

Implementation Guide for Food and Nutrition Coordination Office(FNCO)



1st Edition

August, 2019

Addis Ababa, Ethiopia



Federal Democratic Republic of Ethiopia



Implementation Guide for Food and Nutrition Coordination Office(FNCO)

1st Edition

August, 2019
Addis Ababa, Ethiopia

Table of contents

Forward	6
Acronyms and Abbreviations	8
1 Background	10
1.1 The need for appropriate nutrition:	10
1.2 Policy Environment to improve nutrition:	12
1.3 Multi-sectoral actions for a multi-dimensional nutrition problem	14
2 The Food and Nutrition Coordination Office (FNCO) Implementation Guide	16
3 Implementation of the Food and Nutrition Coordination Office	19
4 Implementation Approaches and Principles	29
5 FNCO Universal role and support to National Food and Nutrition Policy Implementing sectors	35
5.1 Role of Regional President’s Offices in leading the FNCO	35
5.2 Role of FNCO in supporting the Health Sector:	35
5.3 Role of FNCO in supporting Agriculture Bureaus	36
5.4 Role of the FNCO in supporting Education Bureaus	36

5.5	Role of the FNCO in supporting the Bureau of Labor and Social Affairs	37
5.6	Role of FNCO in supporting: Water, Irrigation and Electricity (WaIE) Bureau	38
5.7	Role of FNCO in supporting the Women, Children and Youth	38
5.8	Cross-cutting roles	39
5.9	Role of Partners and civil societies working on Food and Nutrition	39
6	Monitoring, Evaluation and Learning (MEL)	41
6.1	MEL for Food and Nutrition Interventions/Programs	41
6.2	Performance Management	43
7	Sustainability and Scale up of Lessons	45

Forward

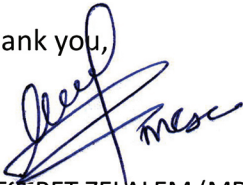
Evidence suggested that 80% of stunting reduction is contributed to nutrition sensitive interventions implemented by different sectors other than the health such as agriculture, education, water, industry, women, children and youth, etc. As one of the countries' strategic approaches to reduce malnutrition, the Ethiopian government has put through the National Nutrition Program (NNP II), multisectoral coordination as one of the five strategies. A multisectoral approach to reducing all forms of malnutrition is recommended to be the best approach in many parts of the developing world. However, the multisectoral modality in advancing nutrition interventions has not produced desired results as envisaged in Ethiopia. In implementing NNP II and other food and nutrition development programs, several gaps were reported. As a result, the need for establishing a Multisectoral Food and Nutrition Coordination Office under a higher leadership of the regional presidents or their delegates is found to be crucial.

This implementation guide for the establishment of a Regional Food and Nutrition Coordination Office (FNCO) is a step towards strengthening multisectoral approach to improve nutrition under the leadership of Regional President's offices throughout the country. The guiding notes are designed to assist in the

collaboration of regional bureaus at all level, development partners and civil societies in ensuring the implementation of nutrition sensitive and nutrition specific interventions.

On behalf of the National Nutrition Technical Committee and Maternal and Child Health Directorate, I would like to request NNP Implementing Bureau Heads in all regions to play a key role in facilitating the Regional President's Offices to oversee the operation of FNCO as envisaged in the current Food and Nutrition Policy.

Thank you,

A handwritten signature in blue ink, appearing to read 'Meseret Zelalem', with a stylized flourish underneath.

MESERET ZELALEM (MD, PEDIATRICIAN)

Maternal and Child Health Directorate Director
Maternal and Child Health Directorate
Federal Ministry of Health, Ethiopia
www.moh.gov.et

Acronyms and Abbreviations

AGP	Agricultural Growth Program 2
DHIS	District Health Information System
EDHS	Ethiopian Demographic and Health Survey
EPI	Expanded Program of Immunization
FMOA	Federal Ministry of Agriculture
FMOH	Federal Ministry of Health Ethiopia
FNC	Food and Nutrition Counsel
FNCO	Food and Nutrition Coordination Office
FNPE	Food and Nutrition Policy of Ethiopia
FNS	Food and Nutrition Secretariat
GTP	Growth and Transformation Plan
MEL	Monitoring, Evaluation and Learning
NIPN	Nutrition Implementing Partner Network

NNP	National Nutrition Program
NNSAS	National Nutrition Sensitive Agriculture Strategy
PDU	Program Delivery Unit
PSNP	Productive Safety Net Program
RBOA	Regional Bureau of Agriculture
RFNCO	Regional Food and Nutrition Coordination Office
RNTC	Regional Nutrition Technical Committee
SBCC	Social and Behavioral Change Communication
SD	Seqota Declaration
SLMP	Sustainable Land Management Project
SPM	Senior Program Manager
UNISE	Unified Nutrition Information System
WASH	Water Sanitation and Hygiene

1. Background

1.1 The need for appropriate nutrition

Under-nutrition is known as one of the biggest threats of resource-poor communities¹. Globally this is the case in pregnant women and mothers with children under the age of two years old. This is certainly true for Ethiopia, given the significant figures impacted by the elevated incidence of stunting in kids under five years of age. (Figure 1). Statistically, in Ethiopia 5.2 million (38%) of under-five year old children are stunted, 1.4 million (10%) are wasted, 3.3 million (24%) are underweight and 56% of under five children are anaemic. Likewise, adolescent girls (15-19) are affected by malnutrition with the national prevalence of 29% . In Ethiopia, 24% of women in reproductive age group are anaemic, it is also now a global fact that severe anaemia is associated with maternal death. Maternal pregnancy weight gain resulting from adequate food intake and use of antenatal care services (ANC) is known as strongest indicator predicting infant birth size. In Ethiopia 13% of new-born infants are born with low birth weight less than 2.5kgs at birth and 13% of children less than 6 months are stunted indicating maternal undernutrition during pregnancy. The period between the beginning of a mother's pregnancy (including antenatal care exposure) to the second birthday of her child's birth (i.e., the first 1000 days) is a critical window for the rapid growth of a child's body and brain development. During this critical period,

good nutrition and adequate health care are essential to lay the foundation for a healthy and productive future. Consequently, children with restricted brain development in early life are at risk for later neurological problems, poor school achievement, early school dropout, low skilled employment in adulthood and subsequently poor care of their own children. Malnutrition, therefore, contributes to the transmission of malnutrition between generations².

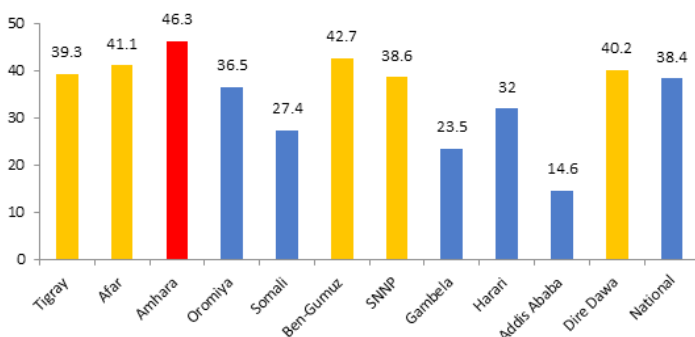


Figure 1. Stunting across regions, EDHS 2016

Other determinants of malnutrition in Ethiopia include sub-optimal feeding methods for infants and young children, poverty, absence of family resources, poor agricultural results, restricted women's autonomy and decision-making, inadequate water, hygiene practices and insufficient sector coordination and planning processes³.

Lack of infrastructure and access to markets in rural settings has also been found to influence diet quality in Ethiopia. Coordinated and comprehensive efforts are needed to address the different determinants of malnutrition. This includes providing an enabling policy environment and establishing multi-sectoral nutrition actions.

1.2 Policy environment to improve nutrition

Presently, there is a favorable policy environment in Ethiopia to improve maternal and infant nutrition demonstrated by a strong political commitment engaged across multiple sectors. These include, the second Growth and Transformation Plan (GTP II)⁴ which encompasses a goal to reduce stunting among children under 5 years from 40% in 2015 to 28% by 2020, the second multi-sectoral National Nutrition Program (NNP II) launched in 2016⁵ that was endorsed by 13 ministerial signatories, the Nutrition Sensitive Agriculture Strategy (NNSAS)⁶ that includes a focus on improving the nutritional value of crops and livelihoods of farming households and lastly the three Federal Ministry of Agriculture flagship programs: Productive Safety Net Program (PSNP IV)⁷, Agricultural Growth Program (AGPII) and the Sustainable Land Management Project (SLMP). Moreover, the government made a commitment to end childhood stunting in Ethiopia by 2030 by its “Seqota Declaration” (2016-2030)⁸ and by the newly endorsed Food and Nutrition Policy⁹.

A general overview of the Seqota Declaration and its objectives are given in the box below.

General Overview of Seqota Declaration and its' strategic approaches

Seqota Declaration (SD) is Ethiopian government's highest-level commitment to end stunting in the country in children under 2 years by 2030. On 15th July 2015, the Government of Ethiopia made this declaration reaffirming the Government's commitment to nutrition as a foundation for economic development. The SD has a 15-year Implementation Plan (road map) that provides strategic guidance to be executed in three phases namely innovation, expansion and scale up phases. During innovation phase proven high impact evidence based and innovative interventions will be tested to generate learning that will be expanded and scaled up throughout the country. Six sectors and partners engaged in efforts aimed at accelerating progress towards the Seqota Declaration goal of ending stunting in children under two by 2030. A coordinated multi-sectoral efforts is required to increase nutrition smart investments in infrastructure and technology, to drive behavior change, and to empower communities to innovate and identify localized solutions that address malnutrition.

1.3 Multi-sectoral actions for a multi-dimensional nutrition problem

In many areas of the developing world, a multi-sectoral strategy to alleviating malnutrition has demonstrated to be the best strategy¹⁰. Research has shown that nutrition outcomes are better achieved when nutrition-sensitive interventions are co-located with nutrition-specific activities focused on the 1000-day window of opportunity. Nutrition's multi-sectoral nature needs capacity at the individual, institutional and system level to operationalize effective interventions through cooperative engagement across sectors and stakeholders. As one of the strategic approaches to reducing malnutrition, Ethiopia developed a National Nutrition Program and a multi-sectoral coordination and collaboration approach to mainstream nutrition across different sectors. Ethiopia is embracing this sectoral approach across all administrative levels - from federal to kebele. In order to accomplish the shared objective of decreasing malnutrition, NNP signatory sectors, development partners, private sectors and civil societies are expected to "think multi-sectoral and act sectoral." Accordingly, to ensure the implementation of nutrition interventions, the Ethiopian Government has used the NNP-II and the current Food and Nutrition Policy (FNP) as a guiding document. As a result, NNP signatory sectors have demonstrated their dedication to mainstreaming through intersectoral collaborations on nutrition-specific and nutrition-sensitive measures towards

enhancing population health and nutritional status especially mothers and children.

Using the Seqota Declaration Platform as experience, this Implementation Guide for the Food and Nutrition Coordination Office (FNCO) offers guidance on how to promote and improve effective coordination for sustainable and productive multi-sectoral nutrition implementation of evidence-based interventions in Ethiopia.

This FNCO guide will be periodically revised to enhance relevance and validity of implementation modalities of food and nutrition policy implementing sectors in accordance with regional situations and public policy revisions.

2 The Food and Nutrition Coordination Office (FNCO) Implementation Guide

The creation of the Food and Nutrition Coordination Office (FNCO) will be under the governance of the Regional President or their delegates. The FNCO emphasizes the significance of coordinated multi-sectoral commitment among nutrition-planning-sectoral offices, nutrition development partners, civil society and other stakeholders wishing to accelerate progress towards ending malnutrition in Ethiopia.

This guide is required to provide clear guidance for the regional Food and Nutrition Coordination office managers or advisors including Food and Nutrition implementing sector bureaus and related functions. The guidance focus on coordinating, monitoring and evaluating mechanisms to speed up the implementation of nutrition-specific and nutrition-sensitive interventions identified in the Food Nutrition Policy. The guide also contains information on the coordination structure and processes within and between sectoral organizations and stakeholders. Clear organogram showing the structure will be included upon revision of the FNCO in due time.

2.1. Objectives of Food and Nutrition Coordination Office (FNCO)

The objectives of Food and Nutrition Coordination Office (FNCO) are as follows:

1. To guide the establishment and set up of regional, zonal and woreda FNCOs.
2. To identify FNCO and sectoral roles for multi-sectoral coordination and joint planning.
3. To identify roles for inter-sectoral communication; Monitoring, Evaluation and Learning (MEL) including reporting mechanism with special focus on the 1000+ days nutrition sensitive and nutrition specific interventions.
4. To strengthen the functions of Nutrition Program Coordinating and Technical Committee bodies at different administrative levels so that the regional, zonal and woreda levels transition to the Food and Nutrition Council and FNCO in line with the new Food and Nutrition Policy.

2.2. Target Audience

This document targets the regional, zonal and woreda FNCOs and Food and Nutrition implementing sectors and stakeholders that design, implement, or support nutrition specific and/or nutrition sensitive interventions as part of their programs.

This guide aims to enhance coordination and execution of nutrition sensitive and nutrition specific interventions at all administrative levels. Consequently, the targeted stakeholders

include all regional states and administrative areas, as well as NGOs implementing nutrition initiatives. It also targets other stakeholders, bilateral and multilateral development partners; non-governmental organization including civil society at national, regional, zonal, woreda and community level.

More specifically, the guide targets individuals and organizations working in food and nutrition sector. In addition to practitioners and experts in these sectors, organizations engaged in designing and implementing nutritional interventions are expected to benefit from and contribute to the FNCO. The FNCO guide promotes a coordinated approach, solving nutrition problems, sharing of lessons and best practices.

3 Implementation of the Food and Nutrition Coordination Office

The Food and Nutrition Coordination Office is envisaged to be an office or team composed of high-level professionals from sector bureaus. They will be coordinated and managed under the Regional Presidents Offices or their delegates for high level leadership and guidance.

3.1. Rationale for Food and Nutrition Coordination Office

Ethiopia now has a food and nutrition policy that requires coordination and inclusion of multiple sectors at system level to improve impact sustainability. The Food and Nutrition Policy has called for the establishment of National and Regional Food and Nutrition Councils to be followed by the formation of related Secretariats or Offices.

The Council and Secretariat or Office is envisaged to be located within the Food and Nutrition Coordination Office in places where these will be established. The FNCO will, therefore, support the functionality of the Council and the Secretariat.

In implementing NNP II and other food and nutrition development programs, several gaps were reported that demand the placement of the FNCOs and the Food and Nutrition Council and Secretariat at Regional Presidents' Offices necessary. Placing the Regional FNCOs at this high leadership

level will enhance the quality of coordination and integration processes and will help alleviate the following reported coordination gaps:

- Inadequate food and nutrition leadership and commitment at system level;
- Poor coordination mechanism across implementing sectors and lack of ensured engagement and accountability mechanism;
- Inadequate allocation of funds for nutrition specific and nutrition sensitive interventions and the need for placement of adequate skilled manpower;
- No multi-sectoral food and nutrition data collection process, compilation, analysis, interpretation, sharing and feedback mechanisms and lessons learnt to facilitate decisions in sectors on implementation of nutrition specific and sensitive interventions;
- Inadequate institutionalization or capacity of food and nutrition implementing sectors;
- Vertical coordination platform and donor influence of the current exercise from Seqota Declaration Program Delivery Unit;
- Inadequate support by NNP lead sector to other NNP signatories.

Hence, to fill the above gaps and make use of the lessons gained, enhancing ownership of food and nutrition programmes by

higher-level regional leadership (President/Vice President/ delegate) is crucial. The Food and Nutrition Coordination Office will also strengthen the coordination and collaboration among government and development partners for more effective delivery of nutrition specific and sensitive interventions.

3.2 Organization structure and staffing

A strong coordination office requires appropriate vision, organizational structure and staffing. This includes clear perspective of what needs to be coordinated, an understanding of where and how the coordination must improve compared to the current situation, a strong team to conduct the coordination, and alignment of efforts horizontally across sectors and stakeholder institutions and vertically from federal to community level. In alignment with the state, the Food and Nutrition Coordination Office will play the role of guiding the comprehensive coordination required at system level.

3.2.1 Vision, goal and strategic initiatives of Food and Nutrition Coordination Office

The following are the vision, goal and strategic initiatives of FNCO:

- **Vision:** To see well-functioning Food and Nutrition Coordination Offices from national to kebele level in implementing the food and nutrition policy for a healthy and productive society.
- **Goal:** To ensure effective coordination for the implementation of food and nutrition interventions

across multiple sectors via Food and Nutrition Coordinating Offices at all levels.

- **Strategic initiatives:** To be involved in the consultative establishment of Food and Nutrition Coordination Offices at regional presidents' offices or delegates. The consultative process will include assigning dedicated staff with technical support from partners as per the Food and Nutrition Policy and the Nutrition Council Establishment Proclamation. The FNCO will abide by and be part of the government structure in a sustainable way. It will also be cascaded to the level of zones, woredas and kebeles in all regions. Moreover, the office will be supported with adequate budget including a clear monitoring and evaluation and reporting mechanisms.

3.2.2 Nature of the FNCO and organizational interaction

Food and Nutrition Coordination Office staffs should interact, serve and oversee the multiple NNP signatory sectors and Food and Nutrition Policy implementing sectors through system strengthening, capacity building and performance management activities in a way to ensure the followings:

- Ensure leadership commitment under Regional President's Offices and work towards functional coordination mechanism at all levels.
- Identify partners, continue consistent, effective and

smooth relationship among the FNCO and the NNP implementing sectors and other partners.

- Analyze sector specific gaps and address issues that arise in collaboration with sectors.
- Provide technical support to sector planning and budgeting.
- Conduct capacity need assessment together with food and nutrition implementing sectors to execute plans and interventions.
- Ensure relevant food and nutrition advocacy, social mobilization and behavioural change communication activities are addressed by all food and **nutrition** implementing sectors and stakeholders.

3.2.3 Regional Food and Nutrition Coordination Office requirements

To build a successful regional coordination office for Food and Nutrition, the following foundational activities must be accomplished.

- A. The vision, goal and strategic initiatives should be clearly communicated to Regional Presidents/Vice President/delegates, NNP implementing sector bureau heads, and other relevant high-level officials;
- B. An inception meeting must be conducted with the regional cabinet members and sector heads to get

leadership support and better understanding of the office;

- C. All relevant stakeholders must have a clear understanding of how they contribute to the vision and goals of the FNCO.

All of the above activities can always be modified according to local context.

3.2.4 Staff roles and responsibilities

The staffing of the office will have the following key individuals:

- **Regional Presidents** or through delegate will provide leadership, guidance and oversee that all NNP II signatory implementing sectors deliver results as planned for nutrition sensitive and nutrition specific interventions.
- **Senior Advisor to the Regional President:** The President's Advisor of the regional FNCO will be based within the president's office. His/her overarching responsibility is maintaining effective coordination and partnerships with key stakeholders and ensuring effective communication among regional FNCO, NNP implementing sector bureaus, zonal and woreda FNCOs food and nutrition development partners and other relevant stakeholders.

- **Senior Regional Program Manager:** is a person leading the FNCO team and supporting the day-to-day activities of the secretariat -the Regional Nutrition Technical Committee (RNTC) offices, which will have Professionals assigned by the regional health bureau and work jointly. The senior program manager is the person who ensures the sectors and stakeholder institutions are delivering targets set by the regional state. He/she will oversee the assigned FNCO team members from each sector to ensure the coordinated implementation of the multi-sectoral food and nutrition interventions at regional, zonal, woreda and kebele levels. The senior program manager will also report to the regional health bureau head or to the president’s advisor or any other higher official decided by the regional president or his/her delegate.
- **Multi-sector Food and Nutrition Coordinator:** located within the regional health bureaus the coordinator is responsible for day-to-day activities of the regional food and nutrition implementing sectors. S/he will ensure their engagement and the mainstreaming of the food and nutrition policy directions in regional sectoral annual strategic plans, program initiatives and operational lines. This person is responsible for fostering alignment and coordinated execution of all regional food and nutrition strategies and programs, delivering and reporting the status and maintaining

effective relationships with the SPM, other NNP implementing bureaus and key stakeholders. S/ He will be directly reporting to the regional senior program manager. The Multisector Food and Nutrition Coordinator will facilitate the joint planning, budgeting, implementation, reporting and feedback mechanisms among Regional Food and Nutrition implementing sectors.

- **Technical Leaders:** The FNCO technical leaders are composed of regional sector specific specialists- such as Agriculture and Health specialist. This small number of specialists/advisors will provide technical support to the regional food and nutrition technical committee or secretariat to deliver results. They will be partly reporting to the senior program managers and partly to their sector bureaus.
- **Monitoring, Evaluation and Learning(MEL) Advisor/ Specialist-** The Monitoring, Evaluation and Learning advisor/specialist based in the regional health bureau is responsible for providing MEL technical and program input through coordination, collaboration, and participation in discussions for the operationalization of the National Nutrition Program (NNP), specifically to the RHB, Regional Bureau of Agriculture (RBOA) and sector platforms, including the regional Productive Safety Net Program (PSNP) program. In addition, the monitoring, evaluation and learning(MEL) specialist

will collaborate, provide technical assistance on routine food and nutrition program monitoring, tracking and reporting activities of all implementing actors in the region. The MEL advisor will also build the technical capacity of zonal and woreda officers working in nutrition. The MEL advisor is expected to provide accurate collection analysis and use of monitoring data, providing ongoing coaching/support through regular site monitoring visits, and ensure quality control and problem solving as needed. This position will provide strategic, technical, programmatic and quality assurance expertise. Furthermore, the MEL advisor will take a lead in documenting and disseminating lessons learned from Regional FNCO at regional and national forums.

It is important to note that support for the establishment of the FNCO may be found with developmental partner organizations. Consequently, hiring and staffing of experts for the FNCO may vary based on the respective regional state context and the supporting partner's regulatory requirements, if any. All or part of the team may also sit in the president's office or sector offices in agreement with regional decision makers.

3.2.5 Roll out of the implementation of the FNCO

It is necessary to organize official FNCO roll-out at regional state level. This is essential in stimulating the knowledge of stakeholders and ensuring effective functioning of an enabling setting for the FNCO. All appropriate stakeholders should be invited to this event. The Regional President / Delegate is also expected to officially announce the FNCO's creation and the rationale for its establishment.

4 Implementation Approaches and Principles

4.1 Implementation Approaches

The Food and Nutrition Coordination Office, implementing partners, stakeholders and all sectors are expected to give due attention to the following implementation principles for the nutrition specific or nutrition sensitive actions they put in place. These principles will form part of the modalities of implementing the different interventions and programs:

- Conduct situational assessment and identify key focus areas for planned nutrition specific or nutrition sensitive interventions at the different levels of implementation.
- Capacity building and system strengthening of food and nutrition implementing sectors for sustained and result oriented nutrition specific and sensitive interventions informed by appropriate situational analyses.
- Capacity building on what a coordinated strategy really entails for multi-sectoral teams.
- Strengthen multi-sectoral cooperation with all implementing partners in the application of nutrition-specific and sensitive interventions.
- Ensure pregnant and lactating mothers with kids less

than two years are primarily targeted and prioritized.

- Ensure children are targeted in the first 1000 days of life.
- Integrate gender considerations in nutrition programming.
- Adopt Social and Behavioral Change Communication (SBCC) approach to mainstream nutrition intervention across different sectors with especial emphasis to the first 1000 days plus nutrition initiatives.
- Establish appropriate monitoring, evaluation and performance management in nutrition program interventions.
- Increase the use of information to make decisions.
- Continue and accelerate resource mapping along with local and global budget mobilization efforts to effectively implement regional food and nutrition programs and supports.
- Ensure food and nutrition professionals are adequately deployed across food and nutrition industries

4.2 Implementation Principles of Multi-Sectoral Coordination

The following principles are essential to ensure effective multi-sectoral coordination. The principles are presented under the different focus areas. Through specially formed working groups, the principles should be interpreted as necessary to promote joint planning and alignment of measures at distinct execution stages.

4.2.1 Common Vision and Communication Effectiveness

- Sectors or partners working at regional, zonal, woreda or kebelelevel shall create and/or embrace a common vision through MOUs or other execution contracts to guarantee that activities are aligned
- Sectors or partners will aim to contribute to NNP II and Food and nutrition policy/strategy to align efforts by using common nutrition sensitive strategies, program objectives, initiatives and indicators.
- Sectors or partners will strive to contribute in their execution operations to have an effective joint planning, budgeting, execution, tracking, assessment, reporting and feedback
- Sectors or partners will actively engage and promote regional, zonal and woreda-level nutrition coordinating bodies and technical committee meetings in accordance with the agreed MOUs

- Sectors or partners will contribute to the promotion and functionality of the Food and Nutrition Council and Secretariat
- Sectors or partners will guarantee accountability and the development of suitable sector-wide structures through active participation and accountability as required.
- Sectors or partners will mainstream food and nutrition specific and sensitive interventions in strategic and annual plans that are supported with budget allocations
- Sectors or associates will be actively involved in reporting progress or obstacles to the appropriate FNCO structures in order to promote learning

4.2. 2. Accountability and joint decision-making

The Food and Nutrition Coordination Office and NNP implementing sectors and partners need to:

- Have clear accountability processes for sector responsibility as outlined in the MoUs on particular interventions or programs.
- Consultatively establish processes for monitoring responsibility as part of the tasks of the nutrition coordinating body and/or meetings of the technical commission.
- Establish workgroups to enhance the effectiveness and

responsibility of sectors and partners to establish plans and objectives in line with joint planning procedures at different administrative levels.

- Ensure participatory consultation, transparent decision-making procedures and progress encouraging discussions and decisions are taken.
- Ensure that partners obtain prompt responses requiring multi-level(federal, regional, zonal, woreda and kebele level) involvement.

4.2.3. Defined roles and responsibilities with continuity of relationships

The FNCO and NNP implementing sectors and partners must:

- Clearly define joint-implementation roles and responsibilities through consultations and MoUs with appropriate stakeholders. Joint implementation consideration and agreements should be practical and on merit.
- Develop Joint Sectoral Plans for the execution, monitoring and reporting of regional or woreda work-level outcomes linking pre-established objectives and budget allocation.
- Establish a clear scheduling cycle in consultation for joint multi-sectoral planning.

- Establish technical working groups to assist technical and financial management of joint activities and monitor progress on defined objectives.

4.2.4. Budget allocation

Sectoral planning and budgeting is an important area where coordinated implementation often fails. Therefore, the FNCO and NNP implementing sectors and partners should strive to:

- Ensure that each sector mobilizes resources on time for nutrition specific and nutrition sensitive interventions, particularly on joint planning mechanisms and programmes.
- Ensure sectoral planning and budgeting is carried out prior to the development of the multi-sectoral action plan. Sectoral planning and budgeting will improve alignment with what distinct sectors are preparing for and implementing.
- Work with senior authorities to ensure appropriate allocation of resources.

5 FNCO Universal Role and Support to National Food and Nutrition Policy Implementing Sectors

5.1 Role of Regional President's Offices in leading the FNCO

The regional president's office will host the FNCO under the establishment of the Regional Food and Nutrition Council. The four core officials (Adviser to the president, the senior nutrition manager, the multi-sector food and nutrition coordinator and the MEL specialist) will support the establishment of the FNCO under the regional president's office. The focus is to coordinate and monitor the progress of the food and nutrition goals set out in the regular multi-sectoral nutrition plans. The president / delegate will leverage funds for the execution of food and nutrition operations from development partners and the national treasury. The office will also ensure functional alignment between the Secretariat and the Food and Nutrition Council and the FNCO and encourage high level advocacy efforts for food and nutrition literacy.

5.2 Role of FNCO in supporting the Health Sector

Through its functions, the FNCO will promote effective implementation of nutrition specific and innovative execution measures. The FNCO will also facilitate reporting and accountability mechanisms of particular and intelligent nutritional measures being introduced against set objectives.

Overall FNCO will provide support needed to enhance informed decision making and coordination. Support will be provided during planning, execution and progress tracking (through supportive supervision, review meetings and related areas).

5.3 Role of FNCO in supporting Agriculture Bureaus

FNCO will support for the agriculture sector to strengthen agriculture to nutrition linkage/partnership among development partner/ stakeholder's. Such forums aim to linking agriculture interventions to diet quality targets. FNCO will also support Bureau of Agriculture (BoA) during woreda based planning and implementation. The FNCO will also guarantee appropriate nutritional mainstreaming across strategic goals of various departments. It will focus on appropriate nutrient-dense crop production and consumption. The FNCO supports enhanced diet quality identification and prioritization of fruit and vegetable varieties adapted to specific agro-ecological areas.

5.4 Role of the FNCO in supporting Education Bureaus

Through its functions, the FNCO will encourage nutrition integration in the education sector by encouraging cooperation with other sectors to support school health and nutrition (SHN) interventions.

FNCO will continue to promote projects already under way such as promoting and extending school feeding programs, school gardening and ensuring that they contribute to improving the quality of the diet for targeted kids and communities.

Additional support areas include incorporating basic nutrition in formal education and the establishment of school health nutrition clubs. Such clubs are excellent platforms for promoting nutrition literacy activities with links to school WASH programs. School gardening and extra-curricular activities will be strengthened. FNCO will also promote resource mobilization training, capacity building, mentoring and empowering the training workforce to improve the effectiveness of the nutrition program.

5.5 Role of the FNCO in supporting the Bureau of Labor and Social Affairs

FNCO will support Social Sectors to plan and mainstream nutrition across their annual plan and performance management by supporting planning processes and identification of suitable indicators. It will ensure and promote the implementation of gender-sensitive and nutrition sensitive social safety net programs (PSNP4) with focus on pregnant and lactating women. FNCO will further ensure the implementation of nutrition interventions for vulnerable people (disabled people, orphans, street children, and people in drought and natural disaster-prone areas) as indicated in national plans

5.6 Role of FNCO in supporting: Water, Irrigation and Electricity (WaIE) Bureau

Water and energy are important aspects of delivering positive outcomes in nutrition. The FNCO will promote nutrition action integration with the water, irrigation and electricity (WaIE) sector. It is achieved by promoting the preparation and execution of a water safety plan for the surveillance scheme of rural / urban drinking water quality and drinking water supply through current programs such as the ONE WASH programme. FNCO will also ensure that water harvest management, water protection and supply in drought regions are coordinated and implemented. As a result, with identification and use of suitable indicators for informed decision making the FNCO contributes to improving the quality of diets.

5.7 Role of FNCO in supporting the Women, Children and Youth

The FNCO will help ensure the mainstreaming / and integration of nutrition in the Ministry, children and youth operations to strengthen the advocacy towards improved food and nutrition. The main focus will be to mainstream food and nutrition activities across different levels of Women, Children and Youth Ministry structure at different level. Nutrition interventions and programs will emphasize on strengthening women's empowerment in decision making, encouraging innovative

approaches for time and labor-saving interventions for women including elimination of harmful traditional practices like Female Genital Mutilation and early marriage.

5.8 Cross-cutting roles

Every food and nutrition implementing sectors and bureau have different roles based on their mandate. Overall implementing sectors will support food and nutrition related activities of nutrition capacity building, nutrition program resource mobilization and contribution to multi-sectoral nutrition program management. To facilitate multi-sectoral tracking of progress, these players will encourage data capture in the nutrition information system in line with the FNCO monitoring, assessment and learning functions responsibility.

5.9 Role of partners and civil societies working on food and nutrition

Partners and civil societies will support Food and Nutrition Coordination Office in various ways such as: capacity building, knowledge and experience sharing platforms, participating in the joint planning of food and nutrition intervention and program activities of the FNCO. Monitoring and evaluation of interventions to facilitate the tracking of progress in the areas where the development partner is operating will also

be supported. Partners will contribute to strengthening multi-sectoral coordination efforts by sharing experiences and lessons learnt with sectors, other stakeholders as well as by engaging local academic institutions in evidence generation processes too.

6 Monitoring, Evaluation and Learning (MEL)

Strengthening monitoring, evaluation and learning system is critical for evidence-informed decision making. Currently, there is no existing mechanism to triangulate nutrition information from data captured from all relevant sectors. Thus, the Regional Food and Nutrition Coordination Office (RFNCO) will support strengthening multi-sectoral coordination and collaboration among sectors for nutrition interventions/programs by promoting the generation and use of nutrition information to inform decisions. This collaborative work based on informed decisions will contribute towards improving equity, efficiency, and quality of food and nutrition services to communities and households.

6.1 MEL for food and nutrition interventions/programs

FNCO implementation sectors stakeholders and development partners are expected to strengthen their respective MEL system and FNCO -MEL framework by undertaking the followings:

- Ensure incorporation of relevant food and nutrition in-dicators in plans for each sector or stakeholder program.

- Ensure appropriate use of nutrition-sensitive and nutrition-specific evidence in sector-specific woreda based planning and high-level advocacy to inform decision making.
- Strengthen joint operational research planning and implementation in the areas of food and nutrition among sectors and institutions to facilitate generation of process and program solutions.
- Develop an appropriate platform to organize and utilize multi-sectoral nutrition related information to inform policy and program/intervention decisions.
- Strengthen relevant multi-sectoral information systems to incorporate appropriate nutrition and diet related indicators that can be collected at facility and community levels, including nutrition surveys and assessments.
- Ensure regular integrated supportive supervision (ISS), multi-sectoral and sectoral review meetings at all levels.
- Conduct program and intervention midterm and end-line evaluation cycle, including impact assessment surveys in collaboration with the National Statistics Agency.

- Provide bottom up regular performance reports for decision making on multi-sectoral nutrition sensitive and specific interventions. Disseminate generated information appropriately to different target audiences.

6.2 Performance Management

Regional Food and Nutrition Coordination Office will manage the performance and follow on the progress of the activities through the mechanisms listed below:

- **Performance review:** Regional FNCO along with multi-sectoral nutrition implementing sectors will conduct monthly performance reviews on basis at woreda level and quarterly, biannual and annual will be conducted at regional level.
- **Integrated supportive supervision** -shall be used to identify bottlenecks and activity progress; it will enable sharing of findings during performance review and multi-sectoral nutrition coordination body and technical committee meetings. Integrated supportive supervision should employ practical and user-friendly templates.
- **Nutrition coordination body (Food and Nutrition Council)/Regional technical committee (RFNCO)** -will lead, evaluate and set direction on sectors performance; it will be used as a decision making platform for issues arising at regional and kebele level.

- **Existing sector specific performance and progress tracking tools-** can be used to track progress and sector performance. These tools may also be shared with other sectors during learning platforms.

7 Sustainability and Scale up of Lessons

To ensure sustainability and scale up of lessons the followings will be ensured:

- The NNP signatory sectors that design nutrition specific and nutrition sensitive interventions need to identify costed activities and incorporate them in their respective sectoral plans. They must take the responsibility to implement and track progress against set targets and reporting cycles.
- Non-NNP signatories, including bilateral and multilateral development partners, non-governmental organizations as well as civil societies should be part of the joint planning process in the areas they operate in. Such inclusion ensures all stakeholders align their activities with government priorities and strategies to create synergy. They can also help with mobilizing resources and work to enhance cross learning and testing of innovations.

References

1. UNICEF. (2012). The State of the World's Children.
2. Alive and Thrive. (2012). Nutrition and Brain Development in Early Life, Washington DC.
3. Headey, D.D., J.F. Hoddinott, D. Ali, R. Tesfaye, and M. Dereje. (2014). The other Asian enigma: Explaining the rapid reduction of undernutrition in Bangladesh. In IFPRI Discussion Paper Series 1358. Washington D.C.: International Food Policy Research Institute (IFPRI).
4. GOE. (2020-2016). The second Growth and Transformation Plan (GTP II) of the Federal Democratic Republic of Ethiopia. Addis Ababa: FDRE
5. MOH. (2020-2016). National Nutrition Program II. Addis Ababa: FDRE
6. MOA. (2017). National Nutrition Sensitive Agriculture Strategy. Addis Ababa: FDRE
7. MOA. (2020-2016). Productive Safety Net Program (PSNP4). Addis Ababa: FDRE
8. FDRE. (2015). Federal Democratic Republic of Ethiopia "Seqota' Declaration (2015), Road Map2030-2015-. Addis Ababa: FDRE
9. FDRE. (NOV, 2018). Food and Nutrition Policy. Addis Ababa: FDRE.
10. International Bank for Reconstruction and Development/ International Development Association or The World Bank. (2013). Improving nutrition through multisectoral approaches.

