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MINISTRY OF HEALTH - ETHIOPIA
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HEALTHIER CITIZENS FOR PROSPEROUS NATION!



IMPLEMENTATION ROADMAP

NUTRITION CENTRIC HUMANITARIAN, DEVELOPMENT AND PEACE TRIPLE NEXUS OPERATIONALIZATION IN ETHIOPIA

MINISTRY OF HEALTH AND
ETHIOPIAN DISASTER RISK MANAGEMENT COMMISSION

JULY 2024
ADDIS ABABA, ETHIOPIA



“Advancing Nutrition Outcome Through The New Way Of Working Together!”

Implementation Roadmap For Nutrition Centric-Humanitarian, Development And Peace Triple Nexus Operationalization In Ethiopia

**July 2024
Addis Ababa, Ethiopia**

FOREWORD

The vulnerability of crisis affected population is ever increasing at global and national levels. This is especially substantial to food and nutrition crisis caused by natural disaster such as drought, flooding, and locust invasion as well as conflict and food and agricultural inputs price escalation.

The artificial (man-made) humanitarian, development, and Peace (HDP) divide is a longstanding challenge to coordinate efforts to reduce these risks and vulnerabilities as well as to build resilience to recurrent crisis and hazards. This challenge requires humanitarian assistances, development interventions and Peace building actions to surpass the ‘silos’ and work in the ‘Nexus approach’, that is a ‘New Way of Working’ to strengthen collaboration, coherence and complementarity between HDP actors to work together based on comparative advantage and toward the achievement of collective outcomes.

The so called ‘New way of working’, Humanitarian, Development and Peace (HDP) Triple Nexus approach brings development, humanitarian and Peace actors together and converges efforts to prevent crisis, prepare and build resilient system and communities to mitigate the impact of future crisis and shock, particularly, for the most vulnerable and at-risk populations.

To overcome the fragmentation and address the complex nutritional problems, we have developed this Implementation Roadmap (IR) to strategically guide the application of the Nutrition Centric-Humanitarian, Development and Peace Triple Nexus (NC-HDPTN) approach in Ethiopia. This Implementation Roadmap is the first in its kind and provides strategic guidance and milestones on how the NC-HDPTN approach can be practically exercised.

The Ministry of Health, on behalf of the Federal Democratic Republic of Ethiopia, extends its recognition to all professional experts and organizations who have participated and provided thorough technical input and guidance in the development of this Implementation Roadmap. The Ministry of Health sincerely appreciates the financial and technical contribution made by Action Against Hunger and Right2Grow Ethiopia Partnership in the development of this Implementation Roadmap.

Dr. Mekdes Daba

Minister, Minister of Health

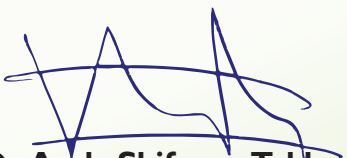
Federal Democratic Republic of Ethiopia

ACKNOWLEDGEMENT

The Humanitarian, Development and Peace (HDP) Triple Nexus approach is the ‘New way of working’ that frames the work of development, humanitarian and Peace actors and converges efforts to prevent crisis, prepare and build resilient system and communities to mitigate the impact of future crisis and shock, particularly, for the most vulnerable and at-risk populations. The approach balances short-term responses with longer-term solutions and allows Humanitarian-Development interventions to be implemented among the building peace actions. Therefore, in a program designed with a HDP Nexus approach, each component employs its unique interventions and works toward the achievement of collective outcome.

We believe that the application of the HDP Nexus approach in Ethiopia has potential relevance to the context to enhance both nutritional improvement and long-term development and peace outcomes through efficient and effective utilization of the limited resources to those in need.

In this regard, I appreciate and acknowledge all HDP stakeholders, organizations, and individuals (list annexed) for their commitment, dedication, and active participation through Technical Working Group and or Advisory Team to successfully finalize this Implementation Roadmap. I trust that all actors will contribute their resources and capacity to implement this “New way of working” at the ground level which will allow humanitarian and development actions to be more complementary and mutually reinforcing while building peace in all action.



Dr. Amb. Shiferaw Teklemariam

Commissioner, Ethiopian Disaster Risk Management Commission
Federal Democratic Republic of Ethiopia

SCOPE OF THE IMPLEMENTATION ROADMAP

This Implementation Roadmap is the first ever national framework along with its Operational Guide, which is developed to provide milestones, visibility, and strategic actions to be in place to operationalize the Nutrition Centric-Humanitarian, Development and Peace Triple Nexus (NC-HDPTN) approach in Ethiopia. This IR is to be used as a blueprint for all HDP actors in Ethiopia for complimenting and synergizing their interventions in the HDP Nexus programming approach. Any NC-HCPTN initiatives and programming that might be initiated by different actors are required to complement this Implementation Roadmap and shall encompass the NC-HDPTN strategic actions described in this Roadmap.

This IR is a long-term framework anticipated to serve until 2030 G.C and can be revised based on the learnings and experiences to be gained through implementing it into practice and as appropriate by then to align with the national or international changes in principles or approach.

ACRONYMS

AA-Anticipatory Action

ACF-Action Against Hunger

ARR-Annual Rate of Reduction

COH-Cost of Hunger

CSO-Charity and Society Organizations

DAC-Development Assistance Committee

DHIS2-District Health Information System2

DPG-Development Partners Group

EDHS-Ethiopia Demographic and Health Survey

EDRMC-Ethiopian Disaster Risk Management Commission

EHF-Ethiopian Humanitarian Funding

ENCU-Emergency Nutrition Coordination Unit

EPHI-Ethiopian Public Health Institute

ETB-Ethiopian Birr

EPBN-Ethiopian Peace Building Network

FDRE-Federal Democratic Republic of Ethiopia

FNP-Food and Nutrition Policy

FNS-Food and Nutrition Strategy

FSNC-Food System and Nutrition Council

FST- Food Systems Transformation

GHI-Global Hunger Index

HCT-Humanitarian Country Team

HDP-Humanitarian, Development and Peace

HH-Household

HRP-Humanitarian Response Plan

HSTP-Health Sector Transformation Plan

IASC-Inter Agency Standing Committee
IDP- Internally Displaced People
INGO-International Non-Government Organizations
IR-Implementation Roadmap
LBW-Low Birth Weight
LNGO-Local Non-Government Organizations
NC-HDPTN-Nutrition Centric-Humanitarian, Development and Peace Triple Nexus
NIPN-National Information Platform for Nutrition
NGO-Non-Governmental Organizations
NSA-Nutrition Sensitive Agriculture
NWOW-New Way of Working
MoH-Ministry of Health
MoP-Ministry of Peace
MoPD-Ministry of Plan and Development
M&E-Monitoring and Evaluation
OCHA- United Nations Office for the Coordination of Humanitarian Affairs
OECD-Organization for Economic Cooperation and Development
OG-Operational Guide
SD-Seqota Declaration
SLOT-Strengths, Limitations, Opportunities and Threats
ToC-Theory of Change
UN-United Nation
UNISE- Unified Nutrition Information System for Ethiopia
USAID-United States Agency for International Development
USD-United States Dollar
WHO-World Health Organization
WHS-World Humanitarian Summit

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1. INTRODUCTION

The Humanitarian, Development and Peace (HDP) Triple nexus is an approach aimed at meeting the needs of the people, overcoming threats and vulnerabilities, and transitioning to lasting development. The approach is based on the recognition that humanitarian, development and peace challenges are interrelated and require joint efforts to effectively address them. Moreover, the Nutrition Centric-Humanitarian, Development and Peace (NC-HDPTN) aims to improve food and nutrition security by using the limited resources effectively, and to ensure resilient families and communities that can sustainably withstand shock and emergencies. For the actors working in HDP sectors should come on board and, where possible and feasible, integrate interventions to reduce malnutrition, strengthen systems and population resilience, build peace and increase the sustainability of actions.

To fully operationalize this approach, there is a need to have a comprehensive Implementation Roadmap (IR) to communicate the overall strategic actions and strategic planning to the target audiences. Malnutrition remains a significant challenge in Ethiopia, with high rates of stunting, wasting, and micronutrient deficiencies. This, coupled with food insecurity and ongoing conflict, creates a complex situation requiring a multi-faceted approach. The National Implementation Roadmap for Nutrition Centric-Humanitarian, Development, and Peace Triple Nexus (NC-HDPTN) aims to address these interconnected challenges by fostering collaboration among humanitarian, development, and peace building actors.

1.1. Background

The protracted conflict in different parts of the country has resulted in direct and indirect consequences ranging from war related casualties to food shortage, disruption of supply chain, forced displacement and malnutrition. Climate change and conflict are the main drivers of humanitarian need as it causes mass displacement, loss of livelihoods and compromises access to food and nutrition related services in Ethiopia. According to the 2023 Global Hunger Index (GHI), out of 125 countries assessed, Ethiopia was ranked 101st with a serious level of hunger category (26.2). This requires an improvement in the overall food system of the country from production to distribution to consumption.

Currently, about 30 million Ethiopian people live below the national poverty line and the per capita gross national income in the country is at the level of \$1,020 (Global

Hunger Index, 2023). In Ethiopia, about 15.5 million people in need were targeted for humanitarian responses in 2024 with a total funding requirement of 3.24 billion USD. Out of these, 4 million were Internally Displaced People (IDP) and in need of humanitarian assistance and durable solutions.

The main drivers of displacement are conflict, climate shocks, and social tension. The humanitarian conditions for both IDPs and returning IDPs are poor, necessitating commitment to dignified, sustainable, and principled responses despite funding challenges (HRP, 2024). Despite its internal challenges, Ethiopia maintains an open-door policy for refugee inflow and allows humanitarian access and protection to those seeking asylum in its territory.

According to the United Nation High Commissioner for Refugees (UNHCR) data portal as of 31 October 2023, Ethiopia is home to 953,667 refugees from South Sudan (43.8%), Somalia (32.3%), Eritrea 17.6%), Sudan (5.3%), Yemen (0.3 %) and others (0.7 %). Conflict is a key driver of food insecurity and malnutrition, which, alongside drought, flooding, impact of COVID19 and food crises, there is ever-increasing humanitarian need in Ethiopia.

Ethiopia's diverse regions face a range of challenges contributing to food insecurity and malnutrition. These include conflict-induced displacement, climate shocks like droughts and floods, limited access to healthcare and sanitation facilities, and unequal gender dynamics that limit women's access to resources. Despite these challenges, Ethiopia has made strides in reducing malnutrition in recent years. However, significant gaps remain, particularly in remote areas and among vulnerable groups such as women and children.

Malnutrition in all its forms is high in Ethiopia despite the country having made encouraging progress in terms of reducing malnutrition over the past two decades. Levels of child stunting, wasting, underweight and micronutrient deficiencies are high; likewise, the infant and young child feeding practices remain sub-optimal. According to a more recent 2023 National Food and Nutrition Strategy baseline survey conducted by the Ethiopian Public Health Institute (EPHI), the stunting, wasting and underweight prevalence among under 5 years old children are reported to be 39%, 11% and 22% respectively with 6% of under 5 years old children being overweight.

1.2. Purpose

This IR help NC HDPTN implementers visualize the route towards achieving a common goal. It connects implementers with clearly defined and agreed upon outcomes that they want to achieve. It communicates the target outcome and the route to implementers so that they can move in the same direction. IR provides actors the ability to manage the next steps enabling them to anticipate what resources will be needed, whether all dependent tasks have been completed, and mobilize the necessary resources at the right time. It indicates what is to be delivered by who and when holding implementers accountable. IR allows actors to think through potential challenges before making decisions and prioritize tasks and resources appropriately. It facilitates communication with all stakeholders allowing them to track progress and help to reach goals. In general, IR shows 'where to go and how to get there'.

The primary purpose of this National Implementation Roadmap NC-HDPTN in Ethiopia is to present a strategic framework for addressing the interconnected challenges of food insecurity, malnutrition, and conflict. This roadmap aims to achieve this by facilitating collaboration among humanitarian, development, and peacebuilding actors within a unified approach. The specific, measurable outcomes targeted by the NC-HDPTN approach focus on three key areas

- 1. Improved Food and Nutrition Security:** This pillar will strive to achieve a 20% reduction in stunting prevalence among children under five years old by 2030 G.C. Additionally, it aims to see a 15% increase in household dietary diversity score, indicating improved access to a wider variety of nutritious foods.
- 2. Enhanced Community Resilience:** The NC-HDPTN approach aims to build stronger, more resilient communities by increasing access to essential services. This includes a target of enrolling 70% of children in conflict-affected regions into formal education programs. The program will also strive to achieve a 10% decrease in the incidence of conflict-related displacement within the targeted areas.
- 3. Sustainable Peacebuilding:** This aspect of the NC-HDPTN approach focuses on fostering peaceful coexistence and reducing tensions. One measurable outcome is to increase the participation of women and youth in local peacebuilding initiatives by 30%. Additionally, the program aims to see a 20% decline in inter-communal violence incidents reported within the targeted regions.

By focusing on these specific and measurable outcomes, the NC-HDPTN approach will establish a clear metric for evaluating its success and ensuring that resources are directed towards achieving tangible improvements in the lives of Ethiopians facing food insecurity, malnutrition, and conflict. This roadmap serves as a blueprint for operationalizing the NC-HDPTN approach and fostering a more peaceful, food-secure, and nutritionally sound future for Ethiopia.

The key stakeholders and target audience for this IR are Government organizations, Donors, UN agencies, INGOs, CSOs, Community, Networks, Media, and Academia. Within these organizations' specific target audiences of this OG are policymakers, funding agencies, implementers, practitioners, and researchers who are engaging in NC-HDPTN programming in Ethiopia at all levels from national level to community level.

2. MILESTONES

Milestones for the NC-HDPTN approach application are explicit and benchmark the checkpoints and agreed upon criteria to be fulfilled to advance the subsequent steps of the operationalization of this approach. Thus, it is proposed that this IR should have three phases and milestones; Inception, Implementation and Dissemination phases and will run from May 2023 to December 2030. It is noted that some activities might overlap across the phases. E.g. Capacity building activities could occur throughout the roadmap's lifespan. Others potential activities to appear as interphase overlap are reflected in each of the phases and table 1.

I. Inception phase

The inception phase is a phase where the basic foundations of the initiative are to be structured and delivered. It will encompass stakeholder consultations with landscape Situational Analysis and the establishment of NC-HDPTN governance and coordination structure to lead and guide the overall implementation of NC-HDPTN approach. This will need to be monitored at national and subnational level, this phase will also involve securing necessary resources to enable implementation of the higher-level plan and commitment of longer-term financing aligned with the NC-HDPTN financing approach. The following are key interventions and milestones for this phase.

- Producing a one pager Terms of Reference to guide the process.
- Conducting Stakeholders consultations
- Establishing an Advisory Team (AT) and Technical Working Group (TWG)
- Conducting a HDP Triple Nexus Landscape Situational Analysis
- Conducting a Launching Workshop
- Developing Operational Guide
- Developing Implementation Roadmap
- Establishing a Functional NC-HDPTN governance and coordination structure
- Conducting Funding Landscape Analysis
- Engagement with, and sensitization of, key stakeholders including Donors for securing funding.

- Designing the Program Plan for the NC-HDPTN approach
- Designing a National NC-HDPTN Monitoring and Evaluation System
- Designing the National NC-HDPTN Advocacy and Communication Guideline
- Establishing domestic a financing strategy
- Designing an OG and IR rollout strategy
- Capacity building activities
- Conducting a risk assessment and developing a mitigation plan
- Communication and Reporting

II. Implementation phase

The implementation phase is a period where the NC-HDPTN approach and plan are delivered and monitored. The following are key interventions and checkpoints/milestones for this phase

- Strengthen institutional capacity to coordinate and apply the NC-HDPTN approach in terms of HR, budget, materials etc.
- Development of essential working documents including tools
- Producing a Detailed Implementation Plan
- Activity alignment and Sectoral Integration amongst implementing partners.
- Actual implementation of the planned program activities
- Capacity building activities
- Conducting Monitoring Evaluation and learning activities
- Capturing lessons and creating a 'NC-HDPTN Learning hub'
- Conducting a risk assessment, developing and implementing mitigation plan
- Communication and Reporting
- Developing and implementing NC-HDPTN Capacity building Module

III. Dissemination phase

This is a learning phase where the lessons, successes and challenges captured and experienced during the previous two phases are to be collated, synthesized, and disseminated to inform for better design in the follow up to implementation of the roadmap. It is the phase also where the roadmap/plan for the expansion phase is to be designed. The following are key interventions and checkpoints for this milestone.

- Documentation, collating, synthesizing and dissemination of lessons, successes and challenges experienced during inception and implementation phases.
- Conducting different formative and end line surveys/studies
- Organizing different learning events/workshops and generating evidence for informed decision making
- Developing an updated roadmap and plan for expansion
- Conducting sensitization and advocacy for resource mobilization to roll out and expand the approach in full scale.
- Strengthening domestic financing strategy
- Conducting a risk assessment, developing and implementing a mitigation plan
- Communication and Reporting

Table 1: Timeline of the Milestones

Milestones	Intervention/Checkpoints	Timeframe								Responsible body
		2023	2024	2025	2026	2027	2028	2029	2030	
Inception Phase	Producing a one pager Terms of Reference to guide on the process	√								MoH,EDRMC & ACF
	Conducting Stakeholders consultations	√								MoH,EDRMC & ACF
	Establishing Advisory Team (AT) and Technical Working Group (TWG)	√								MoH,EDRMC & ACF
	Conducting HDP Nexus Landscape Situational Analysis	√								MoH,EDRMC & ACF
	Conducting Launching Workshop	√								MoH,EDRMC & ACF
	Developing Operational Guide	√	√							MoH, EDRMC ACF AT and TWG
	Developing Implementation Roadmap	√	√							MoH, EDRMC ACF AT and TWG
	Establishing Functional NC-HDPTN governance and coordination structure		√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
	Funding Landscape Analysis		√	√						MoH, EDRMC ,AT, TWG & FSNTC
	Engagement with, and sensitization of, key stakeholders including Donors for securing funding	√	√	√	√	√	√	√	√	HDP Actors
	Designing the Program and plan for the NC-HDPTN approach		√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
	Designing National NC-HDPTN Monitoring and Evaluation System		√	√						MoH, EDRMC ,AT, TWG & FSNTC
	Designing National NC-HDPTN Advocacy and Communication Guideline		√	√						MoH, EDRMC ,AT, TWG & FSNTC
	Establishing domestic financing strategy to leverage the external funding		√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
	Conducting a risk assessment and developing a mitigation plan		√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
Communication and Reporting	√	√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC	
Implementation phase	Strengthen institutional capacity to coordinate and apply the NC-HDPTN approach in terms of HR, budget, materials etc.		√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
	Development of essential working documents including tools		√	√						MoH, EDRMC ,AT, TWG & FSNTC
	Producing Detailed Implementation Plan		√	√	√	√	√	√	√	HDP Actors
	Activity alignment and Sectoral Integration			√	√	√	√	√		HDP Actors
	Actual implementation of the planned program activities		√	√	√	√	√	√	√	HDP Actors
	Capacity building activities		√	√	√	√	√	√	√	HDP Actors
	Conducting Monitoring Evaluation and learning activities			√	√	√	√	√	√	HDP Actors
	Capturing lessons and creating 'NC-HDPTN Learning hub'			√	√	√	√	√	√	HDP Actors
	Conducting a risk assessment, developing and implementing a mitigation plan		√	√	√	√	√	√	√	HDP Actors
	Communication and Reporting	√	√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
	Developing and implementing NC-HDPTN Capacity building Module			√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC

Dissemination and Expansion phase	Documentation, synthesizing and dissemination of lessons, successes and challenges experienced during inception and implementation phase								√	HDP Actors
	Conducting different formative and end line surveys/studies								√	HDP Actors
	Organizing different learning events/workshops and generating evidence for informed decision making				√	√	√	√	√	HDP Actors
	Developing roadmap and plan for expansion								√	MoH, EDRMC ,AT, TWG & FSNTC
	Conducting sensitization on Resource mobilization actions for expansion								√	MoH, EDRMC ,AT, TWG & FSNTC
	Strengthening domestic financing strategy		√	√	√	√	√	√	√	MoH, EDRMC ,AT, TWG & FSNTC
	Communication and Reporting	√	√	√	√	√	√	√	√	HDP Actors
	Conducting a risk assessment, developing and implementing a mitigation plan		√	√	√	√	√	√	√	HDP Actors

3. STRATEGIES TO OPERATIONALIZE THE NC-HDPTN

The component of the strategies for operationalization of the NC-HDPTN approach are structured around the following seven evidence informed methodologies. This is aligned with the Theory of change set out in the OG to advance the operationalization process.

3.1 Establish Coordination and governance structure for NC-HDPTN approach.

The existing Food System and Nutrition Coordination platforms in Ethiopia need to include NC-HDPTN as one key work-stream, building on existing structures, avoiding duplication, and encouraging complementarity and layering. This is essential for progressing implementation and sustaining the NC-HDPTN approach. The coordination and governance structure needs to be cascaded to sub national (regional, regional, zonal, woreda and Kebele level) accordingly. In addition, the establishment of a nexus coordination mechanism may take many different forms, depending on the context, the situation and the specific time point of the emergencies and agroecology contexts; it shouldn't be one-size-fits-all. There must be a commitment of government sectors and all HDP sectors to adopt and implement the approach in a coordinated manner. Roles and responsibilities within the coordination and governance structure are to be explicitly defined in the Operational Guide.

3.2. Conduct Joint Situation Assessment and Need Analysis

The joint situation assessment and need analysis shall provide a common understanding of the situation, the risks, the vulnerabilities, the needs, and the existing capacities to respond to the situation and needs to be done jointly with all involved NC-HDPTN actors using common tools and methodology. Comprehensive conflict analysis must be integrated to ensure conflict-sensitive and peace-responsive approaches are well integrated. Conflict prevention, mitigation and resolution should begin with a comprehensive conflict analysis to ensure conflict-sensitive and peace responsive Initiative.

3.3. Strengthen capacity for scalable multi sector and multi-year resilience programming.

An increase in multi-stakeholder, multi sector and multiyear resilience programming is required across humanitarian, development and peace interventions for effective and efficient application of NC-HDPTN approach. The NC-HDPTN actors need to work over multi sector and multi-year timeframes to achieve collective outcomes and through leveraging the comparative advantage of each actor group. There must be ongoing capacity-building of the NC-HDPTN actors to ensure that actors are equipped with the skills required to implement the full components of NC-HDPTN approach.

3.4. Strengthen capacity for multi-year and flexible financing mechanism.

There is a need to have a predictable, flexible, multi-year funding modalities including pooling mechanisms and the harmonization of funding cycles to enable the application of the NC-HDPTN approach. There must be efforts and linkage with governments, the private sector, other non-government organizations, and civil society to explore multi-year funding strategies converging to achieve collective outcomes.

The financing mechanisms must include due considerations of the importance and role of domestic financing strategies to leverage the external funding. Exploring innovative financing mechanisms including pooled funding and explore partnerships with the private sector and civil society to diversify funding sources and develop strategies for leveraging domestic resources alongside external funding.

3.5. Establish context specific and harmonized M&E System for NC-HDPTN

In order to ensure that data for all sectors and HDP pillars are collated, synthesized, analyzed and used for decision making and programming, there will need to be a comprehensive, context specific and harmonized M&E system and dashboard for the NC-HDPTN approach. This will be updated regularly based on the developing

scenarios and learnings to be captured during implementation. The possibility will be explored to integrate the NC-HDPTN M&E system into the existing systems to ensure that it is a comprehensive M&E framework with clear mandatory indicators for any program implemented in the country. This will help to track progress towards achieving the NC-HDPTN's objectives and ensure the M&E system is adaptable to capture lessons learned and adapt program strategies as needed.

3.6. Promote localization agenda and local solutions.

The NC-HDPTN programming shall include local actors including government sectors, local CSOs, academia's and private sectors for effective ownership, sustainability, coordination and efficient local resource mobilization and development partner resource utilization. Local communities should also be at the center of Nexus programming to ensure that the programming is community owned and local solutions to the problems are effectively financed and utilized.

3.7. Utilize conflict sensitivity approach and local initiatives for peace reconciliation.

The NC-HDPTN programming shall include sound conflict analysis integrated with the Situational Assessment and need analysis. Conflict Sensitivity approach and local conflict reconciliation initiatives must be incorporated into planning. The structural and root causes of conflict should be considered as a primary element in designing interventions to anticipate and prevent potential future conflicts and to ensure the action is risk informed.

4. FINANCING APPROACH FOR NC-HDPTN

Financing of the NC-HDPTN approach is based upon assumptions around increased localization of response and the necessary capacity building to achieve this. This type of financing will help to inform an investment case based upon the reduction of humanitarian need over time through increased development and peace building activities, which translates into less need and expenditure on humanitarian services. Cost effectiveness of the approach will also be achieved through risk reduction interventions, earlier responses to shock and devolved decision-making. The following are the details of the financing strategies for the NC-HDPTN approach.

- Advocate for increased funding of development-oriented interventions and peace building actions by donors, government and CSOs.
- Advocate for a predictable, risk informed, flexible and multilayer financing mechanism.
- Apply a pooled financing mechanism for the full application of the NC-HDPTN financing modality.
- Strengthen and use multifaceted innovative financing approaches by the government, private stakeholders, humanitarian and peace partners and the community. The funding from these different financing modalities will follow a progressive incremental pattern over time.
- The resource allocation to the NC-HDPTN roll out will be periodically analyzed in relation to the contribution of the strategic objectives above to the overall outcome, collective outcome and impact to revise the allocations to the strategic objectives and sectoral interventions with the greatest impact.

Table 2: Budget requirement proportion for the Operationalization of the NC-HDPTN approach by Phases

Strategies to be costed	Cost requirement <i>proportion</i> for the NC-HDPTN approach by Phases		
	Inception phase (2023-2024) (20%)	Implementation phase (2025-2029) (60%)	Dissemination and Expansion phase (2030) (20%)
Establish coordination and governance structure for NC-HDPTN approach implementation	2%	6%	2%
Conduct joint Situation Assessment and Need Analysis	3%	9%	3%
Strengthen capacity on scalable multi sector and multi-year resilience programming	4%	12%	4%
Strengthen capacity on multi-year and flexible financing mechanism	4%	12%	4%
Establish context specific and harmonized M&E framework for NC-HDPTN	3%	9%	3%
Promote localization agenda and local solutions	2%	6%	2%
Utilize conflict Sensitivity approach and local initiatives for peace reconciliation	2%	6%	2%

5. INSTITUTIONAL ARRANGEMENT FOR NC-HDPTN APPROACH

Currently, there is an ongoing establishment of an overarching multi-sectoral nutrition coordination platform, the “Food System and Nutrition Council (FSNC)” in Ethiopia. The council will have its own Secretariat, Inter-ministerial Food System and Nutrition Steering Committee and Food and Nutrition Technical Committee to lead and coordinate on food and nutrition issues. This FSNC will be repurposed to make it Nexus oriented and embed the NC-HDPTN approach and principles in all its coordination structures at all levels. The Nutrition Centric-Humanitarian, Development and Peace Triple Nexus Steering Committee will be established under the FSNC and will lead and provide direction on the affairs related with NC-HDPTN and will be established following the endorsement of this Operational Guide. The overall leadership for the NC-HDPTN approach application will be provided by the FSNC.

Government line ministries/sectors at each level, Donors, UN agencies, INGOs, Local CSOs, Academia’s and other HDP actors will be member of the national NC-HDPTN coordination and governance structure under the Food System and Nutrition Council. The visualized NC-HDPTN coordination and governance structure from national level down to the kebele level is presented under the Operational Guide. The details of the roles and responsibilities for each of the members and FSNC, NC-HDPTN Steering Committee, Inter-ministerial Steering Committee and Technical committee are to be defined under Annex VII of the Operational Guide.

Capacity building activities for the members of the FSNC and TC are to be planned constantly both at national and at subnational levels to ensure all actors have the necessary skills and knowledge to implement the NC-HDPTN approach effectively.

6. DELIVERABLES FOR NC-HDPTN OPERATIONALIZATION

Deliverables for NC-HDPTN approach refers to tangible outcomes or results that are achieved as part of the NC-HDPTN operationalization. These can be documents, tools, reports, or any other item that is delivered to help in the successful operationalization of this approach. These will also be tools that help to communicate the overall strategic actions. The following deliverables are anticipated as necessary to advance the operationalization of the NC-HDPTN approach successfully.

Figure 4. Shows key deliverables under the Implementation Roadmap

S. N	Deliverables	Purpose	Timeline/Phase	Responsible body
1	Producing One Pager Terms of Reference on NC-HDPTN Operationalization	This is a brief outline that provides a clear set of phases to be worked through for effective operationalization of the NC-HDPTN approach	Inception Phase	MoH, EDRMC and ACF
3	Establishing Advisory Team (AT) and Technical Working Group (TWG) with ToR	These are national platforms to support and guide the operationalization process. Members are composed from a higher-level technical leadership and technical experts assigned from key HDP actors to provide technical/professional support and organizational experience to contribute to the development of the OG and IRs	Inception Phase	MoH, EDRMC and ACF
4	Conducting Landscape Situational Analysis on HDP Nexus	This provides the background scenarios, current practices, and recommendations around the HDP Nexus across the globe and in Ethiopia. It provides the SLOT and stakeholders Power dynamics analysis with key recommendation for action. Findings from the SA is to be utilized while developing the OG and IR	Inception Phase	MoH, EDRMC and ACF
5	Developing Operational Guide	This serves as a comprehensive framework and includes a set of instructions for stakeholders involved across the spectrum of HDP sectors. It guides how to design and implement programs within the NC-HDPTN approach and serves as a blueprint to design programs in the NC-HDPTN approach with nutrition improvements as a core aim.	Inception Phase	MoH, EDRMC, ACF, AT and TWG
6	Developing Implementation Roadmap	This is a tool that helps to communicate the overall strategic actions and strategic planning to operationalize the NC-HDPTN approach. It is a high-level plan, defining the overarching steps for achieving the objectives	Inception Phase	MoH, EDRMC, ACF, AT and TWG

7	Funding Landscape Analysis	This provides the current funding mechanism with its channels and the proposed options/recommendations to inform in designing the funding architect for NC-HDPTN approach programming and on how this might change to support the HNC-HDPTN approach	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
8	Designing National NC-HDPTN Monitoring and Evaluation System	This is a platform where all data from sectors/HDP pillars are collated, synthesized, analyzed, and used for decision making and programming to inform the NC-HDPTN approach.	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
9	Designing National NC-HDPTN Advocacy and Communication Guideline	This will set out and detail an advocacy agenda, target audiences with communication channel and advocacy calendar for effective coordination and collaboration in supporting for effective application of NC-HDPTN approach	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
10	Producing domestic financing strategy for NC-HDPTN approach	This provides a reasonable strategy and methodology to materialize the domestic financing options to leverage the external funding for NC-HDPTN programming	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
11	Developing roadmap and plan for expansion	This outlines the overall and higher-level methodologies for expanding the NC-HDPTN programming beyond the year 2030 based on the learning gained in the current period	Dissemination phase	MoH, EDRMC, ACF, AT, TWG and FSNC
12	Producing ToR for NC-HDPTN governance and coordination structure	This outlines the role and responsibilities, mandates, and expectations from the FSNC (focusing on the NC-HDPTN governing and coordination role)	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
Essential Tools				
13	Situation Assessment and Need Analysis tool (Conflict Analysis tool embedded)	It is an instrument to be used to systematically gather data, assess the current conditions, needs, challenges, and opportunities within a given context. The goal is to provide a comprehensive understanding of the situation and helps to make informed decisions about the most appropriate and effective strategies to address the identified needs and challenges within the NC-HDPTN approach.	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC

14	Guidance, Checklist, and tool for NC-HDPTN Planning	This is a tool that provides a comprehensive guidance with a set of criteria to ensure that the planning in designing a program with a NC-HDPTN approach is fully aligned with the Theory of change and minimum thresholds.	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
15	Collective outcome Prioritization matrix tool	This is a decision-making tool used to systematically evaluate and rank a set of problems and priorities based on the agreed upon set of criteria for collective action	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
16	Checklist and Guidance for Financing of NC-HDPTN programming	This is a tool that provides a guidance with a broader range of financing modalities and checklists to ensure that financing mechanism to be employed is fully align with the NC-HDPTN programming approach.	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
17	Supportive Supervision Checklist	This includes a list of questionnaires to monitor a set of activities and interventions to check the implementation progress and inform course correction	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
18	Indicator Reference Sheet Table	This includes all level indicators to inform the progress of the NC-HDPTN approach and serve as a milestone checkpoint	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
19	Performance Reporting Format	This is a structured tool that outlines the key information and data to be reported at each level to communicate progress, results, and other relevant information and supports effective communication, decision-making and documentation in the progress.	Inception Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
20	Training Modules	This includes the specific training modules to sensitize practitioners and stakeholders on the principles, methodologies, practices, and programming in the NC-HDPTN approach.	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
21	Advocacy Toolkit	This creates a toolkit for advocating for the NC-HDPTN approach to various stakeholders and supports sensitization efforts	Implementation and Dissemination Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
22	Partnership Mapping Tool	This helps to map existing and potential stakeholders (including all parameters) to foster collaboration and coordination in designing and implementation of interventions in the NC-HDPTN approach.	Implementation and Dissemination Phase	MoH, EDRMC, ACF, AT, TWG and FSNC

23	Community Resilience Measurement Tool Checklist	This is a tool that helps to assess and quantify the capacity of a community to withstand, adapt to, and recover from shocks and stresses and aims to evaluate resilience across the HDP dimensions.	Implementation and Dissemination Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
24	Institutional capacity resilience measurement tool	This is a tool that helps to assess the institution and its infrastructure's ability to anticipate, adapt, withstand shocks, recover from internal and external challenges, and respond to shocks while maintaining its core functions and achieving its objectives	Implementation and Dissemination Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
25	Outcome-impact assessment tool	This tool helps to assess the changes and achievements in terms of the targeted individual pillar/sector outcome, collective outcome, and the level to which this change is contributing to the impact anticipated to be achieved with the intervention.	Implementation and Dissemination Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
26	Developing Risk Management Plan	This will help to assess the potential risk, document and take mitigation actions to effectively and efficiently apply the NC-HDPTN.	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
27	Developing Capacity Building Plan Template	This will help each stakeholder to plan and implement the capacity building activities for HDP stakeholders in their respective interventions	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
28	Developing Gender analysis and integration checklists	This will help to effectively mainstream the Gender activities, analyze and integrate in the NC-HDPTN program designing and implementation	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC
29	Developing Communication Strategy Template	This will help to plan and effectively communicate on the advocacy agendas related with the NC-HDPTN	Inception and Implementation Phase	MoH, EDRMC, ACF, AT, TWG and FSNC

7. ADVOCACY AND COMMUNICATION PLAN FOR NC-HDPTN

Table 5: shows the Advocacy and Communication plan for NC -HDPTN approach.

Advocacy and Communication Plan for NC-HDPTN Approach								
S.N	Advocacy agenda	Specific objectives	Target audiences	Communications		Advocacy tools	Measurements	Advocacy Calendar
				Key message	Channels			
1	Establish NC-HDPTN coordination & governance structure	To establish strategic leadership and coordination mechanism for NC-HDPTN approach operationalization	-Gov't sectors -Donors -UN agencies -INGOs -Local CSOs -Academies -Private sectors -Community	Effective coordination and leadership will maximize potential collaboration	-Advocacy workshop -Panel discussions	-Statement -Briefing paper	Indicator tracking	Inception Phase
2	Joint analysis and planning exercise	To bring the right stakeholders and create a shared vision across the triple nexus for informed decision making and strategic planning	-Gov't sectors -Donors -UN agencies -INGOs -Local CSOs -Academies -Private sectors -Community	Understanding the context and scoping jointly will create shared vision and informed decision	-Consultative workshop -Validation meetings	Assessment analysis	Indicator tracking	Implementation Phase
3	Align funding and programming in NC-HDPTN approach	To bridge the silos thinking between HDP actors for flexible and multi-year funding and programming	-Gov't sectors -Donors -UN agencies -INGOs -Local CSOs -Academies -Private sectors -Community	Reducing the adverse impacts of protracted crises requires aligning longer term funding with multiyear strategic programming	-Side events -Policy Dialogues	-Policy brief -Budget brief	Outcome harvesting	Inception and Implementation Phase

4	Set domestic resource mobilization mechanism for NC-HDPTN Programming	To create ownership and sustainable financing for triple nexus programming and leverage external funding	<ul style="list-style-type: none"> -Gov't sectors -Donors -UN agencies -INGOs -Local CSOs -Academias -Private sectors -Community 	Enhance sustainable financing system and break dependency of external funding	<ul style="list-style-type: none"> -Panel discussions 	<ul style="list-style-type: none"> -Campaign -Video 	Outcome harvesting	Inception and Implementation Phase
5	Embrace Localization agenda	To shift the power dynamics between HDP Nexus actors in strengthening local capacities & durable solutions	<ul style="list-style-type: none"> Gov't sectors -Donors -UN agencies -INGOs -Local CSOs -Academias -Private sectors -Community -CBOs, -FBOs, -Coalitions, -Networks 	Enhance the capacity of CSOs and CBOs for local solutions & sustainability	<ul style="list-style-type: none"> -Advocacy workshop -Side events 	<ul style="list-style-type: none"> -Champions -Storytelling 	Indicator tracking	Inception, Implementation & Dissemination Phase
6	Measure collective outcomes	To develop context specific and harmonized M&E system and gear collective outcomes under NC-HDPTN approach	<ul style="list-style-type: none"> Gov't sectors -Donors -UN agencies -INGOs -Local CSOs -Academias -Private sectors -Community 	Collect and analysis data for evidence-based decision making	<ul style="list-style-type: none"> -Review meeting -Learning workshop 	<ul style="list-style-type: none"> -Learning agenda 	Outcome harvesting	Inception and Implementation Phase

The following are key considerations in developing and implementing the advocacy and Communication plan.

- **Tailored Messaging:** Develop specific key messages tailored to the needs and interests of each target audience.
- **Media Engagement:** Develop a media engagement strategy to increase public awareness and garner support for the NC-HDPTN approach.
- **Local Languages:** Consider translating key messages and advocacy materials into local languages to ensure wider accessibility.
- **Partnerships:** Forge partnerships with media outlets, civil society organizations, and community leaders to amplify advocacy messages.
- **Feedback Mechanisms:** Establish mechanisms to receive feedback from stakeholders and adapt communication strategies accordingly.

8. SUSTAINABILITY PLAN

Implementing the NC-HDPTN is a long-term task that requires substantial changes to the system. However, taking into account the above-mentioned proposals will enable further improvements in terms of more sustainable impacts and a more efficient use of funds in the context of crises, violence and fragility. For Sustained Engagement in the NC-HDPTN, the program should be context-specific, based on respective mandates, governing principles and modes of action and on stakeholders' comparative advantage, common, or shared, multi-stakeholder analysis, shared planning and the common pursuit of collective outcomes.

The issue of Development, Humanitarian and Peace building program interventions sustainability should be a priority agenda among the NC-HDPTN. For sustained program the following measures appear to be appropriate for sustainability of the NC-HDPTN s application.

• Governance transition

- o Coordination and collaboration
 - ✓ Provide appropriate resourcing to empower leadership for cost-effective coordination of the approach.
 - ✓ Establishing functional coordination mechanisms at all levels
- o Structure
 - ✓ Strengthen human resources in the implementing sectors.
 - ✓ Regular capacity building and sensitization to human resources
- o Accountability
 - ✓ Define the clear role and responsibility of NC-HDPTN actors.
 - ✓ Utilize performance-based score card aligned with different level outcomes.
 - ✓ Apply data sharing policy.
 - ✓ Provide regular feedback and recognition.

• Program Sustainability

- o Periodic joint situational assessment and need analysis with key NC-HDPTN actors.

- o Ensure Gender and Social Inclusion is well integrated in the NC-HDPTN programing at all levels.
- o Building on existing best practices, develop more specific guidance on implementing the NC-HDPTN at a higher level.
- o Introduce structures and mechanism for performance-based incentives.
- o Updating Targeting in the context of changes

- **Financial Sustainability**

- o Formulation of a NC-HDPTN financing strategy with emphasis on domestic financing initiatives (Funding Sources may be donors funding through government treasury, direct funding to implementers, funding through pooled funding and or Establishing a Trust Funding mechanism)
- o Identify domestic/Internal sources of financing to raise the money within the organization or through revenue-creating activities.
- o Separate investment framework and costing document.
- o Regular web based (Digitalized) resource tracking and partnership management and financial analysis.
- o Government to donor (1:1) funding match at the beginning and the domestic financing to increase gradually.

9. RISK MANAGEMENT PLAN

Considering that the NC-HDPTN approach in Ethiopia is a new initiative, there are potential risks to the operationalization of this approach effectively and efficiently. These can be recurrence or increasing frequency of shocks (conflict, climate, drought), reductions in global aid resources, lack of buy-in from international actors, non-decentralized early response capacity to shock, lack of contingency funding for scale up and Program (surge capacity) in event of shock, non-flexibility in how funding is allocated as context changes (e.g. more for peace building where conflict erupts), etc.

The following action can be considered as a key risk management plan to effectively and efficiently apply the NC-HDPTN.

- Analyzing the potential and anticipated risks with anticipatory action
- Identifying how to respond to those risks.
- Assigns collective and individual roles to the NC-HDPTN actors to act on the identified risks accordingly.
- Utilize existing higher leadership led initiatives (“Yelemat Trufat”, Green Legacy’, National peace reconciliation...)
- Sustained advocacy and communication on NC-HDPTN
- Introduce high impact low-cost innovative interventions.
- Align NC-HPDTN with the country’s decentralized governance system.
- Early and proactive establishment of domestic resource mobilization platform where government, private sectors and community can generate funding for application of the NC-HDPTN approach to act as showcase for external funders.

Risk Management Elements:

i. Risk Assessment:

- Conduct a comprehensive risk assessment to identify potential threats to the successful implementation of the NC-HDPTN approach. This should consider political, security, financial, operational, and environmental risks.

- Involve key stakeholders from government, humanitarian agencies, development actors, and communities in the risk assessment process.
- Prioritize identified risks based on their likelihood and potential impact.

ii. Risk Mitigation Plan:

- Develop a detailed risk mitigation plan outlining strategies to address each identified risk.
- The plan should include specific actions, responsible parties, timelines, and resource allocation for risk mitigation activities.
- Consider strategies like contingency planning, diversification of funding sources, and communication protocols for managing unexpected events.

iii. Risk Monitoring and Review:

- Regularly monitor the evolving risk landscape throughout the program cycle.
- Update the risk assessment and mitigation plan as needed based on new information or changes in the context.
- Conduct periodic reviews to assess the effectiveness of risk mitigation strategies and adjust as necessary.

10. KEY PERFORMANCE INDICATORS (KPIs)

The NC-HDPTN KPIs sets metrics that are used to measure progress towards the goal and objectives of the approach. Key indicator targets for both country level and program level are included in the below table to benchmark the progress and feed into the ‘financing Plan’ of the IR.

Table 6: Key Performance Indicators for the NC-HDPTN approach operationalization in Ethiopia

Result chain and Indicator	Unit of measurement	Baseline	Target	Means of Verification	Remark
Program level Indicators					
Impact: Improve Food and Nutrition Security of crisis vulnerable population					
Impact Indicator 1.1: Stunting Prevalence in under five years old Children and ARR	Prevalence	39	30	Survey	EPI 2023 FNS baseline survey
Impact Indicator 1.2: Improved Food consumption score (FCS) among the targeted population	Prevalence				
Collective outcome 1: Community Resilience capacity is built, and impact of crisis is mitigated					
Collective Outcome indicator 1.1: Proportion of Households with at least one member completing secondary school	Percentage			Survey	EDHS 2016
Collective Outcome indicator 1.2: Proportion of conflict cases solved with community owned endogenous conflict resolution mechanism	Percentage				
Collective Outcome indicator 1.3: Proportion of Households with access to sufficient water all year round	Urban percentage	97%		Survey	EDHS 2016
	Rural percentage	57%		Survey	
Collective Outcome indicator 1.4: Proportion of Households with multiple sources of income activities	Percentage			Survey	EDHS 2016
Collective outcome 2: Improved Nutritional Status of Crisis Vulnerable population					
Collective Outcome indicator 2.1: Wasting Prevalence in under five years old children and ARR	Percentage	11	5	Survey	EPI 2023 FNS baseline survey
Collective Outcome indicator 2.2: Reduction of underweight prevalence in under five years old children and ARR	Percentage	21	15	Survey	
Collective Outcome indicator 2.3: Prevalence of anemia in under five years old children and ARR	Percentage			Survey	
Collective Outcome indicator 2.4: Prevalence of anemia in Pregnant and Lactating women and ARR	Percentage			Survey	
Collective outcome 3: Application of anticipatory actions to future crisis is enhanced and early recovery from crisis is expedited					
Collective outcome indicator 3.1: Proportion of Anticipatory Actions [AA] based recommendations costed and applied in the intervention sites per program per year	Proportion			Program report	
Collective outcome indicator 3.2: Forecasted malnourished cases [wasting and or underweight] prevented per year following Anticipatory Action [AA] prediction and implemented recommendations	Proportion			Program report	

Collective outcome 4: Strengthened institutional capacity to coordinate and apply the NC-HDPTN approach						
Collective outcome 1.1 HDP stakeholders that have at least one trained programmer who served for more than 6 months		Proportion				Program report
Collective outcome 1.2 Proportion of individual organizations that implement HDP program		Proportion				Program report
Collective outcome 5: Enhanced social cohesion and peaceful coexistence						
Socio-cultural sphere	Collective outcome indicator 5.1: Group members have resolved their intragroup differences locally	Proportion				Program report
	Collective outcome indicator 5.2: Inter-communal networks and associations have become more inclusive	Proportion				Program report
Economic sphere	Collective outcome indicator 5.3: Public resources are equitably and transparently allocated	Proportion				Program report
	Collective outcome indicator 5.4: Marginalized group(s) have access to livelihoods and all social services	proportion				Program progress report
Political Sphere	Collective outcome indicator 5.5: Women are fairly represented on Nexus Governance and leadership at all levels	Proportion				Program report
	Collective outcome indicator 5.6: Proportion of youth in the community exercise of their functions and responsibilities	Proportion				Program report

The following are key points to be given high considerations in collecting data to feed into the KPIs:

- **Disaggregation:** All data needs to be disaggregated by factors like gender, age, location, and socioeconomic status to identify potential inequalities.
- **Data Quality:** Ensure the quality and reliability of data sources used for monitoring the KPIs.
- **Clarity of Definitions:** Each indicator should be defined clearly to ensure consistent interpretation and measurement for sectors.
- **Feasibility:** Review the feasibility of collecting data for all indicators within budgetary and resource constraints or using the existing mechanism.
- **Baselines:** For some indicators, baselines may not be readily available. Consider including them in the baseline surveys if needed.

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Annex A: List of Technical Working Group and Advisory Team members contributed to the development of this IR.

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