrations**

In addition to visits to program sites and meetings with key officials, the evaluation team carried out Program Constraints Assessments (PCAs) involving interviews with program managers, service providers and beneficiaries asking them to identify the primary constraints limiting effectiveness and then to offer their own suggestions to address these constraints. Except where not logistically feasible, PCA data collection from beneficiaries was carried out through focus groups.

Report Limitations

The evaluation team recognized the unique differences among the four regions included in USAID's "zone of influence." However, given the relatively smaller number of woredas covered in Tigray region, that region was not visited. In addition, given the time limitations and scope of work for this program evaluation it was not feasible to collect statistically appropriate samples to adequately compare the results of ENGINE's work across different geographic intervention areas. Some quantitative analysis was however done in a Lot Quality Assurance Sample (LQAS) survey during the internal mid-term evaluation of ENGINE conducted by Save the Children,¹ and these results have been utilized.

Evaluation Findings

Evaluation Bottom Line

- ENGINE is a remarkable development project having a major impact on sustainable strategy development, operational programming, and nutrition understanding in the country.
- The project is, without question, among USAID's most impressive nutrition undertakings anywhere.
- In the words of one woreda level official, "Even if our woreda had been given a huge budget for nutrition, we would not have been able to accomplish what we have without the help of ENGINE."
- In the words of another, "ENGINE has been "the engine" driving our nutrition-related undertakings. "
- USAID Ethiopia's FTF projects should be applauded for their important strides taken to incorporate nutrition education and training into their value chain activities.

¹ Save the Children. Internal Mid-Term Evaluation of ENGINE. April 2014

- The evaluation recommendations offered below should be viewed in the context of the above, and most are well within ENGINE's ability to implement.

The findings presented below are responsive to the five evaluation questions posed to the team in the SOW (see Appendix 6.)

Evaluation Question 1: Performance against planned objectives

To what extent is ENGINE progressing against planned objectives as embedded in its PMP and workplan?

The ENGINE project has four primary intermediate results, each accompanied by a set of strategic approaches. These are examined below. Additionally, the project seeks to achieve a series of specific targets. These are discussed in the report, and then summarized in Appendix 1 – a highly detailed table which delineates progress toward each target, the likelihood of achieving these targets by 2016, and, where off-target, the steps underway or recommended to achieve them.

Out of 33 still relevant indicators, the team has concluded that:

- 21 targets are very likely to be achieved
- 8 targets are likely to be achieved
- 3 targets are uncertain

The team recommends that 9 indicators be dropped or modified because they are not being directly addressed through ENGINE's main intervention areas or, for the case of the WASH indicators, some do not yet have appropriate baseline data and targets set.

ENGINE's four Intermediate Results

- IR1: Capacity for and institutionalization of nutrition programs and policies strengthened
- IR2: Quality and delivery of nutrition and health care services improved
- IR3: Prevention of under-nutrition through community-based nutrition care practices improved
- IR4: Rigorous and innovative learning agenda adopted

Evaluation Question 2: Impact of actions with government and USAID-assisted partners

What has been the impact of the actions and activities of ENGINE's efforts in fostering partnerships amongst the USAID Projects and in its multi-sectoral engagement with host country entities?

Performance under IR 1: *Capacity and institutionalization of nutrition programs and policy strengthened*

ENGINE played a major role in the redesign of Ethiopia's NNP and is now actively involved in the roll-out of that program in ENGINE woredas in four regions and 12 zones of the country. The newly designed NNP, launched in 2013 and scheduled to operate through 2015, introduces

a multi-sectoral approach to nutrition across Ethiopia and lays out in detail the responsibilities of the nine national level ministries in this broad based effort to reduce under-nutrition in the country.

The evaluation team's interviews with national level staff working in the concerned ministries and with sub-national government officials, indicate that ENGINE's performance in this undertaking has been exemplary. ENGINE's efforts in the NNP redesign work reflected both diligence and creativity, while, appropriate for such an undertaking, ENGINE functioned consistently as a team player with no attempt to undermine the government's centrality in the work.

At the regional and sub-regional levels, ENGINE has facilitated roll-out of the new NNP through patient explanations of the approach, the organizing of launch workshops and the development of intersectoral coordination mechanisms with zonal and woreda-level staff. To date, ENGINE has supported the official NNP launch in all four of its operating regions and in 12 ENGINE-supported zones.

At the national level, genuine engagement of the Federal Ministry of Agriculture has remained a challenge for ENGINE in its efforts to broaden nutrition policy and programmatic dialogue beyond the health sector to facilitate implementation of the NNP. One senior government official interviewed by the evaluation team at the regional level stated, "As long as they have bread to eat, we don't care. Our focus is production."² Fostering ownership of nutrition within the Ministry of Agriculture from the bottom up and from the top down remains very critical to the continuation and sustainability of ENGINE's efforts.

ENGINE, however, has remained diligent in its efforts to get the Ministry to become more engaged on nutrition. One sign of progress is the Ministry's acceptance of "soft nutrition conditionalities" into PSNP II. Another is a willingness to consider the creation of a "nutrition team" under the Directorate of Extension. Further advocacy efforts such as the ENGINE supported gathering of policy makers and parliamentarians in early 2014 will be key to increasing the nutrition commitment and involvement of other sectors, including education.

Evaluating the sustainability of an effort like ENGINE's – as with so many programs in Ethiopia – requires, at the outset, an examination of the planning and budgeting mechanisms at the national level and below. In nutrition, as in other sectors, sustainability, inherently, requires strategic means of assuring that national and sub-national budgets exist and are not endlessly dependent solely on donor assistance. The issue, of course, goes well beyond an evaluation of ENGINE, but it is stubbornly raised here as well in hopes that budgets and nutrition activity goals for each ministry be established.

Many donor-assisted development programs begin by providing models and then assist governments – and particularly sub-national governments to extend these programs with their own budgets. The ideal ENGINE programmatic thrust for the final year and a half of its operation would be to facilitate such a handover – at least in a portion of its woredas, encouraging and facilitating planning, budgeting, implementation and systematic monitoring.

² The same official went on to say, "If they're not eating enough, it will show up in information on severe (acute) malnutrition and in death rates." When pressed, he offered to delegate the nutrition issue to "my home economics and gender people."

Performance under IR 2: *Quality and delivery of nutrition and health services improved*

ENGINE's involvement in the design and strengthening of pre-service and in-service training of health care and agriculture staff, and its implementation of such training in its coverage areas has often been impressive. Trained individuals speak frequently of their "discovery" of nutrition and of the ways in which ENGINE has been "the engine" driving their nutrition-related undertakings.

ENGINE's training "model" is addressing both short (in-service, mentorship, supervision), medium (pre-service) and long-term (MSc/PhD's) HR capacity for nutrition. Its on-the-job Quality Improvement (QI) training, support and mentorship for HCWs/HEWs and Development Agents (DAs) working through zonal/woreda/kebele health and agriculture bureaus have been excellent. The evaluation team is concerned, however, about the turnover of government staff, with a 25% attrition among those trained.³

ENGINE has been working closely with the USAID-funded IFHP program in overlapping regions and woredas on the provision of technical assistance to government health staff. Their coordination appears to be strong. IFHP's incorporation of nutrition as one of its priority areas for technical assistance is a positive example of how USAID funded programs can and should address under-nutrition in an integrated way with other maternal and child health interventions. The IFHP successor program funded by USAID should continue this strong attention to nutrition and effective collaboration with ENGINE.

An understood constraint to the pre-service training component of ENGINE carried out by Jhpiego is that (primarily in the health sector) graduated students who have benefited from the ENGINE-funded nutrition curricula strengthening are not necessarily deployed to work in woredas where ENGINE is operational. Due to the time delays incurred in obtaining approvals from government and university officials, developing course materials, defining core competencies, initiating quality improvement protocols, training staff and delivering the new course material, the number of Higher Education Institutions (HEIs) supported as well as the number of graduates by year three is so far lower than planned. The number of instructors trained on nutrition however is already higher than ENGINE's projected target for year 5, indicating that the student graduation targets may however still be achievable. The target of achieving 80% of students at ENGINE supported HEIs who demonstrate sufficient knowledge in nutrition is viewed as a challenging one by ENGINE management – particularly for the vocational schools where nutrition was integrated into agriculture courses – given the relatively new incorporation of the nutrition modules.

With regards to agriculture pre-service and in-service training provided through HEIs, the evaluation team visited the ENGINE/Jhpiego supported Burie Agriculture Technical and Vocational Education Training (ATVET) College in Amhara Region. One significant issue noted was the slow start-up and initiation of curriculum development and training activities for DAs. While the program successfully provided in-service training for two rounds of previously graduated DAs on nutrition, only 5-6 hours of nutrition content was provided to the recent

³ Save the Children. Internal Mid-Term Evaluation of ENGINE. April 2014

class of 1300 DAs between November 2013 and their graduation in May 2014 following ENGINE support.⁴

Jhpiego has indicated that dialogue with national level ATVET officials is ongoing to address the above situation. However it was also noted that this is another policy area where ENGINE needs to engage the Federal Ministry of Agriculture and the Ministry of Education/TVET agency in order to agree on a sustainable approach for integrating nutrition into agriculture curricula and strengthening nutrition sensitive agriculture pre-service and in-service training.

While materials development and training relating to WASH were not part of the original ENGINE mandate, ENGINE-supported research efforts in Ethiopia and new international findings resulted in the subsequent incorporation of a WASH-orientation into ENGINE's plan of work in Year 3. This new orientation, still in its early stages, shows considerable promise but additional clarity regarding how ENGINE will support households to access to some of the hardware inputs needed for building improved latrines and enabling water access – perhaps through partnerships with relevant social-marketing programs - is needed. The project, to its credit, has been actively seeking to coordinate its WASH efforts with national and sub-national partners.

While the evaluation team found consistently high quality nutrition-related counseling at all levels of health services, other problems of concern were identified at the health post and below. Since the large majority of households – including nutritionally at-risk mothers and young children - are reached at these sub-health center levels, and since the achievement of ENGINE's major targets requires efficiency and consistency at these levels, the evaluation team has sought to better understand the problems faced and to develop recommendations designed to help address them.⁵

The first major problem identified at this level is what appears to be a serious under-estimate of target beneficiaries (particularly pregnant women) at the health post level and, in turn, inadequate coverage of these target beneficiaries by Health Extension Workers (HEWs) at the community level.⁶

The second is a supplement supply problem. Iron folate and zinc supplements have been out of stock (expired) in SNNPR and parts of Oromia since December. ENGINE is working with the Ministry of Health and partners at national level to unblock this serious problem. The consequences for nutrition, and for the achievement of ENGINE's target are serious.

⁴ The vice-dean of Burie also highlighted that the DA training program from Burie has now been shifted to Debre Markos University and, as a result, he did not expect that the nutrition curriculum developed at Burie for DAs will be continued to be used in future unless some of the instructors decided to continue to use the content on their own accord.

⁵ As indicated below, the recommendations in this report may have implications not only for ENGINE's undertakings in its final two years of operation, but also in the further redesign of the NNP (scheduled to function from 2016 to 2020) and in the design of AGP 2.

⁶ Health posts are provided with estimates from the woreda and the zone of the number of pregnant women which *should* be present in at the kebele level. HEWs then often utilize these projections as targets, rather than seeking to cover all of the pregnant women in the kebele.

Performance under IR 3: *Prevention of undernutrition through community-based nutrition*

The third health sector problem at the health post and below relates to social and behavioral change communications (SBCC.)

Despite a major set-back in its SBCC efforts (material design, training and roll-out) resulting from the inadequacies of the Johns Hopkins communications team and their replacement by the Manoff Group, the evaluation team has been impressed both by ENGINE's resiliency – utilizing new as well as existing materials (some designed by the Government of Ethiopia together with Alive and Thrive) in its training activities, and by the expeditious efforts by the Manoff team to complete the analysis and proceed with the development of particularly creative but practical and accessible materials .

To date, ENGINE has distributed nearly 11,000 SBCC materials at health centers and health posts, to HEWs, to DAs, and other staff working at sub-national levels. ENGINE is also assisting the Federal Ministry of Health to harmonize existing nutrition training materials (currently there are 6 sets, all funded by different donors). ENGINE's strategy is for the new ENGINE-supported SBCC materials to become the core nutrition SBCC materials for use at community level by HEWs, for government training of the Health Development Army and for their subsequent use, and by local NGOs.

The evaluation team, however, is concerned, about a fundamental shortcoming in SBCC message dissemination to its most important recipients – the mothers/caretakers of young children. The evaluation team has observed repeatedly that health staff at all levels know the messages well, and that many mothers are able to repeat them back nearly verbatim. But the problems are twofold:

- *There is a substantial gap between knowledge and practice.*
- *Messages provided to mothers are generic and not geared to the specific needs of their children*

Bridging these gaps is likely to represent the key to ENGINE translating SBCC into actual reductions in stunting.

In addition to the SBCC knowledge to practice gap, the evaluators repeatedly observed, at all 8 health centers and health posts visited, the proforma and inaccurate weighing of children solely for the purpose of recording their weights for the Health Management Information System (HMIS), followed by the provision of generic SBCC messages to the mothers/caretakers.

Although the latest national survey indicates an underweight prevalence of 29% a random collection of HMIS weight for age records reviewed by the team at one health post found that only 11 of 254 young children, or 4% of those weighed were underweight (with none severe). In another woreda where HMIS data was tallied, only 3% of children were found to be underweight.

These observations reflect the serious flaws in the reporting of U3⁷ child weights within HIMS at the health post and community levels, and are further addressed in the Recommendations section.

[Note: IR3.2 is “Access to Food and Economic Strengthening Opportunities. Accordingly, the report findings shift here from the health to the agricultural sector.]

ENGINE has achieved some promising results through its agronomic and vulnerable household livelihood support activities and is interested to expand these efforts. ENGINE has been supporting (a) agronomic and cooking demonstrations carried out at Farmer Training Centers (FTCs) and schools, and (b) livelihood support for targeted low income households through garden and small livestock support and related counseling.

Through its agronomic support, a subset of better-off farmers with larger holdings and adequate water are receiving valuable training, and, as a result, a portion of them have been diversifying their production (from an earlier concentration almost solely on staple crops and beans to increased vegetable production.) Many of these farm families also are receiving some useful information on food preparation utilizing these vegetables through ENGINE-supported cooking demonstration programs.

The evaluation team’s concern with these demonstrations is adoption rates. While ENGINE has commissioned small scale studies to assess adoption rates of those attending demonstrations (with mostly positive findings), few demonstrations sites are collecting such information systematically. The absence of such information has numerous consequences, among them the inability of trainers to re-orient future training based on information from previous non-adopting participants on constraints faced.^{8 9}

The team’s questions about adaptation led to particular concerns about school gardens and school-based demonstrations where, it appears, only a small portion of those in attendance receive the needed seeds and seedlings (see Appendix 4.) On the positive-side, the team did learn that in some woredas (particularly in SNNPR and Oromia) the school garden concept is expanding to other non-ENGINE targeted schools using locally available resources.¹⁰

⁷ The team observed the collection of weight for age data in some areas for children under age 3, in other areas for children under age 2, and in still other areas for children under age 5. The team recommends data collection for children under age 2.

⁸ Evaluation team estimates in parts of Amhara region found that roughly 4 percent of household representatives in the coverage areas were observing/participating in cooking demonstrations, and roughly 1.5% of households were present at agronomic demonstrations. On the latter, one zonal coordinator who followed up with these farmers found that approximately 30% of those who attended actually implemented the process on their own farms. The team recognizes, in the case of agronomic demonstrations, however, that only farm households with adequate land and water were selected to serve, in turn, as models for other households. The evaluation team also found that approximately 5% of low income farmers in a woreda are being reached by ENGINE’s livelihood intervention.

⁹ In one woreda, when pressed, the agricultural staff indicated that, in the case of perma-garden demonstrations, 96 out of a planned 240 households were represented, and, of these, six implemented the practice. In the case of composting demonstrations, only 10 of a planned 240 household representatives attended, but all 10 implemented the demonstrated practices at home.

¹⁰ The principal of Ejersa Kao Primary School school in Girar Jarso woreda, Oromia indicated that ten other schools had come to observe their school gardens and use resources from sharing seeds, DA support and their own school budgets to initiate gardens at their respective schools.

With respect to livelihood assistance, a small subset of particularly poor households with young children or reproductive age mothers are receiving garden and livestock assistance, improving their incomes, and learning about the importance of assuring adequate consumption (particularly by vulnerable family members) of the food produced.

There is concern about the sustainability of ENGINE's quality seed provision efforts. The high quality seeds provided by ENGINE at these demonstrations – some of them imported – are not readily available in local markets.

The evaluation team's interviews with members of low income households being assisted by the project indicate that they believe the garden and small livestock assistance provided to them have been helpful in improving their lives. There is, however, no explicit measurement available of improvements either in their food security status or in their dietary diversity. This concern is addressed in the recommendations.

The team carried out some first year analysis of the three livestock strategies being pursued by ENGINE with these households: the provision of pregnant heifers, of sheep and goats and of poultry. These findings are reported in Table 2. As indicated, the poultry option provides the best source of continuous food for these vulnerable households, and the best economic returns in the first year. The team however, is seriously concerned with the livestock disease issue – roughly a third of sheep, goats and poultry die within the first year.

Table 2: Comparison of ENGINE livestock assistance activities in SNNPR

<p>ENGINE livelihoods effectiveness at the household level</p> <p>Besseatu, 30 years old, is a Muslim woman living in Enemour Ener woreda of SNNPR – and a recipient of ENGINE livelihood assistance. She receives seeds and seedlings for her garden and chickens, and, again with ENGINE assistance, has a well constructed chicken house and was provided with an initial supply of high quality poultry feed.</p> <p>Besseatu, cares for her six children (who eat scrambled eggs daily), her disabled husband and her sick brother. She herself is HIV +.</p> <p>Although 3 of the initial chickens she was given (10 hens and two cocks) died, Besseatu was able to feed eggs regularly to her family and still earn 10 birr a day from the sale of eggs at the local market. After 18 months – by which time the hens were laying fewer eggs, Besseatu had them slaughtered, providing some chicken meat to her family and selling the rest.</p> <p>With the proceeds, and her earnings from the sale of garden vegetables (256 birr in one growing season), she was able to purchase a second batch of poultry – this time 16 birds.</p> <p>Besseatu told the evaluation team that, prior to receiving ENGINE assistance, she ate only <i>kocho</i>, food from the local ensette plant, injera, and shero. Now she is also eating carrots, tomatoes, cabbage, and beets as well the eggs and occasional chicken meat.</p> <p>Besseatu and nine other recipients of ENGINE livelihood assistance in her kebele, have joined together in a cooperative (with a treasurer and recording secretary), and participates in its savings group program.</p>
<p>Besseatu, herself, never went to school and was married at the age of 15. Now, in addition to all her other tasks, she manages to attend adult literacy classes, and today proudly explains that she is able to write her own name.</p>

<u>Livestock type</u>	<u>Initial ENGINE investment (birr)</u>	<u>Average annual household income (birr)</u>	<u>Direct nutritional benefits to the households</u>	<u>Risks</u>
1 pregnant heifer	5000	4320	Daily milk, Cheese, butter	Disease, delayed reproductive age
Goats or sheep (3 female, 1 male)	3000	2700	Meat	Disease, shortage of quality feed, absence of adequate treatment
Poultry (10 hens, 2 cocks)	2640	5040	Daily eggs, occasional meat	Disease, absence of effective medication, direct competition with human food

Evaluation Question 3: Contributions of FTF partners in reducing under-nutrition

What has ENGINE's impact been in fostering partnerships among FTF and GHI partners, and how effective are the nutrition contributions of these partners

The evaluation team examined specifically the nutrition contributions of USAID FTF partners, the extent to which they are coordinated with ENGINE's work, and the real and potential synergies of such cooperation.

ENGINE has been providing technical leadership for USAID's FTF partners on nutrition through its coordination role of the national-level FTF Partner Working Group that meets quarterly and its role in leading the March 2013 FTF Partners Meeting special focus on nutrition.

As a result of USAID and ENGINE's leadership in this area, all FTF projects now have national-level nutritionist positions and some also have regional level nutrition staff in place. Nutrition baseline information has also been collected by all FTF partners in their target woredas. Several joint field visits among FTF partners have also been organized and conducted.

Table 3 below highlights the primary nutrition activities of USAID Ethiopia's FTF partners.

Table 3: FTF project nutrition activities

Activity	AMDe	LMD	GRAD	PRIME
Baseline survey	Cost of Diet Survey	IYCF baseline (selected woredas)	Yes	On dietary diversity
Nutrition included in PMP	Yes	Yes	Yes	Yes
MOA training	5 trainings (2014)	3 trainings (2014); 126 DAs	Yes	Yes
HEW training	No	Planned	Planned	Yes
Cooking demonstrations	Yes	40 at health posts	Yes	Yes
School education	No	School milk day	No	Planned

		(18,000 students)		
SBCC at community level	Planned	Planned	Planned	Yes
New SBCC materials	Brochures, sticks, manuals	3 planned		Planned

IFHP and ENGINE

At the request of USAID, the evaluation team interviewed IFHP regional staff to understand how they have worked with the ENGINE project. The feedback regarding coordination in SNNPR was extremely positive indicating that, given the similarity of the two projects in providing technical assistance, supervision and mentorship for health center and health post staff, the two partners frequently share vehicles when traveling to the same woreda and follow-up on each other's previous nutrition supervision visits to monitor.

IFHP is a positive example of a USAID funded project that has appropriately and successfully incorporated nutrition as a priority within a broader maternal and child health systems strengthening approach. The evaluation team recommends that the USAID funded follow-on project to IFHP be similarly designed to strategically address undernutrition, working in partnership with ENGINE.

By design, ENGINE was mandated to operate in FTF AGP woredas within Amhara, Oromia, SNNPR and Tigray regions to enable the overlap of USAID's agricultural growth, livestock and economic strengthening programs with those promoting nutrition. As indicated, ENGINE provides technical assistance for all health centers and health posts to deliver improved nutrition services through the health sector within these AGP woredas. It also provides agronomic and livelihood support to selected farmer households in 2-3 kebeles per AGP woreda.

Over the first year and a half of implementation, FTF projects were co-located in AGP woredas but there was little coordination among them.. More recently however, coordination efforts at the national level have improved and efforts are being made to reach AGP farmers with activities designed to both reduce poverty and reduce under-nutrition. As an example, AMDe, LMD, GRAD, PRIME and ENGINE have each mapped out their respective intervention woredas and are working to align and coordinate their nutrition activities (see table 3 above). At the local level, however, the evaluation team observed that coordination of nutrition-related services among the FTF partners requires additional attention.

As part of a strategic effort to move ENGINE's influence beyond its priority AGP woredas, USAID requested and obtained approval from the Government of Ethiopia within the past year for ENGINE to work with two USAID funded programs, GRAD and GOAL in an additional 17 Productive Safety Net Program (PSNP) woredas beginning in Sept 2014,. This expansion of ENGINE activities into PSNP woredas with GRAD and GOAL presents an opportunity for USAID

to provide a “package of interventions approach”, to improve nutrition, improve livelihoods and enable economic strengthening opportunities for some of Ethiopia’s most vulnerable households.

As noted above, ENGINE, at present, is not providing livelihood activities across all kebeles of its existing target woredas, so there is room for FTF partners to both work within the same woreda. The larger question is whether FTF partners are best positioned to carry out nutrition technical assistance, training and SBCC or whether this is best done by ENGINE itself. LMD’s nutrition advisor indicated that they are working to test the FTF “convergence theory” in some woredas by looking into downward value chain opportunities for the milk value chain in certain woredas - recognizing that many dairy farmers produce significant quantities of milk that are rarely consumed at the local level.

Globally there is an increased understanding that the co-location or “convergence” of nutrition-specific and nutrition-sensitive interventions in a country’s vulnerable areas can produce synergies capable of dramatic decreases in stunting prevalence¹¹. The FTF program has sought to test this convergence theory in some countries by overlaying USG-funded economic growth and agriculture programs with those also addressing undernutrition. However, in Ethiopia, as well as in many other FTF countries, it is important to note that most FTF projects were not initially designed to include nutrition sensitive activities. Although ENGINE was purposefully co-located in four regions with other FTF projects, the evaluation team found that coordinated programming overlap at the woreda and kebele levels in line with the above convergence theory has not yet been achieved within the FTF program.¹²

More broadly, however, it became clear to the evaluation team that efforts to implement nutrition-sensitive agriculture have been hampered by:

- (a) limited understanding of those agricultural interventions which best lend themselves to nutrition sensitivity
- (b) some resistance at the national level to the idea that agriculture also has to “improve nutrition” and
- (c) the absence of a common set of *primary* indicators in nutrition-sensitive agriculture to assess effectiveness.¹³

A recent AGP-AMDe Cost of Diet Analysis report found:

- Daily cost of a minimally nutritious household diet in USAID “zone of influence” = 41.83 birr (\$2.10.)

¹¹ See <http://www.mdgfund.org/sites/default/files/ATddressing%20malnutrition%20multisectorally-FINAL-submitted.pdf>

¹² True multi-sectoral nutrition convergence, as indicated below, however, requires a yet broader array of interventions (including those from the health and WASH sectors) and that they all be available in the same villages – not simply the same general geographic areas to permit synergistic effects.

¹³ The Government of Ethiopia uses income as a proxy for household food security – problematic in that self-reported income is more amenable to under- or over-reporting depending on the assumed benefits which will accrue. The Government has no standardized dietary diversity indicator. Feed the Future does not have a food security indicator per se, but does measure “prevalence of households with moderate or severe hunger based on responses to three food security-related questions. Feed the Future dietary diversity uses nine food groups (sometimes problematic because some require an understanding of vitamin A-rich foods. ENGINE, by contrast, uses four food groups: cereals/beans, meat, fish and dairy products, vegetables and fruits, and edible oil.

- Daily cost of one that also is “locally acceptable” = 69.37 birr (\$3.50.)

Note that the latter figure is substantially higher than the daily income of an average rural Ethiopian household – indicating clearly the critical importance of the HH food insecurity constraints.

These issues are further addressed in the Recommendations.

International Understandings of Nutrition-Sensitive Agriculture and its Assessment

During the past several years, and with the emergence not only of FTF, but also SECURENUTRITION and the international Ag2Nut Community of Practice, some understandings have now emerged which can be particularly useful in these regards in Ethiopia:

- It is conceptually fallacious to expect agriculture projects themselves to improve anthropometric indicators of child nutrition (e.g. a reduction in stunting) given the fact that improved nutrition requires not only improved food security, but also improved caring practices, health services and WASH.
- Agriculture projects themselves, however, are not designed to affect caring practices, health services or WASH, but are uniquely positioned to address household food insecurity and dietary diversity which can directly complement nutrition-specific programs if both types of interventions are targeted at the same households.

Evaluation Question 4: Contributions to gender equity and female empowerment

How well has ENGINE been addressing gender equity in its activities?

ENGINE’s overall mandate aims to improve gender equity and female empowerment through the specific means by which its nutrition activities are carried out. ENGINE completed a gender audit and analysis as well as a gender mainstreaming strategy in 2013. ENGINE’s PMP includes some gender-specific indicators, but fewer than would be desirable.

Limited sample interviewing carried out by ENGINE in Amhara region suggests the possibility that local level ENGINE involvement in health and agriculture activities may be having some beneficial effect on women’s decision making. (See Table 3 below) However further monitoring and evaluation of ENGINE’s direct impact on gender and female empowerment is recommended.

Table 3: Effect of ENGINE on Women's Decision Making (Amhara Region, Small Sample)

Decision Type	Before Project (Estimated % of household decision making in the hands of women)	2014 (%)
Crop production	46	73
Livestock production	62	73
Major HH expenditures	69	88
Borrowing money	62	73
Food purchases/meals	100	100
Children's education	69	92
Family planning	73	85

The evaluation team observed that ENGINE has been encouraging gender balance in local government administration, in DAs, and in other cadres of health and agriculture staff and by assuring that many of its services are provided directly to women. ENGINE has also been creative on the ground in addressing nutrition-related constraints facing rural women. (See box below.)

ENGINE gender-related creativity

Among ENGINE's understanding of gender issues is women's workload – and particularly arduous labor, affecting not only the caloric expenditure of reproductive age women (sometimes exceeding caloric intake), but also their time available for childcare.

In Dembeli Keta kebele in Wollisa woreda of Western Oromia, the ENGINE team was particularly creative. Sitting with a large group of women who are ENGINE livelihood beneficiaries and participants in ENGINE's agronomic and cooking demonstrations, and in the context of discussing program-related benefits and constraints, one of the ENGINE staff members asked the women, "What are the biggest problems you face overall in your lives?"

The women kicked in immediately - all basically saying the same thing - that their workload is impossible - and that the worst of the workload is having to lug water for more than an hour every day.

On impulse, the ENGINE staff then called into the circle all the men who were standing on the periphery and told them what the women had said.

And someone added, "Here's your chance to become the most famous village in Ethiopia, the most famous village in Africa. Get your men to start helping with the water carrying - and people will be coming from everywhere to watch, to take pictures, and to tell your story."

One older man stood up and said, "Yes, we understand, but we men also have lots of work to do, and men carrying water is against our cultural tradition."

But then another man stood up and said, "OK, we'll do it " That man, it turned out, was Zerihun Neguse, the Village Chairman.

Thirty minutes later, Neguse had gathered 200 men in the center of the village, telling them that the new gender-sharing water carrying program would begin the next day!

ENGINE staff have following up, and photos are available. This is virtually unprecedented in Ethiopia, and extremely rare in sub-Saharan Africa as a whole.



Evaluation Question 5: How appropriate is ENGINE's balance of staff and funding based on the above?¹⁴

ENGINE has a well developed management structure and organogram, and the evaluation team has few concerns. ENGINE's move to adapt and allocate funding for WASH in Y3 - in place of further attention to severe acute malnutrition - was particularly timely in light of the evidence.

The primary staffing issue concerns the workload of zonal health and livelihoods coordinators who are typically seconded to zonal health and agriculture bureaus. Despite well crafted job descriptions, interviews with ENGINE's zonal coordinators across the three regions made clear that these staff members are, in fact, heavily burdened with time consuming government meetings, required ENGINE monthly report writing, logistical responsibilities (e.g., livestock and seed procurement from local markets) and large catchment areas that often limit their ability to provide the critical supportive supervision, mentorship and monitoring at the health facility, post and village levels that is vitally needed.

The ENGINE budget for the first three years of its operation are as follows:

IR 1 -13%
IR 2 - 23%
IR 3 - 37%
IR 4 - 26%

Despite the inclusion of M&E, the IR 4 budget strikes the evaluation team as disproportionately large for a project of this nature. The issue is discussed in the IR 4 evaluation.

ENGINE's administrative costs, 29% in Year 3, are within the government's limit of 30%.

Evaluation Question 6: Management effectiveness and efficiency

How effectively and efficiently has the consortium of ENGINE sub-partners performed, as well as the leadership of the Prime?

The evaluation team was impressed both with ENGINE's management efficiency and its resilience in responding to contracting problems and delays.

The project has five field offices at the regional level - two in Oromiya, and works with five partners: Land O'Lakes, Valid int'l, John Hopkins (whose activity was later given to three local NGOs), Tufts, and JHPIEGO. Of its total budget, 42% goes to these partners; 58% goes to Save the Children- the prime.

In examining actual budgetary expenditure compared with original budgets, performance in IRs 3 and 4 were somewhat better than in IRs 1 and 2.

Save the Children presently hosts 3 of the 5 partners facilitating communications among them. ENGINE holds bi-monthly meetings, and Skype calls with those outside of Addis every quarter.

ENGINE has faced and satisfactorily resolved the following management challenges:

¹⁴ See also discussions of budget and staffing in the Recommendations section.

- Termination of John Hopkins' communication contract has led to delays in launching the project's SBCC activities. The Manoff Group, as indicated, has taken over the analysis and materials development energetically and creatively.
- Valid international's internal issues with the government were resolved when Valid's status was changed from sub-prime to technical assistant.
- Land O'Lakes was able to overcome similar challenges.
- There were delays in initiation of the Tufts research, but this research is now underway or completed.
- JHPIEGO's procurement and budget utilization have been behind schedule because so many of its decisions are made at its HQ.

Four local NGOs have been contracted with responsibility for implementation of the Community Conversation component: EOC/DICAC for Amhara and Tigray; FIDO and EMERDA for Oromiya. It is too early to assess their performance.

A Primary Question: Is ENGINE Likely to Achieve its Stunting Reduction Target?

- A. The evaluation team believes that the 20% stunting reduction target itself was unrealistic in light of the primary limiting factors discussed below, and particularly the sanitation constraint – this in light of recent international evidence, some of it released subsequent to the establishment of the target.^{15 16}
- B. On the contrary, the evaluation team is concerned that reductions in stunting may soon plateau – as has been the case in other African countries – unless each of the potential limiting factors is adequately addressed.
- C. An ENGINE IR 4 study of stunting determinants in Ethiopia found: that fully 29% of the difference between high and low stunting prevalence areas in the country is attributable to open defecation, and that this sanitation problem plus low maternal height (an indicator of maternal nutritional status) and poverty/food insecurity together explain 79% of the difference.
- D. So where are ENGINE woredas on these three primary determinants – and potential limiting factors?

¹⁵ WHO estimates that 50% of malnutrition is associated with repeated diarrhea or intestinal worm infections as a result of unsafe water, inadequate sanitation and/or insufficient hygiene.

¹⁶ While the 2014 “Mini DHS” found that stunting has been further reduced in the country as a whole and in most regions since the last survey, stunting prevalence in each of the regions where ENGINE operates is still over 40%. Additionally, even in the AGP woredas of these regions, the potential limiting factors remain serious issues.

Sanitation

The sanitation issue, although now being addressed seriously by the government, continues to be a paramount problem with the improved sanitation facilities in ENGINE woredas actually two percent lower than the national average of 8.3%.¹⁷

Maternal Malnutrition

In seven woredas of Amhara region covered in ENGINE's baseline survey, maternal malnutrition, measured by mid-upper arm circumference (MUAC), ranges from 45 to 59%.

Poverty and Food Insecurity

There are numerous efforts in the country focused on poverty reduction, including the Government of Ethiopia's AGP. ENGINE contributes through its livelihood activities, although on a small scale.

Dietary diversity, an important component of food security, and an issue intensively addressed in this evaluation, is a particular problem in the country and in ENGINE woredas with most mothers consuming foods from fewer than 3 of the 9 food groups defined in the FTF Indicator Handbook.

E. A possible solution

The latest international evidence on multisectoral nutrition indicates that the most significant reductions in stunting (as high as 4.5 percentage points per year) occur with multisectoral convergence, i.e.

- the identification of highly vulnerable areas; and
- the co-location interventions from each relevant sector in all villages of these areas.

F. Evaluation team recommendations

- Reduce the existing stunting objective
- Seek to help maintain Ethiopia's rate of stunting reduction and avoid plateauing by:
 1. Promoting and pursuing each of the three primary determinants as intensively as possible; and
 2. Testing multisectoral nutrition convergence (including ENGINE/GRAD efforts in several PSNP woredas) for consideration in the next NNP.

¹⁷ The evaluation team recognizes the differences between Ethiopian and WHO standards in this regard, but also the dangers to children of some facilities labeled as "improved."

Evaluation Recommendations

As indicated, these recommendations pertain not only to ENGINE's own current activity portfolio, but also to the design of any follow-up to the ENGINE project should this materialize, and to ENGINE inputs into larger government systems: the design of AGP II and PSNP II currently underway, and the design of NNP 2016-20, likely to begin soon. While the specific focus of recommendations is sometimes specified, ENGINE itself and the USAID mission are better positioned than the evaluation team to assess which of the recommendations might best fit into each of these envelopes.

Question 2: What has been the impact of the actions and activities of ENGINE's efforts in fostering partnerships amongst the USAID Projects and in its multi-sectoral engagement with host country entities?

IR 1 Capacity and institutionalization of nutrition programs and policy strengthened

- The sustainability of ENGINE's initiatives requires explicit inclusion of nutrition into national and sub-national annual plans and budgets, guided by the specific sectoral nutrition responsibilities in the NNP. As an advocacy priority, ENGINE should continue to push for nutrition-specific budgeting during the final year and a half of the project – particularly as annual plans are developed at regional, zonal and woreda levels.
- ENGINE should continue advocating with the MOA for a designated unit or directorate for nutrition within the ministry able to work with all three sectors (extension, livestock and DRM/FSS/food security.) Recent developments with the Agricultural Extension Directorate are particularly promising.

IR 2: Quality and delivery of nutrition and health services improved

- There is a need for structural change in the health sector's system of beneficiary projections and targeting, requiring assistance from USAID and other development partners engaged with this sector.
- ENGINE should continue working intensively at the national level with all concerned parties to address the serious problem of inadequate iron folate supply, as well as zinc for treatment of diarrhea.
- If stockouts persist – ENGINE should explore with USAID's implementing partners involved in maternal and child health drug procurement possible means of addressing bottlenecks, and even consider purchasing iron folate for neediest woredas on a stop-gap basis. The iron folate stock out seriously impedes ENGINE's efforts to achieve its primary objectives.
- ENGINE field staff should reinforce the work that HEW/HDA's are doing to inspect latrines and counsel households on necessary latrine improvements and on WASH practices, and assure follow up on compliance.

- ENGINE should continue its efforts to work with social marketing partners able to assist HHs with the hardware needed to conduct repairs/upgrades – and to initiate the social marketing of soap.

IR 3: Prevention of undernutrition through community-based nutrition

- ENGINE and its NGO partners working at the community level should work to strengthen HEWs/HDA capacity to:
 - Properly weigh and assess young children
 - Use weights as a tool to help them identify growth falterers quickly, and
 - Provide messages tailored specifically to these children.
- Re SBCC materials, the evaluation team is pleased to see that ENGINE and the Manoff Group are committed to avoiding expensive “Cadillac” materials, recognizing also that these materials should be sufficiently practical for use by the Health Development Army
- The Manoff Group is particularly skilled in bridging knowledge-practice gaps, using such techniques as Trials of Improved Practices (TIPS), peer learning with community support, and non-generic messages designed to address the needs of individual children. Their expertise and approaches in these approaches should be fully utilized.
- If woreda health bureaus do *not* support ENGINE’s efforts to strengthen growth monitoring and promotion, the evaluation team recommends that child weighing – despite its inclusion in NNP and as an HMIS indicator – be discontinued in the country. The present process of faulty weighing and the recording of flawed data - with no benefit to mother or child - is a waste of time for all concerned, including the overworked HEWs.

Question 3: Nutrition Contributions of FTF Projects

- Utilizing the convergence approach where possible, FTF projects should seek to better align their nutrition counseling and production/value chain support to beneficiary farmers so that (a) nutrition messages are reinforced and (b) households benefit both from poverty reduction and dietary diversity/nutrition interventions.
- Where possible, FTF projects should use ENGINE’s nutrition- agriculture training and SBCC materials rather than developing their own.
- Monthly coordination meetings of all FTF project nutrition focal persons at regional levels should be held until coordination issues are adequately addressed.
- Future FTF or GHI projects (and USAID RFAs) should incorporate nutrition-sensitive interventions with appropriate, international standard indicators from the design stage to avoid current challenges faced by projects in having to “retro-fit” nutrition into already established food security/agriculture projects.

- FTC and school agronomic and cooking demonstrations should be coupled with appropriate nutrition training guidelines and explicit attention to adoption rates and to constraints impeding adoption.
- ENGINE should facilitate the private sector production of seeds equal in quality to those distributed at ENGINE-assisted FTC and school agronomic demonstrations.
- USAID & ENGINE can together advocate for a redefinition of agriculture's role in improving nutrition – both with FTF partners and with the government (next iterations of NNP and AGP) around two primary indicators
 - (a) household food security scores, and
 - (b) dietary diversity scores.
- These two indicators also should be utilized at entry and in annual monitoring of households being assisted in ENGINE's livelihoods initiative.

Note: This evaluation report contains specific instruments (Appendices 2 and 3) which can be used by ENGINE and all FTF partners to monitor household food security and dietary diversity.

- To systematically improve production and dietary diversity in AGP woredas, ENGINE and its FTF partners need to carry out a mapping in each geographic area - and in each of the four major seasons of:
 - a. major food group commodities not regularly *available* in the area;
 - b. major food group commodities available but too expensive for purchase by most rural households, and
 - c. major food group commodities available but not regularly *consumed* in the area.

A dietary diversity strategy then requires systematic agricultural production efforts and dietary diversity counseling to address the seasonal and geographic area shortfalls identified in order to increase both availability and consumption of a broader diversity of food in the country.

Should ENGINE, USAID and/or FTF desire an acronym for this undertaking, the team's suggestion is ADD AGE (suggesting the actions will increase longevity.) The acronym stands for Addressing Dietary Diversity – Assess, Grow and Eat.

Question 4: To what extent has ENGINE contributed to gender equity and female empowerment?

- ENGINE's Gender Strategy is strong. The project now needs to establish a timeframe for implementing its recommendations, and also report on performance / challenges faced.
- During review of the ENGINE PMP, it will be useful to include appropriate gender-specific indicators to measure, e.g., how women supported by ENGINE have been able to gain greater decision making power within their households.

Question 5: Does the Project have the right balance of staff and funding given activity priorities?

- In order to maximize convergence across FTF projects, the evaluation team recommends:
 - a. USAID partners and the government identify a small set (e.g., 3) of woredas where all relevant nutrition-specific and nutrition-sensitive projects can provide inputs in all kebeles.
 - b. Follow progress carefully with M&E data including frequent direct observations.
- ENGINE's Zonal Coordinators should understand that their primary responsibility is for first hand observation of local level health and agriculture service delivery to determine the *real* effect of ENGINE training on ultimate service delivery
- For the design of future projects – the lion's share of OR funds should be utilized during the project to address, rapidly, problems and questions which arise and, in turn, to facilitate necessary implementation changes – rather than specify all research activities at project inception.

Question 6: How effectively and efficiently has the consortium of ENGINE sub-partners performed as well as the leadership of the Prime?

No recommendations

Additional Recommendations

- The Ethiopian Government now uses the term Maternal, Adolescent, Infant and Young Child Nutrition (MAIYCN). This suggests that ENGINE may wish to encourage its active promotion in the next NNP iteration in addition to the present focus on the first 1000 days.
- To further enhance the involvement of fathers in the young child's psycho-social development (closely associated with nutrition), ENGINE should consider incorporating into its SBCC strategy a highly successful Jamaican model, with ways for a father to mark on paper each time he plays with, tells stories to, or sings to the young child (6 months to 2 years.)
- Re the Engine endline evaluation presently scheduled for 2015/2016, the evaluation team questions whether it will be useful to repeat at that time the expensive and time-consuming survey protocol used in the baseline survey? With baseline data collection completed only in 2013, and with the full rollout of the new SBCC activity and WASH not likely until late 2014,¹⁸ the question becomes more pertinent. In order to permit observation of the impact of the entire project on stunting, full implementation of all project components at scale will be necessary for at least three years.

¹⁸ Note additionally that adoption of even the best SBCC messages rarely takes place quickly.

- The First Lady is a genuine champion of nutrition in Ethiopia, but has only one assistant. It is suggested that ENGINE consider seconding a nutrition assistant to her office.
- The Orthodox Church in Ethiopia, whose adherents constitute a large majority of the population, imposes roughly 220 “fasting days” on its constituents – days during which no animal products may be eaten. These fasting days are likely responsible in large measure for the absence of larger increases in overweight and obesity in the population. At the same time, the regulation may impose problems for vulnerable groups. While pregnant women and children under the age of seven are excused from fasting, many fast anyway not wishing to be exceptions and desiring to be in solidarity with the rest of the family. Through the First Lady, ENGINE may be in a position to influence these practices and, at the same time, elicit increased Church support for gender equity.

Conclusions

- The ENGINE project is on-track to achieve most of the targets in its PMP.
- The ENGINE child stunting reduction objective is unrealistic and should be changed.
- ENGINE should concentrate on maintaining Ethiopia’s rate of stunting reduction – and seek to prevent plateauing by intensively addressing the 3 potential limiting factors (WASH, maternal malnutrition and poverty/food insecurity) and introducing multisectoral nutrition convergence with diligent M&E.
- ENGINE should invest strongly from a technical perspective in getting the SBCC program “right” and then go for scale-up via the government using HDAs and local NGOs.
- Iron folate stockouts in the country need to be addressed as a top priority.
- Utilizing the convergence approach where possible, FTF projects should seek to better align their nutrition counseling and production/value chain support to beneficiary farmers so that (a) nutrition messages are reinforced and (b) households benefit both from poverty reduction and dietary diversity/nutrition interventions.
- Future FTF or GHI projects (and USAID RFAs) should incorporate nutrition-sensitive interventions with appropriate, international standard indicators from the design stage to avoid current challenges faced by projects in having to “retro-fit” nutrition into already established food security/agriculture projects.

Appendices

Appendix 1: Progress to Date on ENGINE Targets

Progress achieved to date on ENGINE targets, the likelihood that targets will be achieved, and actions taken to remedy inadequate progress

Table 4: IR 1: Capacity for and institutionalization of nutrition programs and policies strengthened

Indicator	Base-line	Latest data	Endline target	Likelihood target will be achieved (1-5 scale)	Actions being taken or recommended
# multisectoral nutrition meetings with FMOH using coord framework	0	4	10	5	Multisectoral Nutrition Coordination Board now meets quarterly. Next meeting will be August. Target likely to be overachieved.
# regions with multisectoral nutrition coord body	0	4	4	5	NNP launched now in all 4 ENGINE regions. Target achieved.
# ENGINE initiatives contributed to NNP	0	1	1	5	NNP completed. Target achieved.
% of students at ENGINE supported HEIs who demonstrate sufficient knowledge in nutrition	0	?	>80%	3	Jhpiego responsible for conducting surveys starting Y3. DA graduates now. Health graduates 2015. Viewed as high target.

Indicator	Base-line	Latest data	Endline target	Likelihood target will be achieved (1-5 scale)	Actions being taken or recommended
# of new graduates from ENGINE supported HEIs by cadre	0	4361	12,300	4	Burie TVET discontinuing DA training. May affect achievement of target
# of instructors at HEIs who successfully completed training on nutrition QI methods at ENGINE supported HEIs	0	762	578	5	QI methods training completed. Target overachieved
% of ENGINE supported HEIs that integrated the revised nutrition, HIV and food security syllabi into their curriculum	0	33%	85%	3	Achievement of targets may be affected if DA training through TVETs is discontinued. Need to engage Higher Education Bureau within MoE.

Table 5: IR 2: Quality and delivery of nutrition and health care services improved

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5 scale)	Actions being taken or recommended
# HC's with QI services integrating nutrition	0	0	50% of HCs	3	Had planned for QI to start in Y2 but has only started in Y3. Given the large number of HCs to cover, this target may not be achieved.
# of HFs with SAM management capacity	334	46	359	*	This indicator is no longer relevant to the ENGINE project. Not a program area of focus. Recommend cutting.
*# of children 6-59 mo who rec'd VAS from ENGINE supported programs	915,839	2,731,610	4,205,663	5	Target likely to be achieved but may be affected in some woredas by discontinuation of child health days.
*% of children 0-59 months with diarrhea who received zinc and ORS	0	?	60%	4	Target should be achieved but logistics, delays with stock replenishments, could affect performance. Recommend push with MOH.

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5 scale)	Actions being taken or recommended
*# of children 24-59 months dewormed in the previous 6 months	??	1,704,962 29%	3,172,512	5	Target likely to be achieved but may be affected in some woredas by discontinuation of child health days.
# of people trained in child health and nutrition through ENGINE programs	0	15,067	28,000	5	Achievable.
# of HCWs who successfully completed in-service training (PMTCT)	0	718	2206	4	ENGINE is working to meet target by September with the PEPFAR funds ending.
# of eligible clients who received food and/or other nutrition services	0	4864	1558	5	Achieved.
% of women 15-49 years with children 6 -18 months who took Fe/Fol supp during last pregnancy	21%	75% (LQAS)	60%	4	ENGINE has raised issue with Pharmacy Supply Agency of the MOH. In exceptional circumstances recommend ENGINE temporarily fill supply gap. Supplies will affect whether target achieved.

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5 scale)	Actions being taken or recommended
% of pregnant women who attended 4 or more ANC visits during last pregnancy	18%	?	40%	*	ENGINE is not directly providing TA relating to encouraging mothers to come for ANC. Recommend removing indicator.
Prevalence of EBF of children < 6 months	52%	?	+8%	5	IFPRI baseline was 69% (not sure if right). +*% target is likely to be achieved.
% of children <1yr fully immunized	49%	?	>85% (maintain)	*	ENGINE is not directly providing TA related to immunizations. Recommend removing indicator.
% of mothers of children 6-36 months who know 2 signs of childhood illness	?	?	Increase to 50% fr baseline	*	ENGINE is not directly providing TA related to this indicator. Recommend removing indicator.
# of U5 reached by ENGINE-supported nutrition program	0	3,094,029	5,753,229	5	Indicator subject to overcounting. To control ENGINE is counting VAS reach plus children U6 mos. Target likely to be achieved.

Table 6: IR 3: Prevention of undernutrition through community-based nutrition care practices improved

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5)	Actions being taken or recommended
% of children 6-24 months with breastfeeding initiated in the first hour	40%	n/a	60%	5	Core program area for ENGINE. Target likely to be achieved.
% of children 6-23mos who received solid, semi-solid or soft foods and freq in the last 24 hrs	69.3%	n/a	80%	4	Part of ENGINE's core work. Target likely to be achieved.
Prevalence of children 6-23 months receiving MAD	13%	n/a	40%	4	Part of ENGINE's core work. Target likely to be achieved.
mean number of food groups consumed by WRA	2.8	2.8	4	3	Will be achievable for livelihood families but more difficult for population as a whole. Target may not be fully achieved.
% of HH using iodized salt	67.4%	n/a	80%	4	Target likely to be achieved.
# of community conversation agents (CCAs) trained in CCs	0	*Data pending	3000	4	ENGINE working through local NGOs – target likely to be achieved.

Table 7: IR 3.1: Improved Maternal and IYCF Knowledge and Practices

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5)	Actions being taken or recommended
% of HHs that use improved water sources	42.4%	*	*	*	ENGINE not contributing to this effort in absence of hardware– suggest deleting from PMP
% of HHs with appropriate handwashing behavior at critical times	0.2%	*	*	*	ENGINE needs to establish a new target and baseline in PMP revision for this indicator.
% of HHs that use improved sanitation facilities	0.2%	*	*	*	ENGINE not contributing to this effort in absence of hardware. Different latrine standards used by GoE (70%)and WHO. ENGINE should promote social marketing of cement slabs. A new target needs to be established.
% of HHs that use adequate water treatment	2.3%	n/a	10%	5	ENGINE promoting water purifiers and filters that can be purchased in the market –using SBCC and HEW. Target should be achieved.
% of HHs that practice appropriate feces disposal	44.3%	?	tbd	*	New target required. ENGINE setting WASH targets this month.

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5)	Actions being taken or recommended
Prevalence of diarrhea among children 6-36 mo	31%	?	20%	5	Addressed through part of SBCC program. Target was set using DHS but baseline is from ENGINE. Target needs to be re-adjusted.

Table 8: IR 3.2: Increased access to food and economic strengthening opportunities through programming and cross-sector linkages

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5)	Actions being taken or recommended
# of vulnerable HHs benefiting directly from USG assistance	0	9231	16,170	5	ENGINE likely to achieve.
# of individuals who have received ENGINE-supported short-term agricultural sector productivity training	0	68,857	96,950	5	ENGINE likely to achieve
# of eligible adults and children (HIV positive) provided with economic strengthening services	0	550	1863	5	PEPFAR indicator (5-10% are HIV+). These HH are part of the vulnerable HH reached. Target likely to be achieved.
# of savings groups established	0	323	100	5	Target already achieved

Table 9: IR 4: Rigorous and innovative learning agenda adopted

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5)	Actions being taken or recommended
# of Operations Research (OR) studies conducted	0	3	10	5	Many OR questions being addressed within research component. Target likely to be overachieved.
# of new policy/strategies/interventions adopted as a result of learning generated under ENGINE	0	0	1	5	Weak indicator. Target likely to be achieved.
# of national review meetings conducted	0	1	5	4	ENGINE hosts meeting at national level w external partners. Missed Y1 but others will be accomplished.
# of regional review meetings conducted	0	0	8	5	Regional teams were assuming that zonal meetings counted due to a misunderstanding b/w national and regional offices - now being corrected. Target likely to be achieved

Indicator	Baseline	Latest data	Endline target	Likelihood target will be achieved (1-5)	Actions being taken or recommended
# of health workers and program managers trained in data utilization for programmatic decision making in ENGINE woredas	0	431	500	5	Target likely to be achieved. The indicator and # of woredas were underestimated

Appendix 2: Recommended Food Insecurity Measurement Scale

Each of the following questions is asked with a recall period of four weeks (30 days). The respondent is first asked an occurrence question – whether the condition in the question happened at all in the past four weeks (yes or no). If the respondent answers “yes,” a frequency-of-occurrence question is asked to determine whether the condition happened rarely (once or twice), sometimes (three to ten times) or often (more than ten times) in the past four weeks.

Example:

1. In the past four weeks, did you worry that your household would not have enough food?
0 = No (skip to Q2) 1 = Yes

1.a. How often did this happen?

1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)

Occurrence Questions

1. In the past four weeks, did you worry that your household would not have enough food?
2. In the past four weeks, were you or any household member not able to eat the kinds of foods you preferred because of a lack of resources?
3. In the past four weeks, did you or any household member have to eat a limited variety of foods due to a lack of resources?
4. In the past four weeks, did you or any household member have to eat some foods that you really did not want to eat because of a lack of resources to obtain other types of food?
5. In the past four weeks, did you or any household member have to eat a smaller meal than you felt you needed because there was not enough food?
6. In the past four weeks, did you or any household member have to eat fewer meals in a day because there was not enough food?
7. In the past four weeks, was there ever no food to eat of any kind in your household because of lack of resources to get food?
8. In the past four weeks, did you or any household member go to sleep at night hungry because there was not enough food?
9. In the past four weeks, did you or any household member go a whole day and night without eating anything because there was not enough food?

Appendix 3: Dietary Diversity Measurement

A reproductive age woman in the household is asked to indicate the foods consumed on the previous day – or, if the previous day was a “fasting day,” the most recent non-fasting day - and a calculation is made of the number of the following seven food groups represented by her listing of foods. The dietary diversity score is the number of food groups from which she ate on that day:

1. Cereals (usually injera)
2. Beans (usually shiro)
3. Dairy (milk or egg)
4. Meat or fish
5. Leafy green vegetables
6. Other vegetables
7. Fruits

Note: This listing, appropriate to Ethiopia on non-fasting days, avoids any reference to vitamin A rich foods (found in the Feed the Future dietary diversity score, used in the ENGINE baseline study – given the confusion likely to be raised when the scoring system is broadly used.

The listing also separates vegetables from fruits – found to be an important distinction in the Ethiopian diet.

Appendix 4: A Day at School

Observations from a primary school in Eastern Oromia region

School garden

Although participation in garden maintenance has been substantial, and attendance at demonstrations large, only 7 male students and 3 female students (the best of the 70 student Environment and Nutrition Club) in a school of over 500 students were able to take seeds home. Follow-up indicated that all 10 used the seeds in their home gardens.

The school sells the food grown in the garden to students and their families.

Representatives of 10 other schools have visited the school garden and are seeking to replicate by seeking funds, and the assistance of DAs (agricultural extension agents.)

Nutrition counseling of students

Interviews with students indicated a reasonable nutrition understanding (with some understandable gaps) – the result of counseling from HEWs visiting the school.

School enrollment

The female students (aged 14-16) interviewed knew of only one girl of their age not still in school. That girl left school because of marriage.

Constraints Assessment carried out with female teenage students

Social Concern	Suggested Solution
Fear of rape, abduction and unwanted pregnancy	Existing laws should be strengthened and enforced; violations should be reported and schools should take action
Fear of female genital mutilation (which takes place even on older children)	Action by Women's Affairs Ministry; intensified counseling in schools and in community conversations
Fear of forced marriage	Schools should stand behind students and be willing to take cases to court.

Poem about nutrition written by a student

Food cooking demonstration:

A nice educative event

To change feeding practices,

Where community members gather

Watching cooking of enriched porridge

Aimed at describing the benefits and composition,

Of a balanced diet

That the diet should be made of varied ingredients.

Let me please make you go deeper,

To lift up your knowledge further
To assess what is going on there.
Have you ever heard a word ENGINE?
Yes of course not strange,
But it is not the ENGINE everybody knows,
It is not motor's 'engine,' rather an engine that saves life.

- E=Empowering
- N=New
- G=Generations
- I=Improve
- N=Nutrition &
- E=Economic opportunities.

Let me mention a bit, what it stands for:
Setting objectives, securing the wellbeing
Of a new generation, For those delicate kids
At higher risk of death,
If not cared for and well fed.
But a guarantee for tomorrow's bright day,
Are addressed here by ENGINE
To grow, to bloom
Protecting, caring and surrounding them
And ensuring opportunity
 Of food security, and
 Economic nobility
Working on people striving for change
Educating people to raise awareness,
Training persons to develop skills,
And ensuring the best practices:
 Variety of diet from early age
 Proper breast feeding
 No weakness no fatigue
 Added to energy we need to have more:
 To grow up faster having active muscle
 Consume legumes plus animal source, sea food as well
 Butter from animal, plant oil as well
 Availing protective-vitamins, minerals
 To become healthy and free from diseases
 Counseled to feed variety fruits added to vegetables
Proper cooking and feeding is an event of life
Ensuring better health
Educating people, transferring skills to ensure the best practice.

Appendix 5: Evaluation Team Itinerary and Individuals Interviewed

Summary of the ENGINE Mid - Term Evaluation Itinerary

Field Days	Region	Zone	Woredas visited	Woreda Admin/ Agriculture/ Health Office authorities & experts interviewed	No. of Health Centers visited	No. of Health Posts visited	No. of FTCs visited	No. Of Schools visited	No. of HC / School / FTC / HP Experts interviewed	No. of Beneficiaries interviewed
12 - 17/06/2014	Amhara	Awi	Ankasha	2	1	2	1	0	9	15
			South Achefer	1	0	1	0	1	4	22
			Bahirdar Zuria	1	0	0	0	0	4	6
18 - 23/06/2014	Oromia	North Showa	Yaya Gullelie	7	1	1	1	1	6	22
			Girar Jarso	4	1	1	1	1	18	28
			Arsi Negele	1	0	0	0	0	4	50
			Waliso	1	1	1	0	0	8	20
24 - 27/06/2014	SNNPR	Yem Special Woreda	Yem Special	8	1	1	1	2	10	5
		Gurage	Enemore Ener	3	0	0	0	0	2	10
		Selti	West Azernet	3	0	1	0	0	0	0
16 field days	3 Regions	5 Zones	10 Woredas	31	5	8	4	5	65	178

Federal Level institutions and individuals interviewed for ENGINE Mid-Term Evaluation

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4/6/2014	Save the Children International	John Graham	General Director	john.graham@savethechildren.org	
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	ENGINE NATIONAL STAFF	Dr. Cherinet Abuye	Sr. Research and M&E Advisor	cherinet.abuye@savethechildren.org	
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	FMOH / ENGINE NATIONAL STAFF	Israel Hailu	Sr. Policy and Capacity Building Advisor		
9/6/2014	AGP: AMD e project	Vanessa Adams	COP	vadams@acdivocaeth.org	+251930 012727
		Metselal Abraha	M&E Expert	mabraha@acdivocaeth.org	
9/6/2014	Land O' Lakes	Amare Feleke	Livelihood and Economic Strengthening Advisor	amare.feleke@idd.landolakes.com	
10/6/2014	CARE: GRAD project	John Meyer	Chief of Party (COP)	Meyer@care.org.et	+251911 237586
10/6/2014	Fintrac/ CIAFS Project	Dr. Teshome Lemma	Chief of Party (COP)	tlemma@fintrac.com	
10/6/2014	The World Bank, Ethiopia Country Office	Anne Bossuyt	Senior Adviser; Donor Co-ordination Team/ PSNP /Household Asset Building Programme	abossuyt@worldbank.org ; abossuyt@gmail.com	+251934 997573
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Institutions and individuals interviewed for ENGINE Mid-term Evaluation in Amhara Regional State

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	AMD e	Teferi Wondale	Regional Manager		
		Amsaya Wayano	Grant Specialist		
		Meskerem Abebe	Nutrition Specialist		
	BoA	Bizuayehu Atnafu	Extension Expert and Nutrition focal person		
13/6/2014	Awi Zone				
	Ankasha Woreda	Engdayehu Gerem	Health Extension expert and Engine Focal Person		
		Mulatu Getnet	Agriculture Extension Team leader & Engine Focal Person		
		Mulugeta Tadele	Head of the Gimjabet Health Center		
		S/r Yenenesh Tamir	D/Head of the Gimjabet Health Center		
		Tadilla Mekonen	Bekefta Kebele Health Post HEW		
		Alemitu Yenealem	Bekefta Kebele Health Post HEW		
		Worknesh Mengistie	Bekefta Kebele Health Post HEW		
		Mami Agaje	Kdelta Got MVHH beneficiary (photo)		
		Tadelle Kassahun	Kdelta Got MVHH beneficiary (photo)		
14/6/2014	Cheba Chebasa FTC	Alemayehu Zerihun	Development Agent (DA)		
		Berhanu Bantie	Cheba-Chebasa FTC FGD member		
		Tilahun Tegu	Cheba-Chebasa FTC FGD member		
		Ayele Banti	Cheba-Chebasa FTC FGD member		

		Molla Tesema	Cheba-Chebasa FTC FGD member		
	Den Zuria Health Post	Mulunesh Ayalew	Extension Worker		
		Tewoda Mihrete	Key Informant (mother) (photo)		
		Likinaye Adene	Den Zuria FGD member		
		Alemnesh Agegnehu	Den Zuria FGD member		
		Yitayish Fentahun	Den Zuria FGD member		
		Beletech Yenieabat	Den Zuria FGD member		
		Birkie	Den Zuria FGD member		
		Emebet Bogale	Den Zuria FGD member		
		Tangut Gashaw	Den Zuria FGD member		
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16/6/2014	awi Zone	Aniley Kerie	Health and Nutrition Coordinator	aniley.kerie@savethechildren.org	+251913 182295
		Tilahun Birhanu	Livelihood and E. Strengthening Coordinator	tilahun.birhanu@savethechildren.org	+251913 303776
	West Gojam Zone	Fantahun Worku	Health and Nutrition Coordinator	fantahun.worku@savethechildren.org	+251918 715623
	South Achefer Woreda				
	Azena Elementary School	Getaneh Nibret	Principal of the School		
		Mastewal Alehegne	D/Principal of the school		
		beneficiaries (School = 20)			
	Lalibella Health Post	Meseret Getnet	Health Extension Worker		
		Mastewal Cheklie	Health Extension Worker		
		Beneficiaries (mothers = 2)			
	Bure TVET (now Debre Markos University Bure Campus)	Ayalsew Bagne	Dean		
	Bure TVET	Hasana Tilahun	Lecturer & Educational infrastructure		
	Bure TVET	Anteneh Worku	Lecturer & Nutrition focal person		

	Bure TVET	Yilkla andualem	Lecturer & Nutrition Project Manager		
	Bure TVET	Gizachew Sewagegn	Lecturer & Practical Education		
	ORDA	Dr Amlaku Asres	Executive Director		
	ORDA	Kelemework Asfaw	LMD Coordinator		
	ORDA	Dagne Tadesse	GRAD Coordinator		
	ORDA	Nigussie Mohammed	CNFA		
	Jhpiego	Fantu Abebe	Education and Training Officer/Acting Regional Manager		
17/6/2014	Kenbaba Kebele Community Conversation (CC)	Merigeta Bekalu	EOC Bahirdar Woreda CC expert		+251918 020067
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		Mamie Tadesse	EOC Kenbaba PA CC Facilitators		
		Degie Atalay	EOC Kenbaba PA CC Facilitators		
		Yalemtila Mewucha	EOC Kenbaba PA CC Facilitators		
		Emebet Cheklie	Kenbaba Kebele CC Participant		
		Kassanesh Gebru	Kenbaba Kebele CC Participant		
		Zerthun Berie	Kenbaba Kebele CC Participant		
		Mastewal Atanew	Kenbaba Kebele CC Participant		
		Netsanet adugna	Kenbaba Kebele CC Participant		
		Woynitu Dires	Kenbaba Kebele CC Participant		
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	ENGINE Zonal Coordination	Techan Tolesa	Zonal Livelihoods Coordination	techan2006@gmail.com	+251912 676892
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	Yaya Gullellie Woreda Administration	Mesfin Demisse	D/Woreda administrator		+251910 122474
	Yaya Gullellie Woreda Health Office	Gemechu Bedasa	Woreda Health Office D/Head	gemechu.obedasa@yahoo.com	+251920 623697
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	Yaya Gullellie Woreda OPDO Office	Wubitu G/Mariam	Head		+251913 507808
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	Lemmi FTC	Dereje Tsega	DA (Plant science)		+251912 957585
	Lemmi FTC	Beneficiaries (15)			
20/06/2014	Yaya Gullellie Woreda Daleti Health Center	Gezahegne Badeg	PHCU D/Director		
	Noonoo Chamari Health Post	Meseret Haile	HEW		+251924 383840
	Noonoo Chamari Health Post	Meseret Abebe	Beneficiary informant		
	Noonoo Chamari Secondary Cycle school	Chala Amesisa	Principal of the school		+251913 764780
	Noonoo Chamari Secondary Cycle school	Eshetu Demie	School Garden leader		+251913 788051
	Noonoo Chamari Secondary Cycle school	Belete Girma	School Garden Assistant		+251922 593443

	Noonoo Chamari Kebele	Meseret Hundie	Beneficiary informant		
		Beneficiaries (5)			
20/06/2014	Girar Jarso Woreda Ginno Health Center	Zewudinesh Alemu	Midwife		+251910 296056
	Girar Jarso Woreda Ginno Health Center	Simegne Bogale	Midwife		+251921 211020
	Girar Jarso Woreda Ginno Health Center	Fikru Getachew	Midwife		+251940 202709
21/06/2-14	Girar Jarso Woreda Health Office	Eshetu Nigussie	Woreda Health Office Head	eshetunigusie@gmail.com	+251910 168944
	Girar Jarso Woreda Health Office	Tadesse Teferi	Woreda Health Office D/Head	wadatadesse@gmail.com	+251913 938067
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	Girar Jarso Woreda Agriculture Office	Teklie Tefera	ENGINE Focal Person	-	+251910 095446
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	Girrar Geber FTC	Getachew Eshetie	Developemnt Agent (DA)		+251913 039407
	Girrar Geber FTC	Tesfaye Assefa	Developemnt Agent (DA)		+251913 039469
		Beneficiaries (8)			
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	Ejersa Kao Primary School	Aberash Billo	D/ Principal of the school		+251923 105169
	Ejersa Kao Primary School	Habtamu Berhanu	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Berhanu Simie	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Dagne Eshetu	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Jenene Abebe	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Diriba Abbi	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Anchiw Menor	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Nigusu Simie	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Abonesh Seyoum	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Tewodros Tibebu	Nutrition and Environment Club member		
	Ejersa Kao Primary School	Addisu Solomon	Nutrition and Environment Club member		

	Ejersa Kao village	Meseret ketema	Beneficiary informant		
		Beneficiaries (20)			
23/06/2014	Waliso Woreda				
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	Obi Primary Health Care Unit	Emebet Degefu	Drugist		
	Obi Primary Health Care Unit	Nigatwa Abera	Casher		
	Obi Primary Health Care Unit	Sara Ababiya	Nurse		
	Obi Primary Health Care Unit	Tadellech Hailie	Nurse		
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	Dembeli Keta Kebelie (PA)	Abebech Abulo	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Gelani	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Shitaye Diribi	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Desta Guta	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Dibabie Tujuba	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Frehiwot Bakala	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Surie Diro	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Baysie Serbesa	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Bizu Amdissa	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Bizunesh Bedane	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Berhane Gadisa	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Berhane Bogala	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Bizunesh Jotie	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Meseret Gutama	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Birtukan Shalamie	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Tigist Bakala	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Wogene Magarsa	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	Tirunesh Diribi	Women Beneficiary (FGD participant)		

	Dembeli Keta Kebelie (PA)	Ayantu Diro	Women Beneficiary (FGD participant)		
	Dembeli Keta Kebelie (PA)	A dugna Kelebessa	Women Beneficiary (FGD participant)		
26/06/2014	Arsi Negele Woreda				
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		Aman Beriso	Rafo Argisa and Gorbi Arba Animator		
		50 women	Gubeta Arjo kebele (livestock beneficiaries)		

Institutions and individuals interviewed for ENGINE Mid-term Evaluation in SNNP Regional State

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	Saja Millennium School : School demonstration				
	Deri Primary Health Care Unit	Million G/Michael	Woreda Nurse		
	Deri Primary Health Care Unit	Shitaye Faji	ANC Midwifery		+251917 743865
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	Angeri Kebele Administration	Ayelech Rago	Tegie village women informant		
		Beneficiaries (5)			
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	Fofa Primary School	Belaynesh Beyene	Nutrition and Environment Club teacher		
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Appendix 6: Program Constraints Assessments

With Beneficiaries, Service Providers and Activity Managers

1. Self-reported constraints faced by low income households receiving livelihood assistance

1. Inadequate land – beyond homestead garden – makes it difficult to move out of poverty
2. Has no ox for plowing and hauling
3. Too many children
4. Unable to procure a loan¹⁹

2. Program Constraints Assessment: GRAD Project Staff in Eastern Oromia

<u>Constraints facing GRAD staff</u>	<u>GRAD staff suggestions</u>
Logistical problems facing GRAD animators	Recruiting animators from the same kebeles where they'll be working
Difficulty procuring seed for beneficiaries	Soliciting help from research centers; getting model farmers to multiply the seeds procured
Difficulty in procuring good quality sheep and then marketing them	Determine priority needs from large scale buyers; procure thin sheep with assistance from government livestock agency; deworm, fatten and sell to the large scale buyers
Water scarcity	(a) plant seedlings in forested closure areas; (b) construct water conservation structures; (c) utilize water harvesting technologies; (d) utilize nearby rivers for irrigation

3. Program Constraints Assessment with HEWs: Self reported constraints and HEW suggestions for addressing them.

<u>Constraints Faced</u>	<u>Means of Addressing Them Suggested by HEWs</u>
"We require more inputs for cooking demonstrations."	Increased budget required from kebele administration
Inadequate participation of men in MIYCN counseling	Women should be required to bring their husbands to community conversations and other MIYCN counseling sessions
"We don't know how to ride a bicycle." (Bicycles were provided a year earlier)	"We'll keep trying"
House-to-house service provision is	More HEW work should be carried out in

¹⁹ The evaluation team has learned that some micro-credit lending is now becoming available to such households.

difficult and time consuming	scheduled groups in sub-kebeles with recruitment help by the Health Development Army
The kebele administration is inadequately supportive	Kebele administration needs training and awareness provision

Appendix 7: CVs of Evaluation Team Members

Spring 2014

F. James Levinson, Ph.D.
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Curriculum Vitae

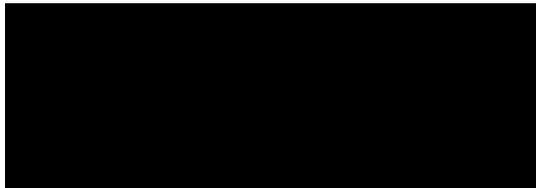
Present Positions: Faculty:

Friedman School of Nutrition Science and Policy
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Education:

Ph.D. Cornell University, Agricultural Economics and Nutrition, 1972
B.A. Harvard College, 1964

Previous Employment:

Tufts University	Director, International Food and Nutrition Center	1994- 2007
Government of Sri Lanka	Nutrition Advisor	1979-81
Agency for International Development, Bangladesh	Nutrition Advisor	1977-79
Agency for International Development, Washington	Director, Office of Nutrition	1976-77

Harvard University School of Public Health	Visiting Lecturer	1976-78
Tufts University	Visiting Lecturer	1977
Massachusetts Institute of Technology	Director, International Nutrition Planning Program	1972-76
Agency for International Development, India	Chief, Nutrition Branch	1967-69
Agency for International Development, India	Program Analyst	1964-66

Consultancies:

Consultancies on country-specific nutrition policy, planning, programmatic, monitoring and evaluation activity. Sponsoring agencies include the World Bank, USAID, the Micronutrient Initiative, UNICEF, FAO, WFP, IFAD, the Rockefeller Foundation, the Pew Charitable Trusts, Save the Children (USA), the Governments of Lesotho, Bolivia and Bangladesh, and the Global Alliance for Improved Nutrition (Chair, Independent Review Panel, 2006.)

Courses Taught:

1972-76	M.I.T.	“Nutrition, National Development and Planning”
1974-76	M.I.T.	“Nutrition Policy and Planning in Selected Countries”
1975-76	M.I.T.	“International Nutrition Programs”
1994 to 2008	Tufts	“International Nutrition Programs”
1995 to 2008	Tufts	“Nutrition Project Monitoring and Evaluation”
1995	Tufts	“Nutrition Programs in Africa”
2005	Marlboro College	“Community-based International Development Programs
2007-10	SIT	“Project Design and Program Development”
2007-10	SIT	“Development Project Monitoring and Evaluation”
2004-08	B.U.	“International Nutrition Programs”
2007-present	B.U.	Monitoring and Evaluation of Int Health Projects

2012 U of Mass Addressing International Nutrition Problems (online)

Comparable courses taught at the Harvard School of Public Health and in the Political Science Department, Tufts University.

Professional Societies:

Committee on Economic and Social Aspects of Nutrition, International Union of Nutrition Sciences

Subcommittee on Nutrition and Fertility, National Research Council, National Academy of Sciences

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Books and Book Chapters

Call, David L. and F. James Levinson (1973). "A Systematic Approach to Nutrition Intervention Programs." Berg, Alan D., Nevin Scrimshaw, and David Call (ed.) *Nutrition, National Development and Planning*. M.I.T. Press.

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A.F.M Iqbal Kabir and James Levinson. *Bangladesh: Breaking the Malnutrition Barrier: Key to Development*. University Press. Dhaka. 2000

Other Publications:

Berg, Alan D., and F. James Levinson (1968). "Combating Malnutrition: A Working Model." *International Development Review*.

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Cordaro, John B. and F. James Levinson (1971). "A Curriculum for the Nutrition Programmer." *American Journal of Clinical Nutrition*. November 1971

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TANYA M. TREVORS



EDUCATION

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

Executive Certificate in Social and Voluntary Sector Leadership (Oct. 2013 to present)

LONDON SCHOOL OF HYGIENE AND TROPICAL MEDICINE, London, UK

Continuing education coursework in health systems & infectious disease control (2004-06)

McGILL UNIVERSITY, Montreal, Canada

M.Sc. Nutrition (completed November 2001)

UNIVERSITY OF BRITISH COLUMBIA, Vancouver, Canada

B.Sc. Nutrition (completed November 1997)

WORK EXPERIENCE

CONSULTANT (October to December 2013)

Bread for the World, Washington, DC

- Developed an advocacy paper entitled: “Harmonizing Nutrition Monitoring and Evaluation Across US Government Agencies”. (<http://www.bread.org/institute/papers/harmonizingnutritionmonitoring.pdf>).

CONSULTANT (July to December 2013)

USAID Feed the Future Program, Dar es Salaam, Tanzania

- Provided technical support to the Feed the Future (FTF) team on its nutrition-related procurements including for the review and approval of annual workplans, project monitoring and evaluation reports, and nutrition strategy documents.
- Advised the Mission on how to strengthen the measurement of nutrition-specific and nutrition-sensitive indicators within the FTF monitoring and evaluation framework.

NUTRITION ADVISOR (Nov. 2010 to June 2012)

USAID Feed the Future Program, Dar es Salaam, Tanzania

- Designed a multi-sectoral nutrition framework for USAID Tanzania and developed a US\$35 million request for application for a new five-year nutrition program.
- Managed a comprehensive consultation and technical review process for the competitive selection of an organization to implement the nutrition program in partnership with government, UN organizations, civil society and the private sector.
- Managed a portfolio of USAID funded nutrition & food security programs.
- Advised USAID management on evidence-based strategies for integrating & scaling up sustainable nutrition services into health, agriculture & economic growth programs.
- Served as the US government focal person and donor co-convenor for the global Scaling Up Nutrition movement in Tanzania together with Irish Aid.
- Represented USAID in regular meetings with senior government officials, UN partners, development partners and civil society organizations.
- Organized a high-level meeting on Scaling Up Nutrition with Tanzanian Prime Minister Pinda, Irish Deputy Prime Minister Gilmore and US Secretary of State Hillary Clinton.

- Provided technical guidance to USAID and the Government of Tanzania in developing the Tanzania Agriculture and Food Security Implementation Plan as part of the Comprehensive Africa Agriculture Development Program (CAADP).
- Led a team of stakeholders from government, development partners and civil society in developing an implementation plan for Tanzania's National Nutrition Strategy.
- Managed staff and provided mentorship on project management skills, policy dialogue, budgeting and program planning.

NUTRITION ADVOCACY CONSULTANT (Nov. 2009 to July 2010)

Young Child Survival and Development Section, UNICEF, Dar es Salaam, Tanzania

- Provided support to UNICEF in developing a nutrition advocacy strategy in consultation with the Tanzania Food and Nutrition Centre (TFNC).
- Developed a nutrition toolkit for use by district-level officials in Tanzania in collaboration with government and the Development Partners Group for Nutrition.
- Conducted a mapping of health and nutrition-related activities carried out by NGOs and faith-based organizations in Tanzania.
- Provided technical support to UNICEF for incorporating nutrition messages into radio programs and other communication materials.
- Prepared briefing papers for UNICEF on food fortification.
- Developed reporting tools and guidance notes to assist districts in monitoring malnutrition using mid-upper arm circumference tapes during child health days.

SENIOR HEALTH SPECIALIST, AFRICA HEALTH SYSTEMS INITIATIVE

(August 2007 to August 2009)

Strategic Policy and Operations Directorate, Africa Branch, Canadian International Development Agency (CIDA), Gatineau, QC, Canada

- Served in a leadership role with senior management and country program teams to develop and roll-out CIDA's \$450M, ten year Health Systems Initiative in Africa.
- Assisted CIDA country program teams to develop multi-year health sector funding plans and monitoring and evaluation frameworks.
- Led the development of a \$5M research program on health systems and human resources for health.
- Represented CIDA at international health systems meetings with developing country partners, other bilateral donors, UN organizations and NGOs.
- Prepared communication materials and technical briefs for senior management on key issues such as HIV/AIDS and human resources for health.
- Supervised junior staff.

SENIOR HEALTH & NUTRITION PROGRAM ANALYST (June 2005 to Aug. 2006)

Health and Nutrition Directorate, Multilateral Branch, CIDA, Gatineau, QC, Canada

- Multilateral Programs Branch lead for CIDA's Africa Health Systems Initiative.
- Developed the framework for a five-year, \$105 million child survival and nutrition program, implemented by UNICEF, together with technical experts from USAID, WHO, Johns Hopkins University, the Measles Partnership and NGOs.
- Developed "Health and Nutrition Results Fact Sheets" used to communicate results achieved through CIDA funded health and nutrition projects to the Canadian public.
- Analyzed health and nutrition research and made recommendations to senior CIDA management on priorities and strategies for program funding in health and nutrition.
- Managed a multi-million dollar portfolio of CIDA funded health, HIV/AIDS and nutrition programs.
- CIDA focal point for the malaria bednet scale-up strategy for Africa, and organized a series of high-level global meetings to raise donor resources for scaling up bednets.

- Managed junior staff and consultants.

EMERGENCY & RELIEF PROGRAM OFFICER (April 2004 to June 2005)

Program Against Hunger, Malnutrition and Disease, Multilateral Programs Branch, CIDA, Ottawa, ON, Canada

- Emergency Food Aid Coordinator responsible for monitoring and assessing food and nutrition needs of populations affected by drought and natural disasters.
- Advised senior CIDA management on appropriate funding responses to international humanitarian appeals for food-insecure countries in Africa
- Advised senior CIDA management on procurement issues such as un-tying food aid.
- Ensured strong coordination between CIDA and other bilateral, multilateral and NGO partners on programming responses to international humanitarian appeals.
- Advised senior CIDA management on technical nutrition issues relating to Canada's food aid response in African countries, including programs supporting therapeutic and supplementary feeding of children under five.
- CIDA representative on the Government of Canada Task Force for the Darfur Crisis.

HEALTH & NUTRITION CONSULTANT (April 2002 to March 2004)

Program Against Hunger, Malnutrition and Disease, Multilateral Programs Branch, CIDA, Gatineau, QC, Canada

- Managed a multi-million dollar portfolio of emergency food aid, health, HIV/AIDS and nutrition projects responding to humanitarian situations in east and southern Africa.
- Worked directly with the office of the Minister of Health in Ethiopia and UNICEF to develop a National Child Survival Outreach Strategy.
- Prepared briefing materials for CIDA management on programming and policy related issues such as: nutrition among HIV/AIDS affected households, genetically modified food aid and food aid untying.
- Acted as CIDA focal point for the Global Fund to Fight AIDS, Tuberculosis and Malaria and coordinated an internal consultation process for round three proposals.

NUTRITION ADVISOR (June 2001 to April 2002)

Partnership for Appropriate Technology in Health (PATH) Canada and Ekwendeni Hospital Ekwendeni, Malawi, Africa

- Provided technical nutrition support for an agroforestry project working to reduce malnutrition among women & children in rural households affected by food insecurity.
- Advised the project management team on the research design and methodology for a nutritional assessment survey involving over 1200 rural households.
- Assisted the Project Coordinator with the day-to-day management of project activities including planning, budgeting, report writing, results based management, recruitment and training of staff and communication with partners and donors.
- Assisted with the facilitation of focus group discussion sessions on nutrition, HIV/AIDS and food security as part of a research investigation.
- Led collaboration efforts between the project and other programs in the region.

HEALTH RESEARCH COORDINATOR (Nov 2000 to May 2001)

Northern Quebec Cree and Inuit Communities, McGill University, Montreal, QC, Canada

- Coordinated a research investigation that documented maternal and infant health and nutrition outcomes among First Nations and Inuit populations in northern Canada
- Prepared the initial research proposal, conducted literature review, established collaborative agreements with First Nations communities and coordinated interviews and data collection in rural communities.

VOLUNTEER EXPERIENCE

GLOBAL YOUTH EDUCATOR (2000-2001)

Canadian Red Cross, Montreal, PQ, Canada

- Facilitated high school workshops to teach youth audiences about international development issues and the work of the International Committee of the Red Cross.
- Prepared press release articles for university newspapers.

HEALTH EDUCATOR (1999)

Youth Challenge International Volunteer, Kwebana, Guyana

- Volunteer for a community health development project in rural Guyana.
- Assisted local community members with the construction of health and sanitation facilities for a primary school, and with the organization of a health education workshop for Guyanese youth on HIV/AIDS and sexually transmitted diseases.

REFERENCES

Available upon request.

Summary	Amdissa is an independent consultant based in Addis Ababa. He has a certificate of professional competence from the Ethiopian Management Institute. Amdissa has completed consultancy assignments in a range of areas including, but not limited to, disaster risk management, food security, safety nets, social protection, education (including adult and distance education) and health (including HIV and AIDS). Gender mainstreaming, child protection and capacity building are key features of Amdissa's consultancy work. He has built a strong customer base that includes government, donors, NGOs/CSO, academic and research institutions both local and international.
Key Professional Areas	Disaster Risk Management (Early Warning/Contingency Planning) Food Security/Livelihood Systems Safety Nets/Social Protection Policy Review/Analysis/Dialogue Gender Mainstreaming Capacity Building
Hands-on skills	Strategic planning, Capacity assessment, Training/Facilitation/Coaching/Mentoring, Qualitative research, Computer skills
Overseas Partnerships/ collaborations	Overseas Development Institute (London-UK), Institute of Development Studies (Brighton-UK), <i>theIDL Group</i> (Bristol-UK), TANGO International (USA); HTSPE Ltd. UK., Odessa Centre, UK

CAREER HISTORY

YEAR	ORGANISATION	Position	KEY RESPONSIBILITIES
Aug 1982- Oct 1985	Ministry of Agriculture (Ethiopia)	Project Officer (Economist)	Conducted feasibility study of agricultural projects; worked with donor missions such as the World Bank, FAO and IFAD; prepared annual budget and carried out an extensive human resource inventory for the Ministry.
1988-1997	Wye College, University of London	Research Assistant/Trainer/Tutor	Worked on distance education for agricultural development programme at the college. My responsibilities included quality assurance of course materials; tutoring distance students; write/edit course units; conducted training on various professional development courses; contributed to college research and consultancy activities.
1998 to	Self-employed	Chief	Providing training & consultancy services to

date	independent consultant	Consultant	development actors in Ethiopia (Government, donors and NGO/CSOs); work individually as well as with national and international consultancy teams.
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Academic Qualifications

1982 Bachelor of Arts (Economics), Addis Ababa University
1986 Master of Science (Agric. Econ), Wye College, University of London
1995 Ph.D. (Education for Ag. Dev't), University of London

Professional Certificates

Certificate for Managing an Evaluation of UNHCR Refugee Project on behalf of TANGO International, USA - 2010
Certificate of Professional Competence form Ethiopian Management Institute - 1998
Certificate on Computer Conferencing from the Open University, UK - 1995
Certificate in Project Budgeting, Monitoring & Evaluation from FAO/Ministry of Agriculture - 1984

I CONSULTANCY WORK

1 Qualitative/quantitative Evaluation and Impact Assessment of Project/Programme

- 1.1 ***Review of the New Alliance for Food Security and Nutrition (April-June 2014)*** – conducted the 2014 progress review of the alliance as member of Tufts/AKLDP team. Responsible for reviewing progress in government and donor commitments based on interview of key government and donor representatives and review of relevant documents. Contributed to the progress review report.
- 1.2 ***Mid-Term Review of the PSNP/HABP (August-December 2012)*** – provide technical support to seven MTR Working Groups made up of government and donor representatives and produce a synthesis MTR progress report for the main MTR mission in November 2012.
- 1.3 ***Final Evaluation of PSNP Plus Project (CARE/TANGO International, Nov.–Dec. 2011)*** – I worked with an international consultant to evaluate the performance of this project. I visited project sites in Amhara and Tigray, wrote field reports and co-presented preliminary findings to the client and other partners. I also presented the findings at a final learning event on PSNP Plus organised by CARE.
- 1.4 ***Mid-Term Review of the CAADP Multi-donor Trust Fund (DFID/HTSPE Ltd., Sept-Oct, 2011)*** – I worked with a team of international consultants to review the performance of this fund which is managed by the World Bank. The field work included consultations in Ethiopia, trips to the NEPAD Secretariat in South Africa, ECOWAS in Abuja (Nigeria), the World Bank in Washington and final donor briefing in The Hague.
- 1.5 ***An Evaluation of the Impact of Food Aid to Sustainable Solution in a Protracted Refugee Camps (UNHCR/WFP/TANGO International, 2010)*** – I was the national project manager for this study which took place in refugee camps in Tigray and Somali regions of Ethiopia and had both quantitative and qualitative aspects. I provided high calibre enumerators, supervisors and qualitative researchers and managed the logistics. I also contributed to the design of the tools and provided technical inputs during the study. Obtained certificate from TANGO International for managing for managing the study well.
- 1.6 ***Ex-post and terminal evaluation of Mercy Corps livelihood strengthening projects in East and West Hararghe (Mercy Corps, June 2009)*** – as a Lead Consultant, I developed evaluation tools, trained field workers and participated in field work to guide the start-up phase. I wrote the report and presented the findings in a workshop where a wide range of stakeholders were present.
- 1.7 ***Review and Formulation of the Food Security Programme (World Bank, Sept. 2008 to June, 2009)*** – I was a Technical Assistant to the donor and government Technical Committee established to review all the components of the food security programme. In the review phase, I contributed to the development of

review tools; facilitated instrument validation workshops, participated in stakeholder consultations at regional, woreda and community levels and prepared review reports. In the formulation phase, I contributed to a series of Technical and Steering Committee meetings; facilitated stakeholder consultations at regional, woreda and community levels and wrote regional reports. Contributed to various chapters of the new programme document and presented parts of the document at a multi-stakeholder workshop. My final contribution to the new food security programme formulation was providing technical assistance to the Pastoral PSNP Taskforce for the design of ***Pastoral Roll-out of the PSNP***.

- 1.8 *Joint Evaluation of AfDB and IFAD projects in Africa (ODI, Nov 2008-March 2009)*** – As a member of Core Evaluation Team from ODI, I was commissioned to provide technical support to the Sudanese Country Evaluation Team. To that effect I briefed the country team at the inception and attended the workshop on the findings of the evaluation. I participated in an inception workshop in Nairobi and also the synthesis workshop in Tunis. Contributed to country evaluation report and to the various themes of the synthesis report.
- 1.9 *PSNP Qualitative Panel Study (IDS/theIDL Group, May-July, 2008)*** - this study is a repeat of the 2006 study on targeting aspects of the PSNP in the four regions – Tigray, Amhara, Oromia and SNNPR (see 2.6 below). In the present study I am responsible for recruiting regional researchers, and providing field based training/coaching on how to use qualitative tools. The study is carried out in association with researchers from at ODI and The IDL Group.
- 1.10 *Millennium Village Project Review (ODI, March-June 2008)*** – Ethiopia is one of the 10 African countries where the Millennium Project is implemented. The review is carried out in 4 sample countries including Ethiopia. I was responsible for the agriculture aspect of the Ethiopia review. The assignment included review of the literature, visit to the project site in Tigray and hold extensive consultation with community, project staff and woreda officials using a variety of qualitative techniques and tools including, but not limited to focus group discussions, key informant interviews and observation. The synthesis report has been published by ODI entitled “*Beyond the villages: the transition from rural investments to national plans to reach the MDGs*”.
- 1.11 *An Evaluation of USAID Financed Pastoral Livelihood Initiative (USAID Jan-Feb 2008)*** – as a member of three person team, carried out an evaluation of Pastoral Development Programmes focusing on the Pastoral Livelihood Initiative (PLI). Took responsibility for Afar region (in partnership with the Odessa Centre Ltd.).
- 1.12 *Real Time Evaluation of Emergency Response in the Horn of Africa (UNICEF, 2006)*** – as a member of an international team of consultants, I evaluated emergency response in Ethiopia and contributed to the finalisation of the Kenya and Somalia reports. Presented the findings of the Ethiopia evaluation in the presence of senior government, donor and NGO representatives.

- 1.13 Evaluation of Cash for Work Project in Somali Region (SC-UK, March 2006)** – evaluated the cash for work and labour based public works project in Shinile Zone of Somali Region. The evaluation assessed the appropriateness of such interventions in pastoral and agro-pastoral communities.
- 1.14 Review of the PSNP (ODI/IDS/theIDL Group, April-June 2006)** – this is the first comprehensive review of the PSNP covering targeting, linkages and trends in transfers. I was responsible for providing logistics support to the targeting study and also participated in fieldwork in Tigray and SNNPR. Contributed to the analysis and also wrote sections of the report. Carried out regional debriefings in Tigray and SNNPR.
- 1.15 Evaluation of Old Persons Support Project (HelpAge International, Nov 2005)** – evaluated a project designed to support vulnerable and older persons in drought affected areas of Somali and Borena pastoral communities.
- 1.16 Monitoring and Evaluation of Health Waiver Project (SC-UK, June 2004 and March 2005)** – (i) monitored and documented the health waiver pilot project in Debresina Woreda, South Wollo, Amhara Region on two occasions. Presented findings at a one-day Steering Committee gathering in Bahir Dar (ii) evaluated the project. (ii) carried out a final evaluation of the same project.
- 1.17 Mid-term Evaluation of Community Based Childcare Project (JeCCDO, Dec 2003 and July 2004)** – conducted mid-term evaluation of community based childcare project in Kebele 12 Dire Dawa Administrative Council and Kebele 09 of Debre Berhan Town Amhara Region, respectively.
- 1.18 Evaluation of Disability Project (SC-UK, Feb 2004 and May 2004)** –evaluated the project designed to promote the rights of children with disabilities in Addis Ababa and South Wollo, ANRS, respectively.
- 1.19 Evaluation of Emergency Response (Oxfam International, March-April 2004)** – evaluated the effectiveness of OI 2002/03 emergency response in the Rift Valley area and Tigray Region.
- 1.20 Terminal Evaluation of Integrated Community Development Project (Action for Development, Dec 03 – Jan 04)** – carried out participatory terminal evaluation of the integrated community development and saving and credit promotion project in Wolaita and Gamo Gofa Zones of SNNPR. Acted as team leader of a multi-disciplinary team from region and zones.
- 1.21 Terminal Evaluation of Education Project in Somali Region (SC-UK, Nov and June 2003)** – carried out participatory terminal evaluation of (i) the Comic Relief funded alternative basic education project and (ii) EU co-financed basic education project in Somali Region, respectively. Acted as team leader of experts from the regional and zone education bureaux and community members.
- 1.22 Mid-term Review of Ethio-Danish Integrated Development Programme (SC Denmark, May 2003)** – as a member of three-person team, carried out a mid-term review of the Ethio-Danish Development Programme in North Wollo, Amhara Regional State. Facilitated a two-day workshop on three major issues that emerged from the reviews (i) capacity building and sustainability (ii)

integration and replication (iii) rights based programming (with Ole-Stage and Elsa Marie Buck).

1.23 *Evaluation of Community Based Child Care (JeCCDO, Dec 2001)* – evaluated the integrated urban community development programme in Bahir Dar, Amhara Region (with Marie Jose of MDF Consult).

1.24 *Evaluation of Education Sector Development Programme (UNDP, Oct 2001)* – evaluated the effectiveness of UNDP’s contribution to the Education Sector Development Programme (1997-2002) with particular emphasis on the emerging regions of Somali and Benshangul Regional States.

2 Research/Studies/Assessments

2.1 *Non-State Social Protection in Ethiopia: Characteristics, Governance and Policy Relevance* (on-gong) – Team Leader in a three-phase research project with financial support from the Partnership for African Social & Governance Research (PASGR). Phase I mapped non-state actors in social protection in four sites in Ethiopia, namely Addis Ketema Sub-City, Welmera Woreda, Dire Dawa City and Shinile Woreda. Over 1000 NSAs have been mapped. Phase II focuses on an in-depth study of selected NSAs and their beneficiaries. Phase III focuses on dissemination that includes writing policy briefs; organising local and national workshops and presenting findings on national and international conferences. Presented a paper at the GDN conference on inequality, social protection and inclusive growth, June 19-21, Manila, the Philippines.

2.2 *Support Regional Governments to Adapt the National Guidelines on Targeting Relief Food Assistance* (WFP/DRMFSS/the IDL Group, April - 2012). This assignment involved designing a regional adaptation strategy with the following steps: draft the regional handbook, field test and national experience sharing workshop. I travelled to all the regions to co-facilitate the workshops where actions and timeframe were agreed with all stakeholders.

2.3 *Assessment of Graduation from PSNP (the IDL Group Ltd, April-July 2010)* – I was the national project manager providing high calibre local consultants and managing the logistics. I also contributed to the design of the study methodology, inception report and gave occasional technical advice.

2.4 *Linking Food Insecure Households to Sustainable Financial Service Providers (Asso. of Eth. MFIs. Sept 2010-Jan 2011)* – editing, updating and enriching a number of papers written by regional microfinance experts. Wrote an introductory chapter on ‘food security’ and a section on ‘conclusion and critical reflection’. This work is published as Occasional Paper No. 30 of the Association.

2.5 *An Assessment of the Situation of Children in Emergencies (SCUK, Oct-Dec, 2010)* – carried out an assessment of the situation of children in various emergency situations from rights perspective. The study examined the extent of hunger, malnutrition, mortality and morbidity and other child right violations in time of emergency based on desk review and field work in Amhara and Afar regional states.

- 2.6 Mapping and Gap Analysis of de facto Social Protection interventions in Ethiopia** (IGAD, May-July 2010) – carried out an assessment of social protection legal provisions, policy frameworks, programmes and projects. Identified gaps in legal provisions, policy frameworks and interventions. Presented findings on a number of forums including briefing higher officials of Ministry of Labour and Social Affairs and Ministry of Agriculture and Rural Development.
- 2.7 Rapid Assessment of Relief Targeting Practise in Ethiopia** (DRMFSS/WFP, Jan-April, 2010) – carried out a rapid assessment of relief targeting practices in Oromiya, SNNPR and Afar Regions (with experts from Federal DRMFSS and WFP). The consultations involved, regional and woreda Early Warning & Response experts, targeting committees, beneficiaries and non-beneficiaries. This study is designed to advice the government and WFP whether or not the National Food Aid Targeting Guidelines developed in 2000 is due for revision.
- 2.8 Adaptation to Climate Change: Case Studies in Pastoral and Agro-pastoral communities of Borena, Ethiopia** (ACF, May 2009) – I was the lead consultant on this six-person team study into adaptation strategies used by pastoral and agro-pastoral communities in Borena of Ethiopia. I managed the field team, wrote the Ethiopia report and participated in dissemination workshops. This is one of two studies in Africa (the other one is in Mali) carried out to inform and feed into the Copenhagen summit on climate Change (COP 16). The report has been published by ACF entitled “*Chaining Climates Changing Lives: adaptation strategies of pastoral and agro-pastoral communities in Ethiopia and Mali*”.
- 2.9 Options for Social Protection in Ethiopia: the case of direct support beneficiaries of PSNP** (DFID, 2009). This is a joint work with Stephen Devereux of IDS exploring what options are there for direct support beneficiaries in the event of PSNP phasing out. This work has now been revised and submitted as book chapter to be published by Forum for Social Studies, Addis Ababa.
- 2.10 Review of Ethiopia’s Education Policy, Strategy and Programmes** (FSS, 2008) – reviewed and identified gaps in the education policy of Ethiopia issued in 1994. The various strategies were also examined to determine their adequacy and relevance. The performance of education sector development programmes was also critically examined to determine whether or not Ethiopia can meet Universal Primary Education. This work is published as a chapter in a book “*Digest of Government Policy, Strategy and Programmes*” by Forum for Social Studies, Addis Ababa both in English and Amharic.
- 2.11 Background Study for IFAD COSOP** (August, 2008) I led a team of three people that carried out a comprehensive review of the macroeconomic situation, agriculture sector performance and trends in rural poverty as background paper for IFAD’s second Country Strategy and Opportunities Paper (COSOP II). Presented the findings to donor and government partners.
- 2.12 Scoping Study on Farmers’ Organisations** (Bill and Melinda & Gates Foundation, Feb–May 2008) – This is a study carried out in three African

countries – Ethiopia, Kenya and Malawi. I was responsible for the Ethiopia study. I reviewed the status of farmers' organisations (cooperatives in the Ethiopian case) through the various political systems. Completed a structured format and wrote a report which identified the strength, limitations and investment priorities.

- 2.13 *Institutional Capacity Assessment for the Pastoral Area PSNP*** (*Pastoral Taskforce/MoARD, Oct – Dec 2007*) – carried out an institutional capacity assessment for the PSNP Pastoral Area Pilot in Afar, Somali, Oromia and SNNP Regions.
- 2.14 *Identification of Community Based Early Warning Indicators*** (*Action Aid, Oct-Dec 2007*) – conducted community level study to identify traditional indicators that communities used for predicting drought related disasters. The selected communities were the Borana in Oromia (pastoral) and Ofla woreda in Tigray (sedentary). Developed early warning formats for regular monitoring of the indicators.
- 2.15 *Ethiopia – Path to Self-resiliency*** (*TANGO/CANGO, Jan-June 2007*) – contributed to the design of the study carried out in Afar, Amhara, Oromiya, SNNPR and Tigray. I led a team of qualitative and quantitative researchers in Afar and provided technical support to the other regional teams. Actively engaged in the analysis of the qualitative data; debriefed regional workshop and wrote the Afar report.
- 2.16 *Piloting PSNP in Pastoral Areas of Ethiopia*** (*MoARD/Pastoral Taskforce, Jan-March 2007*) - as a member of an international team of consultants, I was responsible for the institutional aspect of the study and prepared background report on Afar Region.
- 2.17 *PSNP Appraisal*** (*DFID, May-July 2006*) – co-ordinated an appraisal of Productive Safety Net Programme with particular reference to targeting (with Taylor Brown of the IDL Group and Kay Sharp of ODI).
- 2.18 *Market Potential for Urban Agriculture*** (*JeCCDO, March 2006*) – conducted a rapid assessment of the market potential of urban agriculture in Debre Zeit Town of Oromiya Region.
- 2.19 *Organisational Capacity Assessment*** (*HelpAge International, April 2006*) – carried out a rapid organisational assessment of Arsi Negele and Lume Woredas in Oromiya Regional State as a baseline for monitoring the country's poverty reduction strategy.
- 2.20 *A Study on Cash Transfers*** (*Institute of Development Studies, July-August, 2005*) – (i) conducted a study on cash transfers with particular reference to safety net programme. The study contributed to UNICEF's review of Social Protection in four African countries (Ethiopia, Lesotho, Mozambique and Zambia). (ii) also conducted key informant interview with policy makers and implementers on the subject of inequality in agriculture. Co-authored a paper (with Stephen Devereux, Rachel S. Wheeler) as a background to the 2006 World Development Report.

- 2.21 *Child Information Hub*** (*African Child Policy Forum, Jan-April, 2005*) – designed a data collection template and gathered information for the establishment of the Ethiopian Child Information Hub. Also presented the findings at a one-day stakeholders' workshop.
- 2.22 *Literature Review on Early Warning Systems in the Horn of Africa*** (*Livelihood Integration Unit/Early Warning Department, 2005*) – contributed to a study on the status of early warning systems in the Horn.
- 2.23 *Community Based Early Warning System*** (*SC-Canada/UK, 2005*) – collaborated in conducting a study on traditional early warning indicators in Oromiya Region. Made a presentation at a gathering of regional disaster management experts.
- 2.24 *A Critique of Growth Monitoring Component of the World Bank Food Security Project*** (*Save the Children UK, May-June 2004*) – conducted a desktop study on the feasibility of growth monitoring component of the Government/World Bank food security programme as an input to the organisation's advocacy work.
- 2.25 *Diagnostic Trade Industry Study (DTIS)*** (*The World Bank/Ministry of Industry, Nov-March 2003*) – as a member of multi-disciplinary local and international consultants contributed to the Diagnostic Trade Industry Study (DTIS) with particular reference to market potential for agricultural products.
- 2.26 *Literature Review on Public works*** (*SC Canada, June-July 2002*)–reviewed local and international literature on public works/employment generation schemes and co-produced a discussion paper.
- 2.27 *Rapid Assessment of Woreda Capacity to Implement Emergency Relief Programme*** (*SC-Sweden, Dec 2002*) – carried out rapid assessment of the capacity to implement emergency relief programme in Siraro Woreda (Oromiya Region) and conducted training on disaster management with child rights focus.
- 2.28 *Participatory Assessment of Technical and Vocational Training Needs*** (*JeCCDO, June 2002*) – carried out a participatory assessment of technical and vocational training needs of unemployed youth in Bahir Dar Town of Amhara Regional State. Presented the findings to a one-day stakeholders workshop. Based on the study a team of international consultants prepared a curriculum in which I was a key informant.
- 2.29 *Quality and Financing of Education in Ethiopia*** (*EEA, March-May 2001*) – prepared background paper in quality and financing of education in Ethiopia. Designed a three-tier questionnaire for parents, students and teachers on quality and financing of education. Trained enumerators. This work formed the basis for the Annual Report on the Ethiopian Economy with focus on Human Development.
- 2.30 *The Effectiveness of IEC Materials for HIV/AIDS*** (*SC-Alliance, Oct 2001*) - carried out a rapid assessment of the effectiveness of IES materials for HIV and AIDS in Addis Ababa and Amhara Region (Dessie and Bahir Dar).

2.31 *Child Rights Programming Capacities in Ethiopia* (SC-UK/Canada, September 2001) – as a member of an international team, assessed capacities and needs in child rights programming in Ethiopia. Identified key partners for the organisation, one of which has resulted in practical child programming partnership (with Janette Montz and Kathy Marshall).

2.32 *Training Needs of Extension and Cooperative Professionals* (UNOPS/Ethio-Italian Cooperation, Feb-April 1998) – conducted training needs assessment of extension and co-operative professionals within the Arsi-Bale Agricultural Development Programme and developed curriculum to meet the training needs.

3 Conducting Training of Trainers/Workshop Facilitation

3.1 *Facilitated Oxfam America Horn of Africa Regional Office Staff Retreat* (Oxfam America, Feb 2011) – I was invited to facilitate part of the staff retreat focusing on synergy between Oxfam America Horn of Africa Regional Office (OA-OARO) programmes and between OA-HARO and its partners. To this end, I made a presentation on the concept of synergy in rural development context and gave some practical examples to kick start the discussion. I also documented the process and outcomes.

3.2 *Facilitated a Validation Workshop and Produce Policy Briefs on Value Chain* (iDE/SOS-Sahel Ethiopia, December 2011) – I facilitated a one-day workshop organised to validate five major studies on (i) vegetable value chain (ii) cereal value chain (iii) small ruminants value chain (iv) the impact of price hikes on small holders and (v) trade barriers on small holders. I generated a number of strategic issues from the studies and obtained consensus on the issues. Drafted two policy briefs aimed at regional and federal governments.

3.3 *Together for a Food Secure Ethiopia: Roundtable Discussion of Oxfam Partners* (Oxfam America and Oxfam GB, Sep. 09, 2011) – I facilitated a one-day workshop designed to share major concerns on food security trends both locally and globally. I produced a communiqué on next steps for consideration by Heads of Agencies (Oxfam and its partners).

3.4 *Oxfam International Climate Change Adaptation Learning Event* (Oxfam America, Aug. 31-Sep. 2, 2010) – facilitated a three day learning event on climate change for partners of Oxfam America - both local and from other African countries.

3.5 *ToT on Food Security for Microfinance Providers* (AEMFI, August, 2010) – Designed and facilitated a six-day ToT for members of the AEMFI. Developed training handbook on food security in Ethiopia with particular focus on PSNP and the HAB.

3.6 *Leadership Skills Training* (ACF, May 2009) – conducted a two-day training for 25 ACF staff working on projects in SNNPR and Somali Region. Prepared training handouts in key topics (i) definition and stages of skill acquisition; (ii) leadership skills and (iii) how to form and manage teams.

- 3.7 *Lessons Learned from Agriculture Scale up Programme*** (Oxfam GB, June 2007). This is a follow up to an earlier national workshop on same (see 1.4 below). In the present workshop, lessons from Tanzania and Ethiopia were presented. Papers on various aspects of agricultural policy were also presented. My task was to facilitate the discussion, highlight/flag key issues, summarise the discussion and monitor/encourage active participation.
- 3.8 *Research Feedback Workshop*** (SOS Sahel, Dec 2007) - facilitated a workshop organised to provide feedback on findings of research papers in pastoral communities of Ethiopia and wrote the proceedings.
- 3.9 *Agriculture Scale up Programme*** (Oxfam GB, Nov 2007) – facilitated a workshop on agriculture scale up programme implemented by Oxfam in Amhara, Benshangul and Oromiya regions of Ethiopia. Each region presented its best practices that can be scaled up. Helped the participants to identify critical issues that affect scale up and draw up an action plan to achieve it.
- 3.10 *Advocacy and Dialogue Forum*** (EU/SOS-Sahel, August 2007) – facilitated a forum of NGOs operating in SNNPR. The forum was organised to examine the coordination between regional government bureaus and NGOs on the one hand and coordination among NGOs themselves on the other.
- 3.11 *NGO/GO conference*** (SEPDA, Dec 2006) – facilitated the 2nd conference organised to examine the strength and weaknesses of the National Development Associations in SNNPR. It was also to share experience between government and NGOs.
- 3.12 *Launch of Pastoral Food Security Partnership Project*** (AFD, 2006) – facilitated the launch of Pastoralist Food Security Partnership Project implemented in Borana and Guji Zones of Oromiya Region. Provided technical support to the implementing woredas (districts) to help them prepare PowerPoint presentations.
- 3.13 *Early Warning Training for Pastoral experts*** (SC-US, July 2005) – organised and facilitated ToT on early warning for food security officers from the Somali Region with particular focus on Market and price monitoring. Traditional early warning indicators were important components of the training.
- 3.14 *Disaster Management Training*** (World Vision Ethiopia, June/July 2005) – organised and facilitated two rounds of training on Disaster Management and Preparedness for staff and partners. Traditional early warning indicators were important components of the training.
- 3.15 *Disaster Management Training*** (Christian Aid, March 2005) - organised and facilitated disaster management training for Christian Aid Regional partners. Traditional early warning indicators were important components of the training.
- 3.16 *Safety Net Training of Trainers*** (Ministry of Agriculture/FSCB, August-September 2005) – conducted a ToT for safety net coordinators from Amhara, Tigray, Oromiya, SNNPR, Dire Dawa and Harari based on the Safety net targeting guideline. Coached/supervised the regional level training for woreda food security/safety net coordinators.

- 3.17 *Training of Trainers focusing on adult learning principles*** (*Livelihood Integration Unit/Early Warning Department, 2005*) – acted as capacity building expert for the project and conducted a series of ToTs for field workers engaged in household economy analysis.
- 3.18 *Forum on UNICEF Nutrition Guidelines*** (*UNICEF, April 2005*) - facilitated a forum organised to discuss the draft UNICEF Nutrition Guidelines in the presence of a range of stakeholders that included government, donor, and NGO.
- 3.19 *Sphere Standards Familiarisation*** (*SC-UK, 2002*)- I co-facilitated a familiarisation workshop on the Sphere Standards for Save the Children Alliance field staff (with Wondwesen Kitaw of SCUK).
- 3.20 *Food Security and Gender Mainstreaming Training*** (*Oxfam Canada, July-August 2004*) – facilitated a two part workshop on (i) gender, HIV and AIDS and environment mainstreaming and (ii) food security strategic planning in Benshangul Gumuz Regional State. (with Nigist Shiferaw).
- 3.21 *Donor Round Table*** (*EOC/DICAC, Nov 2003*) – facilitated a Round Table discussion of donors in Lalibella, Amhara Regional State. Helped participants reach consensus on key issues and contributed to drafting the minutes.
- 3.22 *Sphere Standards & Contingency Planning Training*** (*SC-UK, 2002*)- I co-facilitated a familiarisation workshop on the Sphere Standards and Contingency Planning for Save the Children UK field staff (with Sheila Reed of InterWorks).
- 3.23 *Facilitate Strategic Plan Review Process*** (*JeCCDO, Dec 2002*) – facilitated a workshop on a review of strategic planning and assisted the NGO to revise and improve its six year strategic plan.
- 3.24 *Co-facilitated National Strategic Plan Workshop*** (*DPPC, Dec. 1997*) - co-facilitated (with Greg Rooney, Training Advisor to SC-UK) the integration and compilation of regional disaster prevention and preparedness strategic plans into a single national plan.
- 4 Guidelines/ Training Manuals/Handbooks, Toolkits (early warning, EGS, Targeting, safety net, food security and others)**
- 4.1 *Local Level Participatory Planning Guide for the HABP*** (Aug. 2012-Feb 2013) – planned and implemented a technical audit of ‘participatory’ planning practices in selected regions, woredas and kebeles of Ethiopia; constructed a mapping of variety of practices that fall into one or more of the five point scale typology – scalable practice, to be maintained/continued, to be modified/improved, to be further investigated, and wrong practices. Finally developed a Local Level Participatory Planning Guide for the HAB; facilitated a one-day validation workshop.
- 4.2 *ABCD Guide for Ethiopia*** (Oxfam Canada, on-going) – Asset Based Community Development (ABCD) is an approach to community development that has been piloted in selected communities in Ethiopia since 2003. This consultancy assignment will capture the vast community experience through workshops

and field visits and develop a guideline for present and future ABCD facilitators.

- 4.3 *General Guideline for Early Warning in Ethiopia*** (WFP/DRMFSS, 2010/2011) – this is an update of the EW guideline developed in 1995. The new version reflects the major changes in the knowledge and practice of early warning including paradigm shift from DM to DRM.
- 4.4 *A Toolkit for Safety Net Training*** (SC Canada, Sept 2006) – developed a tool kit for safety net programme training (in Amharic). The tool kit brings together relevant training manuals and guides from disaster management and safety net under a single hub.
- 4.5 *Safety Net Targeting Guidelines*** (USAID/MoARD - August, 2005) – developed guidelines for safety net targeting based on the PSNP PIM and the experience of developing the National Food Aid Targeting Guidelines (see below).
- 4.6 *Training Manual for IPM Practitioners*** (SC-UK - 2003) – developed training manual in Integrated Pest Management (IPM) with technical input from Dr. Fantahun Assefa, IPM Advisor.
- 4.7 *Food Aid Targeting Guidelines and Handbook*** (SC-UK/DPPC - 2000-02) – (i) developed the National Food Aid Targeting Guidelines based on an extensive around table discussion with region, zone and federal stakeholders (with Sheila Reed of InterWorks) (ii) conducted a series of familiarisation workshops for stakeholders in the various regions of the country. (iii) developed a user-friendly handbook (available in English, Amharic and Oromiffa) for woreda level implementers. These efforts represent the largest campaign to improve targeting practices in Ethiopia.
- 4.8 *EGS Familiarisation: Trainer's Manual*** (SC-Canada/UK/DPPC - 2000) – developed and tested a training manual on EGS based on adult learning principles. Conducted a ToT for DPP Committee members at regional and zonal levels.
- 4.9 *Training Manual for Early Warning Systems in Ethiopia*** (SC-Canada/UK/DPPC - 2000) – conducted capacity assessment of regional early warning systems and developed a Training Manual based on adult learning principles. The manual covered the key indicators that are used for early warning monitoring. It is divided into the following modules (i) Common Module – fundamentals of early warning (ii) Module 1 – Crop and Livestock Monitoring (iii) Module 2 – Price and Market Monitoring (iv) Module 3 – Rainfall Monitoring (v) Module 4 - Field Assessment Mission (vi) Module 5 – Local Food Security Monitoring (vii) Module 6 – National Food Security Monitoring. Conducted a series of ToTs based on the manual.
- 4.10 *Training Manual for Early Warning Systems in Somali Region*** (SC-Canada/UK/DPPC - 2003) – as a result of the success of the training manual for the Federal Early Warning System (see above), I was asked to develop a Training Manual for Somali Region based on Household Economy Approach. Also developed shorter handbook for district early warning monitors and

conducted a ToT based on the handbook. I participated in the recruitment of the early learning team to implement the programme.

5 Policy Review/Analysis/Dialogue

- 5.1 *Policy Review for CARE Ethiopia (CARE, 2010)***. This is a review of selected development policies, strategies, programs and initiative in Ethiopia. It is a background work for the second microfinance conference planned by CARE. The conference never took place for various reasons but the material forms a strong foundation to begin to think beyond the 2015 MDG agenda.
- 5.2 *Policy Process in Ethiopia (Future Agricultures Consortium/IDS, 2006-2011)*** – I acted as Country Coordinator for the Consortium leading the policy process them which is one of the eight themes. In this capacity, I regularly facilitated policy dialogues on a range of issues pertaining to agricultural and pastoral development in Ethiopia. Key issues covered included agricultural/pastoral extension systems, farmer organisations, social protection and climate change. I also initiated e-discussions on these topics among a wide range of agricultural/pastoral development professionals. I also contributed to the development of other themes such as Growth and Social Protection, Youth and Agriculture, and Climate Change.
- 5.3 *Policies for Chronic Poverty (The IDL group and the Chronic Poverty Center, 2007)***: A comprehensive review and analysis of the extent to which Ethiopian Government policies and strategies address chronic poverty (with Taylor Brown).
- 5.4 *Policy Dialogue with Regional and Woreda Policy Actors (Young Lives International Project, Save the Children, 2005)*** – conducted key informant interviews with policy makers and implementers in Oromiya and SNNP Regions as an input to the project's policy process.
- 5.5 *Policy Review for the Destitution Study (SC-UK, July 2002)*** – carried out a comprehensive review of the Ethiopian government policies and strategies at federal and regional levels as part of the destitution study in the North Eastern Highlands of Ethiopia. The review identified policy shifts and examined implications for policy reduction. The key policies and strategies reviewed were (i) the rural development policies, strategies and instruments; (ii) the food security strategy; (iii) water, education and health sector programmes (iv) land policy and (v) the PRSP process.

6 Strategic Planning/Project Proposal

- 6.1 *Social Protection Strategy and Investment Framework for Ethiopia*** (World Bank/NSPP, April – Oct, 2013) – working as member of three person team tasked with developing ***Social Protection Strategy and Investment Framework for Ethiopia***. I am particularly responsible for two policy focus areas - social safety nets and livelihood and employment promotion.
- 6.2 *Project Proposal on Climate Change (FFE, December 2009)*** – prepared a project proposal for the Civil Society Network on Climate Change focusing on awareness raising, research and advocacy. This assignment was prepared at a

time of the UN Climate Summit in Copenhagen. It gave the opportunity to follow the debate and intricacy of the issues.

- 6.3 **Strategic Review of Community Based Child Care** (JeCCDO, June 2006) - carried out strategy review of the Kebele 09 community based childcare project in Debre Berhan Town, ANRS with particular reference to sustainability and integration of project components.
- 6.4 **Develop Strategic Plan for EOC-DICAC** (EOC-DICAC, Feb 2004-April 2005) – facilitated the strategic plan consultation workshops in Woldia, Mekele, Gondar and Addis Ababa. Wrote the plan document.
- 6.5 **Contribute to the Development of Strategic Plan** (Christian Aid, July-Sept and March 2005) – prepared background paper on organisational performance and partnership as input to the strategic plan process. Contributed to the writing of the document and edited the chapters. Also facilitated the preparation of a strategic plan for Civil Society Campaign Against Famine (CS-CAFÉ) and wrote the document.

II REGULAR WORK EXPERIENCE

1988 – 1996 - Wye College, University of London

- **Staff member of the Wye Distance Learning Programme** – I was a member the team that started a distance learning programme in agricultural development. Initially, as administrative assistant responsible for production and distribution and quality control of course materials and later as course tutor and editor/contributor to courses. I was a tutor/advisor on a Managing Rural Development Course and contributed to Agricultural Marketing Course.
- **Continuous Professional Development Trainer** – I was a regular trainer on various short courses offered by the college, including basic computer skills and rural development course.
- **Representing the College on distance education external activities** – I represented the College and presented papers on a number of distance education conferences, workshops and meetings within the UK and abroad. Examples include International Conference on Distance Education in Caracas, Venezuela, 1990 and in Bangkok Thailand, 1992.

August 1982-Sept 1985 - Ministry of Agriculture

- **Project Planning** – (i) feasibility studies of small scale irrigation projects in Kambata and Hadiya and Debre Zeit areas; (ii) review of the status projects (on-going, pipe-line and project ideas); (iii) preparing annual budgets; (v) drafting project phase out/termination documents; (vi) preparation of the Peasant Agriculture Development Programme (PADEP); and (ii) participation in several appraisal missions with various donor agencies such as the World Bank, FAO and IFAD.

III PUBLICATIONS/Conference Papers

<i>Author(s)</i>	<i>Year</i>	<i>Title</i>
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- Amdissa T. 2012 *'Informal and Formal Social Protection in Ethiopia'*, Chapter 5 in S. Devereux and Melese Getu (editors), Informal and Formal Social Protection Systems in Sub-Saharan Africa, Addis Ababa: Organisation for Social Science Research in Eastern and Southern Africa (OSSREA).
- _____ (ed.) 2011 *Linking Food Insecure Households to Sustainable Financial Service Providers in Ethiopia*, Association of Ethiopian Microfinance Institutes, Occasional Paper No. 30, Addis Ababa.
- _____ 2010 *Social Protection in Africa: Lessons from Ethiopia, Kenya and Malawi*. In Proceedings of the 7th International Conference on the Ethiopian Economy. Edited by Getnet Alemu, the Ethiopian Economics Association, pp 61-77, May 2010, Addis Ababa.
- _____ 2009 *The Road to Long term Social Protection: the case of Amhara Productive Safety Net Programme*. In the Proceedings of the 1st Regional Conference of the Amhara Regional Economic Development. Edited by Getnet Alemu and Demirew Getachew, Ethiopian Economic Association, Addis Ababa.
- _____ 2008 *Review of Education Policy, Strategy and Programmes in Digest of Government Policies and Strategies*. Edited by Taye Assefa, Forum for Social Studies, pp. 47-92, Addis Ababa,
- _____ 2008 *Towards the Third Generation PRSP*, The Ethiopian Herald, September 23 & 24th, 2007, Addis Ababa.
- _____ 2007 *Bottom up Policy Process: An Agenda for Future Agricultures in Ethiopia*, The Ethiopian Herald, Saturday 23rd June 2007. (www.future-agricultures.org)
- _____ 2007 *Challenges of Implementing the Productive Safety Net Program (PSNP)*. In the Proceedings of the 4th International Conference on the Ethiopian Economy. Edited by Getnet Alemu and Getachew Yoseph, the Ethiopian Economics Association, Addis Ababa.
- _____ 2006 *Future Agricultures in Amhara, Oromiya, and Tigray Regional States*, The Reporter (Amharic) Dec., 2006; Nov. 13, 2006; and September 13, 2006, respectively.
- _____ 2006 *Safety net targeting and food security* The Reporter (Amharic) July 30, 2006
- _____ 2006 *Productive Safety Net Programme: Challenges and Efforts*, The Ethiopian Herald, July 22, 2006
- _____ 2006 *Agriculture, Growth and Poverty Reduction in Ethiopia: policy process around the new PRSP (PASDEP)*, Future Agricultures Consortium Policy Brief no. 05. (www.future-agricultures.org), Institute of Development Studies, UK
- _____ 2003 *Policy Review for the Destitution Study*, in Sharp. K. Devereux, S. and Amare, Y. Destitution in Northern Highlands Ethiopia, a consultancy study for SC-UK.
- _____ 2001 *Financing & Quality of Education in Ethiopia*, Background Paper for the 2nd Annual Report on the Ethiopian Economy, Ethiopian Economic Association/Ethiopian Economic Policy Research Institute, Addis Ababa.
- _____ 1996 *Economics for Land Managers*, Certificate in Science Series, Session 1996/97, University of Aberdeen, United Kingdom.
- _____ 1995 *Exploring the Potential of Expert Systems in Distance Education*, Unpublished PhD Thesis, University of London.
- _____ 1992 *The Open Learning Continuum and the Wye External Programme*, Open Learning, Vol. 7, No. 2, Longman and the Open University, UK.
- Amdissa T. & Tafesse Kassa 2011 *Social Protection in Amhara Regional State: Current Situation and Prospects for the Future*. In the Proceedings of the 2nd Regional Conference of the Amhara Regional Economic Development. Edited by Getnet Alemu and Demirew Getachew, Ethiopian Economic Association, pp 1-37, June 2011, Addis Ababa.
- Brown, T. & Amdissa T. 2005 *Implementing Policies for Chronic Poverty in Ethiopia*. Background paper for the Chronic Poverty Report, Chronic Poverty Centre, London and Manchester
- Devereux S. & Amdissa T. 2013 *From Safety Nets to Social Protection: Options for Direct Support Beneficiaries of the Productive Safety Net Programme*. In Food Security, Safety Nets and Social Protection in Ethiopia. Edited by Alula Pankhurst, Dessalegn Rahmato and Gerrit-Jan Van Uffelen, Forum for Social Studies, (pp 69-112), Addis Ababa.
- Devereux S. & Amdissa T. 2008 *Policy Making in a Federal Context: views from the regions on future agricultures*. In the Proceedings of the 5th International Conference on the Ethiopian Economy. Edited by Getnet Alemu, the Ethiopian Economics Association, Addis Ababa.
- Devereux S. & Amdissa T., R. Sabates-Wheeler 2005 *Too Much Inequality or Too Little? Inequality and Stagnation in Ethiopian Agriculture*, IDS Bulletin, Vol. 36, No. 2. Institute of Development Studies, Brighton.
- Hakimian, H. & 1993 *Trainers' Guide: Concepts, Principles and Methods of Training*, FAO, Rome, Italy.[also

- Amdissa T. available in French]
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- Thompson, J. 2009 *Challenges and Opportunities for Strengthening Farmers Organisations in Africa: Lessons, from Ethiopia, Kenya and Malawi*. Future Agricultures Consortium, Policy Brief No. 031, June 2009, (www.future-agricultures.org), Institute of Development Studies, UK.
- Amdissa T., D. 2009 *The Seven Habits of highly Effective Farmers Organisations*. Future Agricultures Consortium, Policy Brief No. 032, June 2009, (www.future-agricultures.org), Institute of Development Studies, UK.
- Hughes, E. Chirwa, & J. Omiti
- Tilson, T. and Amdissa T. 1999 *A Survey of the Development of ICT in Ethiopia – Background Study for a report on Distance Learning in Africa: New Technologies and New Opportunities* by Barbara Phillip, JICA-USA, Washington, DC

CURRICULUM VITAE

1. PERSONAL DATA

- Name:** Berhanu ADMASSU
- Gender:** Male
- Nationality:** Ethiopian
- Date of Birth:** [REDACTED]
- Marital Status:** Married (4, children)
- Profession:** Veterinarian (epidemiologist)
- Specialization:** Policy process, institutional change, people centred development, disease control strategy and epidemiology

2. SUMMARY OF PROFESSIONAL SKILLS/EXPERTISE

Berhanu Admassu is the FIC/Tufts expert on regional and international policy reform in the livestock sector in Africa and animal disease control. He has worked on community-based programs with pastoralist communities in Ethiopia, Sudan and Kenya and is an expert on livestock policy reforms related to poverty reduction. Part of this work includes ensuring effective primary animal health care delivery and surveillance

systems, focusing in the pastoral regions of Africa. His extensive experience of working directly with marginalized African communities, particularly in pastoralist areas, enables him to link realities at community level to the concerns and objectives of policy makers. He has been actively engaged in both participatory analysis at field level, and facilitation and negotiation of policy processes at senior national and regional levels. He has also many years experience of working with non-governmental agencies and professional associations in Africa to successfully lobby government to achieve radical policy reforms related to livestock trade and veterinary service provision in rural areas.

Berhanu has accumulated extensive experience of working in livestock projects in a wide range of environments with rural communities. After graduating from veterinary school, he joined the Ministry of Agriculture in Ethiopia, where he held different positions with increasing responsibilities. He started as Junior Veterinary Officer and progressed through different posts including Team Leader, Pan African Rinderpest Campaign (PARC) Branch Co-ordinator and Head of Regional Veterinary Laboratory.

Prior to joining Tufts, he worked with the African Union's Interafrican Bureau for Animal Resources (AU/IBAR) as an Institutional and Policy support advisor and project coordinator and led the field-level and policy support to governmental and non-governmental partners. He holds a DVM degree in Veterinary Medicine from the University of Addis Ababa and a Masters degree in Tropical Veterinary Medicine from the University of Edinburgh and has applied this knowledge in national and regional level animal disease surveillance and monitoring program.

Berhanu has been also worked as a consultant expert in numerous projects, in different countries, including an FAO initiative designing and introducing Community-based Animal Health Workers (CAHWs) in Northern Kenya, strengthening national rinderpest epidemio-surveillance network in Sudan, evaluating livestock projects in Jordan, Conduct "Training Course in Participatory Epidemiology" as a support in the participatory epidemiological investigation of FMD in Turkey.

3. EDUCATIONAL QUALIFICATIONS

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| 1991 - 1992 | University of Edinburgh, Centre for Tropical Veterinary Medicine, Edinburgh, Scotland, UK; Degree of Master of Science in Tropical Veterinary Medicine. (TVM) |
| 1980 - 1986 | Addis Ababa University, Faculty of Veterinary Medicine, Debre Zeit, Ethiopia
Degree of Doctor of Veterinary Medicine (DVM) |

4. CAREER HISTORY

Senior Research Officer, Feinstein International Center, Tufts University, from October 2005 - ongoing

- Working as a Capacity Building Coordinator and Senior Pastoralist Areas Advisor under the AKLDP programme in developing and operating the small grant facility of the programme and related capacity-building support to local research partners. In addition, providing programming and policy support to FtF activities in pastoral areas.
- Provided Technical Coordination to the Pastoralist Livelihoods Initiative (PLI) Policy and Coordination project in Ethiopia, a large-scale program funded by USAID and involved co-ordination of numerous government partners, research institutions and non governmental organizations. The responsibility involved technical support to all these partners and facilitation of policy process with federal government.
- Supported the Ministry of Agriculture and facilitated the various Livestock Policy Forum meetings on policies, legislations and development agendas. The facilitation of a national Livestock Policy Forum includes organization and co-facilitation of the forum, technical support to Animal and Plant health regulatory directorate to produce forum minutes, and co-drafting of relevant policy and legislative documents.
- Provided technical support and led regional and national-level policy research and policy reform processes, and direct partnerships with local and international research organizations and Ethiopian research institutes, teaching institutions, government partners and nongovernmental organizations.

Principal Investigator (PI), Pastoral Voices: putting people at the center of drylands governance project funded by IIED/CORDAID – (2010 – ongoing).

- An action-research and capacity building project capitalizes on the results of several other initiatives in Ethiopia seeking to strengthen the capacity of pastoralists and their advocates to play a more informed and effective role in the design and implementation of policy in support of pastoralism.

Principal Investigator (PI), *Good practice guideline for water development in Somali Regional State of Ethiopia*, (2011 – 2013)

- A SC/UK - DFID grant using a multi-stakeholder process to develop a regional good practice guideline for water development published in 2012. Technical facilitation of the wider stakeholder group and Working Groups technical teams, with backstopping and secretariat support to regional government as needed. Technical facilitation provided to the wider stakeholder group, partners (IDS, RiPPLE) and Working Groups technical teams, with backstopping and secretariat support to regional government.

Principle Investigator (PI), Impact Assessment and Analysis Support to the DFID Piloting the Delivery of Quality Education Services in the Developing Regional States of Ethiopia project (2010 – 2012).

- Documented a series of lessons derived from support to education in the Somali region of Ethiopia. Provided technical and management leadership of relevant research and policy programs operating and implemented activities.
- The followings are some of the outputs of the project;
 - I. <http://sites.tufts.edu/feinstein/2011/conflict-in-the-somali-region-of-ethiopia>
 - II. <http://sites.tufts.edu/feinstein/2011/the-role-of-education-in-livelihoods-in-the-somali-region-of-ethiopia>

Team leader, Institutional and Policy Support Team (IPST) within the African Union / Interafrican Bureau for Animal Resources (AU/IBAR) (2004 – 2005).

- Worked with national governments to strengthen their ability to formulate and implement good animal health policy that address poverty, effective service delivery.
- Supported epizootic disease control through improved epidemio-surveillance and incorporating CAH in Somali ecosystems.

Veterinary Field Officer and senior Policy Advisor, AU/IBAR/CAPE Unit, Ethiopian office (2001 – 2004).

- Assisted the Ethiopian government veterinary service department and PACE project in the development and coordination of community-based animal health projects and National Epidemio-Surveillance Systems in Ethiopia.
- Managed the institutionalization of CAH both into government systems, and into the mechanisms which are established to meet international requirements for the integrity of national veterinary services
- Worked to further develop livestock sector policy and legislation so that it enables community-based animal health delivery system in the region and legislative and policy reform to support veterinary-supervised and privatized CAHWs;

- Facilitated the development of a national curriculum and minimum guideline for CAHW training and establishment
- Led and Coordinated the Participatory Impact Assessment (PIA) of projects involving teams of workers from government, research institutes, the Faculty of Veterinary Medicine and the Ethiopian Veterinary Associations and NGOs.

Head, Kombolcha Regional Veterinary Investigation Laboratory, Ethiopia (1996 – 1999).

- Led and guided the research work conducted on different aspects of livestock development and health problems with particular emphasis on those with socio-economic and public health significant in the region. Facilitate a co-ordinated livestock disease investigation and diagnosis.

Regional Co-ordinator, Afar Region Community - based Animal Health Service (1994 – 1996).

- The Afar community based Animal Health Programme was started in June 1994. The Programme is supported by PARC Ethiopia, which is funded by EU and co-ordinated by OAU/IAR. It was part of the Thermostable Rinderpest Vaccine Transfer of Technology Project (TRVTT).

Pan African Rinderpest Campaign Branch Coordinator, Kombolcha Branch Coordination Office 1992 – 1999 and 1988 – 1990.

- PARC was a continental Rinderpest eradication programme run by OAU member countries and funded by the EU.

Team leader, Animal and Fisheries Resources Development Team, South Wollo Region, Ethiopia (1988 – 1990).

Provincial Veterinary Officer for Rayana Kobo and Ambasel Provinces, Ethiopia (1986 – 1987).

Health Assistant at St. Mary Hospital, Axum and Woreillu Health Centre, Woreillu, Ministry of Health (1977 – 1979).

5. CONSULTANCIES AND OTHER ENGAGEMENTS

2005 **Turkey: International Consultant** - AGAH / FAO "Training Course in Participatory Epidemiology": Support of the training of veterinary officers

- in the participatory epidemiological investigation of FMD in Erzurum Province.
- 2004 **Jordan: International Consultant** - CAHEW Evaluator, TCP/JOR/2903; Restructuring the Livestock Health and Production Delivery System in Rural Jordan
- 1999 - 2001 **Ethiopia: Consultant** (initially part time, full-time from 1999 onwards), Disease Control and Community-based Animal Health Work in Arid Areas, RDP Livestock Services, B.V; based in Addis Ababa.
- 2001 **Ethiopia: Consultant**, on survey livestock production system and the establishment of animal health service delivery system in Shinille ecosystem, Hararghe Catholic Secretariat (HCS), 2001.
- 2001 **Ethiopia: Consultant**, on the Ethno-veterinary survey in North Wollo and Waghamra zones of the Amhara regional stste, Save the Chidren (UK), July 2001.
-
- 2000 *Ethiopia: Consultant -Mid Term Review of the Community Livestock Development Project; Save the Children (UK) Woldiya Area Programme, September 2000.*
- 2000 *Sudan: International Consultant-Strengthen National Rinderpest epidemio-surveillance network project implemented by FAO/IAEA (International Atomic Energy Agency). Develop suitable disease investigation questionnaires for the Sudan conditions; Training of veterinary field staff on Participatory Disease Search techniques.*
-
- 1999 **Ethiopia: Consultant** – (Part time), Delanta Dawnt Food Security Project. OXFAM (GB), Conducted Livestock Production and Livestock diseases survey and analysis. Prepared an extensive report on the findings and measures to be taken to improve livestock production as a whole and animal health in particular.
- 1998 **Ethiopia: Consultant** Conducted Training of trainers (TOT) for an Integrated Livestock Development Project in North Gonder zone (Amhara region) funded by NGO (Austrian government) to begin Community Animal Health Service in the region.
- 1997 **Kenya: International Consultant** – Kenya, Community Based Animal Health projects. FAO Planned and prepared workshop for NGO and Government Veterinary staff to raise their awareness on CAHWs and ways and means of implementing the programme. Wrote a detailed account on the methodologies and proceedings of the workshop and prepared a report on the observations made and approaches in establishing CAHWs in Kenya.
- 1997 **Ethiopia: Consultant** - Agricultural rehabilitation Programme. SCF (UK)

Conducted baseline survey on livestock development and constraints followed by analysis. Prepared training modules for Community Based Animal Health Workers and compiled manuals for publication.

6. COURSES AND OTHER RELEVANT TRAININGS CONDUCTED:

- ~ Facilitated the Training on Pastoralism and Policy course at the Ethiopian Management Institute at Debre Zeit from the 9th -18th March 2008.
- ~ Coordinator of the Livestock Policy Forum, established under the leadership of the Ministry of Agriculture and rural development. Within the LPF, five technical working groups were established comprising a total of 98 members drawn from government, Ethiopian research centers and academia, international research centers, NGOs, UN agencies, donors, professional associations, Pastoral Parliamentarian Standing Committee and private sector. The LPF has produced the first edition of the *National Guidelines for Livestock Relief Interventions in Pastoralist Areas of Ethiopia* (2008)
- ~ Facilitator of training on Policy process for animal health services in Africa held at Mombasa, and Aberdare, Kenya, on September 2004 and January 2005 in collaboration with Institute of Development Studies (IDS), University of Sussex.
- ~ Facilitator of Training of Trainers course on Participatory Disease Search techniques held at Nairobi, Kenya, 2003
- ~ Facilitated Training on Participatory Disease search technique for two weeks, held at Griftu pastoralists area, Kenya, 2003
- ~ Facilitated Training on Participatory Impact Assessment of Community-based Animal Health Systems in Ethiopia 25th April -2nd May 2002 at the “Ethiopian Red Cross society training institute” in Addis Ababa while organising the pilot PIA field exercise from 5th – 8th May 2002 in Amibara, Gewane and Telalak weredas of the Afar region.
- ~ Training workshop on Capacity Elaboration ILRI, Addis Ababa, Ethiopia, December, 2-6, 2002.
- ~ Training on Participatory Monitoring and Evaluation, 26 November – 7 December 2001, IIRR, Nairobi, Kenya.
- ~ Facilitated the ‘setting of minimum standards and guidelines for the training of CAHWs, and rationalization of veterinary privatisation in Ethiopia’, organized by CAPE unit and PACE Ethiopia in Palace Hotel, Nazareth, February 2 – 5, 2001.
- ~ Training on OAU/IBAR project cycle management and policy harmonisation Mombasa, Kenya, September 1999.

7. STUDY TOURS, MEETING AND WORKSHOPS ATTENDED

- ~ Workshop on trade and Trans boundary Animal Diseases in the Horn of Africa, March 30 – April 3 2009, Naironi, Kenya

- ~ Workshop on Standards for a fairer trade: A way to improve access to International markets for Kenyan Livestock commodities, 15th February 2004, Nairobi, Kenya
- ~ 16th Conference of the OIE Regional Commission for Africa, *Khartoum (Sudan)*, 7-10 February 2005
- ~ Regional expert consultation workshop on livestock and poverty reduction strategy papers held from the 16th to the 18th of January 2005, Nairobi, Kenya
- ~ OIE/AU-IBAR Seminar (in collaboration with the FAO) Cairo (Egypt), 11-13 October 2004: IMPLEMENTATION OF ANIMAL HEALTH STANDARDS: THE QUEST FOR SOLUTIONS
- ~ A small business development training workshop on veterinary private practice in pastoral areas of eastern Africa, Entebbe, Uganda, October 2004.
- ~ African animal resource consultation with Regional Economic Communities (RECs) Mombassa, Kenya 16-18th September, 2004
- ~ Attended the 72nd General sessions of OIE, PARIS (France)
- ~ Workshop on the establishment of Veterinary private practice in pastoralist areas of eastern Africa, Nakuru, Kenya, August 2003.
- ~ Workshop on the strategies to control Contagious Bovine Pleuropneumonia (CBPP) in Africa held at the International Conference Centre in Accra (Ghana), from 3- 6 February 2003.
- ~ Review workshop on Participatory Impact Assessment of Community-based Animal Health Systems in pastoral areas of Ethiopia held from 19th –20th April 2002 at the “Ethiopian Red Cross society training institute” in Addis Ababa.
- ~ Workshop on “Improving Access to Animal Health Services in the Amhara region”: prepared by Amhara regional agriculture bureau with the support of SIDA. The workshop was conducted at the Ghion hotel, Bahirdar from November 19th – 24th, 2002,
- ~ Regional workshop on Participatory Epidemiology organized by OAU/IBAR, CAPE unit, Nov. 15-17, 2001, Addis Ababa, Ethiopia.
- ~ Regional CBPP workshop organized by OAU/IBAR, Nov. 19-21, 2001, Addis Ababa, Ethiopia.
- ~ Workshop on Participatory Epidemiology: lessons learned and future directions Addis Ababa, Ethiopia. 15-17 November, 2001.
- ~ Workshops on establishing sustainable Community-based Animal Health service delivery system in the pastoral areas of Ethiopia conducted by CAPE unit and FAO/UNOCHA regional Emergency coordination office. Addis Ababa, Ethiopia 27 –29 November 2001.
- ~ Workshop on “Harmonization of Community-based Animal Health services delivery in the Somali regional state”, organized by CAPE Unit in Bade Hotel, Jijiga, Ethiopia, March 2001.
- ~ OAU/IBAR/PARC East Africa 6th co-ordination meeting, 4-6 March, 1996, Debre Zeit, Ethiopia.

8. PROFESSIONAL AFFILIATIONS AND MEMBERSHIPS:

The former President of Ethiopian Veterinary Association and Member of the Ethiopian Veterinary Association (EVA).
Member of the Ethiopian Society of Animal Production, ESAP
Member of the Association for the Promotion of Indigenous Knowledge, APIK

9. LANGUAGE CAPABILITY:

<u>Languages</u>	<u>Capability</u>
Amharic	Mother Tongue
English	Excellent

10. COMPUTER LITERACY:

Word processing	: MS Word
Data base	: MS Access
Spread sheet	: MS Excel
Drawing and Graphics	: MS PowerPoint and GIS

11. SPECIAL AWARDS AND HONOURS:

- As a result of the contribution to the successes of the community-based animal health delivery systems and other efforts in controlling Rinderpest that I developed in the Afar Region of Ethiopia, OAU/IBAR awarded me a certificate of appreciation in 1996.
- I have received an award from the OIE-FAO Global Rinderpest Eradication Campaign for my contributions to the eradication success.

12. LIST OF PUBLICATIONS

- Catley, A., **Admassu, B.**, Bekele, G. and Abebe, D. (2013). Livestock mortality in pastoralist herds in Ethiopia during drought and implications for livelihoods-based humanitarian response. *Disasters*, in press
- Jeffrey, M., James, H., Charles, M., Albert S., Dickens, C., Bryony A. J., Peter L. R., **Berhanu, A.**, Gijs, K., (2012). Rinderpest Eradication: Appropriate Technology and Social Innovations. *Science* **337**, 1309 (2012).
- Admassu, B.** and Shiferaw Y., (2011). The contribution of donkeys, mules and horses to human livelihoods in Hadiya and Gurage Zones of the Southern Nations Nationalities Peoples Region, Ethiopia
- Admassu, B.**, Abteo, G., Getachew, M., G/tsadik, E., and Tiku, A. (2009). Community participation and Community-based approaches to rinderpest eradication in Ethiopia. *Ethiopian Veterinary Journal*, 2009, **13** (3): 93-108.
- Abebe, D., Catley, A., **Admassu, B.** and Bekele, G. (2009). Using Participatory Impact Assessment (PIA) to inform policy: Lessons from Ethiopia. In: Scoones, I., Thomson, J. and Chambers, R. (eds.), *Farmer First Revisited*. Practical Action Publishing, in press.

- Catley, A., Abebe, D., **Admassu, B.**, Bekele, G., Abera B., Eshete, G., Rufael, T. and Haile, T. (2008). Impact of drought-related vaccination on livestock mortality in pastoralist areas of Ethiopia. *Disasters* 33/4, 665-685.
- Abebe, D., Catley, A., **Admassu, B.** and Bekele, G. (2007). Using participatory impact assessment to inform policy: Case studies from Ethiopia. Paper for the *Farmer First Revisited: Workshop on Farmer Innovation and Agricultural Research and Development Twenty Years On*, 12-14th December 2007, Institute for Development Studies, University of Sussex
- Catley, A., Abebe, D. and **Admassu, B.** (2007). Evidence, practice and policy: experiences with participatory approaches to policy development in pastoral areas of Ethiopia. Presentation to the Regional Pastoral Advocacy Workshop, Pastoral and Environmental Network in the Horn of Africa/Oxfam Novib/World Initiative for Sustainable Pastoralism/International Union for Conservation and Nature, Khartoum, July, 2007
- Catley, A., Abebe, D., Bekele, G., **Admassu, B.**, Abera, B., Rufael, T., Haile, T., Eshete, G. (2007). Drought-related emergency livestock vaccination in pastoralist areas of Ethiopia: the need to revisit best practice. Presentation to the Ethiopian Veterinary Association Annual Scientific Conference, Addis Ababa, June 2007
- Aklilu, Y., **Admassu, B.**, Abebe, D. and Catley, A. (2006). *Guidelines for Livelihoods-based Livestock Relief Interventions in Pastoralist Areas*. USAID Ethiopia/Feinstein International Center, Tufts University
- Catley, A., Leyland, T., **Admassu, B.**, Thomson, G., Otieno, M. and Aklilu, Y. (2005). Communities, Commodities and Crazy Ideas: Changing Livestock Policies in Africa. *IDS Bulletin* 36/2, 96-102
<http://www.ids.ac.uk/index.cfm?objectId=CACD1737-C02C-0A7F-A8D54BC641DF2E84>
- Admassu, B.** (2005). Report on the participatory epidemiological investigation of FMD in Erzurum Province, North Eastern Turkey. Consultancy report. Food and Agriculture Organization, Rome. <http://www.participatoryepidemiology.info/PDS.html>;
<http://www.fao.org/ag/AGAinfo/commissions/docs/excom72/app06.pdf>;
- Admassu, B.** (2005). The role of Para-professionals in supplying animal health services, in particular for surveillance and early warning. Seminar on the Implementation of Animal Standards: the Quest for Solutions. *Off. Int. Epiz.* Meeting Cairo, 11-13 October 2004.
- Admassu, B.** (2004). Ethno-veterinary knowledge and practices among livestock keepers of the North Wollo and Waghambra zones, *Ethiopian Veterinary Journal*, 2004, 8 (2): 33-56
- Catley, A., Leyland T., Mariner, J.C., Akabwai, D.M.O., **Admassu, B.**, Asfaw, W., Bekele, G. and Hassan, H.Sh. (2004). Para-veterinary professionals and the development of quality, self-sustaining community-based services. *Rev. sci. tech. Off. int. Epiz.*, 2004, 23 (1) : 225-252.

- Catley, A. and **Admassu, B.** (2004). Using participatory epidemiology to assess the impact of livestock diseases. In: Towards sustainable CBPP control programmes for Africa. Proceedings FAO-OIE AU/ IBAR-IAEA Consultative Group on Contagious Bovine Pleuropneumonia, Third Meeting, Rome, Italy, 12-14 November 2003. Food and Agriculture Organization of the United Nations (FAO), Rome, Italy: 127-134
- Admassu, B.**, Bekele, G., and Sintaro, T. (2003). The overview of recent experiences on the use of Participatory Epidemiology in Strengthening Public Veterinary Services in the pastoral areas of the Horn of Africa. Proceedings of 17th Ethiopian Veterinary Association annual conference, June, 2004, Addis Ababa.
- Admassu, B.** (2003). Community-based Animal Health in Ethiopia: The experience so far. In: Sones, K. and Catley, A. (eds.). (2003). Primary Animal Healthcare in the 21st Century: Shaping the Rules, Policies and Institutions. Proceedings on an international conference, 15-18 October 2002, Mombassa, African Union / Interafrican Bureau for Animal Resources, Nairobi : 38-40. <http://www.cape-ibar.org>
- Admassu, B.** (ed.) (2003). The Integration of Community-based Animal Health Services into the Existing Animal Health Service Delivery of Ethiopia. Proceedings of a workshop held at the Imperial Hotel, Addis Ababa, August 2003. Pan African Programme for the Control of Epizootics-Ethiopia, and CAPE Unit, AU/IBAR.
- Mariner, J., Roeder, P and **Admassu, B.** (2002). Community participation and the global eradication of rinderpest. Special issue: Community-based animal healthcare. Pla notes, number 45, PP 29:33
- Admassu, B.** (ed.) (2002). Harmonizing Community-based Animal Health Service Delivery in the Somali National Regional State, Ethiopia. Proceedings of a workshop held in Jijiga, March 26-28 2002. CAPE Unit, Addis Ababa, AU/IBAR.
- Admassu, B.** (2002). Participatory epidemiology: complementary to classical veterinary epidemiology” during the scientific workshop sponsored by the DAAD (German Academic Exchange Service) on the occasion of the Graduation of the successful participants of the 3rd GTZ-FUB-AAU Joint Postgraduate MSc Programme in Tropical Veterinary Epidemiology, Debrezeit Ethiopia.
- Admassu, B.** and Mariner, J.C. (2001). Participatory Disease Searching. In: Catley, A. and Mariner J.C. (eds.). (2001). Participatory Epidemiology, Lessons learned and Future Directions. Proceedings of a workshop held in Addis Ababa, Ethiopia, 15-17 November 2001, Addis Ababa : 23-25.
- Eshetu Y., Mulualem E., Ebrahim H., **Admassu B.** and Aberra K. (2001) Study of Gastrointestinal helminths of scavenging chickens in four rural districts of Amhara Region, Ethiopia, *Scientific and Technical Review, Office International des Epizooties* 20(3): 791 – 796.
- Mariner, J.C., Van’t Klooster, G.G.M., **Admassu, B.** (1996). A rinderpest control in Ethiopia:

Participatory approach to vaccination in remote pastoral communities, In Zessin, K., (Ed) (1996). In Livestock Production and Diseases in the tropics: Livestock Production and Human Welfare. Proceedings of the VIII International Conference of Institutions of Tropical Veterinary Medicine held from the 25 to 29 September, 1995 in Berlin, Germany, Volume II

Admassu, B. (1996). Community-based approach to rinderpest eradication in remote pastoral communities of Afar Regional State. Proceedings of the 10th Conference of the Ethiopian Veterinary Association, Addis Ababa.

Admassu, B. (1992). Epidemiological Modeling of Rinderpest and Control options. Center for Tropical Veterinary medicine, University of Edinburgh, Degree of Master of Science Thesis.

13. REFEREES

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Tel: +251 116 626333 (office)

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Dr. Belay Demissie; USAID / ETHIOPIA;

Tel: 251 9 231191 (cell)

Email: belaydr@gmail.com

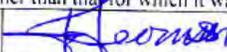
Appendix 8: Disclosure of Conflict of Interest Forms

For Evaluation Team Members

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	F. James Lexinson
Title	CONSULTANT, ENGINE external evaluation
Organization	N/A
Evaluation Position	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number(contract or other instrument)	
USAID Project(s) Evaluated(Include project name(s), implementer name(s) and award number(s), if applicable)	ENGINE, Save the Children
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p>Real or potential conflicts of interest may include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	June 30, 2014

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	TANYA TREVORS
Title	CONSULTANT- ENGINE External Mid-Term Eval
Organization	N/A
Evaluation Position	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	ENGINE, Save the Children
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p>Real or potential conflicts of interest may include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	Tanya Trevors
Date	June 19, 2014

Name	Berhanu Admassu Abegaz
Title	Senior Researcher
Organization	FIC / Tufts University
Evaluation Position	<input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	ENGINE
I have real or potential conflicts of interest to disclose.	No <input type="checkbox"/>
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <i>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i> <i>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i> <i>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i> <i>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i> <i>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i> <i>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i> 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

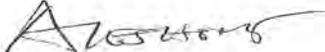
Signature	
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Date	May 01, 2014
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Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Amdissa Teshome
Title	Agriculture, Food Security and Gender Advisor
Organization	Tufts/AKLDP
Evaluation Position	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	ENGINE, Save the Children International
I have real or potential conflicts of interest to disclose.	<input checked="" type="checkbox"/> Yes No <input type="checkbox"/>
<p>If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <p>7. <i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p>8. <i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></p> <p>9. <i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></p> <p>10. <i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i></p> <p>11. <i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></p> <p>12. <i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></p>	<p>1. None</p> <p>2. None</p> <p>3. I was asked to provide a couple of days of advice by Save the Children US during the final stages of design of the project. Just before submission, the external consultant working on the design wanted some opinion on some issues and I was asked to provide. Did not even see the whole project document.</p> <p>4. I have trained staff and partners of Save the Children US on food security and early warning issues.</p> <p>5. None</p> <p>6. None</p>

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	June 11, 2014