



OPERATIONALIZING THE NEW WAY OF WORKING

Lessons Learned and
Best Practices
from and for
Country
Implementation

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STEP-BY-STEP OVERVIEW



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OPERATIONALIZING THE NEW WAY OF WORKING

Lessons and Practices for Country Implementation

A New Way of Working

The volume, cost and length of humanitarian assistance provision over the past ten years has grown dramatically, in large part due to the protracted nature of crises. Inter-agency humanitarian plans now last an average of seven years and the resource requirements of plans has increased nearly 400 per cent in the last decade.¹ At the same time, the **2030 Agenda** for Humanity and the Sustainable Development Goals (SDGs), adopted in 2015, set out a new ambition: **to not just meet needs, but to reduce risk, vulnerability and overall levels of need**, providing a reference frame for both humanitarian and development actors to contribute to the common vision of a future in which no one is left behind.

Against this backdrop, the Secretary-General and eight UN Principles together with World Bank and IOM endorsed a Commitment to Action during the World Humanitarian Summit in which they agreed to

What are collective outcomes?

Collective outcomes are at the heart of the NWOW approach.

A collective outcome is a concrete and measurable result that humanitarian, development and other relevant actors want to achieve jointly, usually over a period of 3-5 years, in a country to reduce people's needs, risks and vulnerabilities and increase their resilience.

Concrete examples of collective outcomes are attached in the annex.

implement a **"New Way of Working"** that meets people's immediate humanitarian needs while at the same time reducing risk and vulnerability by **working towards collective outcomes** across silos, over multiple years, based on the comparative advantage of a diverse range of actors, including those outside the UN system. The New Way of Working and in particular its objective to work towards collective outcomes is the way forward on how to ensure effective and efficient collaboration across the humanitarian-development and peace nexus.

In 2017, the Secretary-General and the UN renewed his commitment towards the New Way of Working by establishing a **Joint Steering Committee to advance Humanitarian and Development**

Collaboration (JSC) to promote greater coherence of humanitarian and development action in crises and transitions to long-term sustainable development.

Purpose of this Document

This document is designed to guide country leadership on how to articulate and operationalize collective outcomes in a country in line with the New Way of Working (NWOW)². The document summarizes lessons learned and good practices observed in several countries that have started to work towards collective outcomes. These lessons and practices have been identified through previous field missions to the seven priority countries of the of the Joint Steering Committee: Burkina Faso, Chad, Cameroon,

¹ World Humanitarian Data and Trends 2016, OCHA, December 2016.

² For more information about the New Way of Working visit the website of the Joint Steering Committee to advance Humanitarian and Development Collaboration: www.un.org/jsc

Ethiopia, Somalia, Niger and Nigeria.³ These observations stem from various regional and global workshops focused on identifying best practices with governments, donors, NGOs and all relevant stakeholders, from phone interviews with respective Resident Coordinators and UN leadership in country, and other relevant bodies advancing humanitarian-development collaboration.⁴

The document:

- **Is designed to support and empower all relevant actors in operationalizing the New Way of Working**, including: local and national authorities, appropriate UN leadership (in particular UN Resident and Humanitarian Coordinators (RC/HCs)), UN Country Teams (UNCTs) and Humanitarian Country Teams (HCTs), international and local NGOs, international financial institutions (IFIs), Bilateral donors, as well as the private sector and where relevant peacebuilding actors in country. The NWOW approach will only be successful through the collective commitment and collaboration of all those involved.
- **Presumes a shared understanding, at the country level, of the definition and objectives of the NWOW**, in particular the necessary requirement that all relevant stakeholders work towards collective outcomes aimed at reducing need, vulnerability and risk. Having a shared understanding of the New Way of Working is a pre-requisite to successfully start the process of collaboratively establishing and working towards collective outcomes.
- **Offers a seven step-by-step approach** to local and national authorities, UN leadership, and all relevant stakeholders on the most important and necessary steps **to articulate and operationalize collective outcomes**.⁵

The seven-step approach below provides key steps to help actors build the groundwork necessary to articulate and operationalize specific, measurable and meaningful collective outcomes, while leaving room for modification and adaptation to the specific country context.

STEP 1: DETERMINE THE ‘LAY OF THE LAND’ FOR COLLECTIVE OUTCOMES

Before embarking on a process to develop collective outcomes in a country, it is crucial for the national and local authorities, and for the UN leadership and in particular the RC/HC to understand the “lay of the land” in each country, and whether it is conducive for the NWOW and the establishment of collective outcomes. Guiding questions are:

Key Guiding Questions:

- **Stakeholders and drivers:** Who are the major players that need to be brought on board e.g. the government (and which government actors), key bilateral donors, international financial

³ For more information visit: <https://www.un.org/jsc>

⁴ Regional and local workshops to identifying best practices were for example: Dakar 2018, Global Humanitarian Policy Forum 2017, 2018

⁵ This document is an OCHA Policy document and hopes to inform the operationalization of the New Way of Working or to inform and guide other policy development processes on the humanitarian-development-peace nexus.

institutions, regional entities and the key agencies and NGOs? This is crucial to articulate and programme for collective outcomes, and drive and support the RC/HC in this process

- **Joint vision and understanding of NWOW:** Is there already a shared understanding that the New Way of Working can only be achieved by working towards collective outcomes aimed at reducing risk, need and vulnerability? Do key actors have a shared vision of and commitment to the collective outcomes identified and what they set out to achieve? Is the government and members of the UNCT and HCT supportive in this joint vision? Having a joint-vision and understanding of the NWOW is a pre-requisite for successfully establishing and working towards collective outcomes. If such a vision does not yet exist in country, the RC should advocate for this approach with the help of OCHA and UNDP in country and bring relevant stakeholders around the table.
- **Key processes and plans in country:** What are the key processes and planning frameworks in country? Some examples include: Humanitarian Needs Overview (HNO), the Humanitarian Response Plan (HRP), UN Development Assistance Framework (UNDAF), National Development Plan (NDP), World Bank country study, Bilateral Country Strategies, NGO Plans; Do plans in country offer similar understanding of needs, risks and vulnerabilities and priorities on which to build collective outcomes? What other major reports or data collection processes exist in country? (for example: studies or analyses on food security, displacement, etc.?)
- **Existing processes and collective outcomes:** Which existing planning frameworks and processes could act as a catalyst for the collective outcomes process, such as the beginning of a new UNDAF or NDP? The development of a new multi-year strategy, a new UNDAF, or a new national development plan may provide an opportunity to re-organize activities around collective outcomes.
- **RCO Capacity for NWOW:** Is there a dedicated capacity in the office of the RC/HC to support RC/HC leadership, to liaise with the Government and partners, and to drive the overall process of articulating and operationalizing collective outcomes (nexus advisor)?
- **What exactly humanitarians need or want development actors to do:** Humanitarians can anchor the NWOW process in tangible, understandable terms at the outset by outlining a sample of specific actions that they feel development actors could take that would reduce needs and risks, for example by obviating recurring humanitarian service delivery or forestalling predictable needs.

What political and security impediments and obstacles exist to development and aid action.

STEP 2: ENSURE DECISIVE LEADERSHIP AND STRONG SUPPORT CAPACITY

Successful humanitarian-development collaboration relies on strong leadership and support by national governments, and decisive leadership by the RC/HC with adequate capacity in the Resident Coordinator's Office (RCO).

2.1 Leadership by and collaboration with the government

Governments bear the primary responsibility to respond to disasters, protect their own populations including displaced persons, abide by the refugee conventions, respect international humanitarian principles and law, and should drive the achievement of the 2030 Agenda and the SDGs in their country. Ideally, the government will actively support closer humanitarian-development collaboration around collective outcomes as these outcomes are a first installment towards achieving SDGs by reducing need, risk and vulnerability. Lessons learned and best practices have shown that if the government leads, requests and adopts collective outcomes that set priorities for humanitarian and development assistance, other actors are more likely to engage in the approach as well. Where governments are willing and able to drive the articulation and operationalization of collective outcomes, local and international humanitarian and development actors should play a supporting role towards those efforts.⁶

2.2 Decisive leadership by the RC/HC

Even with the Government in the lead, best practices have shown that leadership by the RC/HC is key to not only bring partners around a joint vision for humanitarian-development collaboration towards collective outcomes, but also for initiating the process of articulating collective outcomes and, overseeing their operationalization, including their implementation and financial resourcing. The RC/HC, in close collaboration with the Government, needs to act as the main driver in leading and building consensus, and creating buy-in with main stakeholders around collective outcomes. This can be achieved through convening and facilitating early inclusive consultations and by providing a clear time-frame for this process.

2.3 Strong support by Resident Coordinator Office A dedicated capacity in the RCO (for instance, the RCO team leaders) is needed to enable the RC to carry out the day-to-day support necessary to achieve effective articulation and operationalization of collective outcomes. It is important that this capacity lies with the RCO as it provides the necessary level of authority to bring various stakeholders around the table. This capacity might be additional to existing resources, or should be established by repurposing existing staff. Dedicated RCO staff working on the humanitarian-development nexus should also receive the necessary training and skills.

2.4 Coordinating stakeholder support for collective outcomes

Humanitarian-development collaboration needs coordination. The RC has a key coordination role here and should facilitate humanitarian-development collaboration by either supporting a Government-led coordination forum or by establishing a forum, coordination platform or a standing meeting of the UNCT/HCT, to which relevant stakeholders (government, key donors, IFIs, NGOs and others) are invited.

2.5 Dedicated support from the JSC

At the global level, the RC/HC can also reach out to the DSG-led Joint Steering Committee and its support team (made up of UNDP, DCO, OCHA and PBSO) for bringing operational bottlenecks to the attention of the JSC members or to request expert advice.

⁶ See also: After the WHS Better Humanitarian-Development Cooperation for Sustainable Results on the Ground A thinkpiece drawing on collaboration between OCHA, UNDP, UNHCR, UNICEF, WFP, and the World Bank, supported by the Center on International Cooperation accessible under: https://cic.nyu.edu/sites/default/files/final_whs_hdag_thinkpiece_june_14_2016.pdf

STEP 3: EFFECTIVE ANALYSIS OF/ OPTIMIZE EXISTING DATA TO DEFINE PRIORITY AREAS

Prior to articulating and programming collective outcomes, stakeholders in each country need to come together to create a joint vision and shared understanding of priority needs, risks and vulnerabilities by connecting existing analysis from humanitarian, development and where relevant peace actors. The task at this stage is to identify priority areas for which collective outcomes will be defined at a later stage. These priority areas can also be geographical in nature, focusing on a specific region of a country.

3.1 Map and connect existing analysis, frameworks and plans

Often, analysis and data relating to risk, vulnerability and need exists in a country but is not available or organized in a single location. As a result of this fragmentation of information, there is limited dialogue and reporting on common results, no genuine indicators for success, and no coherent planning based on existing analysis between humanitarian and development actors.

The RC/HC therefore needs to facilitate the connection among existing analysis by mapping existing information and analysis. This mapping should pool and connect all data relevant to humanitarian/development action, including socio-economic data, conflict and security, humanitarian, development and vulnerability analysis, gender-related data, and forecast analysis from agencies, government, bilateral donors, and academia. The mapping should include joint analysis done from existing planning frameworks (CCAs, HNOs, etc.).

The objective of the exercise is to create a shared understanding of what the humanitarian needs are, to identify vulnerabilities and risks that are driving those needs, and to determine how these can be addressed through more adequate development actions.

Key Guiding Questions:

- **Existing analysis:** What analysis already exists in country, or at regional or global levels?
- **Baseline Data:** Is baseline data available that can be used to measure risk and vulnerability and assess progress?
- **HNOs & CCA's & RPBA's:** Has a Humanitarian Needs Overview (HNO) and a CCA been carried out? Do the HNO analysis and the Common Country Assessment (CCA) speak to each other? Has there been a Recovery and Peace-Building Assessment or a Post-Disaster Needs Assessment?
- **Further analysis from plans and strategies:** Have individual agencies, NGOs or IFI's carried out any relevant analysis recently? Have any national or international strategies and plans been already drafted based on analysis? Have Recovery and Peacebuilding Frameworks been established which offer analysis?

3.2 Identify key priority areas

Under the leadership of the RC/HC, stakeholders at the strategic level, who have relevant information/analysis, should come together to discuss and connect existing analysis and should identify and create a common understanding of the key areas and priorities in which vulnerability is highest and has to be addressed collectively, such as for example food security, nutrition or displacement. These

priority areas should be small in number (3-5 priority areas), require simultaneous humanitarian and development action in country (e.g. protracted displacement, basic social services) and allow for a realistically achievable reduction in vulnerability and risk over a 3-5 year time frame.

STEP 4: ARTICULATE COLLECTIVE OUTCOMES

Where the previous three steps focused largely on the big picture - who are the key actors and is there broad support, what relevant frameworks exist in-country and which are the areas to focus on as a priority? - Step 4 looks at how to translate the findings of Steps 1,2 and 3 into the actual articulation of collective outcomes, how to define specific measurable collective outcomes, create buy in and endorse them at country level.

4.1 Create buy-in for the articulation of collective outcomes based on priority areas and encourage active stakeholder engagement

RC/HC should encourage buy in and active participation from key stakeholders in each country to engage in the process of articulating/ defining collective outcomes in the pre-agreed priority areas by being inclusive and consultative. Relevant stakeholders are the Government, bilateral donors, but also EU, WB and IFI's as well as UN Agencies, local and international NGOs. Donors in country should be part of the discussion in order to provide realistic perspective of resources available to achieve a specific collective outcome.

4.2 Assign lead roles and responsibilities

In addition to sufficient capacity with the right skills in the RCO, there needs to be a clear substantive lead for each of the priority areas in which collective outcomes will be defined. Lead roles could consist of Government, Agencies, NGOs for instance and should be assigned to stakeholders who have most operational support capacity and knowledge about a specific priority area identified. Those lead roles can ensure the relevance of the outcome from a technical perspective and help move the process forward by bringing relevant technical people together to set targets and indicators for each outcome based on existing data/information. The RC could assign those lead roles and responsibilities.

4.3 Setting up task teams to define specific and measurable collective outcomes

Lead roles could also set up inclusive working groups or task teams (Government, donors, agencies, NGOs, civil society, etc.) consisting of people with specific knowledge and capacity in a priority area, who will meet to further define the collective outcome. The task teams would for instance agree on the best available data to set a baseline and define the scope of the collective outcome (e.g. to arrive at a realistic target for a reduction in food insecurity over five years, they may decide to use historical data or projections or a combination of both.)

Task teams would also agree on an overall target for a specific collective outcome (e.g. increase access to basic social services by x% or for x # of people by year x).

Task teams would also agree on a set of indicators based on which progress can be measured. Indicators for a collective outcome on basic social services may include: # of people with access to sustainable safe water & sanitation; under-five mortality rate; primary education gross enrolment ratio; or a decrease in the # of people with obstructed access to services.

The overall objective of those task teams is to articulate a collective outcome that shifts from an output level (what we do) to an outcome level (what effect we intend to have for affected people) that is aimed at reducing need, risk and vulnerability. Collective outcomes do not have to cover everything, but focus on key and specific priority areas previously identified.

4.4 Validating and endorsing collective outcomes

The RC/HC, Government and senior representatives of key stakeholders should validate the proposed collective outcomes ideally during a meeting or workshop. In many places, it will be important that the collective outcomes be relevant for and implemented not only at national, but also at sub-national/regional level. There needs to be agreement at senior level that these will be the priority collective outcomes to work towards, including the time-frame that is most suitable also in regard of other ongoing planning processes in country. There should also be a commitment that other ongoing processes in country should contribute and align with the agreed collective outcomes. There should also be a way forward identified on how to measure progress of achieving collective outcomes.

STEP 5: OPERATIONALIZING COLLECTIVE OUTCOMES – PLANNING AND PROGRAMMING

Once collective outcomes have been articulated and agreed, they need to be translated into activities, programmes and interventions. Collective outcomes do not necessarily require a separate planning framework, but they should inform and drive all relevant existing frameworks and processes (e.g. HRP, UNDAF and their respective contributions to the achievement of collective outcomes). They should also drive the internal program planning of agencies and bilateral donors or the resource-provision decisions of donors and governments. Collective outcomes should take into account priorities already identified in the National Development Plan or other key collective documents and be in line with the Sustainable Development Goals (SDGs), their targets and indicators at the country level.

Key Guiding Questions:

- **Humanitarian and Development activities contributing to collective outcomes:** Which humanitarian and development programmes and activities are needed to achieve the specific collective outcomes?
- **Sequencing:** How do these activities and programmes be sequenced?
- **Existing programs and activities towards collective outcomes:** Which activities and programmes already exist in support of collective outcomes, which activities and programmes are missing to achieve the collective outcome?
- **Aligning plans and frameworks towards collective outcomes:** How can planning processes and plans in country be aligned towards the collective outcomes? How will agencies and organizations align their programming behind collective outcomes?

Aligning Funding and Financing: How will donors align their financing and funding towards programmes and activities that are contributing towards collective outcomes?

- **Monitoring collective outcomes:** How to best monitor progress towards collective outcomes? Do programmes and activities provide already enough indicators or need new indicators be set which allow measurement of progress towards the achievement of a collective outcome?

5.1 Unpack Collective Outcomes & Plan Backwards

The task team/working group should work backwards from the overall target of each outcome to determine what activities are required to achieve it over the indicated time frame. They should identify which activities are humanitarian and which are developmental, and which organizations can contribute particular programming activities in that area. They may wish to carry out a light mapping of programmes and activities that already exist and where there are gaps. Key is to plan backwards from the specific outcome that should be achieved. The guiding question is: What programmes and activities are need to achieve that specific outcome?

5.2 Design and draft an “Overview Programming Matrix”

While the collective outcomes do not require / constitute a separate plan, it may be helpful to compile an overview programming matrix document that includes: a) an overview of the outcomes with their targets b) overview of activities per outcome and per year, highlighting already existing and missing activities; and c) identify who will be responsible for each activity to ensure accountability.

Those activities, programmes and interventions that are needed to achieve a collective outcomes should be displayed and highlighted in an overview or programming matrix document. The aim of such an overview document or programming matrix would be to display the activities and programs that are needed to achieve a collective outcomes over the time frame during which the collective outcome should be achieved. The programming matrix would identify which programs do already exist in country contributing to a collective outcome and it would identify any gaps in programming in order to achieve a specific collective outcome. Moreover, the programming matrix would also showcase complementarity and interdependence of activities and programmes in contributing towards a collective outcome over multi-year and display how the various programmes and activities will contribute towards an outcome sequential in each year. The programme matrix would also identify the actors providing the different programmes and activities contributing towards a collective outcome and highlight indicators and benchmarks of success for each individual programme.

In short, the programmatic matrix overview would highlight HDP activities and programmes for a collective outcome, the complementarity of programmes, the interdependence of programmes, the identification of programmatic gaps, as well as an overview of the financing status of programmes.

STEP 6: ALIGNING RESOURCES AND FINANCING

Based on the implementation plan in which humanitarian and development activities are sequenced over the agreed time-frame, there also needs to be an overview and plan of how they are funded. Such a resourcing plan will shift the discussion from funding responses by a particular organization to financing collective outcomes.

The RC/HC should take the lead on this, in consultation with the Government, key implementing agencies/organizations and bilateral donors, in order to not only take into account sources of “funding” but of all other revenue and financing, including domestic public finance, domestic private finance, international public finance and international private finance. It is important to note that financing and

funding programmes and activities that are envisaged to achieve collective outcomes do not need new financing tools or instruments. Funds and finances do also not need to be merged. Rather, the development of a financing strategy ensures coherence and connectivity of financing and funding and displays which humanitarian, development and peacebuilding funding is contributing towards a specific programme / activity towards the achievement of collective outcomes.

6.1 Create a Financing Strategy linked to the Programming Matrix for Collective Outcomes and Mobilize Resources

In order to align funding and financing towards collective outcomes, best practices have indicated that the development of a financing strategy is useful. A financing strategy is linked to the programming matrix for collective outcomes. A financing strategy will outline the most appropriate funding towards the programmes and activities that are planned to achieve the specific collective outcomes in country. It will project funding and financing sources over the time frame for achievement of the collective outcomes.

The financing strategy will also identify gaps in funding and financing towards collective outcomes and therefore function as a discussion tool between the various stakeholders involved in the alignment of resources towards collective outcomes, such as Government, UN leadership, NGO's, bilateral donors and IFIs.

Key Guiding Questions:

- **Available resources:** What are available resources of financing and funding within the country that would allow to fund the programmes and activities achieving collective outcomes?
- **Funding and financing forecast:** What are financing and funding forecasts for the specific country situation? What international funds and finances are and will be available to contribute towards the programmes and activities over the entire time period of collective outcomes? (What financial shocks or changes in tax revenue for instance are foreseen?)
- **Funding and financing gaps:** Where are gaps in funding and financing collective outcomes ? (for example: a collective outcome has a timeframe of 5 years and year one might be financed, but the programmes and activities for the year two are not financed yet)
- **Identification of main financing and funding stakeholders:** Who will be the main stakeholders in financing and funding the programmes and activities envisaged to contribute towards collective outcomes?

STEP 7: MONITORING AND ACCOUNTABILITY

Best practices suggest that there is a need to have a monitoring and accountability mechanism in place to best assess and track progress of collective outcomes. By definition, collective outcomes should be specific and measurable, and thus will already have some monitoring mechanism built in. Yet while collective outcomes include metrics for success or failure, they do not include accountability measures, nor do they provide stakeholders with an adequate mechanism to monitor progress. Therefore, when operationalizing collective outcomes and setting up a programme matrix (see step 5 above), actors should implement an agreed-upon monitor mechanism to determine progress and ensure accountability. Lessons have shown that no new indicators need necessarily be developed in order to

monitor progress. However, key indicators of progress and benchmarks should be highlighted and built into the program and activities that contribute towards collective outcomes. They need to specifically be mentioned in the Programme Matrix (see step 5) and be agreed by relevant stakeholders in country. While developing the Programme Matrix for collective outcomes, there needs to be as well an identification of a key stakeholder/ or key stakeholders who are responsible to monitor progress of the programmes contributing towards the specific collective outcome.

In addition, the RC/HC and Government should carry out regular reviews of the collective outcomes, based on progress made but also based on changes in the country context, which will allow them to accelerate impact and adjust programming as required. Ultimately, the aim of collective outcomes is to set common goals to reduce need, risk and vulnerability and ensure mutual accountability for achieving these goals.

Proposed Annexes:

- 1) Key Messages: Origin, Objectives and Scope of NWOW and Collective Outcomes
- 2) Key Messages on JSC: Objectives and Scope
- 3) Further Resources: Websites & Contact Points

HOW TO OPERATIONALIZE A COLLECTIVE OUTCOME



Reduce the rate of infant mortality (0 – 5 years) by 15% in the Far North Region



STRATEGIC OBJECTIVES

25 % decrease in the prevalence of Severe Acute Malnutrition (SAM) in children under 5

75% of children under 5 years have a suitable diet

50% increase in the number of children with access to safe water and sanitation

100% of newborns receive quality care in a timely manner

Families recognize the signs of SAM and act accordingly

SAM treatments meet good quality standards

Families have enough resources to guarantee a minimum nutritional intake

Women and families benefit from quality advice and support at affordable prices

People adopt healthy practices (WASH)

WASH kits and vulnerability-sensitive advice are delivered in a coordinated way

Women and girls adopt appropriate practices during pregnancy

Health centers are accessible and functional

SAM treatments are equally available to girls and boys

Emergency assistance is distributed on time

Reduction of unsafe practices and a change in attitude towards risk among vulnerable populations

Sanitary facilities (latrines, water taps) are sufficiently available and accessible

Essential services (deliveries, vaccination) are ensured

At-risk regions are able to prevent and respond to health emergencies

REQUIRED CHANGES

% increase in number of health centers operated

ACTIVITIES

Authorities and communities are involved and competent in the prevention and management of SAM

Out-patient consultations in risk areas

Nutritional programme for infants and lactating women

Build awareness of adapted feeding and breastfeeding practices

Support for agricultural projects

Distribution of WASH Hygiene Kits

Renovation and installation of sanitary facilities, water points and boreholes

Training and remuneration of competent and responsible health personnel

Emergency vaccination campaigns



Collective Outcome

Reduce the rate of infant mortality (0 – 5 years) by 15% in the Far North Region

Contributes to SDG 2

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Strategic Objective

25 % decrease in the prevalence of Severe Acute Malnutrition (SAM) in children

Required changes

Emergency assistance is distributed on time	SAM treatments are equally available to girls and boys	Families recognize the signs of SAM and act accordingly	SAM treatments meet good quality standards	Authorities and communities are involved and competent in the prevention and management of SAM
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Indicators (Impact)

30,000 children (6-23 months) admitted to food programmes annually	15,000 children with SAM are cared for annually	?? 80% recovery rate through the integrated SAM support programs ??	80% de guérison dans les programmes intégrés de prise en charge de la MAS	The regional early warning and monitoring system is functional
10% reduction in children (0-5 years) suffering from SAM	200 health centers implement IMAM activities (Integrated Management of Acute Malnutrition)	75% of families know where to go for IMAM guidance and consider service as necessary, accessible and effective	Each health district has X staff trained in nutrition interventions and IMAM	50% increase in the number of community liaisons trained in each district

Activities

Outpatient consultation in risk areas	Nutritional programme for infants and lactating women	Technical support for supply and inventory management for districts	Activities promoting healthy eating
Therapeutic nutritional program for SAM treatment			?? Projets WASH in Nut ??
Government Health Check Program	Training of health personnel in SAM nutrition and treatment interventions	Construction and rehabilitation of health centers	Support project for agricultural activities

Legend

Collective Outcome

A collective outcome is a concrete and measurable result that humanitarian, development and other relevant actors want to achieve jointly over a period of 3-5 years to reduce people's needs, risks and vulnerabilities and increase their resilience.

Strategic Objective

Measurable objectives for reducing needs, risks and vulnerabilities

Required Changes

Impact targets (sectoral or cross-sectoral) for assistance provided, for changing behaviours or for environmental improvement.

Activities

The activities necessary to achieve the collective outcome, regardless of the nature of the intervention (humanitarian or development) or its temporality (short- or long-term)

Indicators

Quantitative indicators measuring impact which enable actors to implement follow-up interventions in support of the collective outcome.



Sectors affected by the achievement of the Collective Outcome



Timeframe for the achievement of the Collective Outcome



Humanitarian Intervention



Early Recovery / Resilience



Development Project

N.B: To ensure clarity of the pilot model and avoid overload, only one indicator of activity is present in this example (Number of outpatient consultations attended by qualified staff in partner-supported districts). Ultimately, the goal is to associate each activity with an indicator to facilitate measurement and follow-up of the response.