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# LIVELIHOODS INTEGRATION UNIT (LIU) YEAR THREE WORKPLAN

SEPTEMBER 1, 2008- AUGUST 8, 2009

## **September 2008**

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

## SECTION I: OVERVIEW

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### A. BACKGROUND

The United States Agency for International Development (USAID) has a long and close relationship with the GFDRE, and in particular with the DPPA<sup>1</sup>, in providing support to early warning and livelihoods-support activities. In its Integrated Strategic Plan (ISP) for 2004-2008, USAID developed Strategic Objective (SO) 13: Capacity to Anticipate and Manage through Shocks Increased. This SO commits USAID to working together with GFDRE “to incorporate access in a livelihoods framework” and to support the government to develop “nationwide livelihood baselines against which the impact of shocks will be measured.”

USAID is supporting the Ethiopian Disaster Prevention and Preparedness Agency (DPPA) through its Emergency Preparedness Strengthening Program (EPSP). The overall goal of EPSP is to improve the DPPA’s and its partners capacity to better understand livelihoods and coping strategies of populations vulnerable to food insecurity and so be better equipped to anticipate shocks that risk lives and livelihoods through improved early warning.

The Ethiopian Early Warning System (EWS) has several components including:

- Regular monitoring which mainly focuses on information gathering that mainly includes indicators such as climatic data, crop production, markets and prices, livestock production, other sources of income such as wage labor, petty trade, petty commodity production, remittances, wild fruit collection etc, human health, malnutrition, coping mechanisms, food stress or famine indicators; Most of which is qualitative data
- Disaster area assessments, mainly focusing on rapid-onset disasters and verification exercises;
- Rapid health and nutrition assessments;
- Intermittent nutritional surveillance; and
- Annual multi-agency emergency need assessments (*Meher/ Belg*).

### B. GOAL AND GUIDING PRINCIPALS OF LIU

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

1. *Promote sustainable institutional capacity development:* The LIU was designed and is being implemented with capacity development in mind. Three specific strategies are being employed to ensure this occurs: maximum participation, standardization and cross-fertilization.
2. *Maximize communication, collaboration and coordination:* Building and maintaining partnerships are a crucial determinant of the LIU’s success.
3. *Build on past successes and incorporate lessons learned:* The LIU’s approach builds on the past agreements that have been reached in the EWWG with respect to methodological direction and utilizes lessons learned from previous Household Economy Approach (HEA) exercises undertaken in SNNPR, Tigray, Amhara, and Oromiya particularly with respect to the challenges inherent in training large numbers of people and executing efficient field operations.

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<sup>1</sup> In August 2008, the DPPA was formerly dissolved and the role of the DPPA EWD has been transferred to the MoARD Early Warning and Response Department. The LIU now fall under the EWRD in MoARD, so actions/activities attributed to the DPPA in previous years are currently being relocated to fall under the auspices of the EWRD in MoARD.

4. *Add value to the existing systems:* Ethiopia's early warning system is one of the strongest in Africa. While there is room to add value through integrating a livelihood lens and refining assessment approaches, there is also much to draw upon. HEA provides an analytical framework and set of livelihood reference points that enables analysts to make practical use of the regular monitoring information already gathered by the GFDRE and other stakeholders, such as FEWS NET, WFP, NGOs and donor agencies.
5. *Keep it simple, transparent and effective:* In order to integrate livelihoods baselines into the GFDRE's early warning system, it is essential that the methodology used is relatively simple, transferable, and applicable across different agro-economic systems (e.g. both agricultural and pastoral economies).

### C. LIU KEY OBJECTIVE AREAS

Ethiopia LIU is working closely with key partners (particularly the DPPA, MoARD and the regional DPP&FSCBs) to support the GFDRE's efforts to decentralize information gathering, analysis, and response capacity by working in five key objective areas:

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

During the first year, KRA 1.1 was completed. Year three will focus on only the latter four key objective areas.

LIU Objectives → Key Results Areas (KRAs)
<b>Objective 1: Evaluate Livelihood Assessment Pilots and LIU Design → KRA 1.1</b>
<b>Objective 2: National and Regional Staff Training → KRA 2</b>
<b>Objective 3: Early Warning System Integration → KRA 1.2</b>
<b>Objective 4: Non-food Needs Assessment Methodologies → KRA 3.1</b>
<b>Objective 5: National Livelihood Assessment Methodology Coordination → KRA 3.2</b>

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

### A. INTRODUCTION TO YEAR THREE WORKPLAN

The following work plan narrative presents in detail the activities to be carried out under the LIU during the program's third and final year, or the period from September 1, 2008 – August 8, 2009. Activities are organized under each of the four (of five) results areas or key program objectives. Each activity is further broken out into detailed tasks to be undertaken over the next year. Finally, the work plan assigns resources, timing, strategies, milestones, and (where applicable) point people to each activity and task. The work plan in itself is meant to be a guideline for program implementation, so that anyone might pick up the document and understand the operational goals and plan for the LIU during the project's third year.<sup>2</sup> It is also important to set the context of these third year activities by first summarizing the major accomplishments of the LIU during its first two years.

#### Summary of Key Project Milestones

During the program's first two years, the LIU established a functioning office and project administrative systems while recruiting and hiring the necessary staff. The evaluation of the livelihoods pilot programs in SNNPR, Amhara, and Somali regions also took place, followed by key fieldwork in conducting the livelihood zoning, and then subsequent baseline collection and assessments in Tigray, Amhara and parts of Oromiya. In addition to facilitating baseline data collection, the LIU has provided technical support to bi-annual seasonal assessments (*Belg* and *Meber*). Some additional highlights of project activities to date are as follows:

<sup>2</sup> The work plan for year three was developed in consultation with the regional DPP&FSCB offices that have participated to date in LIU activities (SNNPR, Tigray, Amhara, Oromiya), members of the DPPA EWD and MoARD EWRD and other stakeholders: USAID, ENCU, FEWSNET, SC-UK and WFP.

- Livelihoods zone maps verified and completed for Tigray and Amhara. A draft livelihood zone map for Oromiya is completed, including the completion of zone verification for 28 livelihood zones in Oromiya.
- Livelihoods baselines completed in Tigray and Amhara. In Oromiya, 28 out of 60 baselines have been completed (including Harari and Dire Dawa).
- Technical support was provided to the *Meber* and *Belg* assessments in the SNNPR, Tigray and Amhara and to the *Belg* assessment in Oromiya.
- Baseline Analysis training TOT workshops were held prior to the start of baseline work in Tigray, Amhara and Oromiya to enable team leaders to provide more effective support to their teams.
- A simple monitoring system has been piloted in 5 *woredas* in SNNPR. Following a review in February 2008 during a pilot monitoring workshop held in Addis, and the pilot has been extended to a total of 13 *woredas* in SNNPR and 8 *woredas* in Tigray, with the regions organizing the pilot monitoring training materials and running the pilot monitoring training together with the LIU.
- A number of technical training have been administered including: *woreda* training, baseline analysis facilitators training, seasonal assessment training of trainers, outcome analysis training, outcome analysis training of trainers, seasonal assessment training, and setting up the LIAS. Over 550 people had received one or more training from the LIU by the end of the project's first two years.
- The LIU internship program is a program in which certified government staff supply targeted assistance to aspects of the LIU's work while building further capacity among DPPA and regional DPP&FS staff. To date 29 government staff have successfully participated in 63 internship assignments.
- Mapping software has been developed for Amhara, Tigray and SNNPR along with training materials on how to use the mapping program.
- Livelihood Impact Analysis Spreadsheets (LIAS) have been completed for Tigray, Amhara, Harar, Dire Dawa, Eastern Oromiya and parts of Central Oromiya. Excel spreadsheet training trainings on setting up the LIAS have continued. A *woreda* impact analysis spreadsheet (WIAS) been developed. WIAS, LIAS, livelihood zone and/or *woreda* profiles for Tigray, SNNPR, and Amhara have been shared with several agencies and consulting groups including REST, USAID, WB, FFP, FAO Investment Centre, FEWSNET, CARE, FHI, WFP, SC-UK and Irish Aid.
- Training materials continue to be upgraded and developed.
- Four LIU newsletters have been developed and distributed to a wide audience within the Ethiopian emergency response community. Each newsletter has focused on a particular output of the HEA analytical framework. In addition, two papers were produced that looked at the implications of the poor Belg rains, loss of labor and increased staple prices for livelihoods and nutrition status.
- Water HEA pilot completed in Bale Pastoral Livelihood zone and presentations made to the Emergency Water Task Force and other agencies focusing on water programming

Most recently, considerable effort has been made to introduce the HEA methodology and data outputs to a wider audience to encourage a greater understanding and use of both the baseline profiles and database. The LIU is also looking at other ways of packaging HEA data to increase its accessibility. The LIU will continue working in this direction through activities planned in year three.

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

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

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

*Overview for year three.* With completion of baseline assessments in the SNNPR, Tigray, and Amhara regions, year three activities under this objective will focus on two key areas: a) finalization of the Oromiya region baselines and continuation of the baseline assessments to the Benishengul and Gambella Regions b) the integration of livelihoods-based needs assessment into the early warning monitoring system.

The core requirements of an early warning monitoring system are that it should be able to cope with the complexities of people's livelihoods but still be easy to use. An early warning monitoring system needs to be predictive, i.e. utilize available information to predict an outcome and propose both a timely and an appropriate food or non-food response. In order to do this a monitoring system should be able to answer the following questions:

- Who needs food/non-food: which people/wealth group
- Where: which geographical area
- What do they need: food/non-food
- How much: the quantity required
- When do they need food: which month/season

In addition at a national level, a monitoring system needs to be able to address the following questions:

- How much food/other resources are required?
- Can these be sourced locally or internationally?
- Is there the capacity to move the resources to the areas that need it?
- Can assistance be provided in a timely manner?

However, an early warning system should not only predict needs but should also track the:

- Predictions, i.e. confirm that the predictions are on-track and do not under or over estimate need.
- Outcomes, i.e. confirm that early warning and appropriate response ensure that outcomes are positive (eg malnutrition rates are within acceptable limits, people's assets have been protected, mass migration/displacement is averted).

*Key Year Three Activities For KRA 1.2:*

*KRA 1.2a: Conduct baseline livelihood assessments*

- Partition region into homogenous livelihood zones
- Establish regional livelihood baselines through field work
- Produce livelihood zone, *woreda*, and regional level reports
- Produce *woreda* level livelihood posters

Baseline livelihood assessments in Oromiya, Benishengul and Gambella Regions will be undertaken in full collaboration with federal and regional authorities. Federal and regional core teams will be involved in every stage of planning and implementing the assessments, including collection and analysis of the baseline data. In Benishengul and Gambella regional planning meetings will take place to introduce the program and to draft together a calendar of activities and agree upon the level of specific participation by *woreda*, zonal and regional DPP&FS staff that will be required. The two regions will be partitioned into livelihood zones through a consultative workshop at the regional level. This will be followed by verification of the livelihood zone boundaries at *woreda* level during the baseline fieldwork. This fieldwork will be undertaken in two phases and it will be during these stages that detailed information will be gathered for each livelihood zone. Following the analysis of baseline information, reports will be produced for the livelihood zone, *woreda*, and regional levels.

#### **Year 3 Milestones (KRA 1.2)**

- Oromiya baselines completed for 60 livelihood zones and added to the DPPA Livelihoods website.
- Baselines completed for Benishengul and Gambella.
- Oromiya, Benishengul and Gambella Livelihood Zone Maps completed.
- Format for livelihood posters finalized.
- Outcome analysis used in the seasonal assessments in SNNPR, Tigray, Amhara and Oromiya (*Meher and Belg*)
- Targeted *woreda* level staff in SNNPR, Tigray, Amhara and Oromiya able to collect monitoring information on key parameters and suggest whether there is a need for further follow-up or verification.
- Databases populated for all livelihood zones.
- Together with the EW-WG work to include data collection on LIU key parameters in other emergency assessments (eg verification) as well as in the seasonal assessments.

*Activity I (KRA 1.2a) Partition regions into homogenous livelihood zones:* The livelihood zone map for Oromiya will be finalized as zones are verified as part of the remaining fieldwork. The Benishengul and Gambella regions will be partitioned into livelihood zones through consultative workshops at regional level. These workshops will be followed by verification of the livelihood zone boundaries at *woreda* level during baseline fieldwork. Digital livelihood zone maps of each region will be produced.

*Activity II (KRA 1.2a) Establish regional livelihood baselines through fieldwork:* The baseline fieldwork in Oromiya will be carried out and completed in three remaining phases. In Benishengul and Gambella, baseline fieldwork will be undertaken in two phases in which key information will be gathered and analyzed for each livelihood zone on wealth stratification, seasonality, and household-level food, income and expenditure patterns.

*Activity III (KRA 1.2a) Produce livelihood zone, woreda, and regional level reports:* Following the analysis of baseline information, reports will be produced for the livelihood zone, *woreda*, and regional levels. Final reports will be produced for the Oromiya, Benishengul and Gambella Regions and added to the DPPA livelihood website.

*Activity IV (KRA 1.2a) Integrate Feedback from Livelihoods Posters Pilot:* With the completion of the baseline work, one manner in which livelihood zone profile information will be disseminated to *woredas* is through posters. The posters provide information on livelihood zones within a given *woreda* and can serve as practical monitoring tool for *woreda* staff. Sample livelihoods profile posters have been designed and distributed to eight *woredas* (four in Tigray and four in SNNPR). The LIU program has requested feedback from the regional and *woreda* levels and will incorporate comments and address any concerns before finalizing the poster design. **Note: LIU has no budget for printing posters for each *woreda* and therefore plans to develop a model or template that could be used for the posters if and when funding for this activity becomes available.**

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

- Continue rollout scenario/outcome analysis modeling tools, ensure training on tools occurs at appropriate levels, and develop a system for fully communicating/transferring data and results. (e.g. tools for outcome analysis used in the *Meher* and *Belg* seasonal assessments).
- Incorporate and monitor key parameters into early warning monitoring system.
- Populate excel database for storing baseline data and secondary data.
- Feedback from *woreda* level monitoring system in SNNPR and Tigray and share results with all regions.
- Design and agree on outputs (reports/presentations) of the seasonal assessments and scenario modeling results.
- Incorporate a livelihoods based analysis of seasonality when determining *Belg/Meher* dependence.

In order to integrate the household economy analysis (livelihood zones, baselines, information on coping strategies) with DPPA monitoring data, it is essential that the methodology used is relatively simple, transferable, and applicable across different agro-economic systems—including both agricultural and pastoral economies. The advantage of the household economy analytical framework is that it is a relatively simple system and the results emerge from a transparent series of calculations, which can be shared with a wider group. While simple in concept, the approach is also powerful in its ability to provide accurate estimates of deficits and numbers of people who need assistance – information that is crucial for preventing and responding to disasters. The analytical framework combines baseline data with a description of a hazard plus data on coping to produce an analysis of outcome (i.e. outcome or scenario analysis). The description of the hazard can be multi-dimensional including quantitative data on production (crops, livestock), price, and other income sources. The analytical framework enables traditional monitoring indicators to go beyond demonstrating trends to predicting outcomes: Who? What? How much? Where? When?

*Activity I (KRA 1.2b) Rollout scenario modeling tools, ensure training on tools occurs at appropriate levels, and develop a system for fully communicating/transferring data and results.*

Scenario modeling is a core component of the seasonal assessment. Information on key parameters is combined with the baseline data (including data on coping strategies) to predict needs for the coming 6 months. To date, the HEA methodology has been used in the seasonal assessments conducted in SNNPR, Tigray and Amhara (both *Meher* and *Belg*) and in part of Oromiya in the recent *Belg* with technical support from the LIU and in Somali & Afar region with technical support provided by SC-UK. In the coming year, this method will be expanded to all areas of Oromiya covered by the seasonal assessment.

*Activity II (KRA 1.2b) Incorporate and monitor key parameters into early warning monitoring system.* Key parameters for each livelihood zone are identified during the finalization of the baselines. Data on these key parameters are collected during the bi-annual needs/seasonal assessments and combined with the baseline information in outcome analysis – the LIU tool used for predicting needs. To date this tool has been used during the bi-annual needs assessments conducted in the *Belg* and the *Meher* to predict needs for the coming 6 months. Staple food and cash crop prices are now included as key parameters (depending on the livelihood zone). The current situation in Ethiopia however makes it difficult to estimate how prices will change, especially during hunger seasons. The LIU will develop draft guidelines for standardizing price predictions for testing in the next seasonal assessment. Verification assessments are ad hoc assessments that take place when a region has identified a need for emergency relief above and beyond those identified during regular bi-annual needs assessments. The LIU will work with the methodology subgroup of the EWWG to ensure that key parameters are incorporated into verification assessments to areas that have completed baselines.

**Monitoring – key recommendations taken from the LIU pilot monitoring workshop held in February 2008.**

**The two livelihood monitoring system using HEA should be merged with the traditional monitoring system taking the strengths from both systems. Key recommendations included:**

Develop thresholds for all important indicators; use the HEA analytic framework; continue to collect weekly monitoring information; monthly monitoring of non-food indicators to be incorporated; Key indicators like weather, crop development, health, water, pasture from the traditional should be merged with the HEA data to enable additional forecasting. Only data that can be analyzed should be collected - based on the livelihood baseline information. Timeliness and other weaknesses should also be improved to make the data usable.

**Steps required to lead to a merging of the 2 systems**

The Livelihood monitoring using HEA should be further tested and utilized in number of selected woredas. (8 woredas planned in Tigray, 13 woredas planned in SNNPR)

- Expand in other additional woredas after evaluating achievements in pilot woredas
- Present idea to decision makers & stake holders. Adequate consultation with relevant stakeholders at all levels should be undertaken
- Technical body to merge the two should be identified. Merging process should be supported by qualified and experienced consultants
- Capacity needs assessment should be conducted – physical, technical
- Avail resources to implement merging process as well as testing in pilot woredas (Current resources should be reviewed - if the HEA were merged with the traditional method the current resources might be sufficient)
- Identify stakeholders to respond to capacity needs
- Provide training to relevant experts and officials to improve quality of data and reporting
- Prepare final implementation manual/guidelines

**Which stakeholders who should be involved in the merging:** Ministry of Agriculture and Rural Development; Line Ministries: Health, Water, Education at all levels; Woreda Administration; Meteorology Department; DPPA (Federal, Regional, Zonal and Woreda); Federal Food Security Coordination Bureau; UN agencies; Relevant NGOS working on EW & response & Donors

*Activity III (KRA 1.2b) Populate excel database for storing baseline data and secondary data.* Throughout the life of the project, there will be an ongoing data entry task to compile, consolidate and input relevant baseline data.

*Activity IV (KRA 1.2b) Feedback from woreda level monitoring system in SNNPR and Tigray and share results with all regions.* A simple monitoring system is being piloted in 13 woredas in SNNPR and 8 woredas in Tigray.

The monitoring system is designed to identify when there is a 1% change in beneficiary numbers following changes within a key parameter for zones in each woreda. The results of the preliminary pilot program will be evaluated and modified as appropriate prior to further more comprehensive piloting in SNNPR, Tigray and Amhara. The results of the pilot will be shared in a workshop that will include participants from all regions.

*Activity V (KRA 1.2b) Design and agree on outputs of the seasonal assessments and scenario modeling results.* The project will work collaboratively to ensure that the integrated livelihoods analysis is reflected in regional and federal level seasonal reports. This will include the identification of potential users and their needs, a review of the existing formats and further revision of reporting/presentation templates as appropriate.

*Activity VI (KRA 1.2b) Incorporate a livelihoods based analysis of seasonality when determining Belg/Meher dependence.* In order to designate an area as either *Belg* or *Meher* dependent, one must chose the wealth group that is most affected by seasonality. Looking at the better off against the poor and very poor, it may be possible to observe a different dependence on season, especially if the very poor and poor are dependent on labor in other zones. It is not enough to use crop production data in determining which season is more important to the zone. By doing a deeper analysis with the baseline data that is available, it is possible to pick up on seasonal dependency patterns that otherwise would not be as obvious. The LIU will support initiatives to examine seasonal dependence in particular zones possibly through the EWWG, for example.

- | <b>Year 3 Milestones (KRA 2)</b>  |
|---|
| <ul style="list-style-type: none"> <li>• Final baseline and outcome analysis training completed in Oromiya, Benishengul and Gambella</li> <li>• Seasonal Assessment TOT, and training completed in SNNPR, Tigray, Amhara and Oromiya</li> <li>• A minimum of 570 woreda level staff received <i>woreda</i> training in Amhara, Oromiya, Benishengul and Gambella</li> <li>• 10 Internationally certified team leaders/analysts</li> <li>• 15 New government Internships successfully completed</li> <li>• 50 people able to utilize the integrated spreadsheets for bi-annual needs/ seasonal assessment analysis with a further 5 able to import/ export data from/ to other packages)</li> <li>• Training materials are packaged in a variety of ways, so that regional offices can use the materials to organize their own training sessions/programs.</li> <li>• 10 people able to facilitate baseline analysis.</li> </ul> |

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

**Objective** One of the main aims of the LIU is to develop an institutionalized and sustainable system for training. The approach will be progressively to hand over responsibility for training from international to national staff. This will continue through the implementation of the LIU trainee certification system developed in the project’s first year, coupled with expansion of the growing LIU internship program. Fifty individuals will be trained to the internationally certified HEA team leader/analyst level during the life of the project, with the help of an estimated 15 internship assignments. In addition, a far greater number of people in each region will receive training on how to utilize the baseline data together with monitoring information (approximately 2 people per *woreda*).

The keys to successful training and capacity building in this project will be a) a simple and transparent methodology that generates practical outcomes, b) a mix of classroom and field-based activities that will enable participants to learn by doing, c) an incremental approach to building skills and experience and d) the creation of opportunities for government staff to broaden their experience and knowledge of HEA through the internship program - both in terms of where they work and the type of work they do. The LIU will continue to use the training modules developed to date, fine-tuning and tailoring these to the needs of participants at different levels: *Woreda*-level staff focused on the monitoring and analysis of key parameters specific to their *woreda*; participants in a baseline assessment focused on collection and analysis of baseline data; multi-agency participants in the seasonal assessments focused on collection and analysis of key parameter information. Trainings will be organized at different times according to need.

*Overview for year three.* In year three, baseline training (including fieldwork and analysis) will be completed in Oromiya (final three phases), Benishengul and Gambella. Outcome analysis training will have been completed in each phase of the baseline work. By the end of the year, 2 people per *woreda* will have received *woreda* training in Amhara, Oromiya, Benishengul and Gambella. In regions in which baselines have been completed (SNNPR, Tigray, Amhara and Oromiya), Seasonal Assessment trainings will occur, preceded by a Seasonal Assessment Training of Trainers course. (See Annex A for a complete annual activity and training calendar). As in previous regions covered, the trainee certification program will be employed for the remaining baselines with an emphasis placed on national experts and government interns while minimizing inputs from international consultants.

*Key Year 3 Activities For KRA 2: National and Regional Staff Trained:*

- Complete baseline training (including field work and analysis) and outcome analysis trainings in Oromiya.
- Expand baseline training and trainee certification program to Benishengul and Gambella.
- Increase the number of national experts and government interns who participate in, aid in the development of and facilitate trainings.
- Complete *woreda* trainings in Amhara, Oromiya, Benishengul and Gambella.
- Provide TOT training before each seasonal assessment and support the seasonal assessment training provided to field teams.
- Provide TOT training on baseline analysis (this includes excel/spreadsheet training).
- Together with the federal and regional DPP&FSCB staff compile training materials to support federal and regional training plans over the coming year.

*Activity I (KRA 2) Baseline trainings in Oromiya, Benishengul and Gambella.* Field team members in Oromiya, Benishengul and Gambella will participate in 7 weeks of baseline training, fieldwork and analysis in two livelihood zones and be certified. 10 internationally certified team leaders will be trained as well. Systems and logistics are in place to track participants and certificate recipients.

*Activity II (KRA 2) Increased national experts and internships.* Together with government counterparts, the LIU will continue to encourage and expand participation of federal and regional staff in its internship program, while reducing the involvement of international consultants in favor of national experts and experienced interns to participate and facilitate trainings and field activities. Interns and national consultants will also continue to be enlisted to help in the development of training materials, presentations, livelihoods profiles and seasonal assessment materials. The LIU estimates a minimum of 15 internship assignments in year three.

*Activity III (KRA 2) Seasonal Assessment Trainings.* The overall objective of the seasonal assessment training is to continue building the capacity of DPPB staff and others in SNNPR, Tigray Amhara and Oromiya regions to collect and analyze seasonal assessment information. Prior to each *Meber* and *Belg* assessment, the LIU will organize a seasonal assessment TOT to further build the capacity of Ethiopian trainers (including consultants, federal DPPA staff, regional DP&FS, UN and NGO staff members) to facilitate seasonal assessment training and to serve as team leaders for the assessments – an estimated 10-15 will participate in each TOT. The LIU will use FEG consultants to facilitate the seasonal analysis in some regions. Technical support will also be provided through seasonal assessment team leader consultations following each assessment. These consultations will serve as a forum for exchanging ideas and collaborating to identify ways in which challenges could be addressed and to ensure that approaches are streamlined and documented.

*Activity IV (KRA 2) Woreda trainings.* *Woreda* officials (2 per *woreda*) from Amhara, Oromiya, Benishengul and Gambella will participant in trainings facilitated by federal or regional staff that have completed the LIU HEA baseline training and certification. The objective of the *woreda* training is to familiarize staff with the HEA approach, livelihood zones and key parameters especially as they relates to monitoring activities.

*Activity V (KRA 2) Ensure training on existing software occurs at appropriate levels and develop a system for fully communicating/transferring these data and results.* The following trainings are planned for the coming twelve months: TOT training on baseline analysis (this includes excel/spreadsheet training) to co-team leaders; mapping and map preparation using Arcview and the Livelihoods mapping program; setting up the LIAS. In addition, shorter introductions to the LIAS, WIAS and baseline storage sheets will be provided throughout the year. Future TOT trainings (seasonal assessment, baseline & interim analysis) will continue to focus on strengthening Excel skills as they relate to trainees ability to use and manipulate the spreadsheets.

#### Year 3 Milestones (KRA 3.1)

- Feedback from on-going evaluations fed into future work
- Post *Meher* seasonal team leaders consultation held
- Draft of national guidelines produced for conducting seasonal assessments
- 2-day Livelihoods training developed for NGOs.

*Activity VI (KRA 2) Together with the federal and regional DPP&FSCB staff compile training materials to support federal and regional training plans over the coming year.*

The LIU will compile a list of available trainings and materials to be advertised at the regional and federal levels. The LIU will facilitate the compilation of soft copies of appropriate materials; regional DPP&FSCB will be responsible for reproduction costs of hard copies of training materials. Additionally, the LIU will work with WFP to develop a 2 day HEA training module to be included as part of a WFP training package for regional and zonal officials.

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

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

*Overview for year three.* Using the existing baseline information for multi-sector needs and scenario analysis will be a key to developing the appropriate needs assessment methodologies when looking at non-food information. Multiple activities of the LIU will be geared towards intensifying critical uses of the baselines in areas of emergency and non emergency, looking at sector specific parameters related to water, health, livestock, agriculture, marketing, nutrition.

*Key Year Three Activities For KRA 3.1: Standardized Non-food needs assessment methodologies developed and utilized:*

- Contribute livelihoods data to those conducting nutritional surveys.
- Produce livelihoods atlas for Ethiopia
- Livelihoods data used to contribute to other programs (eg PSNP, water programming)

*Activity I (KRA 3.1) Produce livelihoods atlas for Ethiopia.* The livelihoods atlas will translate the LIU's extensive existing baseline data on livelihoods into a comprehensive, concise reference for emergency and development policy and program purposes by a range of different stakeholders in Ethiopia and internationally. A foremost goal of the Atlas would be to provide a foundation from which emergency response officials could proceed with response identification and planning. The Atlas would facilitate analysis of data at the regional level and provide a guide that would complement the analysis done during seasonal assessments.

*Activity II (KRA 3.1) Produce format for sharing livelihoods data with those conducting nutritional surveys.* It is now possible for each agency working in nutrition to access information on livelihoods zones by woreda and population information by livelihood zone. The LIU will make further efforts to avail livelihoods data to those agencies conducting nutritional surveys by adapting the format used for woreda posters to A4 size to include information on seasonal calendar, hunger season, highest food purchase months for each livelihoods zone in the woreda.

*Activity III (KRA 3.1) Using the HEA data to contribute to other program planning process - e.g. PSNP, water sector*

The LIU will continue to facilitate the utilization of the livelihood data by other sectors and organization with a focus on packaging of materials to facilitate utilization by other sectors and agencies.

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

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

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

*Key Year Three Activities For KRA 3.2: National Livelihoods assessment standards institutionalized.*

- Coordinate/promote standardized approaches and guidelines for livelihoods based early warning initiatives in close cooperation with other sections within the EWD, EWWG, and members of the LIU SC.
- Produce agreed national guidelines that define common standards for regular monitoring including seasonal assessments, development of livelihoods baselines and for using the baseline profiles and data to contribute to food and non-food emergency needs assessments.
- Integrate feedback from baseline evaluations and seasonal assessment consultations into development of national standards
- Coordinate with other potential users of HEA based livelihoods data

*Activity I (KRA 3.2) Coordinate/promote standardized approaches and guidelines for livelihoods based early warning initiatives in close cooperation with other sections within the EWD, EWWG, and members of the LIU SC.* The tasks under this activity primarily consist of meetings and workshops designed to provide venues in which outputs of the LIU's achievements and outputs can be discussed at the regional and federal level, along with identifying other networking meetings for those involved in livelihoods and EW at the federal level. Two key initiatives will be continued involving information products a) posting regular updates to the LIU home page on the DPPA website regarding LIU initiatives b) developing and disseminating project newsletters to a wide audience, again focusing on key outputs of the HEA analytical framework.

#### **Year 3 Milestones (KRA 3.2)**

- Livelihoods atlas for Ethiopia produced and used by other sectors for planning response.
- Livelihoods information shared with agencies carrying out nutritional surveys.
- Data packaged to facilitate utilization by other sectors/agencies

*Activity II (KRA 3.2) Produce agreed national guidelines that define common standards for regular monitoring including seasonal assessments, development of livelihoods baselines and food and non-food emergency needs assessments.* The LIU will continue to consolidate feedback and technical solutions conceived by teamleaders while carrying out seasonal assessments through post assessment technical meetings (particularly post *Meber*). These consultations will feed into the development of guidelines for seasonal assessments. In addition to the draft guidelines, the LIU working closely with the DPPA EWD will draft a manual to serve as an operational guide to HEA based seasonal assessments. In addition, feedback from the pilot monitoring will contribute to the development of guidelines on monitoring methods using the HEA baseline data. Finally as part of this activity, the program will ensure that national guidelines for the development of baselines are

completed. These guidelines will include information on when baselines must be updated versus when accommodations can be made within the spreadsheet for changes using the existing baseline information.

*Activity III (KRA 3.2) Integrate feedback from baseline evaluations and discussions on national standards.*

Inputs from the regional baseline evaluations will be fed into the development of national best practice standards. Year three feedback will be informed by on-going participatory evaluations carried out during the baseline training programs in Oromiya, Benishengul and Gambella as well as by other evaluations conducted after completion of other LIU sponsored training. The outputs from these evaluations will be incorporated as appropriate into project design, future training activities and guidelines.

*Activity IV (KRA 3.2) Coordination with other potential users of the data (eg PSNP, development agencies).* The LIU will coordinate with actors at the federal and regional levels to demonstrate how the HEA analytical framework could be used to assist with programming (eg project identification, targeting, timing of intervention, monitoring of assets, income/expenditure). Specifically, the program will organize a series of trainings for non-governmental personnel who use or could potentially use the livelihoods data. For NGOs, the LIU will design a 2-day training, similar to that given to woreda officials to familiarize NGO staff with the HEA approach, livelihood zones and key parameters and identify national consultants who could provide training to NGOs using this package. The aim is to encourage NGOs to use the livelihoods data not only in work related to emergencies, but to assist in the design of development related programming such as water, nutrition, livestock, marketing, etc. The LIU will also target those working on the PSNP program, at the federal level through meetings to demonstrate applications of HEA livelihoods data to targeting, monitoring and evaluation, and at the regional level by the preparation of training packages that could be used by certified HEA team leaders to train their colleagues working on the PSNP program. Finally, the LIU will work with WFP to identify training opportunities for their field monitors aimed at strengthening capacity within WFP to carry out HEA based scenario analysis.

## **F. Management Section.**

The LIU will continue to employ a management strategy oriented to achieving contract results while also allowing for maximum flexibility to meet the needs of USAID, the DPPA and the regional DPP&FSCBs as they evolve. The team will use a highly collaboratively approach with USAID, the DPPA, MoARD, the DPP&FSCBs, the LIU Steering Committee, and other partners. The year three-management strategy will place emphasize what is necessary to ensure the sustainability of the HEA approach in Ethiopia with a focus on handing over the functions of the LIU to the agency that will continue the work, the continual strengthening of DPPA-LIU-USAID communications, monitoring and evaluation through the steering committee, and continued timely financial and technical reporting. Closeout activities refer to both technical and administrative tasks. The technical aspects of close out will be focused on handing over of core project activities to the LIU's successor agency.

*Communications.* As before, the LIU's approach with respect to internal communications is to promote an open, transparent, accurate and timely exchange of information whether among the professionals on the LIU team, with the F.E.G. home office, between the team and DPPA, and between the team and USAID. LIU's internal communications strategy will include weekly staff meetings, monthly meetings with Head of EWD and weekly teleconferences with the F.E.G. Home Office.

*Technical and Financial Reporting.* The project will submit timely quarterly and annual reports to the CTO in compliance with the contract. The reports will include available performance monitoring data as outlined in the PMP. Per the contract, the project will submit quarterly reports within 15 days after the end of each quarter, covering the following information:

Qualitative and quantitative information which describes activities conducted and specific results achieved during the quarter with reference to the approved work plan; key implementation challenges encountered and how they were or are planned to be resolved; and current financial status report on activity implementation, including actual and accrued expenditures for the concluding quarter.

The contract requires that the project will submit annual reports. The second annual report will be submitted by September 30<sup>th</sup>, 2008 and will include the following information:

- Certification of the Ethiopian nationals from federal and regional staff meet international standards as qualified livelihoods assessment team leaders.
- Description of training activities with the regions related to information gathering, analysis and preparation of livelihood baseline assessments (including the livelihood zone mapping process).
- Description of training of *woreda*-level officials in the use of the livelihoods baselines in their responsibilities concerning the regular early warning monitoring system.
- Progress in the development and refinement of training modules and packages on each main process: livelihood zoning, baseline development and review, livelihood monitoring and analysis, and needs assessment.
- Progress towards livelihood zoning, livelihood zone baselines, disaggregated *woreda*-level baseline reports developed, setting up of the integrated spreadsheets (for both seasonal assessments and pocket analysis) livelihood-zoning map at all levels covering the cropping regions of Ethiopia.
- Delivery of A-0 sized pilot posters for *woreda* officials illustrating the livelihood characteristics of each *woreda* (pending funding).
- Progress towards the development of an agreed national guideline that defines common standards for HEA baselines, key parameters analysis including seasonal assessments and food and non-food needs assessments.

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

*Monitoring and Evaluation.* The LIU M&E system provides the foundation for tracking the project's delivery of expected outputs and quantitative impacts to measure progress as well as support to USAID's M&E needs by providing input to the mission's SO 13 and associated IR indicators. Performance indicators have been developed and refined and can be referenced in the LIU's PMP document. The LIU will also finalize performance indicator for common indicator 'Number of people trained in disaster preparedness as a result of USG assistance'.

*Administrative Closeout.* Over the last three months of the LIU project, close out tasks will be one of the project's main focuses. Administrative close out efforts are aimed at ensuring that all the contract agreement requirements have been met, that proper record keeping is in order, and that the approved transfer of project property takes place. A closeout administrator will travel to Addis Ababa for 2-3 weeks to manage the administrative closeout process near to the contract end date

## Annex A: LIU Year Three Work Plan Regional Calendar

	FEDERAL	SNNPR	Tigray	Amhara	Oromiya Western	Oromiya (Eastern & Central)	Benishengul/ Gambella
						Preparation of woreda training materials	
25-Aug-08						Complete Eastern Oromiya Profiles	
1-Sep-08					Verification of next phases	Woreda training	
8-Sep-08					Verification of next phases	Woreda training	
15-Sep-08	Complete Amhara profiles with maps & Oromiya profiles without maps			Complete Amhara profiles	Verification of next phases	Outcome Analysis & Woreda training (123 woredas, 6 trainings total)	
22-Sep-08	Preparation of UoA/BDU materials (x weeks)				Baseline Training - 20 participants		
29-Sep-08		Mapping training - TOT - Addis	Mapping training - TOT - Addis	Mapping training - TOT - Addis	Phase 4 (including demo team)		
6-Oct-08	1/4ly report & annual report			Woreda training	Phase 4		Livelihood zoning
13-Oct-08	11-17th Djibouti - JM. Evaluate posters	Evaluate posters	Evaluate posters	Woreda training	Phase 4		
20-Oct-08	Packagingseasonal assessment materials			Woreda training	Phase 4		
27-Oct-08	Mark training for his teamXXXComplete Eastern Oromiya Profiles	Preparation of seasonal assessment materials	Preparation of seasonal assessment materials	Woreda training/Preparation of seasonal assessment materials	Phase 4	Preparation of seasonal assessment materials	
3-Nov-08	LIU SC				Baseline Analysis		Baseline Training
10-Nov-08	Seasonal Assessment TOT (2 people/region)	Seasonal Assessment TOT (2 people/region)	Seasonal Assessment TOT (2 people/region)	Seasonal Assessment TOT (2 people/region)	Outcome Analysis	IS training/ Seasonal Assessment TOT (2 people/region)	Phase 1
17-Nov-08	Seasonal Assessment	Seasonal Assessment	Seasonal Assessment	Seasonal Assessment		Seasonal Assessment	Phase 1
24-Nov-08							Phase 1
1-Dec-08							Phase 1
8-Dec-08	SA Regional analysis	SA Regional analysis	SA Regional analysis	SA Regional analysis		SA Regional analysis	Phase 1
15-Dec-08					Baseline Training		Baseline Analysis
22-Dec-08					Phase 5		
29-Dec-08	Launch of HEA materials with SC-UK				Phase 5		
5-Jan-09					Phase 5		
12-Jan-09	1/4ly report				Phase 5		
19-Jan-09	Consultation and packaging the materials (Atlas and scenarios)	Consultation and packaging the materials (Atlas and scenarios)			Phase 5		
26-Jan-09			Consultation and packaging the materials (Atlas and scenarios)	Consultation and packaging the materials (Atlas and scenarios)		Consultation and packaging the materials (Atlas and scenarios)	
2-Feb-09	LIU SC				Baseline Analysis		
9-Feb-09					Baseline Training		
16-Feb-09					Phase 6		
23-Feb-09					Phase 6		
2-Mar-09					Phase 6		
9-Mar-09					Phase 6		
16-Mar-09					Phase 6		
23-Mar-09					Baseline Analysis		
30-Mar-09					Outcome Analysis		Outcome Analysis/Baseline training
6-Apr-09					IS training		Phase 2
13-Apr-09	1/4ly report						Phase 2
20-Apr-09	Final packaging the materials (Atlas and scenarios)				Woreda training		Phase 2
27-Apr-09					Woreda training		Phase 2
4-May-09	LIU SC				Woreda training		Baseline Analysis
11-May-09							Outcome Analysis
18-May-09							
25-May-09							Woreda training
1-Jun-09		Seasonal Assessment Preparation of materials	Seasonal Assessment Preparation of materials	Seasonal Assessment Preparation of materials		Seasonal Assessment Preparation of materials	Woreda training
8-Jun-09	Seasonal Assessment TOT (2 people/region)	Seasonal Assessment TOT (2 people/region)	Seasonal Assessment TOT (2 people/region)	Seasonal Assessment TOT (2 people/region)		Seasonal Assessment TOT (2 people/region)	
15-Jun-09							
22-Jun-09							
29-Jun-09							
6-Jul-09							
13-Jul-09		SA Regional analysis	SA Regional analysis	SA Regional analysis		SA Regional analysis	
20-Jul-09	1/4ly report						
27-Jul-09							
3-Aug-09	End of project reporting						
10-Aug-09							
17-Aug-09							

**Annex B: LIU Year Three Work Plan Chart by Activity**

## LIU Year 3 Workplan

Activity/Tasks	-- 2008 --				--2009--							
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>Key Results Area Objective 1.2: Early Warning System Integration</b>												
<b>Objective 1.2a: Conduct baseline livelihood assessments</b>												
<b>1.2a: Activity I- Partition regions into homogenous livelihood zones</b>												
Meet with regional authorities to agree to timetable, venue, participants for Benishengul and Gambella zoning and baseline activities		☒										
Organize logistical support for zoning and baseline work in Benishengul and Gambella		☒										
Analytically partition regional state into homogeneous livelihood zones through consultative workshops in Benishengul and Gambella		☒										
Verify assignment of kebeles to each livelihood zone at woreda level during baseline fieldwork in Benishengul and Gambella						»-»	»-»	»-»	»-»			
Verify assignment of kebeles to each livelihood zone at woreda level during baseline fieldwork in Oromiya		»-»	»-»	»-»	»-»							
Produce digital livelihood zone map of Oromiya					☒							
Produce digital livelihood zone maps of Benishengul and Gambella									☒			
<b>1.2a: Activity II- Establish Regional livelihood baselines through field work</b>												
Complete phases 4-6 of the baseline fieldwork in Oromiya		»-»	»-»		»-»	»-»						
Conduct baseline fieldwork in Benishengul and Gambella				»-»		»-»	»-»	»-»				
<b>1.2a: Activity III- Produce livelihood zone, woreda, and regional level reports and woreda level posters</b>												
Produce woreda level reports for Amhara	☒											
Produce livelihoods zone reports Oromiya (phases 1-3 and 4-6)	☒						☒					
Produce regional level report for Oromiya										☒		
Produce woreda level reports for Oromiya		☒						☒				
Produce draft livelihoods zone reports Benishengul and Gambella									☒			
Finalize and edit livelihoods zone reports for Benishengul and Gambella										☒		
Produce woreda level reports for Benishengul and Gambella											☒	

Activity/Tasks	-- 2008 --				--2009--							
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Produce regional level reports for Benishengul and Gambella											<input checked="" type="checkbox"/>	
<b>1.2a: Activity IV- Livelihood Zone Posters Produced.</b>												
Evaluate feedback from posters piloted in SNNPR and Tigray		<input checked="" type="checkbox"/>										
Finalize template to be used for woreda posters								<input checked="" type="checkbox"/>				
<b>Objective 1.2b: Integrate livelihoods based needs assessment into regular monitoring system</b>												
<b>1.2b: Activity I- Ensure training on scenario modeling tools occurs at appropriate levels</b>												
Use scenario modeling tools of seasonal assessments in SNNPR, Tigray, Amhara and Oromiya			<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	
<b>1.2b: Activity II- Incorporate key parameters into early warning monitoring system</b>												
Incorporate key parameters into seasonal assessment for SNNPR, Tigray, Amhara and Oromiya			<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	
Incorporate key parameters into verification assessments in SNNPR, Tigray, Amhara and Oromiya									<input checked="" type="checkbox"/>			
Produce recommendations for standardizing price predictions for seasonal assessment analysis.			<input checked="" type="checkbox"/>									
<b>1.2b: Activity III- Populate excel database for storing baseline data</b>												
Compile and consolidate relevant data from baseline assessments	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»
<b>1.2b: Activity IV- Evaluate woreda level monitoring systems in SNNPR and Tigray</b>												
Evaluate pilot monitoring for SNNPR and Tigray					<input checked="" type="checkbox"/>							
Workshop to share results of the pilot monitoring with all regions						<input checked="" type="checkbox"/>						
<b>1.2b: Activity V- Design and agree on outputs of the seasonal assessments and scenario modeling results</b>												
Provide technical support to seasonal assessment analysis			<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>	
<b>1.2b: Activity VI- Incorporate livelihoods based analysis of seasonal dependence</b>												
Support initiatives to examine seasonal dependence in particular livelihood zones (through EWWG for example)						<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	
<b>Key Results Area Objective 2: National and Regional Staff Training</b>												

Activity/Tasks	-- 2008 --				--2009--							
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>2: Activity I- Baseline trainings for Oromiya, Benishengul and Gambella</b>												
Baseline analysis training of trainers for Oromiya	☒			☒								
Baseline analysis training of trainers for Benishengul and Gambella			☒		☒							
Oromiya baseline training (fieldwork/analysis)	☒		☒									
Benishengul and Gambella baseline training (fieldwork/analysis)			☒			☒	☒					
Oromiya outcome analysis training (using the baselines)			☒			☒						
Benishengul and Gambella outcome analysis training (using the baselines)							☒		☒			
Organizing logistics for regional trainings (e.g., venue, perdiems, etc)	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»
<b>2: Activity II- LIU Internship Program</b>												
Coordinate with federal and regional staff to indentify fieldwork participants	☒		☒	☒	☒		☒					
Identify training needs of core federal and regional staff	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	
Manage database of LIU interns and their assignments	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»
<b>2: Activity III- Seasonal Assessment Trainings</b>												
SNNPR, Tigray, Amhara and Oromiya seasonal assessment training of trainers			☒							☒		
SNNPR, Tigray, Amhara and Oromiya seasonal assessment participant trainings			☒							☒		
<b>2: Activity VI- Woreda trainings</b>												
Amhara woreda training (linked to seasonal assessments)		☒										
Oromiya woreda training (linked to seasonal assessments)		☒					☒					
Benishengul and Gambella woreda training									☒			
<b>2: Activity V- Ensure training on existing software occurs at appropriate levels and develop a system transferring data and results</b>												
Short introduction on using the LIAS, WIAS and baseline data storage sheets (on-going)	☒		☒		☒					☒		

Activity/Tasks	-- 2008 --				--2009--							
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Spreadsheet training for participants in baseline analysis TOT		☒				☒						
Training of Trainers on livelihoods mapping tool	☒											
<b>2: Activity VI- Compile training materials to support federal and regional trainings</b>												
Coordinate timing of field and training activities with federal, regional and district staff	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»		
Develop training package for NGOs (based on woreda training materials)					☒							
Prepare list of available HEA training type for distribution at regional and federal levels				☒								
Develop 2 day HEA training module for WFP trainings at regional and zonal levels		☒										
<b>Key Results Area 3.1: Standardize Non-food needs assessment methodology developed and utilized</b>												
<b>3.1: Activity I- Develop a livelihoods Atlas for Ethiopia</b>												
Use the atlas to show potential diverse applications of HEA (for development, targeting, emergency)						☒						
<b>3.1: Activity II- Facilitate livelihoods contribution to nutritional surveys</b>												
Produce format for sharing livelihoods data with those conducting nutritional surveys.			☒									
<b>3.1: Activity III- Use HEA data to contribute to other planning processes - eg PSNP, r sector</b>												
Using the HEA data to other program planning process - e.g. PSNP, water sectors						☒						
<b>Key Results Area Objective 3.2: National livelihood assessment standards institutionalized</b>												
<b>3.2: Activity I- Coordinate/promote standardized approaches and guidelines for livelihoods based ear initiatives in close cooperation with other sections within the EWD, EWWG, and memb</b>												
Post regular updates to the LIU homepage on the DPPA website regarding LIU initiatives	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»	»-»
Produce periodic project newsletters/analysis focusing on project updates and key outputs of the HEA livelihoods data.		☒			☒			☒				
Feedback on outputs and data utilization after completing each phase of field work in Oromiya, Benishengul Gambella			☒		☒	☒	☒		☒			
Participate in EWWG meetings and appropriate subgroups	☒			☒			☒			☒		
Organize and participate as secretary in LIU steering committee.			☒			☒			☒			

