



**Feed the Future Ethiopia Livelihoods for Resilience – Oromia  
Cooperative Agreement No. AID-663-A-17-00005**

**A USAID-funded Activity, implemented by Catholic Relief Services  
(CRS Ethiopia) and Ethiopian Catholic Church Social Development  
Coordination Office of Meki (MCS)**

**Reporting period: February 1, 2017 to June 30, 2021**



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## Acronyms

| Abbreviation | Description  |
|--------------|--|
| Activity     | Feed the Future Ethiopia Livelihoods for Resilience – Oromia |
| APaBS        | Annual Participant-based Survey                              |
| ATJK         | Adami Tulu Jido Kombolcha                                    |
| AWP          | Annual Workplan  |
| B2B          | Business to Business   |
| BDS          | Business Development Services                                |
| BoA          | Bureau of Agriculture  |
| BoLSA        | Bureau of Labor and Social Affairs                           |
| CA           | Community Animator   |
| CBHI         | Community-Based Health Insurance                             |
| CLA          | Collaborating, Learning, and Adapting                        |
| CMM          | Conflict Management and Mitigation                           |
| COC          | Certificate of Competence                                    |
| CoP          | Chief of Party   |
| COVID-19     | Coronavirus Disease-2019                                     |
| CRS          | Catholic Relief Services                                     |
| CSPro        | Census and Survey Processing System                          |
| CV           | Curriculum Vitae   |
| CVA          | Cash and Voucher Assistance                                  |
| DA           | Development Agent  |
| DEC          | Development Experience Clearinghouse                         |
| DFSA         | Development Food Security Activity                           |
| DiNER        | Diversity for Nutrition and Enhanced Resilience              |
| DIP          | Detailed Implementation Plan                                 |
| DIS          | Data and Information System                                  |
| DQA          | Data Quality Assessment                                      |
| EARO         | East Africa Regional Office                                  |
| ETB          | Ethiopian Birr   |
| EWS          | Early Warning System   |
| FA           | Field Agent  |
| FFP          | Food for Peace   |
| FRG          | Farmer Research Group  |
| FRM          | Feedback-and-Response Mechanism                              |
| FSP          | Financial Service Provider                                   |
| FtF          | Feed the Future  |
| FY           | Fiscal Year  |
| GBV          | Gender-Based Violence  |
| GOE          | Government of Ethiopia                                       |
| HEW          | Health Extension Worker                                      |
| HQ           | Headquarters   |
| HRP          | Household Resource Plan                                      |

|        |  |
|--------|--|
| HTPs   | Harmful Traditional Practices  |
| ICT    | Information and Communications Technology  |
| ICT4D  | Information and Communications Technology for Development  |
| IGA    | Income-Generating Activity   |
| IFd    | Innovation Fund  |
| IP     | Implementing Partner   |
| IPTT   | Indicator Performance Tracking Table   |
| IPV    | Intimate Partner Violence  |
| IR     | Intermediate Result  |
| IT     | Information Technology   |
| ITT    | Indicator Tracking Table   |
| JEOP   | Joint Emergency Operations Program   |
| JMV    | Joint Monitoring Visit   |
| Joint  | Refers to both Feed the Future Ethiopia Livelihoods for Resilience – Oromia Activity and the Development Food Security Activity, both which are implemented by CRS and MCS |
| L4R    | Refers to both CRS and CARE Feed the Future Ethiopia Livelihoods for Resilience Activities   |
| LCF    | Livelihoods Community Facilitator  |
| LG     | Livelihoods Group  |
| LGF    | Loan Guarantee Fund  |
| LoP    | Life of Project  |
| MCS    | Ethiopian Catholic Church Social Development Coordination Office of Meki   |
| MEAL   | Monitoring, Evaluation, Accountability and Learning  |
| MFI    | Microfinance Institution   |
| MG     | Marketing Group  |
| MIS    | Management Information Systems   |
| MOU    | Memorandum of Understanding  |
| MSP    | Multi-Stakeholder Platform   |
| MTE    | Marketing and Training Expert  |
| MTEW   | Marketing and Training Extension Worker  |
| NSA    | Nutrition-Sensitive Agriculture  |
| OCSSCO | Oromia Credit and Saving Share Company   |
| OCC    | Overlap Coordination Committee   |
| OFDA   | Office of U.S. Foreign Disaster Assistance   |
| PICS   | Purdue Improved Crop Storage   |
| PIM    | Project Implementation Manual  |
| PLC    | Private Limited Company  |
| PPE    | Personal Protective Equipment  |
| PSNP   | Productive Safety Net Programme  |
| PSP    | Private Service Provider   |
| PYD    | Positive Youth Development   |
| PSEA   | Protection from Sexual Exploitation and Abuse  |
| Q      | Quarter  |
| RMS    | Reoccurring Monitoring System  |

|         |  |
|---------|--|
| RRCT    | Rapid Response COVID-19 Team   |
| RuSACCO | Rural Savings and Credit Cooperative                                       |
| SACCO   | Savings and Credit Cooperative   |
| SBCC    | Social and Behavior Change Communication                                   |
| SILC    | Savings and Internal Lending Communities                                   |
| SMART   | Skills for Marketing and Rural Transformation                              |
| SMILER  | Simple Measurement of Indicators for Learning and Evidence-based Reporting |
| SMS     | Subject Matter Specialist  |
| SO      | Strategic Objective  |
| SOG     | Standard Operating Guidelines  |
| SOW     | Scope of Work  |
| SPIR    | Strengthen PSNP 4 Institutions and Resilience                              |
| SPRING  | Strengthening Partnerships, Results, and Innovations in Nutrition Globally |
| SURE    | Sustainable Undernutrition Reduction in Ethiopia                           |
| TANGO   | Technical Assistance to NGOs   |
| TFH/TIH | The Faithful House/The Islamic House                                       |
| TOT     | Training of Trainers   |
| TVET    | Technical and Vocational Education and Training                            |
| TWG     | Technical Working Group  |
| USG     | United States Government   |
| VSLA    | Village Saving and Lending Association                                     |
| WFSTF   | Woreda Food Security Task Force  |
| WG-SS   | Washington Group Short Set   |
| WV      | World Vision   |
| YLG     | Youth Livelihoods Group  |
| YPA     | Youth Peace Ambassador   |

## I. Project Goal, Objectives and Implementation Strategies

Feed the Future Ethiopia Livelihoods for Resilience – Oromia was a five-year USAID-funded Activity that aimed to support the livelihood options of chronically food-insecure households in Ethiopia’s Oromia region. The Activity’s goal was to improve the sustainable economic well-being of government Productive Safety Net Program (PSNP) households in Arsi Zone (Sire, Dodota and Ziway Dugda), West Arsi (Shala, Arsi Negele, Heben Arsi and Siraro), and East Shewa (Adami Tulu Jido Kombolcha and Boset). The Activity planned to assist 24,500 HHs and successfully graduate 14,700 of these out of the PSNP. The cooperative grant was from February 1, 2017, to January 31, 2022; however, the closing date was changed to June 30, 2021.

PSNP households’ sustainable economic well-being was improved by building on (i) the market-based Push and Pull strategy of USAID’s Feed the Future; (ii) the PSNP Livelihoods framework; and (iii) the success achieved under the previous Feed the Future Ethiopia Graduation with Resilience to Achieve Sustainable Development (GRAD) program. Four higher-level outcomes contributed to this goal: 1) Increased income and diversification through on-farm opportunities, including crop and livestock market systems; 2) Increased income and diversification of off-farm livelihood options; 3) Increased income from gainful employment; and 4) Increased innovation, scaling and sustainability of livelihoods pathways.

The Activity operated in nine PSNP woredas<sup>1</sup> across three zones of Oromia. CRS and MCS had worked together as part of the GRAD consortium, delivering high-quality program implementation across four woredas in Oromia (Ziway Dugda, Arsi Negele, Shala and Adami Tulu Jido Kombolcha). The Activity continued to work in the same kebeles<sup>2</sup> in these woredas and expanded into new kebeles. To cover adjacent woredas and overlap with the CRS Development Food Security Activity (DFSA), the Activity added four new woredas: Dodota, Sire, Siraro and Boset. The eight woredas form a contiguous geographic corridor, facilitating access and program implementation from MCS’ three main branch offices in Meki, Dera and Shashamane.

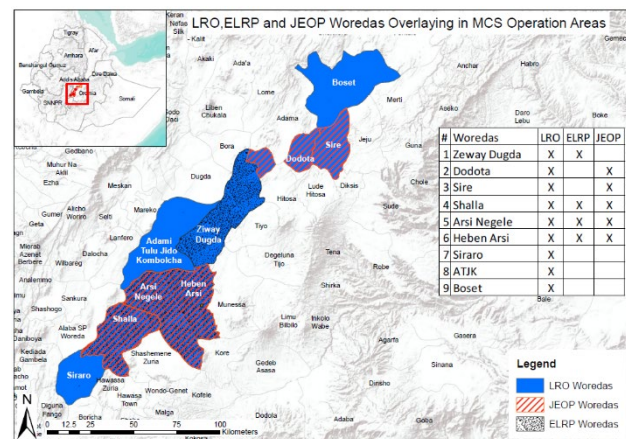


Figure 1: LRO Operational Woredas

Feed the Future Ethiopia Livelihoods for Resilience – Oromia overlapped with several other funded projects ( Figure 1): Activity, CRS-managed Joint Emergency Operations Program (JEOP) overlapped in five woredas while the CRS DFSA (previously referred to as ELRP) overlapped in four woredas. In Siraro, the Activity overlapped with World Vision’s Strengthen PSNP 4 Institutions and Resilience (WV SPIR). For details on layering, please refer to [IR 4.1](#)

<sup>1</sup> District.

<sup>2</sup> Smallest administrative unit.

[Feed the Future Ethiopia Livelihoods for Resilience – Oromia, USAID Ethiopia and GOE have improved layering, sequencing, and cost effectiveness of interventions.](#)

## II. Report Structure

This report adheres to the parameters in the signed cooperative agreement, including A.6.b.3.v. (page 14) which states the requirements for the final performance report. In addition, it is in line with the Monitoring and Evaluation Plan (A.6.b.2) approved by USAID in March 2021.

This report has several limitations in reporting on achievements for goal, strategic objectives and intermediate results as reported in the Indicator Performance Tracking Table (IPPT):

1. ***No project-specific baseline:*** USAID contracted TANGO to conduct a resilience baseline for both the CARE and CRS Feed the Future Ethiopia Livelihoods for Resilience projects. Data was collected from July to August 2018 from 16 of the Activity’s 143 operational kebeles. The baseline study was finalized in May 2019.<sup>3</sup> The baseline measured did not refer to the project-specific logframe or indicators.
2. ***No project-specific final evaluation:*** The Activity was neither mandated nor funded to conduct a final evaluation. Instead, USAID contracted TANGO to conduct the impact/final evaluation of both the CARE and CRS Feed the Future Ethiopia Livelihoods for Resilience projects (referred to jointly here as L4R). The impact/final evaluation is scheduled to start in summer 2022, with the final report being released at the end of 2022.
3. ***No FY21 annual participant-based survey (APaBS):*** With the Activity having ended on June 30, 2021, an APaBS will not be conducted for FY21.
4. ***Significant change in foreign currency exchange rate:*** During the five years of implementation, the currency exchange (US dollars/Ethiopian birr) has significantly changed. For expenses expensed by either CRS or MCS, the exchange rate was the rate at which the expense was booked. For community-based amounts (i.e., savings, lending, income, etc.), the amount used was \$1 = 32.68 ETB, the same exchange rate used for the Activity’s FY20 Annual Results Report.

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3. United States Agency for International Development (USAID). (2019). *Feed the Future Ethiopia Livelihoods for Resilience (L4R) Learning Activity: Impact Evaluation Baseline Report*. Retrieved from [https://pdf.usaid.gov/pdf\\_docs/PA00TXJB.pdf](https://pdf.usaid.gov/pdf_docs/PA00TXJB.pdf)



In reference to the first three points, this final performance report is made against achievements based on the previous APaBS, routine monitoring and studies. When appropriate, achievements may be informed by the TANGO-led impact assessment once it is released.

In terms of illustrating the adaptive management over the course of the project, the Activity referred to USAID’s Collaborating, Learning, and Adapting Framework (Figure 2). As such, the final performance report will highlight some of the key findings from its adaptive management briefs ([Adaptive Management Reports and Briefs](#)).

The report also reflected on how the Activity faced issues and made adaptations, and used those to formulate recommendations. Throughout this document, some of these issues, adaptations and recommendations are summarized in tables. There is also a separate annex for each sector that provides further details (Adaptive Management Matrixes). CRS hopes USAID and the Activity’s implementing partners review these annexes to learn more about the challenges the project faced and recommendations for the future.



Figure 2: USAID Collaborating, Learning, and Adapting (CLA) Framework

### III. Project Achievements

#### S.O.1: Vulnerable households have increased income and diversification through on-farm opportunities including crop and livestock market systems.

##### IR 1.1 Women and youth have increased access to and control of household resources.

Of the target of 29,400 individuals, a total of 33,242 individuals participated in Feed the Future Ethiopia Livelihoods for Resilience – Oromia Activity. Of these, 51.7% were women.

##### *Output 1.1.1 Clients join Livelihood Groups*

***Livelihood Group Formation and Viability:*** Foundational to the project was the livelihoods group (LG). Under the guidance of the Government of Ethiopia (GOE), PSNP households were grouped as livelihoods groups with the defining criteria of proximity to each other. The LG could have one to two members per household, and both women and men participated in the group. In the project design, it was anticipated that 20% of members would be youth, so the average number of household members per group was 1.2. Some groups were constituted of both youth (15 to 19 years old) and adults (30+) and were referred to as “mixed” LGs. In some cases, youth wanted to constitute youth livelihoods groups (YLGs). LGs/YLGs were the platforms that most project activities used as an entry point, such as sector-specific trainings (i.e., livelihoods, gender, youth, nutrition, etc.) and Savings and Internal Lending Communities (SILC).

From the life-of-project (LoP) target<sup>4</sup> of 1,470 livelihood groups and 29,400 LG members, the Activity and Woreda Food Security Task Force (WFSTF) formed a total of 1,385 LGs or 94% of the target with 33,242 members (113% of LoP) in the first two years of the Activity. The Activity exceeded its target in numbers of participants and numbers of participants per group, thus demonstrating both interest in the Activity and efficiency in outreach. Reasons for the variance in group numbers were: 1) the design assumed 1.2 members per household while the actual figure was closer to 1.3; and 2) the average number of LG members per group increased from 20 to 26.

To improve LG management and functioning, leadership and decision-making trainings were provided to 1,034 LG committee members in partnership with Center for Creative Leadership (CCL). The support from the Activity team was pivotal in refining and testing the leadership training curriculums<sup>5</sup> by CCL before rolling out the training to LG leaders. For more details, see “Women’s Leadership” under [Output 1.1.5](#).

To better understand the viability of LGs, the Activity conducted a functionality assessment in FY19 Q2/FY20 Q1<sup>6</sup> to: 1) identify active groups and cross check the reported number of

<sup>4</sup> Hereafter abbreviated to “LoP.”

<sup>5</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Leadership Training*. The Center of Creative Leadership. Retrieved from DEC: English: [https://pdf.usaid.gov/pdf\\_docs/PA00XHW9.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHW9.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XHWB.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHWB.pdf)

<sup>6</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2020). *Livelihood Groups Functionality Assessment*.

LG/YLG members; 2) refine LG/YLG interventions; and 3) identify potential areas for further improvement. The assessment findings confirmed that: 1) while there were some dropouts, the Activity still exceeded its target of active LG members; and 2) YLGs were more likely to dissolve than mixed LGs. As the report was finalized just as COVID-19 broke out in Ethiopia, the Activity was forced to shift its focus to supporting LGs in coping with COVID-19 instead of focusing on systemic issues that YLGs faced.

After assessing the condition of PSNP households (HHs) in the Activity's operational area, the Activity executed an urgent and coordinated cash transfer to targeted HHs to protect their assets from the possible devastating consequences of the pandemic on people's livelihoods. Post-distribution assessments by the Activity team revealed that 63% of the total respondents were completely satisfied with the overall cash transfer intervention because it helped them meet their most pressing needs (for more details, please refer to [Output 3.1.1 Youth trained in life skills](#)).

**Graduation Readiness:** With GOE households not graduating from PSNP at the 75% rate initially anticipated, the Activity evaluated project progress by monitoring the number of households that had completed the PSNP livelihoods checklist as a proxy for graduation readiness. The key items on the checklist were: 1) financial literacy training; 2) participation in savings groups; 3) technical training on selected value chains; 4) business and marketing skills training; 5) creation of household resource plan; and 6) financing sources (e.g., internal, external, personal savings, etc). The CRS and MCS monitoring, evaluation, accountability and learning (MEAL) teams finalized data entry and data cleaning and developed an internal online dashboard. There were some limitations. The data could only be analyzed *within* an indicator; rather than *between* indicators.<sup>7</sup> Therefore, the Activity was not able to report against the graduation-readiness indicator. Nevertheless, the data proved helpful in: 1) identifying where to focus resources and time in areas of underachievement; 2) identifying trends (i.e., RuSACCO versus MFI performance, see below); 3) finding data quality issues; and 4) creating a culture of field and technical staff making evidence-based decisions.

**Graduation from PSNP:** To support the GOE in its goal to graduate PSNP clients, graduation aspiration training of trainers (ToTs) was organized by the Activity in FY20 Q1 to build the technical capacity of GOE and Activity field staff to jointly cascade the training to the Activity's frontline staff and the clients. Subsequently, in the first two quarters of FY21, community-level trainings cascaded to a total of 18,014 HHs or 123% of LoP with the aim of building HH members' confidence and assisting them in aspiring to graduation. Based on field visits and informal discussions, no HHs said they were ready to self-graduate from the program on a voluntary basis, but were awaiting the GOE's decision to graduate them.

### **Output 1.1.2 Clients select livelihoods pathway**

The Activity's LoP plan was to assist 29,400 LG members (F=14,700) to select a livelihood pathway, and 27,062 LG members (92% of LoP) completed this exercise. The Activity was on schedule to meet its LoP target when COVID-19 restrictions slowed field operations (Table 1: Pathways selected).

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<sup>7</sup> For example, the Activity could report on the number of households that participated in financial education training. However, because of inconsistencies in the GOE-issued PSNP ID, it was not possible to state the number of households that participated in financial education training *and* also accessed loans from a financial service provider.

Table 1: Pathways selected by LG Members<sup>8</sup>

| SN                       | Pathway             | Number of members | Percentage  |
|--------------------------|---------------------|-------------------|-------------|
| 1                        | On-farm (crops)     | 18,951            | 70%         |
| 2                        | On-farm (livestock) | 5,275             | 20%         |
| 3                        | Off-farm            | 2,579             | 9%          |
| 4                        | Wage employment     | 257               | 1%          |
| <b>Total<sup>9</sup></b> |                     | <b>27,062</b>     | <b>100%</b> |

Depending on the type of business and technical requirements, LG members were given leadership, business management and technical trainings to enable them to successfully manage the business.

### ***Output 1.1.3 Clients are trained in business skills***

In addition to technical trainings, business skills and marketing trainings were adapted to their selected livelihood. All five modules of the Skills for Marketing and Rural Transformation (SMART) curriculum were covered in this training, which included: (1) group management/organization; (2) enhancing production; (3) marketing/business/collective marketing skills; (4) accessing financial services through the SILC methodology; financial education; and natural resource management (for the agricultural enterprises); and (5) innovation and information management. Trainings were delivered by the Activity staff and Woreda Cooperative Promotion Officers. Business skills trainings were designed to improve households' ability to identify effective ways of managing livelihood activities and increase profitability. Some 23,520 LG members were targeted for business skills trainings and 27,063 (F=12,881) or 115% attended the trainings. Follow-up and assessments made by the project team found that these training events contributed to improvements in the ability of LG members to plan household resources and identify effective ways of managing livelihood activities, and contributed toward increased income, profitability and building longer-term household resilience.

### ***Output 1.1.4 Clients have approved household resource plans (HRP)<sup>10</sup>***

An HRP is a valuable tool for HHs to understand the technical and resource requirements to engage in specific livelihood activities. The HRP was not intended to limit the participant to one livelihood, as participants were expected to build resilience through multiple income streams throughout the year. The development of the plans had two objectives: 1) to guide participants toward profitable livelihood investment and enable them to repay loans; and 2) to help participants understand financing requirements for selected specific livelihoods.

<sup>8</sup> For more details on off-farm pathways, please refer to [S.O.2: Vulnerable households have increased income and diversification through off-farm livelihood options](#). For more details on wage employment, please refer to [S.O.3 Vulnerable households have increased their income through gainful employment](#).

<sup>9</sup> The number of pathways selected is not the same as the total number of Activity participants who selected a pathway as a participant may have selected more than one pathway or have changed pathway over the course of the Activity.

<sup>10</sup> Previously "Participants have approved business plans" but subsequently changed "Clients have approved household resource plans."

Over the life of the Activity, a total of 30,595 (F=13,552) participants or 131% of households prepared an HRP with technical support from frontline staff. The HRP served as a proxy for a more traditional business plan, and project staff used it to refer participants to financial service providers (FSPs) (see section on *Participant's access to external financial services*). Based on the technical skills requirements to effectively implement their plans, HHs were targeted for additional technical trainings that matched their businesses.

**Household resource plans:** To avoid confusion with business plans required for GOE support and loan applications, the Activity introduced HRPs that provided more details on revenue, expenses, suppliers, customers, and financing (i.e., internal, external, personal savings, etc.)

Matrix A: Livelihoods

| Issue faced  | Adaptations made  | Recommendations  |
|--|---|--|
| <p><b>Graduation</b></p> <p>Unable to meet LG targets because the design assumption was 1.2 members per household while the actual number was closer to 1.3.</p> | <ul style="list-style-type: none"> <li>The Activity increased the number of LG members from 20 to 26 per group.</li> </ul>  | <ul style="list-style-type: none"> <li>Recognize that when designing a project underlining assumption may not be accurate, and CoP/PM must have flexibility to adapt.</li> </ul>   |
| <p>No/low levels of self-graduation from PSNP.</p>   | <ul style="list-style-type: none"> <li>Met with previous project’s participants to determine factors hampering households from graduating.<sup>11</sup></li> </ul>  | <ul style="list-style-type: none"> <li>When designing a graduation-informed project, have a nuanced understanding of how systems and structures encourage or inhibit self-graduation.</li> </ul>   |
| <p>Households misinterpreted “business plans” as either grant or loan applications.</p>  | <ul style="list-style-type: none"> <li>The “business plan” was changed to a “household resource plan” and a comprehensive HRP template was developed, with details on revenue, expenses, suppliers, customers and financing sources (i.e., internal, external, personal savings, etc.), and with an accompanying facilitator’s guide.<sup>12</sup></li> <li>Training was provided to staff members responsible for supporting HHs to prepare HRPs.</li> </ul> | <ul style="list-style-type: none"> <li>Have participants prepare household resource plans so they will: have broader understanding of the business to guide them toward profitable livelihood investments; understand financing requirements for a specific livelihood investment; and be able to repay loans or investments.</li> <li>To avoid confusion, do not use the term “business plan” as it is associated with grants and loans.</li> <li>Support participants who want to access loans from FSPs, to use the information from the HRP to complete the loan application.</li> </ul> |

For more details, refer to Attachment A: [Livelihoods and Innovation Fund Adaptive Management Matrix](#).

<sup>11</sup> Key factors identified on whether a household was interested in self-graduating were 1) motivated by “self-respect” to self-graduate; 2) questioned “fairness” of the quota; 3) uncertain how voluntary self-graduation was; 4) viewed PSNP food/cash transfers as “insurance” during a crisis; 5) did not receive the one-time payment when self-graduating; and 6) aging PSNP population, etc.

<sup>12</sup> Catholic Relief Services Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Household Resource Plan Guide for Field Staff*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XHHC.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHHC.pdf)

### **Output 1.1.5 Clients oriented to facilitate equitable decision-making<sup>13</sup>**

**Women’s Leadership:** The Activity partnered with CCL, which provided training for 1,034 women leaders as part of their LG leadership training.<sup>14</sup> After the training, notable changes observed included: 1) more LGs applied gender-sensitive rotational leadership, thereby allowing women to assume more senior leadership positions, such as chairperson and secretary; and 2) many of the women said that they spoke with more confidence in public gatherings and were more involved in LG decision-making. In large part because of the above, 50% of the LG leadership positions were occupied by women.

**Household Decision-making:** The Faithful House/Islamic Faithful House (TFH/IFH) methodology was provided to couples to build a strong relationship between husband and wife, and to encourage equal participation in household decision-making. The first step was that 22 couples received a TOT by master trainers from Uganda and the manuals were translated into Afaan Oromo.<sup>15</sup> After the ToT, the “model” couples cascaded a three-day training to 6,407 selected couples (105% of LoP). Based on field observations and testimonies, women said their husbands were doing more household chores and childcare. Further details of the impact of the intervention will be forthcoming with the release of the CRS Development Food Security Activity TFH/IFH impact analysis report.

**Female Adult Literacy:** Early in the project cycle, the Activity recognized that low levels of literacy were inhibiting women from being more active in LG decisions and growing their businesses. Therefore, the Activity introduced basic adult literacy for female LG members. To lay the groundwork, the Activity worked closely with the respective GOE departments to agree on the modalities, to translate and print 3,200 literacy workbooks, and to provide a five-day training to 54 facilitators. Subsequently, 6,632 women (113% of LoP target) received basic adult literacy training. Based on post-training assessments by the facilitators, most of the women completed the course with a basic level of literacy and numeracy.

**Harmful Traditional Practices and Gender-based Violence Prevention:** The Activity addressed HTP/GBV by:

1. **Gender-Messaging Sessions:** To address gender issues, the Activity used the CRS’ DFSA Community Conversations (CC) methodology and training manuals. The Activity prioritized key messages around HTP/GBV, protection and food security. Over the course of eight weeks, 1,138 LGs (101% of LoP) held these gender-messaging sessions.

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<sup>13</sup> Based on the MOU signed with World Vision SPIR, SPIR was responsible for all gender-related activities in Siraro, so the Activity did not do specific gender-based programming in this woreda.

<sup>14</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Leadership Training*. The Center of Creative Leadership. Retrieved from DEC: English: [https://pdf.usaid.gov/pdf\\_docs/PA00XHW9.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHW9.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XHWB.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHWB.pdf)

<sup>15</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *The Faithful House Manual for Trainers (Afaan Oromo. High Res)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XHVT.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHVT.pdf)

<sup>16</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Islamic Family House Manual for Trainers (Afaan Oromo. High Res)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XHVS.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHVS.pdf)

2. *Intimate Partner Violence Radio Programming:* Considering the increased risks of GBV and intimate partner violence (IPV) associated with the COVID-19 pandemic, the Activity purchased radio airtime for two months and focused on IPV prevention using formats such as drama, storytelling and personal testimonies. In parallel, TFH/IFH-trained model couples encouraged other couples to listen to the program and conducted home visits to further discuss the impact of COVID-19 on couples.

***Protection from Sexual Exploitation and Abuse (PSEA) and Mitigation Measures:*** To mitigate the likelihood of sexual exploitation and abuse, the Activity trained 186 (F=43) MCS field staff and on the basic principles of PSEA and enhanced staff's familiarity with internal reporting mechanisms.



Matrix B: Gender

| Issues faced  | Adaptations made  | Recommendations  |
|---|---|--|
| <b>Women's Leadership</b>   |   |  |
| Leadership training was not tailored to women.  | <ul style="list-style-type: none"> <li>• In partnership with the Center for Creative Leadership, the Activity developed women's leadership training manuals.</li> <li>• In coordination with MCS, CCL provided a three-day training, of which one day was for men and women, and the remaining two days were for women only.</li> <li>• Project staff were assigned at the kebele level to mentor and support trained women leaders.</li> </ul>   | <ul style="list-style-type: none"> <li>• Provide leadership trainings for both men and women.</li> <li>• Provide leadership trainings to women leaders separate from men to create a safe space and create a cadre of women who can encourage each other.</li> </ul>   |
| Women received leadership training after the leadership committee elections had already taken place.        | <ul style="list-style-type: none"> <li>• As LG bylaws usually require annual elections of a leadership committee, women were encouraged to run for leadership positions, despite not having yet participated in leadership training</li> </ul>  | <ul style="list-style-type: none"> <li>• Provide sensitization to LGs on the value of women's leadership so that men can support women to take leadership roles, and women put their names forward for senior leadership positions during LG elections.</li> </ul>   |
| <b>Gender Mainstreaming</b>   |   |  |
| Project activities increased women's time burden.   | <ul style="list-style-type: none"> <li>• Project staff were encouraged to keep in mind that the profile of a typical PSNP client was a young, married woman with a young child who wanted to start her own business and be an LG leader.</li> <li>• Based on this profile, the total hours of project trainings were calculated to determine the project's gender burden.<sup>17</sup> Based on these calculations, Activity interventions exceeded the time households could feasibly allocate (estimated at 4 hours per week for 5 years).</li> <li>• Curriculums were mainstreamed and there was a shift from workshops to messaging.</li> </ul> | <ul style="list-style-type: none"> <li>• Design the project with a participant profile of a young, married woman with a young child who wanted to start her own business and be a leader in the LG.</li> <li>• Calculate the number of trainings and expected activities of participants to understand how the project may increase women's work.</li> </ul> |
| Only after the Activity had begun did staff recognize that illiteracy was inhibiting women from securing LG | <ul style="list-style-type: none"> <li>• Introduced adult literacy in the second year of the project.</li> <li>• In consultation with local education offices, provided stipends to certified adult literacy facilitators, and training</li> </ul>  | <ul style="list-style-type: none"> <li>• Determine the level of literacy required of participants to take part in and equitably benefit from</li> </ul>  |

17 Catholic Relief Services, Feed the Future Livelihoods for Resilience – Oromia. (2019). *Beneficiary and Staffing Calculator*.

|  |  |   |
|--|--|---|
| leadership roles and from completing household resource plans. | manuals and booklets, to train women LG members.   | project-identified activities.  |
| Field staff were not fully aware of PSEA.                      | <ul style="list-style-type: none"> <li>To minimize time and resources in developing and translating training materials and a facilitator's guide, the CRS Ethiopia (i.e., JEOP PSEA) curriculum was used.</li> <li>Provided PSEA training in the latter half of the project to the majority of frontline staff.</li> </ul> | <ul style="list-style-type: none"> <li>Considering the complexity and sensitivity of PSEA, use existing and vetted training materials.</li> <li>Develop SBCC materials that can emphasize PSEA messages to staff over the course of the project.</li> </ul> |

For more details, refer to [Attachment D: Gender, Youth and Nutrition Adaptive Management Matrix](#).

### ***Output 1.1.6. Clients have increased knowledge and skills relating to optimal health behavior***

***Dietary Diversity:*** Limited diet and poor child feeding practices are determinants of undernutrition in the agrarian community. To improve dietary diversity and child feeding practices, knowledge transfer and practical cooking demonstrations used locally available food items. After training on dietary diversity was given to community animators (CAs) and health extension workers (HEWs), they cascaded the training to 22,390 (F=11,490) participants (95% of LoP). Integrated with cooking demonstrations, the training focused on the six food groups (staples, legumes, animal products, fruit, fats and vegetables).

***Household Nutrition Planning, Budgeting and Community-based Health Insurance (CBHI):*** To better understand the agricultural income nutrition pathway, the Activity commissioned *A Cost of the Diet Analysis in the Rift Valley of Ethiopia*. Given limited income and the high cost of a nutritious diet, it is important to support families to strengthen their capacity to plan their food production and income to increase the availability of and access to nutrient-rich foods for household consumption. To assist in this, the Activity prepared a training manual on planning and budgeting for nutritious diets that was informed by the cost of diet study. The training targeted households with either pregnant and lactating women and/or with children under the age of five. The training included interactive approaches to: 1) refresh participants' dietary diversity knowledge; 2) provide information on community-based health insurance; and 3) support participants in conducting seasonal calendar analysis (food and financial) and setting, planning, and budgeting for small goals aimed at increasing the dietary diversity of household members. The Activity organized a ToT for project staff and cascaded it to 4,672 (F=2,529) participants (99% of LoP).

***Nutrition-Sensitive Agriculture:*** Agricultural production and productivity in Ethiopia are not nutrition-sensitive. Thus, stunting and malnutrition prevail in most parts of the country. There are several reasons for low agricultural production, including weak land and water management, monocropping, traditional livestock production, etc. Using the GOE's Sustainable Undernutrition Reduction in Ethiopia (SURE) curriculum, the Activity provided NSA training for 22,049 (F=10,950) LG members (94% of LoP). This enabled households to plan to address their nutritional needs by planting different crops and vegetables.

Matrix C: Nutrition

| Issues faced  | Adaptations made  | Recommendations  |
|---|---|--|
| <b>Homestead gardens</b>  |   |  |
| The SURE manual does not include detailed homestead garden guidance.    | <ul style="list-style-type: none"> <li>Developed <i>Establishing and Growing a Productive Garden: Lesson Plans</i><sup>18</sup> and <i>Job Aids</i><sup>19</sup> based on global best practices and the Ethiopian context.</li> </ul>   | <ul style="list-style-type: none"> <li>When working with a standard curriculum, create a complementary curriculum that reflects knowledge gaps, uses adult learning principles and provides integrated content (i.e., agriculture, nutrition, water, gender).</li> <li>As garden interventions are complex, design them based on the local context to adequately plan delivery and budget for technical support, inputs and complementary activities.</li> </ul> |
| <b>Food Prices</b>  |   |  |
| Rising food prices may affect the nutrition well-being of PSNP clients. | <ul style="list-style-type: none"> <li>Conducted a <i>Cost of Diet Analysis in the Rift Valley of Ethiopia</i>.<sup>20</sup></li> <li>Using the findings of the cost of diet study and Feed the Future's <i>Understanding the Agricultural Income Pathway</i>,<sup>21</sup> developed <i>Nutritious Diets: Manual for Household-Level Planning and Budgeting</i><sup>22</sup> and accompanying job aid in English and Afaan Oromo.</li> </ul> | <ul style="list-style-type: none"> <li>Update cost of diet analyses when designing projects.</li> <li>Conduct an assessment of the effectiveness of budgeting for nutritious outcomes.</li> </ul>  |

For more details, refer to [Attachment D: Gender, Youth and Nutrition Adaptive Management Matrix](#).

18 Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Establishing and Growing A Productive Garden Lesson Plans - Lesson Plans*. Retrieved from DEC: English:

[https://pdf.usaid.gov/pdf\\_docs/PA00XG3C.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG3C.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XG3F.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG3F.pdf)

19 Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Establishing and Growing A Productive Garden: Lesson Plans - Job Aid (Afaan Oromo)*. Retrieved from DEC:

[https://pdf.usaid.gov/pdf\\_docs/PA00XG3B.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG3B.pdf)

20 Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Cost of Diet Analysis in the Rift Valley of Ethiopia*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00W45D.pdf](https://pdf.usaid.gov/pdf_docs/PA00W45D.pdf)

21 Feed the Future. (2014). *Understanding the Agricultural Income Pathway*. Retrieved from <https://www.spring-nutrition.org/publications/briefs/understanding-agricultural-income-pathway>

22 Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Nutritious Diets Job Aid for Household-Level Planning and Budgeting*. Retrieved from DEC: English:

[https://pdf.usaid.gov/pdf\\_docs/PA00XG38.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG38.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XG36.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG36.pdf)

## IR 1.2 Smallholder men, women and youth have increased use of improved agricultural techniques and technologies.

The achievements for this IR were informed by annual surveys, but the FY20 annual survey was reduced in scope and time due to COVID-19. Therefore, achievements are shown as trends between FY19 (completed in September 2019) and FY20 (completed by September 2020).

The number of hectares under improved management and technologies increased from 12,837 (FY19) to 55,691 (FY20). Considering that proportional increase of individuals applying the practices/technologies (14,430 to 21,143), it indicates that more farmers were applying the technologies to new hectares. Of the practices and technologies, most were approaches that improved climate risk reduction (8,957 to 18,064).

Table 2: Number of hectares under improved management and technologies

| Indicator  | Unit     | FY 19 Achievement | FY 20 Achievement   |
|--|----------|-------------------|---------------------|
| Number of hectares under improved management practices or technologies with USG assistance (EG.3.2-25) | Hectares | 12,837            | 55,691              |
| <b>Technology or practice</b>  |          |                   |                     |
| Crop genetics (improved seed)  | Hectares | 9,694             | 8,924               |
| Cultural practices (seedling and transplantation)  | Hectares | 10,423            | 13,928              |
| Pasture management   | Hectares | 9,861             | 5,060 <sup>23</sup> |
| Climate mitigation, drought- and flood-resistant varieties   | Hectares | 8,957             | 16,151              |
| Other (disaggregates not available) (soil fertility)   | Hectares | 9,425             | 11,626              |

### Output 1.2.1 Agro-dealers supported

To improve PSNP HHs' access to agricultural inputs, the Activity supported the establishment of new agro-dealers and the business expansion of existing agro-dealers. A total of 22 agro-dealers were identified and supported by the Activity in nine operational woredas. Selected agro-dealers served a total of 1,059 (F=290) customers, 599 (F=174) of whom were PSNP HHs and 460 (F=116) non-PSNP HHs, selling more than 451,863 ETB (~\$13,827) worth of inputs, such as concentrated livestock feed, hybrid vegetable seed, and simple agricultural tools. The Activity increased outreach to PSNP households through several interventions.

1. **Capacity Building Grants:** The agro-dealer grants program was designed to build the capacity of agro-dealers in upgrading their shops, supplying diversified input types; improving community outreach; and delivering quality services. Agro-dealers, who met the selection criteria were selected on a competitive basis, and provided with \$4,000 to invest in their businesses (Annex C: Agro-Dealers and Innovation Fund Beneficiaries). The Activity followed-up and mentored agro-dealers. The team found that most agro-

<sup>23</sup> Adoption of pest management practices decreased compared to FY19 as high costs and the limited availability of inputs led to weaker pest and disease management as well as pest outbreaks like fall army worm and desert locust.

dealers made considerable progress in supplying diversified agricultural inputs needed by participants for the implementation of their business plans.

2. **Improved Business Management Practices:** As part of the agro-dealer capacity strengthening program, business management trainings were provided to agro-dealers. Training topics included: record keeping, product costing, pricing, marketing, and customer handling. The Activity team worked closely with agro-dealers to identify additional input types, promote agro-dealer services, and link more HHs to agro-dealers.
3. **Introduction of New Products:** Agro-dealers were introduced to businesses that had received Innovation Fund support. Based on these introductions, the agro-dealers expanded their product line to include Purdue Improved Crop Storage (PICS) bags, effective microorganisms (livestock feed supplement), and biofertilizer. The Activity’s agro-dealer model demonstrates the vital role the private sector plays in the input distribution system and in complementing government efforts.

**IR 1.3 Smallholder men, women and youth have increased use of financial services.**

When initially setting targets, the Activity defined external sources of finance only as loans accessed by participants from FSPs that were part of the project’s loan guarantee fund (LGF) scheme. However, over the course of the project, the team reviewed the PSNP program implementation manual (PIM) and revised the definition in the MEAL plan to include: 1) loans from LGF-backed FSPs; 2) loans from non-LGF-backed FSPs (i.e., OSSCO); 3) value-chain financing mechanisms; 4) PSNP livelihoods transfers; 5) COVID-19 transfers; and 5) Marginalized Population Entrepreneur Grants (MPEG) transfers.

As such, the Activity mobilized (32,287,765) ETB (≈\$987,998) in internal LG resources as savings and social funds, and 19,293,680 ETB (≈\$590,382) in internal credit. Simultaneously, the activity facilitated finance from external sources (credit, transfers) of 51,071,657 ETB (≈\$ 1,562,780).

The main funding sources were internal lending from SILC, loans from FSPs and cash transfers, which highlights the value of savings-led strategies. Value chain financing was not widely used. This could be in part because of unwillingness of in-kind lenders due to a history of unpaid loans by PSNP clients.

When looking at the data from a gender perspective (*Table 3: Sources of Finance by Gender and Amount*), women’s primary source of finance was SILC, underscoring the role of savings groups in increasing women’s access to finance. For more details, please refer to [Output 1.3.2. Clients access internal financial services](#). This was in contrast to men, whose primary source of finance was external. For more details, please refer to [Output 1.3.3. Clients access external financial services](#).

Table 3: Sources of Finance by Gender and Amount

| Source of finance | # of Participants (Male) | # of Participants (Female) | # of Participants (Total) | USD (Male) | USD (Female) | USD (Total) |
|-------------------|--------------------------|----------------------------|---------------------------|------------|--------------|-------------|
|                   |                          |                            |                           |            |              |             |

|   |        |        |        |           |           |           |
|---|--------|--------|--------|-----------|-----------|-----------|
| Internal  |        |        |        |           |           |           |
| Internal savings                                | 14,828 | 16,158 | 30,986 | 472,812   | 515,186   | 987,998   |
| External  |        |        |        |           |           |           |
| Borrowed from FSPs                              | 1,921  | 1729   | 3,650  | 474,543   | 416,015   | 890,558   |
| Borrowed from non-LRO-supported FSP             | 348    | 151    | 499    | 77,107    | 33,454    | 110,561   |
| PSNP livelihood transfers                       | 593    | 334    | 927    | 108,403   | 61,060    | 169,463   |
| COVID-19 livelihood transfers                   | 5,383  | 3,466  | 8,849  | 230,606   | 148,482   | 379,088   |
| Marginalized Populations Entrepreneurship Grant | 180    | 126    | 306    | 7,711     | 5,398     | 13,109    |
| <i>Sub-total</i> <sup>24</sup>                  |        |        |        | 898,370   | 664,409   | 1,562,779 |
| <b>Total</b> <sup>25</sup>                      |        |        |        | 1,371,182 | 1,179,595 | 2,550,777 |

When viewing the data from an age perspective (*Table 4: Sources of Finance by Age and Amount*), the primary source of finance for youth (aged 15-29 years) was SILC, similar to that of women. This contrasted with older participants (30+ years), whose primary sources of finance were external loans from FSPs and cash transfers. As noted in the barrier analysis assessment,<sup>26</sup> FSPs view youth as a high-risk group as they are more mobile and have less collateral than older adults.

Table 4: Sources of Finance by Age and Amount

| Source of finance                               | # of Participants (15-29) | # of Participants (30+) | # of Participants (Total) | USD (15-29) | USD (30+) | USD (Total) |
|---|---------------------------|-------------------------|---------------------------|-------------|-----------|-------------|
| Internal  |                           |                         |                           |             |           |             |
| Internal savings                                | 7,568                     | 23,418                  | 30,986                    | 242,176     | 745,822   | 987,998     |
| External lending                                |                           |                         |                           |             |           |             |
| Borrowed from FSPs                              | 388                       | 3,262                   | 3,650                     | 94,622      | 795,936   | 890,558     |
| Borrowed from non-LRO-supported FSPs            | 30                        | 469                     | 499                       | 6,647       | 103,914   | 110,561     |
| Value-chain financing                           |                           |                         | 0                         |             |           | 0           |
| PSNP livelihood transfers                       | 8                         | 919                     | 927                       | 1,464       | 167,999   | 169,463     |
| COVID-19 livelihood transfers                   |                           | 8,849                   | 8,849                     |             | 379,088   | 379,088     |
| Marginalized Populations Entrepreneurship Grant |                           | 306                     | 306                       |             | 13,109    | 13,109      |
| Sub-total                                       |                           |                         |                           | 102,733     | 1,460,046 | 1,562,779   |

<sup>24</sup> As some individuals/households may have accessed more than one source of finance, it was not possible to calculate an accurate total.

<sup>25</sup> Due to inconsistencies in the GOE-issued PNSP identity numbers, it was not possible to cross-tabulate across sources of finance.

<sup>26</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2020). *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers*. Retrieved from Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00WK4.pdf](https://pdf.usaid.gov/pdf_docs/PA00WK4.pdf)



|       |  |  |  |         |           |           |
|-------|--|--|--|---------|-----------|-----------|
| Total |  |  |  | 344,909 | 2,205,868 | 2,550,777 |
|-------|--|--|--|---------|-----------|-----------|

### ***Output 1.3.1. Clients receive financial education***

***Recruit Access to Finance Staff:*** In response to the overlapping woredas and project priorities, the Activity restructured the Access to Finance staffing. Initially, the Activity anticipated it would need about 3 SILC coordinators and 143 FAs. However, based on a joint review with CRS DFSA, it was decided that, in the four overlapping woredas, CRS DFSA would manage SILC supervisors and FAs, while in the non-overlapping woredas, the Activity would manage 9 SILC supervisors and 46 FAs. Considering the importance of linkages to financial service providers, the Activity hired an Access to Finance officer for each woreda.

***Train Access to Finance staff:*** The Activity trained Access to Finance staff using two methods:

1. **Staged ToT:** In the beginning of the project, the Activity, with technical support from the CRS regional office, facilitated an intensive two-week SILC master ToT for both CRS DFSA Activity and MCS staff. Subsequently, these staff trained branch-based SILC coordinators and woreda-based SILC supervisors at a two-week induction training.
2. **Consolidated ToT:** For the financial education curriculum, the SILC coordinators and supervisors trained kebele-level FAs and CAs in geographically assigned cohorts. As a result, the field staff were equipped with the financial education ToT skills that enabled them to cascade the trainings to the PSNP clients within their communities.

***Clients receive financial education:*** During the project, a total of 27,272 participants (F=13,270) received financial education (93% of LoP). As an outcome of the training, Activity participants confirmed that they increased their savings within their SILC groups, reduced unnecessary expenses, and increased investment in productive activities – a demonstration of behaviour change following the financial education they had received. From a lending perspective, participants said they were more confident in approving loans in the SILC as they saw their peers using loans effectively, which was confirmed through timely full loan repayments. Lastly, participants said that they felt recognized and respected by financial institutions who saw them as promising borrowers. This was because they were more discerning in their investments and hence comparatively more credit worthy than other community members who had not received financial education or participated in SILC.

The 7% shortfall on the LoP target was in part caused by staff attrition in the early part of FY20. However, replacement trainers were identified and trainings rescheduled for FY20 Q2 and Q3. Yet, the rapid rollout plan to train the remaining LG members slowed due to COVID-19 restrictions on social gatherings imposed by the GOE.

### ***Output 1.3.2. Clients access internal financial services.***

***Internal savings:*** A total of 30,986 LG members (F=16,158) mobilized 32,287,765 ETB (≈\$987,998) in savings, which was 201% of the LoP savings target. Of this, female participants saved 13,939,994 ETB (≈\$ 426,560). One reason for men having a higher saving rate is that while women save incrementally over the course a year, men have the added impetus of augmented savings at harvest time”

The reason for overachievement of the total savings was that most LGs revised their bylaws to allow for flexible savings instead of having a savings ceiling. With the option of flexible saving, members saved more when they earned more (i.e., at harvest time). The higher levels of savings were a result of the financial education which created awareness among households that they should save more, and not consume more at harvest times. The other reason for this overachievement was that participants saved more once 1) they realized that they could save even during tough times, and 2) their businesses became more profitable because of business skills training from the project. Increased household savings through SILC groups, as the project matured, was an indication that project participants came to appreciate the role of savings in managing household shocks and cashflow cycles.

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*Building resilience: The ability to save more, invest more and then increase savings is an important outcome and is a fundamental element in the pathway to greater resilience and graduation readiness*

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Of the total savings, LG members contributed 4,338,730 ETB (≈\$132,764) to social funds to cover unpredictable expenses such as support for accidents, medical costs, school fees, funerals. According to LG testimonies, this mutual assistance strengthened the social cohesion of the group, which in turn contributed to an elevated level of repayment of internal loans.

**Internal Lending:** LGs provided 19,293,680 ETB (≈\$590,382) in 65,877 internal loans<sup>27</sup> (280% of LoP). Of this, female participants accessed 8,450,297 ETB (≈\$258,577) in loans. As loan size is based on the savings amount, men have more savings and are therefore more likely to take out larger loans than women. The Activity exceeded its internal lending targets due to: 1) larger savings (i.e., flexible saving allowed members to borrow more); 2) members progressively borrowing for more investment-intensive businesses (i.e., petty trading, poultry production, sheep/goat fattening); and 3) LGs feeling comfortable lending out larger amounts as borrowers were repaying their loans. The last point was in large part because borrowers had trainings on finances, business skills and debt management, and thus understood the risks and responsibilities of borrowing.

**Private Service Providers:** In the overlapping woredas, DFSA certified and transitioned 48 FAs to PSPs in FY19. Some PSPs were linked to agro-dealers and FSPs to facilitate input supply and financial linkages to PSNP clients. The Activity scheduled certification of FAs for Q3 and Q4, but this did not take place due to the Activity's early closure.

### **Output 1.3.3. Clients access external financial services**

**External Lending:** A total of 5,526 (F=2,369) participants accessed external loans amounting to 32,716,615 ETB (≈\$1,001,120)<sup>28</sup> from formal FSPs. In terms of utilization of external loans, only 2% or 547,550 ETB (≈\$16,755) was used for off-farm activities, such as petty trade and animal-drawn transport, while most loans were used for on-farm activities such as growing crops

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<sup>27</sup> Total number of loans provided (some members may have received multiple loans over the course of the Activity).

<sup>28</sup> The sum of loans provided by Activity-backed PSPs was \$890,558, and by PSPs not backed by the Activity was \$110,561.



and fattening animals. Based on field observations and data obtained from FSPs, more than 95% of loans that fell due were repaid. In addition, participants accessed finance from livelihood transfers, COVID-19 cash transfers and MPEG transfers. Hence, the total amount of finance that the Activity's participants accessed was 51,071,657 ETB (\$1,562,780.20).

Table 5: Number of Participants who Accessed External Loans by FSP and Woreda – Inception to June 30, 2021

| FSP                 | ATJK         | Boset      | Dodota       | Heben Arsi | Arsi Negele | Shala      | Siraro       | Sire         | Ziway Dugda | Grand Total   |
|---------------------|--------------|------------|--------------|------------|-------------|------------|--------------|--------------|-------------|---------------|
| Awash               |              | 253        |              |            |             |            |              |              |             | 253           |
| C1                  |              | 175        |              |            |             |            |              |              |             | 175           |
| C2                  |              | 78         |              |            |             |            |              |              |             | 78            |
| Duro Shalla         | 0            |            |              | 5          | 82          | 189        | 382          |              |             | 658           |
| C1                  |              |            |              | 5          | 82          | 189        | 335          |              |             | 611           |
| C2                  |              |            |              | 0          | 0           | 0          | 47           |              |             | 47            |
| Kalata              |              |            | 365          |            |             |            |              | 805          |             | 1170          |
| C1                  |              |            | 310          |            |             |            |              | 569          |             | 879           |
| C2                  |              |            | 55           |            |             |            |              | 236          |             | 291           |
| Meklit              | 615          |            |              |            |             |            |              |              |             | 615           |
| C1                  | 426          |            |              |            |             |            |              |              |             | 426           |
| C2                  | 189          |            |              |            |             |            |              |              |             | 189           |
| Metemamen           |              |            |              | 81         | 340         | 213        |              | 318          | 870         | 1,822         |
| C1                  |              |            |              | 63         | 220         | 161        |              | 207          | 478         | 1,129         |
| C2                  |              |            |              | 18         | 120         | 52         |              | 111          | 392         | 693           |
| Vision Fund         |              |            | 109          | 0          | 0           | 0          | 348          | 0            | 0           | 457           |
| C1                  |              |            | 90           |            |             |            | 288          |              |             | 378           |
| C2                  |              |            | 19           |            |             |            | 60           |              |             | 79            |
| OCSSCO              | 52           |            |              |            |             |            |              |              |             | 52            |
| Partner FSP         | 667          | 253        | 474          | 86         | 422         | 402        | 730          | 1123         | 870         | 5,027         |
| Other MFI           | 0            | 0          | 61           | 70         | 14          | 0          | 43           | 282          | 28          | 498           |
| Other RuSACCO       | 0            | 0          | 0            | 0          | 0           | 0          | 0            | 1            | 0           | 1             |
| Non-Supported FSPs  | 0            | 0          | 61           | 70         | 14          | 0          | 43           | 283          | 28          | 499           |
| All FSP loan        | 667          | 253        | 535          | 156        | 436         | 402        | 773          | 1406         | 898         | 5,526         |
| Livelihood transfer |              |            | 203          | 75         | 175         | 445        |              |              | 29          | 927           |
| MPEG transfer       |              |            |              |            |             |            | 306          |              |             | 306           |
| COVID-19 transfer   | 4,630        | 661        | 1,731        |            |             |            |              | 1827         |             | 8,849         |
| <b>Grand total</b>  | <b>5,297</b> | <b>914</b> | <b>2,469</b> | <b>231</b> | <b>611</b>  | <b>847</b> | <b>1,079</b> | <b>3,233</b> | <b>927</b>  | <b>15,608</b> |

Table 6: Loan Amounts by FSP and Woreda – Inception to June 30, 2021

| FSPs  | ATJK | Boset     | Dodota | Heben Arsi | Arsi Negele | Shala | Siraro | Sire | Ziway Dugda | Grand Total |
|-------|------|-----------|--------|------------|-------------|-------|--------|------|-------------|-------------|
| Awash | -    | 1,494,104 | -      | -          | -           | -     | -      | -    | -           | 1,494,104   |
| C1    |      | 1,140,200 |        |            |             |       |        |      |             | 1,140,200   |

|                           |            |           |           |           |           |           |            |            |              |            |
|---------------------------|------------|-----------|-----------|-----------|-----------|-----------|------------|------------|--------------|------------|
| C2                        |            | 353,904   |           |           |           |           |            |            |              | 353,904    |
| <b>Duro Shalla</b>        | -          | -         | -         | 16,940    | 194,195   | 901,389   | 1,294,566  | -          | -            | 2,407,090  |
| C1                        |            |           |           | 16,940    | 194,195   | 901,389   | 1,150,041  |            |              | 2,262,565  |
| C2                        |            |           |           |           |           |           | 144,525    |            |              | 144,525    |
| <b>Kalata</b>             | -          | -         | 2,473,915 | -         | -         | -         | -          | 4,635,864  | -            | 7,109,779  |
| C1                        |            |           | 2,011,520 |           |           |           |            | 3,201,978  |              | 5,213,498  |
| C2                        |            |           | 462,395   |           |           |           |            | 1,433,886  |              | 1,896,281  |
| <b>Meklit</b>             | 3,838,000  | -         | -         | -         | -         | -         | -          | -          | -            | 3,838,000  |
| C1                        | 2,422,000  |           |           |           |           |           |            |            |              | 2,422,000  |
| C2                        | 1,416,000  |           |           |           |           |           |            |            |              | 1,416,000  |
| <b>Metemamen</b>          | -          | -         | -         | 393,000   | 2,000,000 | 1,262,000 | -          | 2,313,000  | 5,679,000.00 | 11,647,000 |
| C1                        |            |           |           | 263,000   | 1,142,000 | 828,000   |            | 1,184,000  | 2,942,500    | 6,359,500  |
| C2                        |            |           |           | 130,000   | 858,000   | 434,000   |            | 1,129,000  | 2,736,500    | 5,287,500  |
| <b>Vision Fund</b>        | -          | -         | 605,000   | -         | -         | -         | 1,674,500  | -          | -            | 2,279,500  |
| C1                        |            |           | 450,000   |           |           |           | 1,268,500  |            |              | 1,718,500  |
| C2                        |            |           | 155,000   |           |           |           | 406,000    |            |              | 561,000    |
| OCSSCO                    | 328,000    |           |           |           |           |           |            |            |              | 328,000    |
| <b>CRS supported FSPs</b> | 4,166,000  | 1,494,104 | 3,078,915 | 409,940   | 2,194,195 | 2,163,389 | 2,969,066  | 6,948,864  | 5,679,000    | 29,103,473 |
| Non partner FSPs          |            |           | 367,000   | 435,200   | 97,300    |           | 292,700    | 2,165,292  | 255,650      | 3,613,142  |
| Other MFI                 |            |           | 367,000   | 435,200   | 97,300    |           | 292,700    | 2,145,292  | 255,650      | 3,593,142  |
| <b>Other RuSACCO</b>      |            |           |           |           |           |           |            | 20,000     |              | 20,000     |
| <b>All FSPs Disb</b>      | 4,166,000  | 1,494,104 | 3,445,915 | 845,140   | 2,291,495 | 2,163,389 | 3,261,766  | 9,114,156  | 5,934,650    | 32,716,615 |
| Livelihood Transfer       |            |           | 1,107,162 | 459,000   | 1,071,000 | 2,723,400 |            |            | 177,480      | 5,538,042  |
| MPEG Transfer             |            |           |           |           |           |           | 428,400.00 |            |              | 428,400    |
| COVID-19 Transfer         | 6,482,000  | 925,400   | 2,423,400 |           |           |           |            | 2,557,800  |              | 12,388,600 |
| <b>Grand total</b>        | 10,648,000 | 2,419,504 | 6,976,477 | 1,304,140 | 3,362,495 | 4,886,789 | 3,690,166  | 11,671,956 | 6,112,130    | 51,071,657 |

**Household Debt Management:** As FSPs were reluctant to lend in some kebeles because of elevated levels of indebtedness, the Activity trained 22,796 (F= 11,267) LG members (129% of LoP target) in household debt management. The training focused on borrowing, timely loan repayment, a borrower's responsibilities, having a family discussion when applying for a loan, identifying the appropriate time to take a loan, and using a loan for the intended purpose. From field observations, many participants repaid their loans on time and cleared previous debts.

**Provide and Revisit Loan Guarantee Funds (LGFs) to FSPs:** To mitigate the risk of lending to PSNP clients referred by the Activity and assist with liquidity, the Activity provided a loan

guarantee fund to FSPs. After an FSP disbursed a loan to a referred PSNP client, it was eligible to be reimbursed for a percentage of the loan's value. The standard percentage for reimbursement was 25%, the same percentage that CARE L4R used for FSPs. The exception was Adami Tulu Jido Kombolcha (ATJK), where there were chronic levels of outstanding loans and many FSPs did not want to lend, so 30% of the loan portfolio was reimbursed.

Over the course of the Activity, a total of 4,529,964 ETB (≈\$138,616) was transferred to three microfinance institutions (MFIs) and three Savings and Credit Cooperatives (SACCO) unions who had a total of 43 Rural Savings and Credit Cooperatives (RuSACCOs) (for details see *Annex E: Financial Service Providers by Woreda*).<sup>29</sup> Due to the lower-than-planned number of external loans accessed by participants (see *Clients borrowing from FSPs* section), the Activity only disbursed 51% of the targeted amount for loan guarantee funds. As a result, the Activity revised the amount of the loan guarantee fund for underserved kebeles in its operational area.

Over the course of the project, the Activity observed that FSPs were: 1) likely to serve participants closer to their offices; 2) reluctant to serve remote areas as it increased their operational expenses; and 3) slow to open branch offices because of upfront investment and staffing costs. To encourage greater competition and therefore reach more remote areas, the Activity notified all partner FSPs that the percentage for the loan guarantee fund would increase to 40% for loans disbursed in underserved kebeles. This enabled the Activity to partner with the Oromia Credit and Saving Share Company (OCSSCO), and the FSP signed an agreement to serve 18 PSNP kebeles. As a result, OCSSCO provided loans amounting to 328,000 ETB (\$10,037) to 52 (F=31) PSNP clients in two kebeles. In addition to OCSSCO, the existing partner FSPs expressed their willingness to serve underserved kebeles with the 40% LGF. However, due to the early close-out of the Activity and budget constraints, the FSPs were told to limit provision of loans with the LGF. Generally, it was observed that the increment on the LGF further motivated FSPs to serve PSNP clients in remote and underserved kebeles.

***Conditional Capacity Building Fund:*** Through in-kind donations and trainings, the Activity used the conditional capacity building fund to support FSPs to work in their current operational areas and expand to new woredas and/or kebeles.

***Expand Number and Type of FSP Partnerships:*** Initially, the Activity planned to work with three MFIs. However, it became apparent that the MFIs were unable to reach the anticipated target, so the Activity signed agreements with three SACCO unions, who supported more than 40 RuSACCOs. Later in the project, the Activity signed an agreement with OCSSCO, which had showed an interest in serving the Activity's participants.

In terms of working with SACCOs and their RuSACCO members, key learnings were:

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<sup>29</sup> In FY21 Q3, the Activity conducted an internal review of the loan guarantee fund to: 1) validate numbers reported in quarterly and narrative reports; 2) reconcile amounts between CRS and MCS financial systems; and 3) conduct a documentation review on sample transactions (between CRS and MCS, between MCS and FSP, and between FSP and participants). The internal review did not identify any material or significant weaknesses. As such, CRS Ethiopia will consider using this modality for future livelihoods projects.

1. Based on the number of LGs by woreda, SACCOs and their RuSACCO members on average outperformed MFIs, despite the Activity having signed agreements with MFIs before RuSACCOs.
2. On analysis at the woreda level, RuSACCOs on average provided loans in more kebeles than MFIs.
3. SACCOs often have greater flexibility in the areas where they operate. For example, in FY21 Q2, Keleta SACCO union expanded its services for PSNP clients in two kebeles in Dodota woreda through Darartu RuSACCO and Hawi RuSACCO.
4. SACCOs' performance may vary over time as the leadership is appointed by the GOE, which can result in delays during transitioning the SACCO management team.
5. The capacity (financial and technical) and commitment of SACCO union management (board members and manager) greatly affect the capacity of RuSACCOs to serve PSNP clients.
6. When functional, RuSACCOs' presence allows them to provide ongoing and at-scale financial services to PSNP clients in their communities.

***Expand Financial Services to LG Members with Disabilities:*** One of the recommendations from the CRS DFSA and Activity-funded *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers*.<sup>30</sup> was that financial services be extended to people living with disabilities. Building on the study recommendations and the COVID-19 cash transfers, the Activity developed draft Standard Operating Guidelines (SOG) for the Marginalized Population Entrepreneur Grant (MPEG). In consultation with GOE officials, and by piloting the [Washington Group on Disability Statistics Short Set on Functioning](#) (WG-SS), the Activity identified more than 300 LG members with disabilities in Siraro and provided them livelihood transfers. Recognizing that this was a unique learning opportunity, the Activity prepared the *Adaptive Management Brief: Access to Finance for Livelihood Group Members with Disabilities in Oromia Region*.<sup>31</sup> ([Appendix B: Adaptive Management Brief: Access to Finance for Livelihood Group Members with Disabilities in Oromia Region](#)). Key takeaways were:

1. Train staff and key stakeholders on disabilities and the application of the Washington Group Short Set prior to participant selection.
2. Gather WG-SS data and conduct data analysis prior to cash transfer to determine barriers.
3. Identify a local referral system for participants to be able buy adaptive equipment.
4. Agree on site selection criteria to account for disabilities and COVID-19 precautions.
5. Intentionally mainstream disabilities into livelihoods programs to provide an opportunity for disability awareness and de-stigmatization.

***Explored Value-chain Financing:*** As part of the *Value Chains Financing Assessment and Primary Actors' Mapping for Priority Value Chains*, the team gathered information from three

<sup>30</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2020). *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00WKC4.pdf](https://pdf.usaid.gov/pdf_docs/PA00WKC4.pdf)

<sup>31</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2021). *Adaptive Management Brief: Access to Finance for Livelihood Group Members with Disabilities in Oromia Region*. Retrieved from DEC: Pending approval of Final Performance Report.

multipurpose cooperative unions and one agro-dealer operating in the Activity's operational area. The input suppliers contacted included: Lume Adama Multipurpose Cooperative Union operating in East Showa zone, Uta Wayu Multipurpose Cooperative Union in Arsi, Bora Denbel Multipurpose Cooperative Union in West Arsi, and Mirko & Menes Agri. Input Supplier in Shala woreda. It was learned from the cooperative unions that they had years of experience in in-kind loan provision to members. Yet, all three unions stopped providing in-kind loans primarily due to uncollected loans they had previously provided. Therefore, the Activity did not pursue value-chain financing.

Matrix E: Access to Finance

| Issues faced   | Adaptations made   | Recommendations   |
|--|--|---|
| <p>Proposal submitted defined access to finance as only through loans secured through an LGF-backed FSP.</p>                       | <ul style="list-style-type: none"> <li>• Redefined external financing indicator reporting as: 1) loans from LGF-backed FSPs; 2) loans from non-LGF-backed FSPs (i.e., OCSSCO); 3) value-chain financing; 4) PSNP livelihoods transfers; 5) COVID-19 transfers; and 5) MPEG transfers.</li> </ul>   | <ul style="list-style-type: none"> <li>• When defining external finance, refer to the PSNP PIM and include all types of external financing options and indicators in the reporting.</li> </ul>  |
| <p>The Activity signed an agreement with only three private MFIs and therefore limited its ability to spread performance risk.</p> | <ul style="list-style-type: none"> <li>• Expanded partnership beyond private MFIs to include SACCO unions and their member RuSACCOs and GOE-initiated MFI (OCSSCO).</li> <li>• Signed agreements with three SACCOs with a membership of more than 40 RuSACCOs.</li> <li>• After an initial hesitation by OCSSCO because of how the loan guarantee was structured, the agreement was finally signed by OCSSCO, which had the resources and scope to reach more PSNP clients.</li> <li>• Conducted an organizational capacity assessment of FSPs in the project areas.<sup>32</sup> This was a labor-intensive activity that was not completed on time.</li> <li>• Conducted rapid assessments on the availability and capacity of FSPs and created partnerships with potential FSPs.</li> <li>• Signed agreements with several FSPs and paid them based on their performance (% of the loan amounts they disbursed).</li> </ul> | <ul style="list-style-type: none"> <li>• Simplify the Financial Services Providers Capacity Assessment tool.</li> <li>• Partner with diverse types of FSPs over a wide geographical area.</li> <li>• Sign agreements for the same geographical area with several FSPs and pay based on performance.</li> <li>• Recognize that not all SACCO unions and RuSACCOs are functional, and governance may be inconsistent.</li> <li>• Do not use the term “loan guarantee fund,” but rather other terms such as “pre-loan risk-sharing incentive.”</li> <li>• Pay based on performance and do not tie up funds by committing to seed capital to FSPs.</li> </ul> |
| <p>FSPs were unable or unwilling to serve all PSNP kebeles in their woredas.</p>   | <ul style="list-style-type: none"> <li>• Held discussions with FSPs to appreciate the challenges they associated with serving PSNP kebeles.</li> <li>• Notified all partnering FSPs that the percentage for the loan guarantee fund would increase to 40% for loans disbursed in underserved kebeles.</li> </ul>   | <ul style="list-style-type: none"> <li>• Understand what hinders FSPs from providing services in underserved kebeles (i.e., operational costs, no business case, etc.) and plan to support FSPs to serve communities (i.e., formulate strategies to minimize operational risks and maximize investments).</li> </ul>  |
| <p>The special needs of people with disabilities are not included in the financial systems.</p>                                    | <ul style="list-style-type: none"> <li>• Conducted <a href="#">Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers</a>.<sup>33</sup></li> </ul>  | <ul style="list-style-type: none"> <li>• Encourage PSNP clients with disabilities to participate in LGs and access SILC finance. Do not dismiss them as permanent PSNP direct beneficiaries.</li> </ul>   |

<sup>32</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2019). *Financial Services Providers Capacity Assessment*.

<sup>33</sup> Catholic Relief Services, Development Food Security Activity and Feed the Future Livelihoods for Resilience – Oromia. (2020). *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00WKC4.pdf](https://pdf.usaid.gov/pdf_docs/PA00WKC4.pdf)

|  |   |   |
|--|---|---|
|  | <ul style="list-style-type: none"> <li>• Provided training to staff on <a href="#">Collecting Data for the Inclusion of Persons with Disabilities in Humanitarian Action: The Application of the Washington Group Questions</a>.</li> <li>• Used <a href="#">Washington Group Short Set on Functioning (WG-SS) Questions</a> to identify persons in the LGs who were living with a disability.</li> <li>• With CRS cost share, provided livelihood transfers to more than 300 LG members with disabilities in Siraro.</li> <li>• Prepared adaptive management brief to share with both USAID and CRS (pending).<sup>34</sup></li> </ul> | <ul style="list-style-type: none"> <li>• Map program participants with disabilities using the WG-SS.</li> <li>• Advocate creditworthiness of PWDs to FSPs.</li> </ul> |
|--|---|---|

For more details, refer to [Attachment B: Access to finance Adaptive Management Matrix](#).

### IR 1.4 Smallholder men, women and youth have increased engagement with agricultural commodities in markets

The Activity promoted selected crop and livestock commodities. Crops included haricot beans, red chili pepper, onion, potato, wheat, maize and cabbage. Livestock included sheep, goats, oxen and poultry. Most of the Activity participants engaged in maize cultivation, followed by poultry, sheep and goat rearing, wheat cultivation and oxen. Commodities including onion, cabbage and potato were less-adopted among Activity participants. In FY19, 94.7% of households grew or reared at least one of the project’s promoted agricultural commodities. However, this fell to 50% in FY20, in large part due to disruptions in input supply chains (i.e., fertilizer, seed, etc.) and market linkage to output markets because of COVID-19.

The Activity promoted four major value-chain activities namely 1) use of improved inputs; 2) post-harvest handling; 3) value-chain processing; and 4) marketing/trading. In FY20, 50% of HHs practiced at least one value chain activity. Post-harvest handling and improved inputs were the most practiced value-chain activities, while value-added processing was the least applied.

#### ***Output 1.4.1. Clients trained in technical skills for specific on-farm enterprises***

*Livestock technical training:* A total of 22,280 participants (F=11,000) received technical training in the livestock value chains, which represents a performance of 144% against LoP. The training involved poultry, oxen, and sheep and goats, and aimed to increase the technical skills of participants on how to select and fatten an animal, and prepare rations using urea treatment to fatten livestock. Through this training, participants developed an awareness of the overall management of livestock production, how to differentiate diseased animals from healthy ones, and how to enhance animal health through pest and disease prevention rather than treatment.

<sup>34</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2021). *Access to Finance for Livelihood Group Members with Disabilities in Oromia Region - An Adaptive Management Brief*. Retrieved from DEC: Pending approval of Final Performance Report.



At first, a high-level ToT was organized at three Activity operational areas for government development agents (DAs) and subject matter specialists (SMSs). Consequently, those trainers cascaded the technical training to the project participants under close supervision and guidance from the ToT-level trainers.

*Refresher Crop technical training:* In the first three years of the project period, all target participants received the first round of technical trainings in production and crop value chain upgrading for vegetables, including onion, potato, red chili pepper, tomato, cereals (including wheat and sorghum) and haricot beans. Following that period, other refresher technical trainings for crop value chains were planned to help trainees maintain motivation and gain a deeper knowledge of good agronomic practices for their selected crop. A total of 11,049 participants (F=4,924) received training on the haricot bean, onion, potato, red chili pepper and maize. This represents 107% performance against LoP. These trainings were one of the contributing factors to the doubling of total production (see Table 7: Total Production by Crop and Year). It may seem counterintuitive that the number of households participating in on-farm value chains dropped but production increased, but farmers attributed their increased production to 1) improved relationships with agro-dealers that mitigated the effects of input shortages; 2) the application of improved approaches and technologies; and 3) timely COVID-19 cash transfers to assist in the purchase of agricultural inputs.

Table 7: Total Production by Crop and Year

| <b>Crop list</b> | <b>Total Production in KG in FY19</b> | <b>Total Production in KG in FY20</b> |
|------------------|---------------------------------------|---------------------------------------|
| Maize            | 7,433,356.45                          | 19,383,777.07                         |
| Wheat            | 4,956,476.74                          | 9,000,236.37                          |
| Haricot bean     | 919,720.89                            | 3,486,793.32                          |
| Onion            | 253,944.32                            | 283,309.83                            |
| Cabbage          | 164,216.35                            | 806,952.81                            |
| Potato           | 773,761.9                             | 1,486,606                             |
| Red chili pepper | 544,055                               | 334,168.37                            |
| Total            | 15,045,531.65                         | 34,781,843.77                         |

#### ***Output 1.4.2. On-farm marketing groups established/strengthened***

During the project, about 202 on-farm marketing groups (MGs) were established with a total of 4,271 (F = 1,693) members. After their formation, the Activity focused on building the capacity of both the leadership and the members.

- Leadership:* There are many issues that influence the effectiveness of marketing groups. To work well, a marketing group needs a management committee made up of a chairperson, secretary and treasurer, as well as other officers, such as a dedicated market facilitator. Each committee member needs to have the required skills and abilities to fulfil their responsibilities. Thus, leadership training modules were customized by the Activity team from the CRS' SMART skills training manual. A total of 666 LG (F=219) committee



members attended the leadership training sessions. The training focused on group governance, essential leadership skills, and on planning and organizing members to increase their bargaining power for bulk product marketing, using collective marketing methods. LGs were also advised to encourage members to share skills by rotating the leadership positions and allow women more opportunities to be elected for more senior LG positions. Based on the MG capacity assessment field visit, MG leaders exhibited many of the key leadership competencies emphasized in the training.

2. *Business Management:* The business management training was designed to help marketing group members understand the advantages of collective marketing and acquire basic skills to understand marketing costs, find buyers, negotiate with buyers, make agreements within the farmers’ groups, and understand product quality, correct volumes and timely delivery. Adopting CRS’ SMART business management modules, 3,346 (F=1,409) MG members participated in the training. Based on field observations, MG members used several of the business skills, such as planning around cropping calendars and recording transactions.

### ***Output 1.4.3. On-farm marketing groups supported on market linkage***

During the project implementation period, PSNP clients were supported with both input and output marketing. The Activity provided market facilitation to access to output markets. Accordingly, 150 MGs with 5,475 members benefited from sales of crops (wheat, haricot bean, maize and red chili pepper) and livestock valued at 12,317,459 ETB (\$376,911) and livestock (sheep, goats, oxen) valued at 8,593,873 ETB (\$262,970). HHs first achieved their food security as a result of using improved inputs and best farming practices, and only then was surplus production sold at market to achieve the levels of sales indicated.

Table 8: Marketing Groups, Members and Sales by Commodity Type

| Commodity | MGs Total | Members involved |      |       | Sales Total in ETB | Sales in USD |
|-----------|-----------|------------------|------|-------|--------------------|--------------|
|           |           | M                | F    | Total |                    |              |
| Crops     | 74        | 1,203            | 598  | 1,801 | 12,317,459         | 376,911      |
| Livestock | 76        | 2430             | 1244 | 3674  | 8,593,873          | 262,970      |
| Total     | 150       | 3633             | 1842 | 5475  | 20,911,331         | 639,882      |

In addition to working with individual MGs to forge business partnerships, the Activity also hosted multi-stakeholder platform (MSP) meetings for crop, livestock, and off-farm value chains. By having a wide range of actors (i.e., agro-dealers, innovation fund grant recipients, microfinance institutions, local traders, input suppliers and marketing group), the MSPs were able to advise the Activity about market trends as well as develop stronger private sector relationships with the MGs.

### Matrix F: Engagement with agricultural commodities in markets

| Issues faced                            | Adaptations made   | Recommendations  |
|---|--|--|
| Smallholder farmers in general and PSNP | <ul style="list-style-type: none"> <li>The agro-dealer grants program was designed to build the capacity of agro-dealers in upgrading their shops, supplying diversified input types,</li> </ul> | <ul style="list-style-type: none"> <li>Design interventions supporting the private sector to respond to the needs of project participants in terms of</li> </ul> |

|  |  |  |
|--|--|--|
| households in particular had limited access to and low use of agricultural inputs. | <p>improving community outreach, and delivering quality services.</p> <ul style="list-style-type: none"> <li>• Agro-dealer performance was monitored using the <i>Agro-dealer Performance Tracking Tool</i>.</li> <li>• As a funding mechanism, CRS used the <i>Innovation Fund Operational Manual</i>.</li> </ul>                             | <p>improving the access to and diversity of inputs.</p> <ul style="list-style-type: none"> <li>• Support timely access and supply as critical to achieving improved yields.</li> <li>• Build demand for inputs with strategies such as the use of small seed packages and linking inputs to technical advice.</li> <li>• Build business relationships between farmers and input suppliers to ensure sustainability.</li> </ul> |
| Agro-dealers lacked the required skills to manage their business.                  | <ul style="list-style-type: none"> <li>• Provided business management trainings to project supported agro-dealers.</li> <li>• Worked closely with agro-dealers to identify additional input types, promote agro-dealer services, and link more HHs to agro-dealers.</li> </ul>   | <ul style="list-style-type: none"> <li>• Review the capacity of local service providers.</li> <li>• Provide local skills trainings to improve the business management skills of agro-dealers.</li> </ul>   |
| Poor product diversification by agro-dealers.                                      | <ul style="list-style-type: none"> <li>• Introduced agro-dealers to businesses that had received Innovation Fund support. Based on these introductions, the agro-dealers expanded their product line to include Purdue Improved Crop Storage (PICS) bags, effective micro-organisms (livestock feed supplement), and biofertilizer.</li> </ul> | <ul style="list-style-type: none"> <li>• MSP meetings and B2B linkages are important platforms for sharing information and facilitating linkages between value chain actors and stakeholders, such as agricultural input manufacturers/suppliers, importers, traders, FSPs, GOE offices, etc.</li> </ul>   |

For more details, refer to [Attachment A: Livelihoods and Innovation Fund Adaptive Management Matrix](#).

## **S.O.2: Vulnerable households have increased income and diversification through off-farm livelihood options.**

### **IR 2.1 Men, women and youth engage in off-farm livelihoods activities.**

The Activity promoted off-farm opportunities—such as food catering, baltina (chili pepper agro-processing), animal-drawn transport—and non-farm activities, including retail stores, carpentry, construction, hairdressing, baking, tailoring and weaving. Based on the annual survey results, 1875 (F=63.6%) participants engaged in non-agricultural activities to diversify their income. Among these, 82% of their income came from at least one off-farm activity, 14% from two off-farm activities, and 4% from four off-farm activities. Regarding youth participation in non-agricultural activities, 18% of the total participants earning income from non-agricultural activities were youth aged 15 to 29 years.

#### ***Output 2.1.1 Clients trained in technical skills for specific off-farm enterprises***

Technical trainings for off-farm activities were conducted through technical and vocational education and training (TVET) placements (see below) and group trainings. The group trainings were on:

1. **Petty trade:** A total of 1,526 participants worked in off-farm marketing groups and received technical training in off-farm enterprises such as petty trade skills. The training was provided by government subject-matter experts using the GOE curriculum.
2. **Baltina production:** To date, a total of 223 LG members (169=F) received *baltina* technical training, which focused on processing hot peppers into various forms, with practical demonstrations. The training was offered by consultants from Arsi University with relevant experience and qualifications. The training materials were prepared in Afaan Oromo. The training was conducted in six kebeles for eight groups in Shala and Arsi Negele woredas. In Shala, the training was held at Lebu Subuka kebele while in Arsi Negele woreda, the training was at Hadha Boso, Kereru, Shalla Billa, Rafu Hargisa and Harago Lemeno kebeles.

### ***Output 2.1.2 Off-farm marketing groups established***

A total of 12 marketing groups were formed (four in animal-drawn transportation, five in petty trade, one in retail, and one in *baltina*). Based on the MG capacity assessment, these groups remained functional and active in their respective businesses.

Matrix G: Off-farm livelihoods

| <b>Issues faced</b>  | <b>Adaptations made</b>   | <b>Recommendations</b>  |
|--|---|---|
| Activity had difficulty understanding the shift from production of goods to offering services. | <ul style="list-style-type: none"> <li>• Model household resource plans were prepared and shared with training facilitators.</li> </ul>   | <ul style="list-style-type: none"> <li>• Provide entrepreneurship, business and household resource plans trainings to facilitators so that they are able to promote non-farm options to target participants.</li> </ul>   |
| Activity underestimated how strongly farmers initially preferred on-farm activities.           | <ul style="list-style-type: none"> <li>• Provided training on livelihoods pathways to GOE and project staff, who presented options to participants.</li> <li>• Provided off-farm model household resource plans.</li> </ul> | <ul style="list-style-type: none"> <li>• Recognize that HHs will first focus on value chains they are familiar with.</li> <li>• Provide entrepreneurship training to all HHs to help them understand business opportunities and make informed decisions on the type of livelihood pathway they want to engage in.</li> <li>• Encourage HHs to use income generated from on-farm activities to support off-farm business opportunities.</li> <li>• Conduct off-farm assessments and develop model business plans early in the project so HHs can make informed decisions.</li> </ul> |

|   |  |  |
|---|--|--|
|   |  | <ul style="list-style-type: none"> <li>• Target youth and other participants living closer to woreda towns to focus on off-farm businesses.</li> </ul>   |
| It was not clearly understood whether/when marketing groups were needed and how they benefit off-farm participants. | <ul style="list-style-type: none"> <li>• Marketing groups (MGs) strategy developed.</li> <li>• Business management trainings provided to MG leaders.</li> <li>• MG capacity assessment conducted to identify gaps.</li> <li>• MG status rating conducted.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a marketing strategy to decide: 1) whether/when marketing groups are necessary; and 2) how to support group and individual off-farm businesses.</li> <li>• Coordinate with respective local government offices, including micro and small enterprises and FSPs.</li> </ul>  |
| FSPs do not offer appropriate loans for off-farm activities.  | <ul style="list-style-type: none"> <li>• Discussed with FSPs the possible provision of financial services for youth and other participants interested in engaging in off-farm businesses, but these interactions had limited results.</li> </ul>                     | <ul style="list-style-type: none"> <li>• Engage early with FSPs and woreda-level government MSE offices.</li> <li>• Work with FSPs to create appropriate loan products for participants wanting to engage in off-farm businesses.</li> <li>• Provide a detailed overview of the off-farm value chain assessment reports to FSPs and relevant government offices to help them in making the decision to develop appropriate loan products.</li> </ul> |
| Unclear mandate on who should take the off-farm lead in CRS Activity.   | <ul style="list-style-type: none"> <li>• Two units were created: 1) livelihoods and on-farm value chain and 2) wage employment and off-farm value chain.</li> </ul>  | <ul style="list-style-type: none"> <li>• Have separate units that focus on off-farm and on-farm value chains which have distinct characteristics and needs.</li> </ul>   |

For more details, [Attachment C: Off-farm and Wage Employment Adaptive Management Matrix](#)

## **IR 2.2 Men, women and youth have increased use of financial and business development services.**

See 1.3 Smallholder men, women and youth have increased use of financial services.

### ***Output 2.2.1 Clients access internal financial services for off-farm activities.***

See 1.3 Smallholder men, women and youth have increased use of financial services.

### ***Output 2.2.2 Clients access external financial services for off-farm activities.***

See 1.3 Smallholder men, women and youth have increased use of financial services.

### **IR 2.3 Men, women and youth have increased diversification of off-farm income-generating activities and non-farm enterprises.**

Based on the annual survey completed in September 2020, 1,875 (80% of LoP) were engaged in some form of off-farm activity and earned income from the activities. [IR 2.1 Men, women, and youth engage in off-farm livelihoods activities.](#)

#### ***Output 2.3.1 Off-farm marketing groups supported on market linkage.***

Using the same training materials as for on-farm MGs as a foundation, the Activity provided trainings to 44 off-farm MG leaders (100% of LoP). In addition, the Activity trained 917 (F=523) off-farm MG members on business management, marketing and quality management (278% of LoP). See Section:1.4.3. [On-farm marketing groups supported on market linkage.](#)

### **S.O.3 Vulnerable households have increased their income through gainful employment.**

#### **IR 3.1 Jobseekers adopt increased use of employment knowledge, skills and information for jobseeking.**

The Activity planned for 197 jobseekers to adopt increased use of employment knowledge, skills and information for jobseeking was supported through skills training that focused on job hunting (i.e., CV writing, interview skills) and understanding employers' expectations. Based on the annual survey completed in September 2020, 242 or 123% of Activity targets were met, and participants significantly improved their skills.<sup>35</sup>

#### ***Output 3.1.1 Youth trained in life skills.***

***Traditional leader support for youth roles:*** The 2017 gender and youth assessment found that traditional leaders often perceived of youth as disruptive and destructive, and not as contributing members of society. To address this negative perspective, training was given to 803 (F=121) influential community leaders, religious representatives, relevant government staff, and selected youths.<sup>36</sup> The workshop set out to secure these leaders' support for the Activity's youth interventions (i.e., Positive Youth Development, youth peace ambassadors, etc.) and encourage parents and community members to support the youth in their community. The feedback collected from the field revealed that many of these trained community leaders reached out to the community through the church, *edir* and other social gatherings to support youth opportunities. Some parents and community members demonstrated support for youth by helping them in set up small businesses, such as shops, by providing working capital and premises.

***Positive Youth Development (PYD):*** A gender and youth analysis was conducted in 2017 to inform the development activities and enhance responsiveness to the specific needs of youth. Building on these findings, the PYD training curriculum was developed to support rural male

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<sup>35</sup> For impact of trainings and job matching, please refer to 3.2 *Jobseekers are linked with prospective employers.*

<sup>36</sup> The training highlighted how the regional youth bulge both negatively and positively affects development stability in the region. To address this, the training provided information to leaders on how to improve youth-community relationships and productively engage youth (i.e., economically, socially, etc.).

and female youth. After developing the PYD training curriculum, ToT training was provided for frontline staff, which was cascaded in the target woredas to 3,679 (F=1,071) youths (92% of LoP).

**Youth Peace Ambassadors (YPA):** Ethiopia has been experiencing ethnic/tribal conflict, border conflict, pre/post-election conflict 2015- 2021. One of the Activity’s approaches to address and reduce tensions between groups was organizing peacebuilding and conflict management training for selected YLG members, GOE, community leaders, religious leaders and community members. The Activity, in collaboration with the GOE, took the following conflict management and mitigation (CMM) measures:

1. *Built Activity Capacity in CMM:* The Activity trained 37 (F=6) MCS, CRS and GOE staff on how to 1) manage and mitigate conflict; 2) engage with community stakeholders; and 3) train and support YPAs.
2. *Secured Support from Key Stakeholders:* To create an enabling environment for YPAs, the Activity conducted a two-day workshop with 84 GOE officials. Another workshop was done with 81 community leaders, who were pivotal in mobilizing the local community and supporting youth to do YPA training.
3. *Built a Cadre of YPAs:* After getting buy-in from the GOE and community leaders, the trainers trained 3,290 youth (F=1,034) from across the nine woredas. Due to disruptions because of COVID-19, 700 (F=160) youth received a refresher training, and more refreshers were provided in April and June 2021. Following these trainings, the YPAs received regular mentoring from MCS staff, trainers and community leaders.
4. *Engaged Community Members:* In addition to training fellow LG members, the YPAs provided orientation to 8,278 (F=3,524) community members on CMM at social gatherings ~~occasions~~ and events. Using the principles of CMM, YPAs organized themselves and community members to protect municipal property, social institutions and education centers from potential damage during times of unrest.

**Output 3.1.2 Clients trained in technical skills.**

To prepare clients for short-term technical training, orientation was provided to new TVET candidates on the rules and regulations of TVET institutions; the roles and responsibilities of TVET institutions, donors and students; and the duration of the training. The project had planned to provide orientation to 417 clients but exceeded this to orientate 554 (F=91) TVET candidates, 133% of LoP. This series of orientations helped participants make informed decisions on which technical training they would like to attend.

A total of 333 students (124 in Dera area, 104 in Shashamane area, and 105 in Meki area) received technical training in carpentry, welding, garment making, hotel operation and construction, 79.9% of LoP. Having completed their training, participants took a Certificate of Competence exam in their respective fields of study.

Matrix I: Youth

| Issues faced | Adaptations made | Recommendations |
|--------------|------------------|-----------------|
|--------------|------------------|-----------------|



|   |  |   |
|---|--|---|
| <b>Soft skills</b>  |  |   |
| Young jobseekers did not have the soft skills to start a business or enter the workforce. | <ul style="list-style-type: none"> <li>• Provided soft-skills training using relevant sections of the <i>Activity/DFSA Youth Employability Skills Training: Facilitator Guide</i>.<sup>37</sup></li> </ul>   | <ul style="list-style-type: none"> <li>• Consider the need for both hard and soft skills, such as effective job applications, work readiness, employability skills, interpersonal communication, life skills, etc.</li> </ul>                                 |
| <b>Youth Peace Ambassadors (YPA)</b>  |  |   |
| Political violence could undermine the Activity's development gains.                      | <ul style="list-style-type: none"> <li>• Developed a youth peace ambassadors training curriculum<sup>38</sup> and trained more than 3,000 youth and stakeholders.</li> <li>• Drafted an adaptive management brief on how to measure the effect of conflict management and mitigation programming on livelihoods and resiliency programs.<sup>39</sup></li> </ul> | <ul style="list-style-type: none"> <li>• Incorporate conflict management and mitigation interventions into project design.</li> <li>• Conduct impact assessment to determine whether YPA increased “bonding, binding and bridging” social capital.</li> </ul> |

For more details, refer to [Attachment C: Gender, Youth and Nutrition Adaptive Management Matrix](#).

### **IR 3.2 Jobseekers are linked with prospective employers.**

Of the approximately 1% of participants who selected the wage employment pathway, most were youth aged 15 to 29 years and of these, 16% were women. Wage employment was mostly focused on TVET graduates, and youth had more time to commit to short, on-site courses. The initial TVET courses offered were in vocations dominated by men, so the Activity revisited its TVET placements to include vocations of interest to women and in which there was increased acceptance of hiring women. The Activity also piloted an apprenticeship program. Before the training course started, an orientation on market needs was given so youth could make informed decisions about their vocations. As the Adama Industrial Park is nearby, most women selected garment production. Due to COVID-19, neither the TVET reprogramming nor the apprenticeships took place.

#### ***Output 3.2.1 Clients linked to potential employers.***

<sup>37</sup>Catholic Relief Services, Development Food Security Activity and Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2018). *Youth Employability Skills Training: Facilitator Guide (English)*. Retrieve from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XFMS.pdf](https://pdf.usaid.gov/pdf_docs/PA00XFMS.pdf)

<sup>38</sup> Catholic Relief Services and Feed the Future. (2019). *Youth Peace Ambassador's Conflict Mitigation and Management Training Manual (Afaan Oromo Version)*. Retrieved from [https://pdf.usaid.gov/pdf\\_docs/PA00XG31.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG31.pdf)

<sup>39</sup> [Appendix C: Adaptive Management Brief: An Adaptive Management Brief on Integrated Conflict Management and Mitigation \(CMM\) in Livelihoods and Resilience Programming](#)

*Built Employability Skills:* When previous TVET graduates struggled to find employment or stay employed, the Activity provided employability skills trainings to the TVET graduates. These focused on improving soft skills, such as: 1) writing a CV; 2) preparing for a job interview; 3) negotiating with employers; 4) communication; 5) teamwork; 6) leadership; 7) problem solving and 8) decision-making. The Activity team observed that there was a difference between the graduates who took employability skills trainings and those that did not. The graduates who took the trainings were better at: 1) communicating and negotiating with employers; 2) drafting quality CVs; and 3) preparing for job interviews. Most of the students hired at job-matching events had participated in the employability skills trainings. COVID-19 hindered the Activity from providing employability skills to other youth.

*Engaged Potential Employers and Other Support Services:* To foster a relationship between the participants and potential employers, the Activity organized a consultative meeting with 39 stakeholders, including potential employers, TVET deans, TVET student representatives and GOE offices (i.e., Bureau of Labor Affairs, Ministry of Agriculture and Natural Resources, Food Security and Job Creation Office, etc.). These meetings served as a platform for: 1) employers to understand the profile of students in the Activity-supported TVET programming, the types of technical trainings students attended, and job-seekers' interests; and 2) jobseekers to understand employers' expectations. These meetings also informed how and when the job-matching event would take place.

*Linked Jobseekers with Potential Employers:* The project organized two types of event to introduce jobseekers to potential employers: 1) a job fair and 2) a job-matching event. In the job fair in Shashamane, 60 jobseekers met with employers from the garment, construction, IT and carpentry sectors. While the event was well attended, few jobseekers secured employment. Key reasons for this were: 1) a mismatch between employer needs and jobseekers' interests and skills; 2) inadequate orientation of employers and jobseekers; and 3) neither employers nor jobseekers were familiar or comfortable with a job fair format.

Given the low levels of employment success at the job fair, a job-matching event in Adama used a different approach. In addition to TVET and GOE representatives, the event was attended by 92 prospective employees and 25 employers. The prospective employees were students who had attended technical trainings in garment making, furniture making, construction, and information and communications technology at TVETs in Boset, Dodota and Sire. In sharp contrast to the job fair, employees hired 82 jobseekers (89% of jobseekers) (16 women and 66 young people) and requested further applicants. In FY21 Q3, the Activity held a job-matching event attended by 52 employers. Of the 166 job seekers, 114 (69%) were offered jobs, mostly in construction and furniture making in Ziway Dugda and ATJK. Key to such high job placement rates was that MCS and the CRS team met with employers and stakeholders prior to the job fair.

*Modelled Apprenticeships:* Based on an exchange visit to review CRS Uganda's apprenticeship program in 2019/2020, the Activity refined its apprenticeship program taking a lower-cost, more scalable approach. The community-based apprenticeships were halted due to COVID-19. The Activity planned to implement the apprenticeship model in FY21 Q2. However, with the potential pre-election violence, the Activity determined it did not have adequate time to pilot the



apprenticeship program that required at least three-month placements. Instead, the Activity prioritized the abovementioned job-matching event.

## Matrix J: Wage Employment

| Issues faced   | Adaptations made   | Recommendations  |
|--|--|--|
| <b>Pre-Job Matching</b>  |  |  |
| Activity was uncertain about local labor market needs.                                 | <ul style="list-style-type: none"> <li>Conducted a <a href="#">CRS/DFSA labor market assessment</a>; <sup>40</sup> however, the study was too broad in scope.</li> <li>In each location of an MCS branch (Shashamane, Dera and Meki), a local labor market assessment was conducted.</li> </ul>                                | <ul style="list-style-type: none"> <li>Review existing labor market assessments.</li> <li>Conduct mapping of local labor needs.</li> </ul>   |
| Traditional job fairs were not effective.  | <ul style="list-style-type: none"> <li>Shifted focus from traditional job fairs to pre-planned job-matching events.</li> </ul>   | <ul style="list-style-type: none"> <li>Cultivate employers and articulate how graduates can meet market needs. Then make the introductions.</li> </ul>   |
| <b>Job Matching</b>  |  |  |
| Potential employees and employers had different expectations.                          | <ul style="list-style-type: none"> <li>Arranged orientation before job-matching exercise so: 1) employers were familiar with candidates' backgrounds; and 2) candidates understood the needs of the employers.</li> </ul>  | <ul style="list-style-type: none"> <li>Organize an orientation session to: 1) manage expectations as the candidates are newly trained; and 2) highlight that this is an opportunity to help graduates develop their skills and start their careers.</li> </ul>   |
| Small number and types of potential employers available did not match jobseeker needs. | <ul style="list-style-type: none"> <li>Prior to job matching, employers were profiled who were able to employ and were also interested in hiring youth who had received short-term, technical trainings.</li> <li>Potential employers were invited from neighboring areas and towns, such as Adama Industrial Park.</li> </ul> | <ul style="list-style-type: none"> <li>To have a successful job-matching event, conduct a needs assessment and engagement sessions with relevant stakeholders to set goals and expectations.</li> <li>Organize orientation sessions/ consultative meetings with all stakeholders prior to the event.</li> </ul>  |
| <b>Post-Job Matching</b>   |  |  |
| Difficulty in tracking the employment status of youths                                 | <ul style="list-style-type: none"> <li>Collected detailed contact information of employers.</li> <li>Followed up with employed youths via phone and door-to-door visits.</li> <li>Developed youth-tracking systems and forms to track the status of youths.</li> </ul>   | <ul style="list-style-type: none"> <li>Monitor jobseekers and employers after the job-matching event to see whether candidates stay in employment.</li> <li>Prepare information packs for both jobseekers and employers with information such as list of employers, specific job listings, contact details of organizing staff and employers.</li> </ul> |

<sup>40</sup> Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2018). *Labor Market Assessment Report*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00TH4H.pdf](https://pdf.usaid.gov/pdf_docs/PA00TH4H.pdf)

For more detail, [Attachment C: Off-farm and Wage Employment Adaptive Management Matrix](#)

**S.O.4 Feed the Future Ethiopia Livelihoods for Resilience – Oromia and other USAID Ethiopia and GOE interventions have increased innovation, scaling and sustainability of livelihood pathways.**

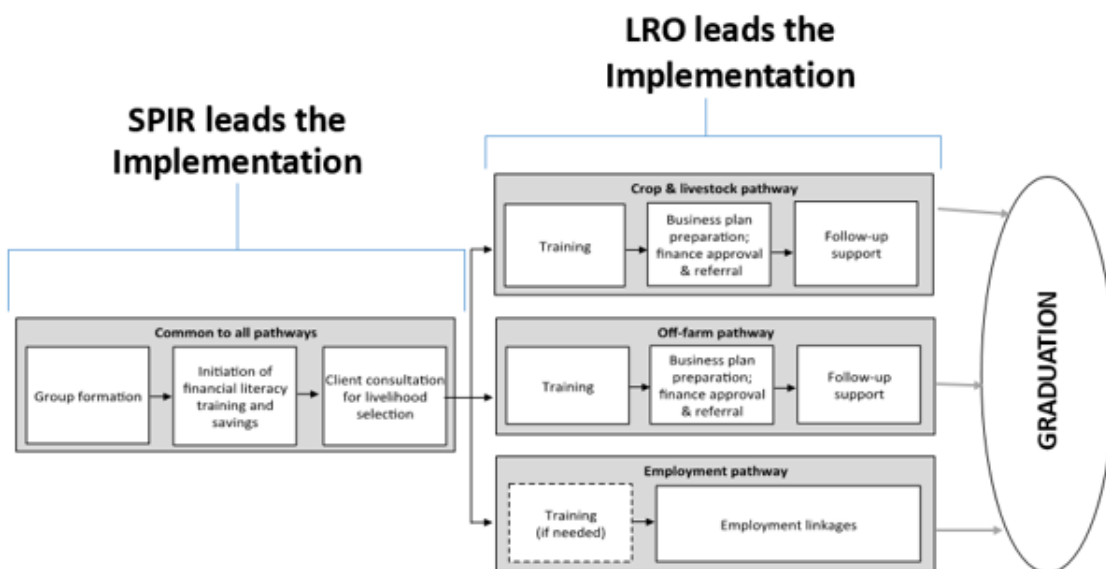
In terms of the number of collaborations with other projects, the Activity formally worked with 12 projects, both internally (i.e., projects managed by CRS and partner) and externally. There were 84 joint efforts covering joint programming, learning agendas, work plans and/or M&E plans (for details, see below for internal and external collaborations and joint efforts).

The types of project collaboration can be divided by geography into projects that overlapped spatially with the Activity and those that did not overlap but still required technical collaboration. In the former category, the two projects that mostly layered with the Activity were the CRS DFSA and WV SPIR.

**IR 4.1 Feed the Future Ethiopia Livelihoods for Resilience – Oromia, USAID Ethiopia and GOE have improved layering, sequencing and cost effectiveness of interventions.**

*Layering:* The Activity defined its role in relation to other projects using the CRS Pathway to Prosperity model that defines household progression through recovery, building and growing. For households that were at the lower end of the economic/resilience spectrum, CRS DFSA and WV SPIR programmed the relevant interventions, while households that were moving from recovery to growth were the responsibility of the Activity (see *Figure 2: Demarcation of Activities based on PSNP PIM Livelihoods Theory of Change*). For example, households that had little, or no savings were introduced by the two DFSAs to SILC or Village Savings and Lending Associations (VSLA) to mobilize internal savings. Households that had some savings but needed more capital were linked by the Activity to FSPs so they could access larger loans.

Figure 2: Demarcation of Activities based on PSNP PIM Livelihoods Theory of Change



*Sequencing:* CRS DFSA, WV SPIR and the Activity used the sequencing model that was stipulated in the PSNP Project Implementation Manual (PIM). While this was a helpful model, the activities that the Activity was responsible for required that the other projects complete their task before the Activity could start its project. This was problematic for two reasons: 1) the Activity's activities would start later in the project cycle; and 2) the Activity was dependent on the other projects completing their activities on time and to the agreed specifications. While the other projects were completing their activities in the first half of the project, the Activity 1) conducted assessments; 2) mapped service providers (i.e., FSPs, agro-dealers); 3) entered into agreements with service providers and built their capacity (i.e., conditional capacity building fund, release of first tranche of funds to agro-dealers); and 4) prepared participants to access these services (i.e., HRP, household debt management, etc.). As for personnel, the Activity either 1) postponed hiring some field staff to the second half of the project or 2) agreed to an organizational restructuring (CRS DFSA).

*Cost effectiveness:* The Activity achieved cost efficiency where it overlapped with CRS DFSA and WV SPIR by 1) leveraging other project resources such as by demarcating COVID-19 responses by geography or populations; 2) using the other project's experience and tools for a rapid cash transfer for COVID-affected woredas; and 3) coordinating key surveys, such as the Annual Participant-based Survey (APaBS), with the CRS DFSA in overlapping woredas. However, in some cases, these savings could have been offset by 1) joint assessments requiring more resources than the Activity planned for; and 2) separate offices, as was the case with WV SPIR.

#### ***Output 4.1.1 Feed the Future Ethiopia Livelihoods for Resilience – Oromia strategies and activities are coordinated with USAID-funded activities.***

The Activity partnered with a total of 12 projects. Of the projects that CRS manages, the Activity partnered with: 1) CRS DFSA; 2) JEOP; and 3) the Office of U.S. Foreign Disaster Assistance-funded Agricultural Recovery Project (ARP). Other projects and institutions that the Activity partnered with were: 1) CARE L4R; 2) WV SPIR; 3) Save the Children GTN; 4) FINTRAC VC; 5) PSNP NGO GOE Working Group; 6) Food and Agricultural Organization; and 7) 84 non-traditional partnerships (*Table 4. Types and Numbers of Non-Traditional Partners Engaged by Activity*). Below are some of the highlights of these partnerships.

#### **Internal Coordination**

***CRS Development Food Security Activity (DFSA):*** CRS DFSA and the Activity coordinated their activities through three main modalities: collaboration reflection, CRS DFSA/Activity Advisory Board, and technical working groups (TWGs):

- ***Collaboration Reflections:*** CRS DFSA and Activity staff met regularly to reflect on the collaboration between the two activities. Subsequently, CRS staff met with the MCS DFSA/Activity team to discuss the collaboration. The collaboration modalities to refine the roles and responsibilities of youth and gender programming (led by CRS DFSA), and wage employment and value-chain technical training of technical staff (led by the Activity). CRS DFSA and Activity technical and management staff conducted a two-day

training revisiting project frontline workers' responsibilities and organizational structures in overlapping areas.

- **CRS DFSA/Activity Advisory Board:** The board met formally in FY19 to ratify the recommendations made at the two collaboration reflections. In December 2019, the CRS DFSA/Activity advisory board met to discuss the scheduling of FY19 assessments, coordinating technical and management visits, confirming communication protocols, and approving the refinements to the CRS DFSA/Activity collaboration matrix, in terms of MCS project staffing, especially for business support services, FSP linkages, TVETs, youth and gender.
- **Technical Working Groups (TWGs):** Throughout the year, the CRS DFSA/Activity MEAL, livelihoods, youth and gender, and nutrition and health TWGs met. The focus of these meetings was to review programming approaches/modalities, coordinate assessments and evaluations, and agree on key approaches for the respective annual workplans.

In September 2017, the Activity wrote up how the Activity and CRS DFSA collaboration was framed in the *CRS Ethiopia Internal Collaboration of Feed the Future and Food for Peace Programming Report*.

**Recovery Projects:** In terms of other CRS-managed USAID-funded projects, the Office of U.S. Foreign Disaster Assistance-funded Agricultural Recovery Project held an after action review. Preliminary findings confirmed that the overlap in some kebeles of Sire, Boset, Dodota, ATJK and Siraro woredas was viewed positively by project staff and participants. In addition to encouraging targeting of PSNP clients for such interventions, the review workshop also suggested that monitoring of the impact on these households be more systematic.

### **External Coordination**

**CARE Feed the Future Ethiopia – Livelihoods for Resilience Activity:** Following the joint launch of the two Activities in the fall of 2017, they have held both formal and informal meetings. At a governance level, the Activities held a second semi-annual project steering committee (PSC) meeting in February 2018, which provided an overview to PSC members of the two Activities, updated on progress and challenges, and showed how they were collaborating. While relationships were already strong between the two Activities, the meeting provided an opportunity for them to further understand each other's modalities and operating environments.

In terms of structured learning, the two Activities participated in each other's CLA workshops so that they understood how the different learning agendas complemented each other. Building on this, the two Activities often consulted one another during the development of scopes of work (SOW), especially for the labor market assessment. Furthermore, the two Activities discussed modalities for conducting the annual surveys with CARE, sharing tools and contracting experience, both of which informed CRS' ABBS design. This collaboration was also evident during discussions on the scope of the USAID-led baseline and developing SOWs for their respective midterm reviews/evaluations.

In addition, the two Activities coordinated the terms and conditions to be required when negotiating loan guarantee agreements with FSPs. Lastly, the two chiefs of party (CoP) had a strong professional relationship that allowed them to reach out to each other to discuss strategic and operational issues.

At the May 2021 PSC, the two CoPs facilitated a session to identify the effectiveness of this collaboration and the coordination mechanisms (for details, please refer to [Appendix E: CARE's Feed the Future Ethiopia Livelihoods for Resilience Activity \(L4R\) and CRS Feed the Future Ethiopia Livelihoods for Resilience – Oromia Collaboration Adaptive Management Brief](#))

***World Vision's Strengthen PSNP 4 Institutions and Resilience (SPIR)***: As part of the revised MEAL plan, the Activity proposed an adaptive management brief on the layering of SPIR and the Activity in Siraro. To establish the interests of key stakeholders, the Activity CoP solicited the views of the key staff from USAID, MCS and WV. Subsequently, eight key informant interviews were held with managerial and technical staff of the Activity and SPIR. The projects' conceptual framework for the collaboration was USAID's CLA framework and Maturity Spectrum. In addition, the paper built on the Feed the Future Ethiopia Livelihoods for Resilience – Oromia's *CRS Ethiopia Internal Collaboration of Feed the Future and Food for Peace Programming Report* (October 2017).

***Growth through Nutrition (GtN)***: In the implementation of NSA activities, the Activity overlapped with Save the Children's GtN in four CRS DFSA woredas (Shala, Arsi Negele, Heben Arsi and Ziway Dugda) and one SPIR woreda (i.e., Siraro). Layering and sequencing efforts were made in conjunction with GTN, DFSA and SPIR. The agreement was that GtN deliver master TOTs in collaboration with the Federal Ministry of Health (MOH) and the Federal Ministry of Agriculture and Natural Resources (MOANR). Thereafter, the Activity cascaded the trainings to the woreda and kebele-level actors (i.e., WFSTF, CAs, DAs, HEWs, etc.) and in turn trained community members. At the community level, the Activity focused mainly on the LGs. In addition, a one-day orientation session was given to senior woreda staff in all woredas so that they were familiar with the training and could facilitate the cascading of the training. After GTN attended the Activity's Cost of Diet Assessment dissemination meeting, GTN invited CRS to participate in the development of the *Seasonal- and agro-ecology-based complementary food recipes for GTN intervention areas of Ethiopia*.

***PSNP 4 NGO GOE Working Group***: A group of NGOs that worked on the PSNP formed the PSNP 4 NGO GOE Working Group. Key activities included: 1) hosting GOE officials in four regions around the themes of access to finance and gender equality; 2) presenting findings at the Federal PSNP Joint Review and Implementation Support (JRIS) Mission; and 3) reviewing the PSNP V PIM. Based on informal feedback, the participating NGOs found the working group helped them to speak to the GOE with a single voice, while articulating how each context required locally owned adaptations.

***Food and Agricultural Organization (FAO)***: FAO trained Activity staff on e-Locust, a mobile phone application used to track and report the presence of desert locusts in real time. Subsequently, the Activity trained MCS field staff on e-Locust. The Activity reported desert locust infestations in FY20/FY21 and used the platform to monitor the locusts.

**Partnership with Non-traditional Partners:** The Activity partnered with a total of 84 organizations (see [Annex-B: Partnerships by Organization and Woreda](#)).

Table 4. Types and Number of Non-Traditional Partners Engaged by Activity

| Type of non-traditional partner     | #         |
|-------------------------------------|-----------|
| Agro-dealer                         | 19        |
| Cooperative union                   | 1         |
| Financial service provider: MFI     | 3         |
| Financial service provider: RuSACCO | 42        |
| Financial service provider: SACCO   | 3         |
| Other private sector                | 5         |
| Research center                     | 3         |
| TVET                                | 9         |
| <b>Grand total</b>                  | <b>84</b> |

Support to these institutions included Innovation Funds, FSP Capacity Building Funds/Loan Guarantees and student scholarships.

The issues, adaptations and recommendations have been detailed in two studies: 1) [CRS Ethiopia Internal Collaboration of Feed the Future and Food for Peace Programming Report](#) and 2) [Operational Considerations in Layering Bureau for Humanitarian Affairs \(BHA\) and Feed the Future \(FtF\) Activities in Ethiopia](#), as well as in [Appendix E: CARE Feed the Future Ethiopia Livelihoods Resilience Activity \(L4R\) and CRS Feed the Future Ethiopia Livelihoods for Resilience – Oromia \(LRO\)](#)

Matrix K: Collaboration

| Issue faced   | Adaptations made  | Recommendations  |
|---|---|--|
| Uncertain what type of collaboration required so respective projects could coordinate and also remain autonomous. | <ul style="list-style-type: none"> <li>Reviewed USAID’s <i>Collaborating: When, Who and How</i> guidelines, Determined that the SPIR/Activity type of collaboration was coordination. Coordination is defined as: 1) joint ownership; 2) partnership; 3) coordination; 4) convening; 5) consultation; and 6) information exchange.</li> </ul> | <ul style="list-style-type: none"> <li>Determine what type of collaboration is required: 1) joint ownership; 2) partnership; 3) coordination; 4) convening; 5) consultation; or 6) information exchange.</li> <li>Determine what types of strategies or approaches are relevant (i.e., learning networks, joint programming, steering committees, etc.)</li> </ul> |
| Differentiating target populations.   | <ul style="list-style-type: none"> <li>Reviewed the CRS Pathway to Prosperity model. This aligns well with the USAID Resilience model: Absorptive, Adaptive, and Transformative.</li> <li>Agreed that SPIR would focus on target populations that were in the</li> </ul>  | <ul style="list-style-type: none"> <li>Agree on a criterion (i.e., CRS Pathway to Prosperity, USAID Resilience Framework, government policies, etc.) to differentiate targets and activities.</li> </ul>   |



|   |  |   |
|---|--|---|
|   | <p>recover/adaptive stage while the Activity would focus on those at the build/adaptive and grow/transformational stage.</p> <ul style="list-style-type: none"> <li>• Mapped this demarcation onto the PSNP PIM livelihoods theory of change.</li> </ul>   |   |
| <p>Needed to Defining which activities each project would primarily be responsible for.</p> | <ul style="list-style-type: none"> <li>• Reviewed PSNP Project Implementation Manual and each proposal, and grouped activities based on populations.</li> <li>• Developed a working matrix that broke out activities by recover, build and grow.</li> <li>• Agreed on which project was responsible for each activity).</li> </ul> | <ul style="list-style-type: none"> <li>• Be clear on and document the delineation of activities.</li> <li>• Delineation of activities should be more at the thematic level than the micro level.</li> </ul> |

For more details, refer to [Attachment F: Management and Layering Adaptive Management Matrix](#).

#### **IR 4.2 Feed the Future Ethiopia Livelihoods for Resilience – Oromia continuously identifies and addresses knowledge gaps, successes and failures important to the project.**

The Activity carried out more than 20 learning exercises, of which half were done jointly with other projects. The scope of these learnings included formal assessments, operational research, experience sharing, field demonstrations and midterm evaluations ([Annex D: Learning Exercise by Type and Specific Learning](#)). From these learning exercises, project staff have applied at least 45 learnings to their project interventions.

**Collaborating:** When designing the collaboration model for CRS DFSA and the Activity, the proposal development team used the CRS Pathway to Prosperity. While this framework was helpful for layering exercises and informed the MOU between the two projects, it was less helpful for discussing culture, processes and other key elements required for collaboration. The Activity and WV SPIR signed an MOU to define how the two projects would work together. This MOU helped the chiefs of party discuss how to address implementation issues in the overlapping woredas. The USAID CLA framework served as the foundation for the three reflections on collaboration (for more details, please refer to *IR 4.1 Feed the Future Ethiopia Livelihoods for Resilience – Oromia, USAID Ethiopia and GOE have improved layering, sequencing, and cost effectiveness of interventions*).

*The USAID Collaborating, Learning, and Adapting (CLA) framework fundamentally changed how the Activity approached its programming.*

**Learning:** Over the course of the project, the Activity relied more on rapid assessments (i.e. [Barrier Analysis to Promote Financial Linkage to Productive Safety Net Programme \(PSNP IV\) Beneficiaries](#)) or commissioning studies to address specific issues (i.e. [Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use](#)

*of Finance from Financial Service Providers*), which were more easily translated into project activities (i.e. household debt management training, livelihood transfers to people with disabilities).

**Adapting:** Over the course of the project, the Activity team discovered that some of the underlining programming assumptions were not fully formed or the operational environment had changed. During regular technical meetings and quarterly report-writing workshops, staff revisited their assumptions and made changes as required. In preparing the collaboration adaptive management brief, the team found that thinking through the issues, adaptations and recommendations was a useful exercise as they reflected on their activities in the writing of the final report. See the adaptive management briefs and lessons learned documents included as appendices to this report ([Adaptive Management Reports and Briefs](#) and [Adaptive Management Matrixes](#)).

#### **Output 4.2.1 Learning agenda is developed and resourced.**

The Activity's learning agenda was developed jointly with CRS DFSA and consisted of four main learning initiatives: two in FY18 and two in FY19. The first two were the *Labor Market Assessment* and the *Financial Service Providers Capacity Assessment*. The *Labor Market Assessment* findings provided detailed information on the labor needs of potential employers and the skills gaps of youth in the Activity's and CRS DFSA's operating areas. This study provided a better understanding of employment opportunities and challenges at the woreda and regional levels. It also provided a list of employers who were contacted for participation in the FY19 job fair organized by the Activity (see [IR 3.2 Jobseekers are linked with prospective employers](#)). The *Financial Service Providers Capacity Assessment* findings were used to identify the capacity of MFIs and RuSACCOs, and helped explore the opportunity to work with MFIs and RuSACCOs to access loans for participants (see [Output 1.3.3. Clients access external financial services](#)).

The learning question “*To what extent are the available financial services and service providers adequate and appropriate to link target clients?*” was addressed in the *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers* (see [Output 1.3.3. Clients access external financial services](#).)

The fourth learning question in the joint Activity/CRS DFSA learning agenda was “*To what extent do targeted farmers take risks associated with adopting new agricultural practices?*” which was explored through the analysis of the APaBS conducted in FY19 and informed technical training on specific on-farm enterprises (see [Output 1.4.1. Clients trained in technical skills for specific on-farm enterprises](#)).

Apart from the learning questions formally identified in the learning agenda, the Activity undertook several assessments in FY19. The first of these was the [Value Chains Financing Assessment and Primary Actors' Mapping for Priority Value Chains](#), which explored alternative finance sources for farmers particularly in value-chain finance. As a result of the findings, the Activity explored how to support input providers (e.g., multipurpose cooperative unions, agro-dealers) that were providing in-kind credit to the Activity's participants. (see [Output 1.3.3. Clients access external financial services](#)).

The second assessment was *[A Cost of the Diet Analysis in the Rift Valley of Ethiopia](#)*, which provided economically feasible options for improving the consumption of nutritiously diverse food in PSNP HHs. The study was disseminated internally to CRS staff through a webinar, *Agriculture Income to Nutrition Pathway: Cost of Diet Assessment in Ethiopia and its Application to the Livelihoods for Resilience Oromia Activity*, in October 2019, and externally at the Ethiopia National Nutrition Conference on Diets, Affordability and Policy in Ethiopia: From Evidence to Action organized by the Ethiopian Public Health Institute and The International Food Policy Research Institute in December 2019. Based on the recommendations of this study, the team developed a nutrition-based training curriculum (*[1.1.6. Clients have increased knowledge and skills relating to optimal health behavior](#)*).

The team also completed the *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers*, which was conducted by an external consultancy firm and financed jointly by CRS DFSA. The study highlighted the effectiveness of RuSACCOs in financial outreach, and thus the team accelerated the onboarding of more RuSACCOs (*[Output 1.3.3. Clients access external financial services](#)*) and used the assessment to inform the Activity's FY21 Annual Workplan (AWP).

### **IR 4.3 Successful organizations effectively utilize Innovation Fund grant for sustained innovation, scaling and sustainability of livelihood pathways.**

#### ***Output 4.3.1 Innovation Funds (IF) funded relevant interventions.***

The Activity planned to sign agreements to support 30 innovation initiatives,<sup>41</sup> and finally supported 38 initiatives, 19 with agro-dealers and 19 with other institutions including federal and regional government research centres, a university, MFIs, SACCOs, and the private sectors. In addition, the agro-dealers' support was managed under the Innovation Fund following the Innovation Fund operation guidelines and templates (see above agro-dealer section). The amount disbursed for the LoP was ≈\$506,449, of which \$104,302 was for agro-dealers ([Annex C: Agro-dealers and Innovation Fund Beneficiaries](#)). The examples provide important details of what the Activity's participants tested and the basic results of these interventions:

***Melkassa Agricultural Research Center of Ethiopian Institute of Agricultural Research increases access to quality seed of improved bean varieties:*** A key problem identified during the crop value-chain assessment was lack of access to quality seed of improved haricot bean varieties. To overcome this, an agreement was signed with Melkassa Agricultural Research Center for \$30,000 to produce foundation seed for haricot beans, produce training materials, provide trainings and organize a learning workshop. The overall outcomes of the intervention were: 1) Melkassa produced and distributed 55 tons of foundation seed to seed multiplier groups, which multiplied this to 138 metric tons of certified seed; 2) access to certified seed of improved bean varieties by the smallholder farmers was enhanced, which in turn enabled farmers to produce bean in the target area; 3) awareness and adoption of bean varieties among smallholder farmers, bean producers and development actors was improved.

***Adami Tulu Agricultural Research Center (ATARC):*** Two agreements were signed with ATARC during the life of the project:

***Demonstration and scaling up of goat fattening with available feeding options:*** Small ruminants are a critical component of the mixed smallholder farming systems of Ethiopia. Despite their potential, the production and productivity of small ruminants in the Activity's implementation areas was exceptionally low mainly due to a shortage of improved feeding options (including fodder and concentrate) and poor management practices. The Activity supported the demonstration of improved goat-fattening technology. Overall, 18 FRGs with 15 to 20 members each participated in the demonstration process and gained improved fattening skills, became familiarized with feeding options, understood market demand and requirements, were linked with buyers and increased their income by selling fattened goats.

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<sup>41</sup> Based on the Feed the Future Ethiopia Livelihoods for Resilience – Oromia Innovation Fund Manual, proposals were reviewed and selected on the criteria of 1) technical feasibility; 2) value for money / cost effectiveness; 3) linkages with other project activities and participants; and 4) engagement with issues related to gender and youth.

***Participatory demonstration and evaluation of selected moisture-conservation technologies for increasing maize yield in moisture deficit areas and intercropping with haricot bean:***

Preserving soil moisture is an important means to maintain the necessary water for agricultural production in the central Rift Valley area, which is usually affected by erratic rainfall. This is especially important in areas where rainwater and/or groundwater resources for irrigation are scarce or decreasing due to climate change or other causes. Through the intervention, soil erosion was reduced and the water storage capacity of the soil enhanced; the maize crop had reduced exposure to moisture stress; household income improved as a result of a 50% increase in maize yield; and farmers were motivated to use and adopt the technology for the next season as they were convinced of the importance of moisture conservation, which created aspiration among fellow farmers. In addition, Activity participants, surrounding farmers and local government staff gained improved agronomic skills.

***Arsi Negele TVET College:*** The Activity provided an Innovation Fund grant to support graduates of short-term training. The training was conducted in Arsi Negele for 43 youths in construction and hospitality (i.e., laundry, small restaurant, etc.). The Activity and TVET organized three groups: one on construction for 15 participants (F=0), one on laundry for seven participants (F=1) and one on small restaurants with 11 participants (F=1). The TVET procured the required materials and started brick production in its own compound and created job opportunities for trained youths. The laundry and small hotel groups received licenses, rented a house, and started their business.

***Bora Dembel Farmers' Cooperative Union:*** The union was supported to construct storage areas for four primary cooperatives and establish an animal feed processing unit in ATJK. This did not take place due to a delay in the procurement of a feed-processing machine. The union constructed the stores and built a structure to house the feed-processing unit in Ziway/Batu town. Because of the stores at four primary cooperatives, participants were able to access improved warehouse services and inputs (fertilizer, seed, chemicals, etc.) and output marketing (grain marketing) as participants were marketing their products through the union, reduced post-harvest losses and transaction costs like cost of transportation, reduced the negative role of brokers as the union was the one directly contacting and negotiating with potential buyers on behalf of participants, and increased their income.

***Awash SACCO, Kaleta Union and Metemamen Microfinancing Institute:*** The Innovation Fund supported three FSPs to promote the coin box savings method to Activity participants to enable them save daily, promote a culture of saving, and facilitate loan repayment. Overall, more than 700 coin boxes were distributed to project participants. Based on the feedback received from participants and FSPs, the coin box improved HHS' fiscal management and utilization by:

- *Increasing participant saving amount:* The amount that participants saved monthly increased as the convenience of having the box in their house allowed them to save what they had on a timely basis. Observations indicated that participants saved 20 to 100 ETB before owning the coin box and 50 to 1,200 ETB with the coin box.
- *Improved culture of saving:* The box improved the culture of saving in the community. Most community members were unaccustomed to the concept of saving but when they used the coin box, they started to recognize its importance and gradually increased the amounts saved.

- *Straightforward way of deposit mobilization:* The coin box was an important way of depositing funds and mobilizing funds for the RUSACCO. The saving amount of HHs that did not have a coin box was smaller than among those that had a coin box.

**Meklit Microfinance Institute:** The MFI was provided with an Innovation Fund grant to support youth groups with value-chain financing and capacity-building activities. Some of the contributions of the initiatives were: participants built skills in the business types selected, youth were encouraged to access loans and work together, new loan products were introduced to FSPs, and youth aspired to creating self-employment and income-generating activities.

**Shayashone Trading PLC:** To minimize post-harvest losses, the Activity supported the PLC to commercialize PICS bags through: 1) village and market demonstrations; 2) radio advertisements; 3) extension services; and 4) youth and vendor training and coaching. Shayashone trained 76 extension agents, 12 vendors (2 cooperatives and 10 private agro-dealers) and 34 youth resellers. Some 22,249 PICS bags were sold in Activity areas; 330 village demonstrations were held in five Activity woredas; 120 door-to-door demonstrations were conducted in collaboration with woreda-level agriculture offices; 139 radio commercials were broadcast in the Oromo and Amharic languages through Assela FM, Shashamane FM, OBN, Fana Link and Fana Milito Wari; 43 market demonstrations were held mainly in Shala and Sire intervention woredas; 120 demonstrations were organized at the woreda and kebele level in which about 2,400 farmers participated and learnt about PICS bags. Overall, the initiative improved crop storage, reduced post-harvest loss due to pests, reduced storage costs (fumigation, labor, etc.), reduced chemical use, created awareness among the community of the technology, enabled participants to preserve quality seed and have increased income, increased the germination rate, and improved participants’ bargaining role.

**Menagesha Biotech Industry PLC:** The PLC promoted rhizobium inoculant technology in key haricot-bean-growing woredas (Siraro, Shala, Arsi Negele and Ziway Dugda). Four agro-dealers, four retailers, 21 DAs, 45 model farmers and 64 woreda experts were trained, and 134 training materials and 2,500 bushes were distributed. At eight sites, 24 demonstration plots were established and planted with rhizobium-treated and improved haricot bean seed. Farmer field days on a selected demonstration site of each woreda were organized, and 485 model farmers, 33 DAs, 80 woreda experts, 14 woreda officials and four retailers participated and shared the best practice. The results showed a major increase in yield at harvest time when comparing untreated and treated plots.

Table 9. Production of Bean Crop at Demonstration Sites With and Without Rhizobium

| woreda | Quantity/ha without biofertilizer (quintals) | Quantity/ha with biofertilizer (quintals) | Production increase (percent) |
|--------|--|---|-------------------------------|
| ATJK   | 3.23   | 15  | 464%                          |
| Shala  | 29   | 45  | 155%                          |
| Siraro | 7.5  | 32.5                                      | 433%                          |

The business-to-business (B2B) linkage created through the Activity enabled the PLC and four agro-dealers to sign agent agreements, and Menagesha Biotech Industry PLC started distributing



packets of biofertilizer through these agro-dealers. The overall contribution of the initiatives included introducing biofertilizer inoculate to Activity participants, improving knowledge and skills for organic and sustainable farming, improving production and productivity, increasing income, improving nutrition, and creating market opportunities for agro-dealers.

***Arsi University College of Agriculture and Environmental Science:*** The College conducted demonstrations for sheep- and goat-fattening and poultry production in Dodota, Ziway Dugda, Heben Arsi and Sire woredas.

***Sheep fattening:*** The Innovation Fund was used to introduce an innovative technology for sheep and goat fattening to the community. The target participants acknowledged the contribution of the initiative saying that, using the traditional grazing system of fattening, the animal took from seven to twelve months to reach the required weight, whereas the new fattening method using an integrated grazing system and feed concentrate took only three months. This was an improvement of 300%. The overall contribution of the initiative included: Activity participants, surrounding farmers and local government staff gaining skills in improved fattening practices; participants were familiarized with locally available feeding options and increased their understanding of market demands and requirements; participants were linked with buyers; and HH income increased.

***Poultry production:*** The demonstration of poultry production through Arsi University enabled Activity participants to gain new technical skills in modern poultry production (housing, feeding and management) and ensured additional income through egg sales in local markets. In addition, the participants' family nutrition status improved, and participants created B2B relations with agro-dealers to buy poultry feed and minerals, and took advantage of group saving by developing internal by-laws. The integration of new skills in input linkages, production, output market links and savings/financial skills are key to sustainable outcomes and resilience.

The local government used the demonstration site for extension service provision, took on the responsibility from the college, and are providing the required technical support, including veterinary services. These demonstration sites now provide a benchmark for the surrounding kebeles, which shows a clear influence of the project and a new scaling strategy.

***NASIBA Animal Nutrition PLC:*** The PLC had patent rights from the Intellectual Property Office of the Ministry of Science and Technology to produce MIN Chick, a mineral supplement for poultry egg production, shell quality and egg productivity. Through the Innovation Fund, the Activity supported NASIBA to increase its production capacity and efficiency by upgrading its packaging machine. As a result, production capacity rose by 40%. The Activity created B2B linkages with agro-dealers to be used as distribution channels, and the company equipped the agro-dealers with skills on mineral supplementation, storage and market promotion strategies, and signed a formal agent agreement. Three of the agro-dealers were actively receiving product from the company. As a result, the income of agro-dealers increased through product diversification and Activity participants accessed the product easily.

***Selam Awassa Business Group Pvt. Ltd. Co:*** Selam Awassa has an agreement with Melkassa Research Center to multiply and distribute the mechanized bean thresher developed by the



research center. The initiative created linkages between the research institute and the private sector to multiply the improved technology to the user, which has helped reduce post-harvest loss and create job opportunities for youth.

**Medina Hamza and Medina Poultry Production Enterprise:** Based in Shala woreda, Aje town, the enterprise was supported to start a poultry hatchery and poultry feed production. The enterprise constructed a pullet-growing house, procured and installed an incubator and feed-processing machines, and started feed production. The initiative introduced locally produced pullets into the community, ensured the availability and accessibility of pullets to nearby participants at a fair price, built the capacity of community-level entrepreneurs, enabled participants to access pullets on credit, increased the income of entrepreneurs and participants, improved and diversified HH nutrition, and ensured the availability of pullets at the local level for other sister projects (e.g., DiNERs).

Matrix M: Innovation Fund

| Issues faced   | Adaptations made   | Recommendations   |
|--|--|---|
| Innovation Fund applicants submitted overly ambitious proposals.   | <ul style="list-style-type: none"> <li>• Readjusted scope of Innovation Fund activities.</li> <li>• For second round of Innovation Fund proposals, organized a pre-proposal meeting with potential recipients and stipulated scope and budget and managed expectations.</li> </ul>   | <ul style="list-style-type: none"> <li>• Hold pre-proposal meetings with potential recipients so all parties understand the process and scope.</li> <li>• Develop standard proposal application templates (narrative and budget).</li> </ul>  |
| Disconnect between research centers/universities and the private sector.   | <ul style="list-style-type: none"> <li>• Funded learning demonstration and replication, not formative research.</li> <li>• Held meet-and-greets and field demonstrations with Innovation Fund recipients for cross-learning and B2B linkages.</li> </ul>                             | <ul style="list-style-type: none"> <li>• When funding research centers/universities, encourage public-private partnerships.</li> <li>• Facilitate cross-learning and B2B linkages between Innovation Fund recipients.</li> </ul>  |
| External factors (i.e., market disruptions, inflation, etc.) delay or disrupt Innovation Fund activities.  | <ul style="list-style-type: none"> <li>• Receptive to providing amendments (i.e., no-cost extensions, budget realignments, etc.)</li> <li>• Innovation Fund commitment was reduced if the recipient was unable to complete activity.</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Build in flexibility in agreement and SOG.</li> <li>• Encourage Innovation Fund grantees to procure needed equipment and supplies as early as possible.</li> <li>• Conduct regular monitoring visits to determine progress and discuss if any adjustments are required.</li> </ul> |
| Some initial Innovation Fund investments focused on industrial processing, especially animal feed supplements. The impact was <del>more diluted</del> limited. | <ul style="list-style-type: none"> <li>• Created B2B between manufactures of commercial products supported by the Innovation Fund and agro-dealers and sales agents.</li> <li>• In second round, focused on interventions that had more immediate community-level impact.</li> </ul> | <ul style="list-style-type: none"> <li>• Invest in marketing of agricultural products, not in manufacturing.</li> <li>• Invest in interventions that have more direct and immediate impact on PSNP clients.</li> <li>• Review Innovation Fund proposals to ensure that the</li> </ul>                                       |

|  |  |   |
|--|--|---|
|  |  | primary end users/clients are PSNP clients. |
|--|--|---|

For more details, refer to [\*Attachment A: Livelihoods and Innovation Fund Adaptive Management Matrix\*](#).

## COVID-19 Redirection

**COVID-19 Cash Transfers:** Considering the potential secondary economic impact of COVID-19, the Activity evaluated direct-support interventions to mitigate COVID-19's short-term and long-term effects. Based on agricultural seasonality, households' multiple needs, and an analysis of risks, the Activity determined that cash transfers were the most appropriate way to support households in protecting their assets from the potentially devastating consequences of loss to their livelihoods.

The Activity focused interventions in the four woredas that did not overlap with either the CRS DFSA or WV SPIR implementation area – ATJK, Dodota, Boset and Sire. The Activity then targeted households, that were actively participating in LGs, to provide multipurpose cash grants to support family budgets and household resource plans (HRPs). Each household was provided with 1,400 ETB (≈\$40). The amount was determined based on the GOE wage rate for 1.5 months of PSNP public works. Building on existing household assets developed with the support of the Activity, households were encouraged to invest the cash in: 1) inputs or inventory; 2) increasing their saving to off-set potential income loss; 3) paying off outstanding debt to strengthen credit history to secure future loans; 4) investing in cost-efficient food to improve their health; 5) homestead production; 6) buying community-based health insurance; and/or 7) buying personal protective equipment (PPE) or other preventive supplies (i.e. soap, jerrycans, etc.) to prevent COVID-19 infection.

To minimize any risk of COVID-19 spreading during cash transfers, the Activity put in place several protective measures, including: 1) selecting distribution sites that were close to communities; 2) limiting the number of staff and participants present at distribution points; 3) arranging distribution sites based on recommended physical distancing standards; and 4) equipping sites with handwashing stations.

To increase the proportion of women and people with specific needs benefitting from the transfer, the Activity: 1) encouraged couples to review their household budgets and household resource plans in determining how to allocate the cash transfers; 2) encouraged wives to accompany their husbands to collect the cash transfers, when the husband was registered as the head of household by the GOE; 3) permitted women and/or persons with specific needs to delegate someone to collect the cash transfer on their behalf if they were uncomfortable or unable to travel to the distribution site; 4) located the distribution sites close to kebeles to minimize harassment, theft or other forms of harm in transit and to minimize the time burden by reducing the travel time; and 5) had feedback-and-response mechanisms in place at each cash distribution site.

In addition, Activity-supported agro-dealers and agricultural input suppliers were notified of the cash transfer distribution schedule so they could promote their goods at distribution points and stock up on supplies during the distribution weeks.

A total of 8,849 households (F=3,466) or 106% of the targeted households received cash transfers. Cash transfers were scheduled to be completed by the end of June 2020; however,

transfers scheduled for the final week of June were disrupted because of communal violence in intervention woredas, forcing the Activity to wait for a more appropriate time to travel to the distribution kebeles.

The Activity's MEAL team conducted a post-distribution monitoring (PDM) survey on the COVID-19 cash transfer. Recipients were asked to: 1) assess the quality and safety of the cash distribution process; 2) detail how the cash was used; and 3) define the impact on their livelihoods, especially in mitigating the effects on COVID-19. The results found that 88% of households used the cash for the anticipated purpose, such as buying agricultural inputs, nutritious food and PPE, as well as investing in homestead gardening. Additionally, the cash was used to increase savings and CBHI enrollment. Some 97% of the total respondents reported positive changes, such as increasing their income and protecting household assets.

**Public awareness:** COVID-19 prevention and protection messages were delivered to community members using government-approved print and audio communication materials translated into the local language. Messages were delivered during LG meetings, public gatherings, and cash transfer sessions. During the reporting period, 80,243 Activity participants were reached through poster messages and 93,683 through audio messages and handwashing sessions.

**Mitigation measures:** A total of 315 of implementing partner staff and frontline workers (i.e., FTH/IFH couples, YPAs, etc.) were provided with COVID-19 awareness messages, and 377 staff were given reusable masks and hand sanitizers. In addition, nine woreda offices were supplied with 2,000-liter water tanks to ensure the availability of water for handwashing. In FY20, 38 private service providers—financial service providers and agro-dealers—were provided with PPE and communication materials and other supplies, including liquid soap, 80-liter jerrycans, bleach, alcohol-based hand sanitizer, reusable face masks, disposable gloves, and hygiene posters. All PPE was purchased with CRS cost-share funds.

Equipment supplies and communication materials on the prevention of COVID-19, 80-liter jerrycans, liquid soap and posters were distributed to 1,379 LGs so that they could prevent the spread of COVID-19 and protect themselves during group activities.

### **Monitoring, Evaluation, Accountability and Learning (MEAL)**

**MEAL Structures, Functions and Capabilities:** The Activity's MEAL system was guided by Feed the Future M&E guidance and the CRS MEAL Policies and Procedures. The Activity's MEAL structure developed at two levels: 1) the central MEAL unit based in the CRS country office in Addis Ababa with a MEAL manager; and the 2) implementation MEAL team based at MCS offices with a MEAL manager. The central MEAL unit was responsible for the design, technical backstopping, and overall management of the Activity's MEAL system. The central MEAL unit received technical backstopping support from CRS EARO MEAL technical advisors, who provided input on MEAL operating manuals and implementation reviews, studies, and survey tools, mentoring to develop the participant feedback-and-response mechanism, and general coaching as needed. MCS M&E experts were based at the MCS sub-offices in Shashamane, Meki and Asela, and at the woreda-level. There was one M&E expert assigned per woreda, who oversaw and supported the activities in their respective woreda.

## **MEAL Capacity Development Strategy**

The Activity encouraged the project's MEAL and non-MEAL staff to train in MEAL competencies through workshops, short courses, online learning, and on-the-job trainings, as appropriate. Field-level staff were also trained and mentored regularly on the project's MEAL system. The Simple Measurement of Indicators for Learning and Evidence-based Reporting (SMILER), MPP and MEAL TWG meetings were opportunities for the CRS and MCS staff members to learn and share MEAL-related issues. The data management senior project officer took the lead in mentoring team members on implementing monitoring activities, including timely collection of quality data, setting up and maintenance of databases, facilitation of participatory reflection on monitoring results, and submission of timely progress reports. The detailed capacity development achievements are annexed in [Annex F: Staff MEAL Capacity Development Implementation](#). As COVID-19 GOE restrictions affected movement, CRS provided Wi-Fi in each of the nine MCS woreda offices to enhance intra-office communication, as well as video cameras to document progress of field activities. CRS also provided mini projectors for each of the woredas so that field staff could provide trainings to community members while respecting social distancing norms.

**MEAL Plan Development and Update:** The Activity submitted the initial project MEAL plan to USAID on May 2, 2017, and received approval on June 28, 2017. The MEAL plan was prepared with the full participation of the project team from CRS and MCS through a series of discussions. The approved MEAL plan included a Log Frame, Indicator Performance Tracking Table (IPTT), calendar of tasks and MEAL narrative. The Activity worked with the CRS DFSA to refine the indicators. The CRS MEAL plan considered the IPTT prepared by the CARE-implemented Livelihoods for Resilience Activity. Later, the Activity updated the MEAL plan, and it was approved by USAID in January 2021. The Activity team also developed/updated performance indicator reference sheets (PIRS) for graduation readiness, household resource plans, loan guarantee funds, conditional capacity fund and MPEG.

## **MEAL System Functioning**

**Conducted SMILER Workshop:** Following USAID's approval of the Activity's initial MEAL plan, a three-day SMILER coaching session was organized in which the M&E system for the Activity was developed. The coaching session was built on a similar DFSA coaching session in which the Activity took part. The Activity's SMILER session was attended by MCS, CRS, DFSA and the Activity team. The SMILER session was planned and facilitated with the assistance of the CRS Ethiopia MEAL manager. Data collection forms, reporting forms, data flow maps, and communication and reporting maps were developed during the session.

The SMILER document was shared with the CRS regional MEAL team for review. After the coaching session, the priority data collection form and instructions were released to assist the routine monitoring data collection process.

## **Methodology for Data Collection, Analysis, Data Management and Reporting**

The Activity worked with USAID Ethiopia in collaboration with the other Livelihoods for Resilience Activity and the Food for Peace Development Food Assistance Programs, to revise and refine indicators as part of the MEAL plan. Through this process, clarification was obtained

on a set of harmonized indicators with other USAID programs and a decision made as to which of these entered the Feed the Future (FtF) reporting module within USAID’s Development Information Solution (DIS). Output indicators were assessed on a quarterly basis to measure progress of delivering tangible and intangible outputs, and were used to make corrective and learning decisions. Data on outcome indicators collected through an annual monitoring survey assessed changes in behaviors, attitudes and practices of individuals, groups and institutions targeted by the project. Impact indicators will be evaluated at the end of the project by USAID Ethiopia.

The results framework was structured around the three livelihoods pathways (on-farm, off-farm, and employment) and CLA. While this structuring by livelihood pathway mirrors the PSNP project design, it was at times problematic as an indicator sometimes fell under two or more strategic objectives.

### **Annual Participant-Based Survey**

The main objective of the APaBS was to measure the progress made by the Activity since its inception against the set targets outlined in the project’s Indicator Performance Tracking Table (IPTT) (see Annex I: Livelihoods for Resilience Activity – Oromia: Indicators). A data collection firm was hired to conduct the field activities that included data collection, supervision, and data cleaning. The same firm collected field-based data in 2018, 2019 and 2020. The survey questions were designed using Census and Survey Processing System (CSPPro), and electronic devices were used to collect data. Data was analysed by the Activity’s MEAL team using SPSS Statistics software. After the annual surveys, the results were entered into the MIS/DIS system. The FY21 annual survey was not completed because of early project closure.

Data collection was gathered through mobile devices using CSPPro, which was selected as it is compatible with most data analysis software. The Activity’s MEAL manager and senior officer supervised the data collection firm to ensure the delivery of quality data. The data collection firm developed the data collection and supervision protocol for the annual survey with support from Activity MEAL team.

To prepare the collected data for verification and analysis, the Activity MEAL team ensured verification and cleaning of the data. A detailed survey data quality assurance protocol was developed to assure quality of data and to ensure consistency in handling of data quality issues.

### **Collaborating, Learning, Adapting, and Communicating**

In the CRS MEAL Policies and Procedures (MPP), learning is defined as CRS staff engaging with our partners “to learn from program experience and knowledge, as well as industry good practice, to continually improve the quality of our work and the benefit to the people we serve.” In promoting learning, the Activity planned and implemented various activities that could help share relevant information with stakeholders and enrich mutual learning among them. The Activity’s learning strategy was geared toward generating, capturing, sharing and using knowledge to improve development outcomes. To guide the learning process, the Activity used USAID’s CLA model and tools along with the CRS MEAL Policies and Procedures. By making use of an intentional learning approach, while providing opportunities for informal learning, the



Activity identified and filled knowledge gaps through research, knowledge sharing, technical assistance, and training.

As part of sharing information for learning, all approved Activity reports, assessments and evaluation reports were posted on USAID's Development Experience Clearing House (DEC) with USAID approval, as well as on CRS Gateway. The Activity also disseminated learning outcomes to key stakeholders to influence their approach to development issues of mutual interest by organizing learning and sharing events including a wider range of external stakeholders. The Activity held monthly meetings at the woreda level to present findings and discuss with GOE ways to improve outcomes and align policies and practices to new knowledge.

***CLA Plan:*** The Activity developed its CLA plan in collaboration with the DFSA during a joint workshop that also created awareness among programming staff of CLA principles and modalities. The CLA plan was submitted to USAID and approved in August 2018. In the CLA plan, four learning questions in the project life cycle were identified, and these were answered through assessments (for details on the learning agenda, please refer to [4.2.1 Learning agenda is developed and resourced](#)).

***Updating Risk Map:*** The risk map was intended to identify potential interruptions and assist management and staff to put in place timely and relevant mitigation measures. During the Activity implementation period, the main threats were (1) COVID-19; (2) unrest around national elections, scheduled for March 2020; (3) communal violence; and (4) the desert locust infestation. The Activity invested in conflict management and mitigation programming (i.e., youth peace ambassadors) as well as identifying possible cash and voucher assistance (CVA) delivery mechanisms. Due to this planning, the Activity improved its management agility, and was able to quickly revise its workplan and provide cash transfers. Examples include: 1) In preparations for potential pre/post-election violence, the Activity prepared scenarios for cash transfers and subsequently pivoted to disburse cash as part of the COVID-19 response; 2) fearing that Activity assets would be damaged if youth were mobilized for violence, the Activity trained 3,290 YPAs on conflict management and mitigation; and 3) while the Activity area was nominally affected by desert locusts, the Activity trained farmers to mitigate the effects (i.e., harvesting early, making feed silage, etc.).

***Provided updates on potential shocks that may affect the Activity:*** The Activity frequently used the Joint Emergency Operation Program's (JEOP) early warning system (EWS) dashboard and monthly update report to map potential risks to the Activity. The Activity's MEAL team provided monthly updates and provided early warning information to all Activity team members. The Activity monitored desert locusts using the FAO eLocust application and submitted monitoring reports on a weekly basis.

***Communication:*** In terms of the Activity's communications-related work, two success stories were submitted to USAID on a quarterly basis and some were published on CRS.org. Similarly, the CRS partnership work with MCS was highlighted on USAID Ethiopia's Facebook page. In the Activity implementation period, a 'virtual reality' video was shot by the leadership of CRS Global Advocacy department which targets information to the US Senate. A range of



communication products were created, such as factsheets, folders and posters, which were disseminated internally and externally.

***Accountability to Project Participants:*** In line with the CRS MPP, the Activity shared information, engaged partners, consulted communities, and collected feedback and complaints to enhance accountability to project participants. In FY18, the Activity collaborated with DFSA and developed its feedback-and-response mechanism manual, which was used as a guidance for establishing the participant-identified FRM in FY19. In FY19 and FY20, training was provided for experts at various levels to facilitate the implementation of the FRMs selected by the Activity. Following the training, the FRM system was established to collect feedback from the community.

Given the effectiveness of feedback through the mechanisms established, it was decided that an assessment of their functionality would need to inform future FRM activities, instead of creating additional mechanisms. The findings indicated that there were strengths of the established mechanisms, including the orientation of the kebele feedback-handling committee on the established mechanisms, and how to handle feedback and response; the introduction of at least two mechanisms to the communities; and information-sharing to participants on the available mechanisms through the distribution of leaflets.

As part of the reflection, the Activity: 1) reviewed previous FRM assessment reports; 2) monitored the functionality of the current FRM systems, particularly the telephone-based system; and 3) analysed previous complaints in terms of nature and responses. The team applied these lessons to strengthen the existing FRMs, especially the telephone hotline operated by MCS MEAL staff. During the COVID-19 cash transfer, 489 items of feedback or complaints were received and responded to.

***Providing ICT4D Trainings:*** The Activity's Management Information System (MIS) was 100% functional after the Activity's MEAL team provided training sessions on ICT4D. The training topics were selected based on MCS feedback on data entry challenges. When the ICT4D system was ready to start data collection, the DFSA/Activity provided training on the data collection application (i.e., CommCare) to CRS and partner MEAL and non-MEAL staff. A total of 65 data-collection devices with accessories were distributed to MCS staff.

## **Routine Monitoring System**

***Data Flow Map:*** Data flow maps show each of the data-gathering forms and report formats that are in a system; how the data flows through the system; how the forms relate to each other; and who is responsible for completing and forwarding to next level. The SMILER approach ensures coherence in the system and assisted in creating a detailed data flow map specific to the project. The detail is annexed in [\*Annex G: Activity Data Flow Map\*](#).

***Data Storage:*** MEAL experts at MCS were mainly responsible for routine data capturing. However, MCS sector experts were also responsible for certain data collections as defined by the PIRS and indicated on the data collection instruction sheets. Monitoring data collected using

paper-based forms was entered into the computer system within a few days of its arrival and kept at MCS woreda-level offices in a defined filing system.

### **Data Quality Assurance**

Every quarter, the Activity's MEAL team met with implementing partner MCS to jointly analyze and reflect on quarterly monitoring data received through the Indicator Performance Tracking Table (IPTT). The teams learned from the implementation accomplishments of high-performing indicators and developed action plans with assigned responsibilities to improve the performance of low-performing indicators. Actions taken ranged from translation of training manuals into the local language to revisiting data collection tools.

**Data Analysis:** Field teams reviewed data at monthly meetings, and CRS and MCS jointly analyzed routine monitoring data and developed action plans on a quarterly basis. In addition to regular records, sources of information included periodic surveys (e.g., annual survey, agricultural survey) involving interviews with target groups, small questionnaires as needed, and direct observation during field visits.

**Data Usage:** In most quarters, the Activity met with MCS to jointly analyze and reflect on quarterly monitoring data received through the Indicator Tracking Table (ITT). For the analysis, five indicators were selected on average (at least one from each sector) and performance in the previous quarter against the current quarter was discussed by technical teams.

The Activity collected data through the internal ITT that was used by MCS to report on progress to CRS. The ITT contained indicators in the IPTT that were calculated using the routine monitoring data, as well as several other output indicators that were useful for sector experts and the program manager to track project progress. Staff ensured that information about all indicators in the approved IPTT were collected, along with data that were critical for technical and management staff to oversee the program and make sound evidence-based decisions.

### **Evaluation**

**Midterm Evaluation:** The Activity conducted its participatory midterm evaluation led by external evaluators in FY19. The evaluation report was prepared in FY20 Q1 and shared with the CRS and MCS Activity teams, the CRS MEAL East Africa Office regional advisor and USAID for their reviews and inputs. CRS also organized a three-day reflection event in November 2019, during which findings and recommendations were presented and discussed. Participants were given the opportunity to make comments and inputs in a set of open, participatory, constructive and reflective discussion sessions, through which key learnings and additional recommendations were identified. The Activity documented the discussion points for future reference, and used the final recommendations in the remaining implementation period.

**Impact Evaluation:** TANGO will lead the impact evaluation with data collection starting in summer 2022. The Activity has flagged its early closure and will work with USAID and TANGO on how it can inform the impact evaluation as well as provide the needed information.

## **Management**

**Close-Out:**

On February 26, 2021, the chief of party and CRS Ethiopia country representative verbally notified USAID that the Activity would close on June 30, 2021, as the main activities had been completed before schedule and on budget. On March 12, 2021, CRS formally notified USAID in writing that the Activity would close on June 30, 2021. After extensive consultation with CRS Ethiopia and MCS, the chief of party submitted the close-out plan on April 15, 2021. Subsequently, the chief of party revised and submitted it to define the number of staff and vehicles needed in the 90 days following the end of the grant.

Matrix O: Close-out

| Issues faced  | Adaptations made   | Recommendations  |
|---|--|--|
| <b>Causes</b>   |  |  |
| By the midpoint of the Activity, it was struggling to complete key activities in time and at quality. | <ul style="list-style-type: none"> <li>• After calculating participants’ available time, the number of trainings, the time to complete activities (i.e., managing business, PSNP public works, etc.), it was determined that project would require significantly more time than participants had.</li> <li>• After calculating the number of staff required to carry out trainings, field monitoring and administration, it was found that the project lacked the staff required.</li> <li>• Hired more technical staff at the woreda level and more field-based staff (i.e., market and training experts) based on a labor analysis.</li> </ul> | <ul style="list-style-type: none"> <li>• When designing a project, consider defining resources not only as human and financial, but also as time.</li> </ul>   |
| Unexpected shocks may erode Activity development gains.   | <ul style="list-style-type: none"> <li>• Redirected resources to train and support about 3,000 youth peace in preparations for anticipated pre/post-election violence in May 2020.</li> <li>• Redirected resources to provide COVID-19 livelihood transfers</li> </ul>   | <ul style="list-style-type: none"> <li>• Build costed crisis modifier into projects.</li> <li>• Include CMM in initial project design.</li> <li>• If the award decides to redirect resources, there needs to be a reevaluation of the original targets and objectives as a consequence.</li> </ul>                 |
| Inflation eroded purchasing power, especially in FY2020.  | <ul style="list-style-type: none"> <li>• Revised budgets to account for inflation rate.</li> <li>• Recognized that there was less financial flexibility in the last 1.5 years of the project.</li> </ul>   | <ul style="list-style-type: none"> <li>• Build in a larger financial buffer for out-year inflation rates when budgeting.</li> </ul>  |
| <b>Decision-making</b>  |  |  |
| Possible partnership strain when faced with potential early closure.                                  | <ul style="list-style-type: none"> <li>• In preparing FY21 AWP and budget, adjusted costs (including staffing) so it staggered the close-out.</li> <li>• By planning for potential disruptions of a rescheduled election and scaling down of the staff, the Activity planned to complete most project activities by March 2021.</li> </ul>   | <ul style="list-style-type: none"> <li>• With partner, anticipate potential disruptions during last year of Activity and develop a mitigation plan accordingly (IP).</li> <li>• Although joint decision-making takes time and effort, it has long-term dividends, especially when things go wrong (IP).</li> </ul> |

|   |   |  |
|---|---|--|
|   | <ul style="list-style-type: none"> <li>• Regular and in-depth discussions with partners allowed for joint ownership of early close-out.</li> </ul>  |  |
| <b>Managing</b>   |   |  |
| GOE unfamiliar with the concept of a project closing early. | <ul style="list-style-type: none"> <li>• As part of the project amendment with the GOE regional office, notified regional office of early closure, both at a workshop and by adjusting end date to June 30, 2021.</li> </ul>                | <ul style="list-style-type: none"> <li>• When there is a redirection (e.g., COVID-19), formally present the redirection to the GOE to ensure early buy-in and approval (<u>IP</u>).</li> <li>• Provide a formal presentation to the GOE if the project plans to close early, and then formally submit the project amendment. (<u>IP</u>).</li> </ul> |
| Limited time to document lessons learned.                   | <ul style="list-style-type: none"> <li>• In consultation with USAID, reprioritized learning agenda and changed format from “lessons learned” to “adaptive management briefs” to show how project changed based on the situation.</li> </ul> | <ul style="list-style-type: none"> <li>• Change from traditional “lessons learned” documents to “adaptive management briefs,” which are more closely aligned to USAID Collaborating, Learning, and Adapting (CLA) framework. (<u>IP</u>)</li> </ul>  |

## Annexes

### Annex A: List of reports, studies and documents sent to the USAID Development Experience Clearinghouse (DEC)

#### Access to Finance

- Catholic Relief Services, Feed the Future Livelihoods for Resilience – Oromia. (2019). *Financial Service Providers Capacity Assessment*. Addis Ababa: Catholic Relief Services. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XH5H.pdf](https://pdf.usaid.gov/pdf_docs/PA00XH5H.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2018). *Barrier Analysis to Promote Financial Linkage to Productive Safety Net Programme (PSNP IV) Beneficiaries*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00TCR8.pdf](https://pdf.usaid.gov/pdf_docs/PA00TCR8.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Value Chain Financing Assessment and Primary Actors' Mapping for Priority Value Chains*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00W4G6.pdf](https://pdf.usaid.gov/pdf_docs/PA00W4G6.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2020). *Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers*. Retrieved from Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00WKC4.pdf](https://pdf.usaid.gov/pdf_docs/PA00WKC4.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2018). *Household Debt Management Training Manual*. Retrieved from DEC: English: [https://pdf.usaid.gov/pdf\\_docs/PA00XGFZ.pdf](https://pdf.usaid.gov/pdf_docs/PA00XGFZ.pdf); Afaan Oromo: <https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&rID=NTgxMzA4>
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2021). *Access to Finance for Livelihood Group Members with Disabilities in Oromia Region - An Adaptive Management Brief*. Retrieved from DEC: Pending approval of Final Performance Report

#### Gender

- Catholic Relief Services, Development Food Security Activity and Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2018). *Gender and Youth Assessment*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00STN9.pdf](https://pdf.usaid.gov/pdf_docs/PA00STN9.pdf)
- Catholic Relief Services, Development Food Security Activity and Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2020). *Gender-Based Violence (GBV), Food Insecurity, and Effective GBV Response Assessment*. Dr. Allison Ruark. Retrieved from Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00WF9V.pdf](https://pdf.usaid.gov/pdf_docs/PA00WF9V.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Islamic Family House Manual for Trainers (Afaan Oromo. High Res)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XHVS.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHVS.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *The Faithful House Manual for Trainers (Afaan Oromo. High Res)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XHVT.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHVT.pdf)

## **Livelihoods – On-Farm**

- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2018). *Livestock Value-Chain Assessment*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00TQ9T.pdf](https://pdf.usaid.gov/pdf_docs/PA00TQ9T.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2018). *Crop-Value/Market Systems Assessment Report and Crop Business Plans Models*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00SX4G.pdf](https://pdf.usaid.gov/pdf_docs/PA00SX4G.pdf)

## **Livelihoods – Off-Farm and Wage Employment**

- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2018). *Labor Market Assessment Report*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00TH4H.pdf](https://pdf.usaid.gov/pdf_docs/PA00TH4H.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2018). *Off-Farm Value Chain and Market Systems Analysis*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00T6FB.pdf](https://pdf.usaid.gov/pdf_docs/PA00T6FB.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia and Development Food Security Activity. (2018). *Off-Farm Model Business Plans (English)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00T6FC.pdf](https://pdf.usaid.gov/pdf_docs/PA00T6FC.pdf)

## **Livelihood Groups**

- Catholic Relief Services, Feed the Future Livelihoods for Resilience – Oromia. (2019). *Leadership Training*. The Center of Creative Leadership. Retrieved from DEC: English: [https://pdf.usaid.gov/pdf\\_docs/PA00XHW9.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHW9.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XHWB.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHWB.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Household Resource Plan Guide for Field Staff*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XHHC.pdf](https://pdf.usaid.gov/pdf_docs/PA00XHHC.pdf)

## **Nutrition**

- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Cost of Diet Analysis in the Rift Valley of Ethiopia*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00W45D.pdf](https://pdf.usaid.gov/pdf_docs/PA00W45D.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Establishing and Growing A Productive Garden Lesson Plans - Job Aid (Afaan Oromo, High Res)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XG3B.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG3B.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Establishing and Growing A Productive Garden Lesson Plans - Lesson Plans*. Retrieved from DEC: English: [https://pdf.usaid.gov/pdf\\_docs/PA00XG3C.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG3C.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XG3F.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG3F.pdf)
- Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Nutritious Diets Job Aid for Household-Level Planning and Budgeting*. Retrieved from DEC: English: [https://pdf.usaid.gov/pdf\\_docs/PA00XG38.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG38.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XG36.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG36.pdf)
- Catholic Relief Services, Feed the Future Livelihoods for Resilience – Oromia. (2020). *Nutritious Diets Manual for Household-Level Planning and Budgeting*. Retrieved from



DEC: English [https://pdf.usaid.gov/pdf\\_docs/PA00XG35.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG35.pdf); Afaan Oromo: [https://pdf.usaid.gov/pdf\\_docs/PA00XG34.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG34.pdf)

### **Layering and Collaboration**

Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2017). *Internal Collaboration of Food for Peace Development Food Security Activity (DFSA) and Feed the Future Livelihoods for Resilience – Oromia (LRO) Report*. Retrieved from DEC:

<https://dec.usaid.gov/dec/content/Detail.aspx?vID=47&ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDdBmY2Uy&rID=NTc5MzI0>

Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2020). *Operational Considerations in Layering Bureau of Humanitarian Affairs (BHA) and Feed the Future (FtF) Activities in Ethiopia*. Retrieved from DEC: Pending

### **Monitoring, Evaluation, Accountability and Learning (MEAL)**

United States Agency for International Development (USAID). (2019). *Feed the Future Ethiopia Livelihoods for Resilience (L4R) Learning Activity: Impact Evaluation Baseline Report*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00TXJB.pdf](https://pdf.usaid.gov/pdf_docs/PA00TXJB.pdf)

Catholic Relief Services, Feed the Future Livelihoods for Resilience – Oromia. (2020). *Midterm Evaluation Report*. Retrieved from DEC:

[https://pdf.usaid.gov/pdf\\_docs/PA00WJWM.pdf](https://pdf.usaid.gov/pdf_docs/PA00WJWM.pdf)

Catholic Relief Services, Feed the Future Resilience –Oromia. (2021). *Adaptive Management Brief: Management and Dissemination of Assessments and Training Material by Utilizing USAID Development Education Clearinghouse (DEC)*. Retrieved from DEC: Pending approval of Final Performance Report

### **Peacebuilding and Conflict Management and Mitigation (CMM)**

Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2019). *Youth Peace Ambassador's Conflict Mitigation and Management Training Manual (Afaan Oromo Version)*. Retrieved from DEC:

[https://pdf.usaid.gov/pdf\\_docs/PA00XG31.pdf](https://pdf.usaid.gov/pdf_docs/PA00XG31.pdf)

Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2021). *Youth Peace Ambassadors: An Adaptive Management Brief on Integrated Conflict Management and Mitigation (CMM) in Livelihoods and Resilience Programming*.

Retrieved from DEC: Pending approval of Final Performance Report

### **Youth**

Catholic Relief Services, Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2017). *Multi-stakeholder Assessment of Youth Development*. Retrieved from DEC:

[https://pdf.usaid.gov/pdf\\_docs/PA00TCRQ.pdf](https://pdf.usaid.gov/pdf_docs/PA00TCRQ.pdf)

Catholic Relief Services, Development Food Security Activity and Feed the Future Ethiopia Livelihoods for Resilience – Oromia. (2018). *Youth Employability Skills Training: Facilitator Guide (English)*. Retrieved from DEC: [https://pdf.usaid.gov/pdf\\_docs/PA00XFMS.pdf](https://pdf.usaid.gov/pdf_docs/PA00XFMS.pdf)



## Annex B: Partnerships by Organization and Woreda

| Partners                                       | ATJK | Boset | Dodota | Heben<br>Arsi | Arsi<br>Negele | Shala | Sirar<br>o | Sire | Ziway<br>Dugda |
|--|------|-------|--------|---------------|----------------|-------|------------|------|----------------|
| <b>Agro-dealer</b>                             | 2    | 2     | 2      | 3             | 3              | 1     | 2          | 2    | 3              |
| <b>Cooperative Union</b>                       |      |       |        |               |                |       |            |      |                |
| Bora Dambel Farmers' Cooperative Union (BDFCU) | 2    |       |        |               |                |       |            |      |                |
| <b>Financial Service Provider - MFI</b>        |      |       |        |               |                |       |            |      |                |
| Meklit Micro Finance Institute S.C             | 2    |       |        |               |                |       |            |      |                |
| Metemamen Micro Financing Institute S.C        |      |       |        | 2             | 2              | 1     |            | 1    | 1              |
| <b>Financial Service Provider - RuSACCO</b>    |      |       |        |               |                |       |            |      |                |
| Abdi Gudina RuSACCO                            |      |       |        |               |                |       | 1          |      |                |
| Abdi Kufa RuSACCO                              |      |       |        |               |                | 1     |            |      |                |
| Abdi Rabi RuSACCO                              |      |       |        |               |                |       | 1          |      |                |
| Badhatu Boru RuSACCO                           |      |       |        |               |                |       | 1          |      |                |
| Baritu Ifa RuSACCO                             |      |       |        |               |                |       | 1          |      |                |
| Bedhatu Dongoro RuSACCO                        |      |       |        |               |                |       | 1          |      |                |
| Biftu RuSACCO                                  |      | 1     |        |               |                |       |            |      |                |
| Bonsa RuSACCO                                  |      |       |        |               |                |       |            | 1    |                |
| Burkitu Roge RuSACCO                           |      |       |        |               | 1              |       |            |      |                |
| Chara Gari RuSACCO                             |      |       |        |               |                |       |            | 1    |                |
| Daba Kanisa RuSACCO                            |      |       |        |               |                |       |            | 1    |                |
| Degagtu RuSACCO                                |      |       | 1      |               |                |       |            |      |                |
| Derartu RuSACCO                                |      |       | 1      |               |                |       |            |      |                |
| Dureti RuSACCO                                 |      |       |        |               |                |       |            | 1    |                |
| Duruma RuSACCO                                 |      |       | 1      |               |                |       |            |      |                |
| Gemechisa RuSACCO                              |      |       |        |               |                |       |            | 1    |                |
| Golba RuSACCO                                  |      |       |        |               | 1              |       |            |      |                |
| Gudina RuSACCO                                 |      |       |        |               |                |       |            | 1    |                |
| Hachaltu RuSACCO                               |      |       |        |               |                | 1     |            |      |                |
| Hada Langano RuSACCO                           |      |       |        |               | 1              |       |            |      |                |
| Harawa Bari RuSACCO                            |      | 1     |        |               |                |       |            |      |                |
| Hawi Gudina RuSACCO                            |      |       |        |               |                | 1     |            |      |                |
| Hawi RuSACCO                                   |      |       | 1      |               |                |       |            |      |                |
| Heban Sade RuSACCO                             |      |       |        |               |                |       | 1          |      |                |
| Hindandama RuSACCO                             |      |       |        |               |                | 1     |            |      |                |
| Hora Shala RuSACCO                             |      |       |        |               |                | 1     |            |      |                |
| Idgat Landinat RuSACCO                         |      |       |        |               |                |       |            | 1    |                |
| Ifa Gobana RuSACCO                             |      |       |        |               |                |       |            | 1    |                |
| Ire Gudina RuSACCO                             |      |       |        |               | 1              |       |            |      |                |
| Jalala Kachachula RuSACCO                      |      |       |        |               |                |       | 1          |      |                |
| Jijirama RuSACCO                               |      |       |        |               |                |       |            | 1    |                |
| Kaleta Saving and Credit Cooperative Union     |      |       | 1      |               |                |       |            | 1    |                |
| Kananitu RuSACCO                               |      |       |        |               |                | 1     |            |      |                |

|  |           |           |           |          |           |           |           |           |          |
|--|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|----------|
| Kenenisa RuSACCO   |           |           | 1         |          |           |           |           |           |          |
| Kiltu Shirvano RuSACCO   |           |           |           |          |           |           | 1         |           |          |
| Kobe Mendo RuSACCO   |           |           |           |          |           | 1         |           |           |          |
| Korse Mansa RuSACCO  |           |           |           |          | 1         |           |           |           |          |
| Leta RuSACCO   |           |           | 1         |          |           |           |           |           |          |
| Milka'a RuSACCO  |           |           | 1         |          |           |           |           |           |          |
| Sori RuSACCO   |           |           |           |          |           |           |           | 1         |          |
| Waktola RuSACCO  |           | 1         |           |          |           |           |           |           |          |
| Waltai RuSACCO   |           |           | 1         |          |           |           |           |           |          |
| <b>Financial Service Provider - SACCO</b>                        |           |           |           |          |           |           |           |           |          |
| Awash Saving and Credit Cooperative Union                        |           | 2         |           |          |           |           |           |           |          |
| Duro Shala Saving and Credit Cooperative Union                   |           |           |           | 1        | 1         | 1         | 1         |           |          |
| Kaleta Saving and Credit Cooperative Union                       |           |           | 1         |          |           |           |           |           |          |
| <b>Other private sector</b>                                      |           |           |           |          |           |           |           |           |          |
| Medina Hamza and Medina Poultry production                       |           |           |           |          |           | 1         |           |           |          |
| Menagesha Biotech Industry PLC                                   |           |           |           |          | 1         | 1         | 1         |           | 1        |
| Selam Awassa Business Group PVT. LTD. Co (SABG)                  | 1         | 1         |           |          | 1         | 1         |           |           | 1        |
| Shayashone Trading PLC   | 1         | 1         | 1         |          |           | 1         |           |           |          |
| <b>Research Center</b>   |           |           |           |          |           |           |           |           |          |
| Adami Tulu Agricultural Research Office                          | 3         |           |           |          | 2         | 2         |           |           |          |
| Arsi University College of Agriculture and Environmental Science | 1         |           | 1         | 1        |           |           |           | 1         | 2        |
| EIAR-Melkassa Research Center                                    | 1         | 1         |           |          | 1         | 1         | 1         |           |          |
| <b>TVET</b>  |           |           |           |          |           |           |           |           |          |
| Batu TVET  | 1         |           |           |          |           |           |           |           |          |
| Boset TVET   |           | 1         |           |          |           |           |           |           |          |
| Arsi Negele TVET   |           |           |           | 1        | 1         |           |           |           |          |
| Shala TVET   |           |           |           |          |           | 1         |           |           |          |
| Siraro TVET  |           |           |           |          |           |           | 1         |           |          |
| Sire TVET  |           |           |           |          |           |           |           | 1         |          |
| Dera TVET  |           |           | 1         |          |           |           |           |           |          |
| Ziway Dugda TVET   |           |           |           |          |           |           |           |           | 1        |
| <b>Grand Total</b>   | <b>14</b> | <b>11</b> | <b>15</b> | <b>8</b> | <b>17</b> | <b>18</b> | <b>14</b> | <b>16</b> | <b>8</b> |

## Annex C: Agro-Dealers and Innovation Fund Beneficiaries

|     | Partners  | # of Supported Activities | Disbursed (USD)  |
|-----|---|---------------------------|------------------|
|     | <b>Agro-dealer</b>                              | <b>20</b>                 | <b>\$104,301</b> |
| 1.  | Agro-dealer 1                                   | 1                         | \$3,920          |
| 2.  | Agro-dealer 2                                   | 1                         | \$3,200          |
| 3.  | Agro-dealer 3                                   | 1                         | \$3,928          |
| 4.  | Agro-dealer 4                                   | 1                         | \$4,000          |
| 5.  | Agro-dealer 5                                   | 1                         | \$4,000          |
| 6.  | Agro-dealer 6                                   | 1                         | \$3,681          |
| 7.  | Agro-dealer 7                                   | 1                         | \$3,681          |
| 8.  | Agro-dealer 8                                   | 1                         | \$3,126          |
| 9.  | Agro-dealer 9                                   | 1                         | \$3,200          |
| 10. | Agro-dealer 10                                  | 1                         | \$3,584          |
| 11. | Agro-dealer 11                                  | 1                         | \$3,584          |
| 12. | Agro-dealer 12                                  | 1                         | \$3,640          |
| 13. | Agro-dealer 13                                  | 2                         | \$40,250         |
| 14. | Agro-dealer 14                                  | 1                         | \$4,000          |
| 15. | Agro-dealer 15                                  | 1                         | \$3,200          |
| 16. | Agro-dealer 16                                  | 1                         | \$2,553          |
| 17. | Agro-dealer 17                                  | 1                         | \$3,620          |
| 18. | Agro-dealer 18                                  | 1                         | \$3,200          |
| 19. | Agro-dealer 19                                  | 1                         | \$4,000          |
|     | <b>Cooperative Union</b>                        | <b>2</b>                  | <b>\$42,453</b>  |
| 20. | Bora Dambel Farmers' Cooperative Union (BDFCU)  | 2                         | \$42,453         |
|     | <b>Financial Service Provider - MFI</b>         | <b>2</b>                  | <b>\$31,426</b>  |
| 21. | Meklit Micro Finance Institute S.C              | 1                         | \$19,307         |
| 22. | Metemamen Micro Financing Institute S.C         | 1                         | \$12,119         |
|     | <b>Financial Service Provider - SACCO</b>       | <b>2</b>                  | <b>\$25,413</b>  |
| 23. | Awash Saving and Credit Cooperative Union       | 1                         | \$10,702         |
| 24. | Kaleta Saving and Credit Cooperative Union      | 1                         | \$14,711         |
|     | <b>Other private sector</b>                     | <b>5</b>                  | <b>\$120,185</b> |
| 25. | Medina Hamza and Medina Poultry production      | 1                         | \$20,544         |
| 26. | Menagesha Biotech Industry PLC                  | 1                         | \$25,030         |
| 27. | NASIBA Animal Nutrition (NAN)                   | 1                         | \$24,988         |
| 28. | Selam Awassa Business Group PVT. LTD. Co (SABG) | 1                         | \$24,518         |
| 29. | Shayashone Trading PLC                          | 1                         | \$25,105         |

|     |  |           |                  |
|-----|--|-----------|------------------|
|     | <b>Research Center</b>   | <b>6</b>  | <b>\$156,526</b> |
| 30. | Adami Tulu Agricultural Research Office                          | 3         | \$73,566         |
| 31. | Arsi University College of Agriculture and Environmental Science | 2         | \$50,000         |
| 32. | EIAR-Melkassa Research Center                                    | 1         | \$34,960         |
|     | <b>TVET</b>  | <b>1</b>  | <b>\$24,196</b>  |
| 33. | Arsi Negele TVET   | 1         | \$24,196         |
|     | <b>Grand Total</b>   | <b>38</b> | <b>\$506,499</b> |

## Annex D: Learning Exercise by Type and Specific Learning

| Learning Exercise   | 2017     | 2018     | 2019     | 2020     | Grand Total |
|---|----------|----------|----------|----------|-------------|
| <b>Joint</b>  | <b>1</b> | <b>6</b> | <b>0</b> | <b>3</b> | <b>10</b>   |
| <b>Assessment</b>   | <b>1</b> | <b>5</b> |          | <b>2</b> | <b>8</b>    |
| Assessment of Challenges, Barriers and Opportunities for Women, Youth and People with Disabilities in Access to and Use of Finance from Financial Service Providers |          |          |          | 1        | 1           |
| Assessment of Crop-Value/Market Systems Final Report, Ethiopia, 2018  |          | 1        |          |          | 1           |
| Gender and Youth Assessment, Ethiopia, 2018   |          | 1        |          |          | 1           |
| Joint Assessment on Gender-based Violence (GBV), Food Insecurity, and Effective GBV Response, 2020  |          |          |          | 1        | 1           |
| Labor Market Assessment Report, Ethiopia, 2018  |          | 1        |          |          | 1           |
| Livestock Value-chain Assessment Report, 2018   |          | 1        |          |          | 1           |
| Multi-stakeholder Assessment of Youth Development, Feed the Future Ethiopia Livelihoods for Resilience – Oromia, Oromia Region, Ethiopia, 2017                      | 1        |          |          |          | 1           |
| Off-Farm Value Chain and Market Systems Analysis, Ethiopia, 2018  |          | 1        |          |          | 1           |
| <b>Experience Sharing</b>   |          |          |          | <b>1</b> | <b>1</b>    |
| PSNP TWG Livelihoods Field Visit  |          |          |          | 1        | 1           |
| <b>Operational Research</b>   |          | <b>1</b> |          |          | <b>1</b>    |
| Barrier Analysis to Promote Financial Linkage to Productive Safety Net Program (PSNP IV) Beneficiaries, Oromia Region, Ethiopia, 2018                               |          | 1        |          |          | 1           |
| <b>Project specific</b>   |          | <b>2</b> | <b>4</b> | <b>4</b> | <b>10</b>   |
| <b>Assessment</b>   |          |          | <b>2</b> |          | <b>2</b>    |
| Cost of Diet Analysis in the Rift Valley of Ethiopia, 2019  |          |          | 1        |          | 1           |
| Value Chains Financing Assessment and Primary Actors' Mapping for Priority Value Chains, 2019   |          |          | 1        |          | 1           |
| <b>Evaluation</b>   |          |          |          | <b>1</b> | <b>1</b>    |
| Feed the Future Livelihoods for Resilience – Oromia Midterm Evaluation Report   |          |          |          | 1        | 1           |
| <b>Experience Sharing</b>   |          |          |          | <b>1</b> | <b>1</b>    |
| Youth and Wage Employment Cross Visit - Activity and CRS/Uganda   |          |          |          | 1        | 1           |
| <b>Field demonstration/research</b>   |          | <b>2</b> | <b>2</b> | <b>1</b> | <b>5</b>    |
| Demonstration and scaling up of goat fattening with available feeding technologies.   |          | 1        |          |          | 1           |
| Demonstration and scaling up of Moisture Conservation Techniques on Maize Yield in Moisture Deficit Area  |          | 1        |          |          | 1           |
| Demonstration and scaling up of Moisture Conservation Techniques on Maize Yield in Moisture Deficit Area with Haricot Beans   |          |          |          | 1        | 1           |
| Demonstration of fattening technologies at PSNP HH level  |          |          | 1        |          | 1           |
| Demonstration of modern poultry house/poultry cage/ to PSNP HHs with training package   |          |          | 1        |          | 1           |
| <b>Operational Research</b>   |          |          |          | <b>1</b> | <b>1</b>    |
| Cash Transfer Post-Distribution Monitoring  |          |          |          | 1        | 1           |
| <b>Grand Total</b>  | <b>1</b> | <b>8</b> | <b>4</b> | <b>7</b> | <b>20</b>   |

Annex E: Financial Service Providers by Woreda

| #  | Name of Institution                       | ATJK | Boset | Dodota | Heben Arsi | Arsi Negele | Shala | Siraro | Sire | Ziway Dugda |
|----|---|------|-------|--------|------------|-------------|-------|--------|------|-------------|
|    | Financial Service Provider - MFI          | 1    |       |        | 1          | 1           | 1     |        | 1    | 1           |
| 1  | Meklit Micro Finance Institute S.C        | 1    |       |        |            |             |       |        |      |             |
| 2  | Metemamen Micro Financing Institute S.C   |      |       |        | 1          | 1           | 1     |        | 1    | 1           |
| 3  | Vision Fund Micro Financing Institute S.C |      |       |        |            |             |       |        |      |             |
|    | Financial Service Provider - RuSACCO      |      | 3     | 8      |            | 5           | 7     | 8      | 10   |             |
| 4  | Abdi Gudina RuSACCO                       |      |       |        |            |             |       | 1      |      |             |
| 5  | Abdi Kufa RuSACCO                         |      |       |        |            |             | 1     |        |      |             |
| 6  | Abdi Rabi RuSACCO                         |      |       |        |            |             |       | 1      |      |             |
| 7  | Badhatu Boru RuSACCO                      |      |       |        |            |             |       | 1      |      |             |
| 8  | Baritu Ifa RuSACCO                        |      |       |        |            |             |       | 1      |      |             |
| 9  | Bedhatu Dongoro RuSACCO                   |      |       |        |            |             |       | 1      |      |             |
| 10 | Biftu RuSACCO                             |      | 1     |        |            |             |       |        |      |             |
| 11 | Bonsa RuSACCO                             |      |       |        |            |             |       |        | 1    |             |
| 12 | Burkitu Roge RuSACCO                      |      |       |        |            | 1           |       |        |      |             |
| 13 | Chara Gari RuSACCO                        |      |       |        |            |             |       |        | 1    |             |
| 14 | Daba Kanisa RuSACCO                       |      |       |        |            |             |       |        | 1    |             |
| 15 | Degagtu RuSACCO                           |      |       | 1      |            |             |       |        |      |             |
| 16 | Derartu RuSACCO                           |      |       | 1      |            |             |       |        |      |             |
| 17 | Dureti RuSACCO                            |      |       |        |            |             |       |        | 1    |             |
| 18 | Duruma RuSACCO                            |      |       | 1      |            |             |       |        |      |             |
| 19 | Gemechisa RuSACCO                         |      |       |        |            |             |       |        | 1    |             |
| 20 | Golba RuSACCO                             |      |       |        |            | 1           |       |        |      |             |
| 21 | Gudina RuSACCO                            |      |       |        |            |             |       |        | 1    |             |
| 22 | Hachaltu RuSACCO                          |      |       |        |            |             | 1     |        |      |             |
| 23 | Hada Langano RuSACCO                      |      |       |        |            | 1           |       |        |      |             |
| 24 | Harawa Bari RuSACCO                       |      | 1     |        |            |             |       |        |      |             |

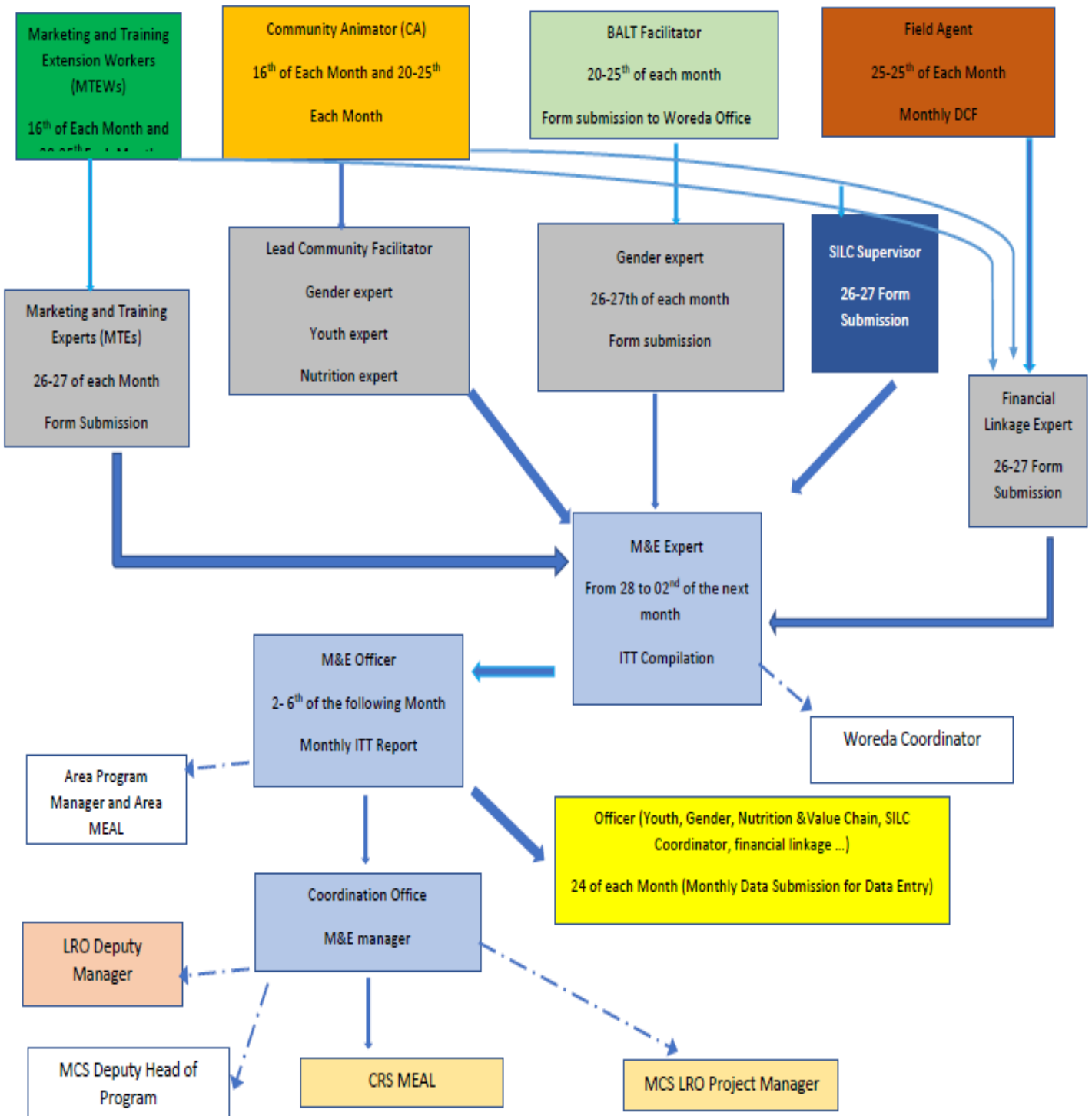
|    |  |   |   |   |   |   |   |   |    |   |
|----|--|---|---|---|---|---|---|---|----|---|
| 25 | Hawi Gudina RuSACCO                            |   |   |   |   |   | 1 |   |    |   |
| 26 | Hawi RuSACCO                                   |   |   | 1 |   |   |   |   |    |   |
| 27 | Heban Sade RuSACCO                             |   |   |   |   |   |   | 1 |    |   |
| 28 | Hindandama RuSACCO                             |   |   |   |   |   | 1 |   |    |   |
| 29 | Hora Shala RuSACCO                             |   |   |   |   |   | 1 |   |    |   |
| 30 | Idgat Landinat RuSACCO                         |   |   |   |   |   |   |   | 1  |   |
| 31 | Ifa Gobana RuSACCO                             |   |   |   |   |   |   |   | 1  |   |
| 32 | Ire Gudina RuSACCO                             |   |   |   |   | 1 |   |   |    |   |
| 33 | Jalala Kachachula RuSACCO                      |   |   |   |   |   |   | 1 |    |   |
| 34 | Jijirama RuSACCO                               |   |   |   |   |   |   |   | 1  |   |
| 35 | Kananitu RuSACCO                               |   |   |   |   |   | 1 |   |    |   |
| 36 | Kenenisa RuSACCO                               |   |   | 1 |   |   |   |   |    |   |
| 37 | Kiltu Shirkano RuSACCO                         |   |   |   |   |   |   |   | 1  |   |
| 38 | Kobe Mendo RuSACCO                             |   |   |   |   |   | 1 |   |    |   |
| 39 | Korse Mansa RuSACCO                            |   |   |   |   | 1 |   |   |    |   |
| 40 | Leta RuSACCO                                   |   |   | 1 |   |   |   |   |    |   |
| 41 | Milka'a RuSACCO                                |   |   | 1 |   |   |   |   |    |   |
| 42 | Sori RuSACCO                                   |   |   |   |   |   |   |   | 1  |   |
| 43 | Waktola RuSACCO                                |   | 1 |   |   |   |   |   |    |   |
| 44 | Waltai RuSACCO                                 |   |   | 1 |   |   |   |   |    |   |
|    | Financial Service Provider - SACCO             |   | 1 | 1 | 1 | 1 | 1 | 1 |    |   |
| 45 | Awash Saving and Credit Cooperative Union      |   | 1 |   |   |   |   |   |    |   |
| 46 | Duro Shala Saving and Credit Cooperative Union |   |   |   | 1 | 1 | 1 | 1 |    |   |
| 47 | Kaleta Saving and Credit Cooperative Union     |   |   | 1 |   |   |   |   |    |   |
|    | Grand Total                                    | 1 | 4 | 9 | 2 | 7 | 9 | 9 | 11 | 1 |



## Annex F: Staff MEAL Capacity Development Implementation

| SN | Competency                          | Definition of Competency  | Staff Targeted  | Activities conducted*  |
|----|-------------------------------------|---|---|--|
| 1  | MEAL in Design                      | Developing Theory of Change, Log frame, IPTT, MEAL tools and its components, and accompanying MEAL narratives.  | - MEAL staff (CRS and MCS)<br>- Sector Managers and experts at CRS and partner level                      | SMILER workshop<br>TWG meetings  |
| 2  | Monitoring                          | Implementing monitoring activities, including timely collection of quality data, set up and maintenance of databases, facilitation of participatory reflection on monitoring results, and submission of timely progress reports.                        | - MEAL staff (CRS and MCS)<br>- Sector Managers and experts at CRS and partner level<br>- MCS field staff | - MEAL Orientation<br>- SMILER reviews<br>- Internal DQAs<br>- Mentoring                               |
| 3  | Evaluation                          | Supporting project and program evaluations and reviews by ensuring the quality of evaluation methods, tools, and data and facilitating the use of evaluation results to inform decision-making and enhance learning.                                    | - MEAL staff (CRS and MCS) and<br>- CoP   | - Annual survey training<br>- After Action Review  |
| 4  | Accountability                      | Improving our accountability through increased participation, communication, responsive feedback mechanisms, and adherence to internal and external quality standards and requirements.   | - MEAL staff (CRS and MCS)<br>- CoP<br>- CRS and partner sector managers and experts                      | - On-line orientation on accountability<br>- Exchange visits<br>- Quarterly and annual review meetings |
| 5  | Learning                            | Promoting excellent knowledge management and collaborative learning processes at the project, program, and institutional levels, generating robust evidence for project and programmatic learning that leads to action, decision-making, and influence. | - MEAL staff (CRS and MCS)<br>- CoP<br>- CRS and partner sector Managers and experts                      | - Quarterly reviews<br>- Annual review/ learning events<br>- Exchange visits                           |
| 6  | Analysis and Critical Thinking      | Engaging with data, challenging biases, and assumptions, posing thoughtful questions, pursuing deeper understanding of evidence through reflection and perspective-taking, and making informed programming decisions.                                   | - All staff   | - SMILER reviews<br>- Quarterly reviews<br>- Community level meetings                                  |
| 7. | Project Data Management and Sharing | The project data will be stored at MCS and CRS level.   | - MEAL at CRS and MCS level<br>-  | - Training on use of various data collection tools   |
| 8. | MEAL Management                     | Managing human resources in a way that optimizes the quality, effectiveness, and utility of MEAL systems.   | - CoP<br>- MEAL Senior Project officers<br>- MCS MEAL staff and sector managers/experts                   | - Performance reviews<br>- Review/update job descriptions<br>- DQA field visits<br>- MEAL TWG Meetings |
| 9  | ICT4D                               | ICT4D as a specific competency including remote working tools/technologies related capacity building activities beyond the traditional Activity MIS components i.e., CommCare, SAVIX and Power Bi   | - ICT4D project officer<br>-  | - Remote training<br>- Tool update and test<br>- Data visualization<br>- MIS management<br>-           |

# Annex G: Activity Data Flow Map



CA Forms

Form 11C Community level training Form  
Form 055b Financial linkage tracking form  
Form 56 LG Registration Form  
Form 58 Pathway Selection

Officer Forms (youth, nutrition, wage employment & off-farm, gender, crop VC, livestock VC, access to finance, SILC Coord. MEAL)

Form 11A CRS and IP Level training registration form  
Form 11B Training Form  
Form 11C Training Form  
Form 11D Training Pre-test and Post-test Form Community level  
Form 070 Apprenticeship Tracking Form  
Form 071 Employment Tracking Form  
Form 72 Career or Job Fair Events Registration Form (Clients)

M&E expert M&E officer, Coordination office M&E manager and CRS forms

Form 11B Training Form  
Form 11C Training Form  
ALL MEAL forms (Accountability and RDQA)  
Form 063\_PSPs registration Form  
Form 085 Innovation Fund Management form

MTEW

Form 11C Community Level Training  
Form 055a\_Business Plan Development Members Register  
Form 051 Marketing Group Registration

LCF, gender, youth, nutrition, financial linkage and Marketing and Training Experts

Form 57-LG Summary  
Form 11B Woreda Level Training Registration Form  
Form 11C Community Level Training Registration Form  
Form 11D Training pre-test and post-test form – Community  
Form 052 Market Linkage Tracking form  
Form 78 Cooking Demonstration Attendance Form  
Form 094b Homestead Garden Tracking Form  
Form 135 IFH\_TFH couple registration and training attendance  
Form 136 TFH/IFH + FAM Mentorship Form  
Form 137 Event registration form

Field Agent forms

Form 11C Community Level Training Registration Form  
Form 33 SILC group members register  
Form 074a SILC Monthly Data Collection Form

BALT Facilitator forms

Form 064 Adult Literacy Training Registration and Tracking Form

SILC supervisor forms

Form 11C Training Form  
Form 33 Summary (SILC)

Woreda Coordinator forms

Form 00 PSNP Graduation tracking  
Form 0000: Graduation identification form

SILC supervisor forms

Form 11C Training Form

## Annex H: Feed the Future Ethiopia Livelihoods for Resilience Activity – Oromia: Indicators

| <b>Livelihoods for Resilience Activity – Oromia: Indicators 42</b>  |  |
|---|--|
| Level   | Indicator  |
| <b>GOAL:</b> PSNP Households have improved their sustainable economic well-being  | <ul style="list-style-type: none"> <li>- Depth of poverty of the poor: Mean percent shortfall of the poor relative to the \$1.90/day 2011 PPP (Purchasing Power Parity) poverty line (EG-h)</li> <li>- Percentage of graduating households that have "self" graduated.</li> </ul>  |
| <b>Strategic Objective 1:</b><br>Vulnerable households have increased income and diversification through on farm opportunities including crop and livestock market systems. | <ul style="list-style-type: none"> <li>- Yield of targeted agricultural commodities among program participants with USG assistance (EG.3-10, -11, -12)</li> <li>- Value of annual sales of farms and firms receiving USG assistance (EG.3.2-26)</li> <li>- Average annual household income from on and off-farm income-generating activities (CRS Custom)</li> <li>- Percentage of participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment) who are female (FFP, 60)</li> <li>- Number of individuals participating in USG food security programs (EG.3.2)</li> <li>- Number of hectares under improved management practices or technologies with USG assistance (EG.3.2-25)</li> <li>- Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance (EG.3.2-24)</li> <li>- Number of hectares under improved management practices or technologies that promote improved climate risk reduction and/or natural resources management with USG assistance (EG.3.2-28)</li> <li>- Value of agriculture-related financing accessed as a result of USG assistance (EG.3.2-27)</li> <li>- Number of farmers who practiced the value chain activities promoted by the project (FFP 27)</li> </ul> |
| <b>Strategic Objective 2:</b><br>Vulnerable households have increased income and diversification through off-farm livelihood options  | <ul style="list-style-type: none"> <li>- See SO1 indicator</li> <li>- Number of LG members received technical trainings for off-farm activities</li> <li>- Number of households earning income from one or more off-farm activities (Custom CRS)</li> </ul>  |
| <b>Strategic Objective 3:</b><br>Vulnerable households have increased their income through gainful employment   | <ul style="list-style-type: none"> <li>- Annual household income from wage employment (CRS custom)</li> <li>- Number of individuals with improved skills following completion of USG-assisted workforce development programs (F, EG.6-2)</li> <li>- Number of individuals with new or better employment following completion of USG-assisted workforce development programs (F, EG.6-1)</li> <li>- Number of clients linked to potential employers (CRS custom)</li> </ul>   |
| <b>Strategic Objective 4:</b> LRO and other USAID Ethiopia and GOE interventions have increased innovation, scaling, and sustainability of livelihood pathways              | <ul style="list-style-type: none"> <li>- Number of organizations and projects replicating or adopting Livelihoods for Resilience – Oromia approaches (CRS custom)</li> <li>- Number of joint efforts among implementing partners, including joint programming, work plans and/or M&amp;E plans (RFA, CRS custom)</li> <li>- Number of partnerships established with other projects (CRS Custom)</li> <li>- Number of key learnings adopted by project and communities (CRS Custom)</li> <li>- Number of learning agenda items studied by the project (CRS Custom)</li> <li>- Number of technologies or management practices under research, under field testing, or made available for transfer as a result of USG assistance (FtF, EG.3.2-7)</li> <li>- Number of beneficiaries supported through Innovation Fund (CRS Custom)</li> <li>- Value of Innovation Fund disbursed (CRS Custom)</li> </ul>  |

### Annex I: Indicator Performance Tracking Table (IPTT)

### Annex J: Progress against Annual Work Plan

## **Adaptive Management Reports and Briefs**

Appendix A: Operational Considerations in Layering Bureau of Humanitarian Affairs (BHA) and Feed the Future (FtF) Activities in Ethiopia

Appendix B: Adaptive Management Brief: Access to Finance for Livelihood Group Members with Disabilities in Oromia Region

Appendix C: Adaptive Management Brief: An Adaptive Management Brief on Integrated Conflict Management and Mitigation (CMM) in Livelihoods and Resilience Programming

Appendix D: Adaptive Management Brief: Management and Dissemination of Assessments and Training Material by Utilizing USAID Development Education Clearinghouse (DEC)

Appendix E: CARE Feed the Future Ethiopia Livelihoods Resilience Activity (L4R) and CRS Feed the Future Ethiopia Livelihoods for Resilience – Oromia (LRO) Collaboration Adaptive Management Brief

## **Adaptive Management Matrixes**

Attachment A: Livelihoods and Innovation Fund Adaptive Management Matrix

Attachment B: Access to Finance Adaptive Management Matrix

Attachment C: Off-farm and Wage Employment Adaptive Management Matrix

Attachment D: Gender, Youth and Nutrition Adaptive Management Matrix

Attachment F: Management and Layering Adaptive Management Matrix