

[DRAFT FOR COMMENT TO USAID – IndiaRCO@usaid.gov or BKauffeld@usaid.gov by Friday, April 6, 2007]

SRI LANKA INTEGRATED CONFLICT RESPONSE STRATEGY

THE LIVELIHOOD SUPPORT FOR CONFLICT AFFECTED POPULATIONS (LSCAP) PROJECT

SECTION A - OVERVIEW

1. INTRODUCTION

The United States Agency for International Development's (USAID) Mission in Sri Lanka intends to support an integrated conflict response strategy to address the escalating conflict in Sri Lanka. The program will utilize peace building, democracy and governance, as well as, economic growth strategies to address the most deleterious symptoms of the increased violence. In the medium term, USAID will continue to support objectives that promote a resumption of the peace process to resolve Sri Lanka's long standing conflict. Building on the Mission's humanitarian assistance activities to date, the Livelihood Support for Conflict Affected Populations Project (LSCAP) seeks to address Sri Lanka's critical negative impacts on the livelihoods of people living in conflict-affected regions of the country.

2. BACKGROUND

A detailed analysis description of the conflict in Sri Lanka can be found in the USAID December 2006 Democracy and Governance Assessment found at <http://www.usaid.gov/in/> under the "Working with us" link. The purpose of this section is to highlight key issues relevant to this program description.

The cease-fire agreement between the Government of Sri Lanka (GSL) and the Liberation Tigers of Tamil Eelam (LTTE) was signed in February 2002 and although the agreement remains in effect, in practical terms the conflict has resumed with no prospects for negotiations in the future. Despite violations of the agreement by both sides, the relative peace experienced during 2002 – 2005 has disappeared. Since January 2006, more than 2,500 have been killed and more than 200,000 civilians displaced. As the formal conflict has escalated in the east, so have human rights abuses: disappearances and extra-judicial killings are commonplace and there has been an increase in the recruitment of children. The long standing conflict continues to overshadow problems of governance, economic inequality and law and order.

The escalating conflict in the east has seen outbreaks of ethnic violence with heightened tensions between all three communities. The city of Trincomalee is heavily militarized as the GSL seeks to maintain security in the most important military base in the east. Through June 2006, outright military activity was restrained but in August 2006, military operations escalated in response to the Mavil Aru incident - in late July 2006, the LTTE closed a sluice gate at Mavil Aru in the Eastern province, a decision that adversely affected farmers in Sinhalese dominated areas of the Trincomalee district. The LTTE maintained their action was in response to the lack of water for Tamil farmers in the region - possibly those in LTTE controlled areas - but their actions provoked a military response that has spiraled into the current campaign in the east.

The Army's reopening of the Mavil Aru sluice gate and their recapture of Muttur town precipitated a return to conflict in the Jaffna peninsula; a suspension of civilian flights and more broadly, a worsening humanitarian crisis in the north and east. The A9 highway to Jaffna remains closed and humanitarian supplies have to be transported by sea. On January 15th, 2007, the Sri Lanka army captured the eastern town of Vakarai. This suggests that the Sri Lanka military will assert control over the Eastern province, re-asserting the balance of power between the parties that existed prior to the cease-fire agreement.

The operating environment for domestic and international civil society organizations, particularly, non governmental organizations, has become more restrictive and in many cases hostile. Stringent regulations imposed by the GSL for the registration of non governmental organizations (NGO) and their expatriate personnel; tighter restrictions for humanitarian access, particularly in conflict affected areas, and the all too common vilification of pro-peace and humanitarian organizations in the media, fuels the repressive atmosphere. The murder of 17 Action Contre la Faim workers in Muttur and other attacks on workers from NGOs and international organizations has led many to withdraw their staff to Colombo.

The context of the ongoing civil conflict has had a number of profoundly negative impacts for the population living in areas of the North and East of Sri Lanka. In general the area has suffered underdevelopment and associated impoverishment for decades. Direct violence and the threat of insecurity have caused severe disruptions in people's normal activities and livelihood patterns, for examples, many fishermen are unable to take boats out due to curfews imposed by the nation's navy and farmers have obstacles getting their produce to market unspoiled due to numerous checkpoints. As mentioned above, many families have faced (or are currently facing) displacement from their homes and destruction or damage to their property. Some of these families may have missed critical seasonal activities such as planting or harvesting due to the conflict. On top of all these issues, are the psychological and emotional impacts of living in a war-affected zone, particularly for children.

3. CURRENT USAID SRI LANKA HUMANITARIAN ASSISTANCE PORTFOLIO

Since 2003 and under the current but now concluding Strategy Plan, USAID Sri Lanka has managed a Humanitarian Assistance (HA) Portfolio which provides improved social assistance to targeted vulnerable populations. Target groups under this strategy have included disabled citizens, children at risk of violence and negative impacts of institutionalization, torture survivors, people most at risk of HIV-AIDS and disaster/conflict-affected. Many of the programs under the HA Portfolio have been funded through the USAID Washington office which manages targeted congressional earmark funds, such as the Leahy War Victims Fund, Displaced Children and Orphan's Fund, and Victims of Torture Fund.

USAID Sri Lanka is currently in a transition between the prior strategy and a new strategy. In the new strategy, Humanitarian Assistance as a standalone portfolio will not exist, though the USAID Mission will continue to support vulnerable disaster and conflict affected populations through as-required support from USAID's Office of Foreign Disaster Assistance.

This LSCAP Program will be funded out of balance funds from the prior HA Portfolio, and represents the effective closeout of that programming platform. It is important for applicants to note that while the bulk of funds contributing to LSCAP are unearmarked Developmental Assistance funds, there is a sizeable portion of funding from the Displaced Children and Orphans Fund – and as such there is a requirement for a strong program component addressing support to children affected by conflict.

Building on the Mission's HA activities to date, the Livelihood Support for Conflict Affected Populations Project (LSCAP) seeks to address Sri Lanka's critical negative impacts on the livelihoods of people living in conflict-affected regions of the country.

SECTION B

TECHNICAL OUTLINE

1. TECHNICAL SUMMARY

The USAID Sri Lanka Livelihood Support for Conflict Affected Populations Project (LSCAP) will utilize a variety of programmatic tools to address critical needs and respond to negative impacts on household livelihoods for conflict-affected people living in the North and East of Sri Lanka. This project will involve action-oriented analysis and research into opportunity and constraints for livelihood programming in the target areas, and response programming strategies which will improve household food and economic security. It is also deliberately intended that activities under this project be linked (in the sense of networking, coordination and harmonization of field activities) with planned activities for Economic Growth under USAID's PEACE initiative and Democracy & Governance program entitled RIGHTS. Applicants for this RFA should to refer to the public information available online (http://www.usaid.gov/in/working_with_us/grant_opportunity.htm) regarding those two initiatives.

The LSCAP program will support an area identified by the United States Government's (USG) Foreign Assistance Framework: 5. Humanitarian Assistance: 5.1 Protection, Assistance and Solutions: 5.1.2 Crisis Assistance and Recovery.

2. PROGRAMMING PRINCIPLES

The grantee must adhere to the following programming principles in the design and implementation of this program:

- (a) The program will address the needs of populations that are most at risk from the on-going conflict in Sri Lanka. The term population can be defined based on, among other things: sector, ethnicity or geographical location;
- (b) The program will provide support to vulnerable populations through a focus on individual households as well as relevant community groups, networks and associations.
- (c) The program will be based on a theoretical foundation for livelihood analysis and programming that represents international standards, best practices, and a "do-no-harm" approach.
- (d) The program will incorporate an overt attention on supporting women and children as part of its focus on household security, and where possible to forward activities directly benefiting these groups;

- (e) By definition, the program will have a regional focus, directly targeted to the populations of conflict-affected Government of Sri Lanka Administrative Districts of Jaffna, Kilinochchi, Mullaitivu, Mannar, Trincomalee, Batticaloa, Ampara; and as appropriate within the bordering districts of Vavuniya, Anuradhapura, and Polonnaruwa.
- (f) The program should establish effective and practical linkages between the USAID/EG PEACE and USAID/DG RIGHTS programs, including interaction with their planned field offices operational structure to be located in the North and East;
- (g) The program should avoid activities that serve to legitimize bodies with a compromised legal status or that have a questionable adherence to democratic principles;
- (h) Given Sri Lanka's on-going conflict, the operating environment is fluid and this requires the monitoring of conflict, political and economic variables, which may lead to adjustments in the program strategy.
- (i) The program must achieve and be seen to achieve a balance of support between all ethnic groups.

3. PROGRAM COMPONENTS

The LSCAP program will achieve the following four objectives:

1. Identify and Report on appropriate, effective and sustainable livelihood interventions for conflict-affected populations;
2. Strengthen household food and economic security through a diversity of livelihood support strategies;
3. Address needs of children affected by conflict as part of an integrated household livelihood strategy.
4. Improve horizontal and vertical networking, collaboration, and information sharing among communities and organizations involved in livelihood interventions. Additionally, to Support entrepreneurial beneficiaries of LSCAP to link up with value-chain initiatives of the USAID/EG PEACE Program.

Based on these objectives, the LSCAP program will implement the following components that are described in detail below:

Component 1: Identify and Report on appropriate, effective and sustainable livelihood interventions for conflict-affected populations

This component will involve action-oriented research into the current range of livelihood support strategies for impoverished and conflict-affected households ongoing in the target areas of the North and East¹. The expected outputs of this component are: an assessment

¹ It is not anticipated that the research will cover every community in all the conflict-affected districts. It will be up to the discretion of the implementer (and in consultation with USAID Sri Lanka) how wide this

report documenting the diversity, effectiveness and impact of the various livelihood strategies currently being employed in the target areas; a mapping of organizations engaged in this work including a listing of contacts; and a set of concrete recommendations for the specific livelihood activity strategies to be implemented under LSCAP.

Component 2: Strengthen household food and economic security through a diversity of livelihood support strategies

Utilizing the action-oriented research and specific recommendations from the Analysis/Research Component, the implementer will initiate and manages a set (or sets) of programmatic interventions designed to: stabilize households facing negative economic impacts and shocks from the conflict, support household food security and economic security through economic empowerment and support activities, and to support capable local organizations to extend the outreach of the program. To achieve these outcomes, the implementer will implement activities similar to these illustrative examples, as well as designed independently by the implementer:

Component 2 Illustrative Activities

- Identify effective local non-governmental organizations and community based organizations (NGOs and CBOs) with experience, outreach to the household level, and capacity for programming – and provide financial and technical support to their livelihood initiatives through sub-grants.
- Engage groups of households or communities in local economic improvement projects such as irrigation/drainage canal clearance, construction/improvement of access roads, rehabilitation of water dams, etc.
- Supporting “value-addition” to agriculture, aquaculture, and micro-enterprise of conflict-affected households, through activities such as improving handling of produce and fish, improving transport of goods, training in processing (jarring, canning, jams), etc.
- Provide financial and technical support to effective and capable micro-finance institutions (MFIs) to promote their sustainability outreach to new customers, and professional operation according to international microfinance standards.
- Support conflict-affected households through animal husbandry projects, such as revolving livestock schemes, dairy development, poultry raising, and improving breeding.
- Facilitate the sustainable return of Internally Displaced Peoples (IDPs) through assistance activities such as cash-for-work, cash grants, providing access to key

should necessarily cover. The point here will be to capture the range of experience, opportunities and challenges impacting this sector of work.

resources (seeds, tools, equipment), linkages with microcredit to resume economic activities.

- Support household food security through promotion and support of household vegetable gardens.
- Identifying new markets for niche or specialized produce (e.g., chilies, fruits/nuts, prawns, crabs) and working with households, farmer/fisher associations to develop volumes of production and make linkages with upstream markets.
- Provide business development services to households and micro-entrepreneurs in business planning, budgeting, financing, etc.
- Supporting agricultural innovation and improvement, through strategies such as alternatives to chemical inputs, pest management, development of collecting centers or collective transportation, etc.

Component 3: Address needs of children affected by conflict as part of an integrated household livelihood strategy

Although LSCAP in general targets the household as the beneficiary unit, given a significant contribution of funds by the Displaced Children and Orphans Fund to this program and in recognition of the considerable vulnerability of children in conflict environments, a third component directly identifies and responds to the needs of children.

Under this component, implementers are invited to address children's needs through two strategies: 1) Through household level support activities which can be shown through monitoring and evaluation to have positive impact for children; and 2) through targeted activities directed towards children themselves.

Component 3 Illustrative Activities

- Supporting livelihood strategies similar as described in Component 2 above, from which a direct attribution to the betterment of children's lives can be identified. Some of the positive impacts on children which might be identified are: indicators that reflect reductions in family dissolution, maintaining the key breadwinners within the household, improving attendance rates at school, improved nutritional status of children, etc.
- Activities which directly target women heads of household, women entrepreneurs and mothers also have good likelihood of providing a more direct benefit to children, though documentation of the attribution of this through monitoring and evaluation of appropriate indicators would be necessary.
- Activities designed to address the emotional, psychological and social impacts of the conflict on children, including recreation, play and art, social and sports clubs, and supplementary educational support (especially for those children who may have missed school days/exam periods due to the conflict)

Component 4: Improve horizontal and vertical networking, collaboration, and information sharing among communities and organizations involved in livelihood interventions. Additionally, Support entrepreneurial beneficiaries of LSCAP to link up with value-chain initiatives of the USAID/EG PEACE Program.

The outcome of this component is to improve the extent, inclusiveness, and effectiveness of networking, information-sharing, and collaboration among the various communities and organizations involved in livelihood interventions. Additionally, this component encourages overt linkages with USAID's Economic Growth PEACE Program, which is focused on improving and promoting agriculturally-based value chains and workforce development.

The intention with this component of LSCAP is to help end the economic and social isolation of conflict affected households and communities through fostering greater exchange of information and experiences, and where possible to strengthen their economic capacity through development of practical linkages for marketing, technical education, and awareness of opportunities and rights. This component also intends to support an improvement from the current situation under which a large number of local and international NGOs operate narrowly-focused, small scale livelihood interventions in relative isolation from one another – often missing critical opportunities for collective support and action.

Component 4 Illustrative Activities:

- Building on the information-collection and mapping conducted during the Analysis/Research Component, to develop a Livelihoods Coordination Network of involved Government of Sri Lanka offices, UN agencies, local and international NGOs.
- Promote regular coordination meetings on livelihoods at district level (and possibly Colombo national level) of involved parties.
- Promote information sharing, cross-training, and exchange among various community groups and farmer/fishermen associations intra-district or across districts.
- Support information sharing, cross-training, and exchange specifically among women's associations and women-headed organizations.
- For "vertical" networking, coordinate regular meetings and exchanges between district level Chambers of Commerce and representatives of firms/industries with household leaders and heads of farmer/fisher associations. Where possible, seek to facilitate direct linkages or collaborations between these groups.

- Maintain regular contact with the field office and Colombo staff of the future Contractor of the USAID EG/PEACE initiative (including USAID Economic Growth Program staff), and look to identify opportunities for collaboration and harmonization.

SECTION C

IMPLEMENTATION STRATEGY

1. GEOGRAPHICAL COVERAGE

This program will target two provinces: North Central and Eastern provinces. Within these two provinces, the programs may focus on all, or on a more limited but still wide number of districts. The proposed geographic focus will enable USAID to:

- Maintain a presence in conflict affected districts where humanitarian needs are greatest, and the impact on livelihoods for local households is most severe;
- Obtain first hand information about the program needs in conflict affected districts;
- Implement a program strategy that demonstrates a balance between ethnic groups;
- Build on targeted elements of USAID’s other current programs, PEACE and RIGHTS, as well as linkages to USAID’s conflict-responsive OFDA-funded programming.

2. TECHNICAL APPROACH

One of the challenges identified in the sector of Livelihoods programming in Sri Lanka is that the concept means many different things to many different people. Unfortunately, especially after the tsunami, many organizations have forwarded an approach to livelihood support that differs little from providing handouts, or from providing “knee-jerk” inputs such as sewing machines and nets, regardless of whether the recipients require such goods or have a market to provide goods for. Under the LSCAP, implementers are expected to undertake a Sustainable Livelihoods Framework approach, and to design their programmatic activities in considerations of the environmental context, sets of assets, transformative structures and processes, and livelihood strategies of vulnerable people in North and East Sri Lanka

2.A. SUSTAINABLE LIVELIHOODS FRAMEWORK APPROACH

The Sustainable Livelihoods Framework is a tool for better understanding the factors and systems which have impact on the livelihoods of households, particularly poor households. Although there are multiple variations on the Framework, there is a general standard approach, based on a model which was pioneered by the British Department for International Development (DFID) over the last decade and expanded

and refined by many sources. The Framework encourages developmental partners to give full consideration into the factors which present vulnerabilities to households, what assets the household possesses that can provide resilience or coping strategies, what ‘processes’ the household may go through over time (for example education, marriages, even participation or exclusion from certain social groups), and what are some of the positive or negative outcomes that may result and circularly influence the household security. For more information, a graphic representation of the Framework, and a description of its use, please refer to:
http://www.livelihoods.org/info/guidance_sheets_pdfs/section2.pdf.

Offerers should give a clear statement in their application regarding their organization’s policy and use of the Sustainable Livelihoods Framework (or comparable internationally accepted model) and a detailed description of how they will use the Framework in both the design and implementation of proposed programming.

2.B. BENEFICIARY TARGETING

While USAID expects implementers to indicate ultimate sets of beneficiaries based on their scope of activities and informed by their analysis/research, it is USAID’s recommendation that LSCAP target beneficiaries in these conceptual categories:

- Non-displaced Households directly affected by conflict (examples of the affect may be recruitment of a wage-earner, exclusion from or destruction of means or location of livelihood, temporary physical displacement, among others);
- Economically vulnerable households living in conflicted-affected districts in general.
- Women-headed households and households with multiple children.
- Households with members with physical disabilities.
- IDP Households in process of return, resettlement, and recovery.
- Associations, networks and pre-existing CBOs made up of household participants from the above categories.

It is also anticipated that implementers will employ a variety of standard, international best practice approaches and techniques under the rubric of Participatory Rural Appraisal when working with local communities to identify those “most vulnerable” beneficiaries to be targeted under this initiative.

3. INTEGRATED PROGRAMMING

LSCAP will be administratively a distinct, stand-alone program, however it is strategically linked to USAID’s two key future strategy components designed to respond to the conflict in Sri Lanka (PEACE and RIGHTS). In designing their technical response to this statement of work, implementers must be cognizant of the Mission’s Economic Growth programs in particular and establish a credible strategy that creates linkages between the two programs. It is important that these programs be considered as part of one broad strategic approach to address conflict-affected livelihoods.

Offerors should consider the following examples of possible linkages between the LSCAP and the Economic Growth PEACE program:

- a) Under the PEACE Objective 1, Promote the Competitiveness of Agriculturally-based Value Chains – the implementer should look for opportunities under which impoverished rural farming/fishing households (through individual or collective development) can link up with the small scale firms and others at the field ends of the agricultural value chain being targeted by PEACE. Local value chains should especially be considered, as local demand may offer more opportunities than national/Colombo-driven demand in some cases.
- b) Through LSCAP activities focused on household or small community microfinance/microcredit approaches (should such activities be included), linkages could be developed or improved with financial service and business/agricultural service providers as will be addressed under PEACE Objective 2.
- c) Where household livelihood improvement strategies involving vocational training, workforce development, business/private sector skills are identified, linkages with those providers could be sought under PEACE Objective 3.
- d) PEACE’s engagement with the Government of Sri Lanka local offices such as the Department of Agriculture and Agrarian Service Departments under its Objective 4 also provide an opportunity for networking, information-sharing, and even collective community negotiation.

4. CRISIS MODIFIER

Given political and security developments in Sri Lanka as well the country's vulnerability to natural and man-made disaster, USAID/Sri Lanka is developing a scenario-based crisis modifier.

This proposed scenario-based plan is an outgrowth of USAID/Sri Lanka’s experience and lessons-learned from implementing programs in Sri Lanka during the periods of conflict and natural disaster. Described below are the critical assumptions and the triggers that will cause movement to a crisis modifier strategy.

In Sri Lanka there is potential for increased violence and conflict resulting in a restrictive enabling environment caused by:

- Increased military and/or LTTE strikes resulting in a deteriorating human security environment;
- Increased in humanitarian crises caused by man made or natural disasters;

- Increased human rights violations;
- Shrinking space for public political discourse and dialogue and targeting of media professionals;
- Worsening economic indices leading to political instability and increased conflict; and
- Localized conflict and grievances associated with increased internal displacement of civilian populations.

Given the proposed program's field based approach, USAID anticipates an enabling environment characterized by: (a) the ability of USAID's primary implementing partners to work in the designated regional programming areas, and (b) the safety of those who implement and participate in projects.

The Crisis Scenario: This anticipates the need to redirect resources in the event of a humanitarian crisis or a worsening security environment. USAID, in collaboration with the broader United States Government Mission and our partners will develop a description of "trigger events" that will necessitate a special review of the program and if appropriate, a revision of the program strategy. The contractor in coordination with USAID/Sri Lanka will monitor these indicators. The decision to trigger a change in scenario will be done in consultation with the United States Country Team in Sri Lanka, including the Ambassador, USAID, Washington and the Director of Foreign Assistance's Core Country Team for Sri Lanka. The implementer should demonstrate to USAID their ability to respond quickly in situations of escalating conflict. The implementer should establish a line item of no more than United States \$100,000 as a line item to respond to a future crisis. The decision to access funds from this line item will require the approval of the Cognizant Technical Officer for this award.

5. PROJECT STAFFING

Key personnel should have extensive professional work experience in conflict affected countries, preferably in South Asia or South East Asia. The offeror shall place a long term Chief of Party to oversee and coordinate the offeror's technical assistance, training and small grants programs in Sri Lanka.

- a) **The Chief of Party** must have a bachelor's degree in international relations, social services or a related field, through preference is for a master's degree in these same fields. The proposed candidate must have a minimum of six years experience in international development, relief program management. Knowledge of programming in conflict affected countries is essential. Knowledge and experience of program design and implementation for field based programs is an advantage. Fluency in the English language required.

The following key positions are expected to be filled by host country personnel. In all cases, fluency in Sinhala or Tamil is required and fluency in both is advantageous.

Credit will be given to proposed candidates who are bilingual in the two national languages:

- b) **Program Manager (Livelihoods):** A degree in business development or management and a minimum of ten years work experience in business, development or humanitarian programming is required. Experience in the design and implementation of livelihoods programs for households, rural associations and civil society organizations is essential. Work experience in the north and east of Sri Lanka is required. Fluency in Sinhala or Tamil is required.
- c) **Grant Manager:** A degree in management or a professional qualification on accountancy is required. One to three years experience in the management of USAID funded grants is essential, including a broad range of grant mechanisms. Reporting the Chief of party, the proposed candidate must demonstrate leadership skills. Fluency in Sinhala or Tamil is required.

6. SUB AWARD APPROVAL FORMAT

Each sub-award submitted for the approval by the USAID Cognizant Technical Officer should be in the following format:

- 1) Executive Summary
- 2) Program Description
- 3) Goals and Objectives and Results to be Achieved
- 4) Target Audience and Geographic Focus
- 5) Technical Approach
- 6) Management Plan
- 7) Implementation Schedule
- 8) Qualifications, experience and past performance of institutions proposed
- 9) Budget
- 10) A Performance, Monitoring and Evaluation Plan for the sub-award

The program description must include a clear description of the conceptual approach and general strategy (i.e. methodology and techniques) being proposed and should outline specific focused activities and explain how the proposed approach is expected to achieve the anticipated results. Implementers are encouraged to proposed innovative sub-grantee programs designed to achieve the desired results. Specifically, results should be defined in relation to how they will contribute to the goals of the LSCAP program.

7. PERFORMANCE AND MONITORING PLANS

As part of its proposal, the offeror must submit an illustrative Implementation/Monitoring Plan (IMP) for USAID's review. The IMP should be limited to 10 pages and will include two sections:

- 1) An illustrative Project Implementation Plan (PIP), not more than five pages in length and must be submitted in a table format or as a Gantt chart. The PIP will be evaluated as part of the implementer's technical application.
- 2) An illustrative Performance Monitoring Plan (PMP), not more than five pages in length, and may be presented in a Logistical Framework (LogFrame) format. The illustrative PMP must also address the following (in short narrative format):
 - (a) A description of the contractor's established system for monitoring and evaluation of this particular project. This refers to:
 - Organization-wide policies and procedures for monitoring and their relation to the IMP;
 - Organizational staffing and their expertise, roles and responsibilities and how these are to be used in this particular IMP, including the role of sub-recipients;
 - Automated and other methods used to gather, store, analyze and report on performance data;
 - Procedures for regular communication with USAID regarding the status of monitoring activities, including early notification of problems, and
 - Means of addressing a discovered lack of progress or success, the procedures for which, should focus on learning from mistakes, analyzing them, and ascertaining the reasons for missteps.
 - (b) Information about all activities to be monitored under the IMP. The list of activities should be provided in a logical framework which:
 - Links activities to contract results – both those dictated to be USAID in the solicitation and other complementary results contained in the contractor's approach;
 - Describes assumptions being made about the relationship of the activity to the contract result;
 - Identified indicators against which progress is being measured;
 - Describes methods used for monitoring;
 - Provides an illustrative schedule for discrete monitoring activities tied to the overall project work plan, and
 - Where appropriate the indicators must disaggregate data on the basis of gender and ethnicity.

Within 120 days of the signing of the award (and corresponding to the conclusion and reporting on the Analysis/Research Phase), the LSCAP implementer will be required to revise the both documents into one comprehensive Annual Implementation/Performance Monitoring Plan. This comprehensive plan must include reporting on USAID's Foreign Assistance Coordination and Tracking System (FACTS). Wherever required, the data collected for each indicator must be disaggregated by gender and ethnic group. Monitoring and evaluation of performance and impact will be an on-going, collaborative process with the participation of the implementer, USAID and other partners.

The Annual Implementation and Performance Monitoring Plan will include but shall not be limited to the following indicators:

(a) Livelihood Based:

- Did you have a USAID-assisted economic livelihood restoration program (annually)? If yes, number of people participating? M/F/Total
- If yes, does your mission support a non-emergency food-for-work or cash-for-work program to increase livelihoods? If yes, how many participants were there?
- Did you have a USAID-assisted economic livelihood restoration program (annually)? If yes, number of people participating? M/F/Youth/Total

(b) Child-based (DCOF)

- Does your program focus on children in conflict transition? If yes, as a result of USAID assistance, how many children separated from their families by conflict did your program reunite?
- If you answered yes to the questions above, what is the number of children receiving 1) training in livelihood generating options, 2) education, 3) counseling services?
- Do you have a program to aid displaced children or orphans? If yes, how many children benefited? M/F/Total

(c) Agriculture/Microfinance-Based

- Number of clients of USAID-supported microenterprise development programs disaggregated by Male/Female/Total/Youth.
- Does your mission have a program to help farmers diversify their production? If yes, state the products promoted (fisheries, short-cycle animals production, cash crops, etc).
- Does your mission have another way of increasing agricultural sector productivity not covered above? If yes describe. If yes what is # of USAID supported rural individuals directly benefiting from your intervention?
- Does your mission provide training related to agriculture? If yes, state the number of people trained. If you conduct post-training testing, what is your pass rate (leave blank if you do not do post-training testing)?

9. DELIVERABLES AND REPORTING REQUIREMENTS

- a) Within 120 days of the award of this grant the offeror will submit an Annual Implementation and Performance Monitoring Plan for USAID CTO approval.
- b) Within 90 days of the award of this award all managerial and technical staff are hired and where appropriate deployed in the field.
- c) The offeror will submit detailed quarterly reports to USAID within 30 days of the completion of the preceding quarter. The reports will include a detailed report on progress achieved in relation to the targets established in the Performance Monitoring Plan.
- d) The offeror will submit quarterly financial reports.
- e) At the end of each fiscal year, the grantee will submit an annual progress report.
- f) Final report submission to USAID within 60 days of the completion of the grant.