NORWEGIAN CHURCH AID
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# ANNUAL REVIEW 2024

Norwegian Church Aid Ethiopia

# Annual Review 2024

1974-2024

50

Years of Transforming Lives

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**Photos**: Kedija Sefa, Håvard Bjelland, Hilina Abebe

**Published in**: July 2025, Addis Ababa, Ethiopia

**Cover Photo**: Håvard Bjelland

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**Photo:**

Håvard Bjelland,
Norwegian Church Aid

## Who We Are

Norwegian Church Aid (NCA) is an international humanitarian and diaconal organization established in Norway in 1947. Together with partners around the world, NCA strives for a just and equitable world. A member of the ACT Alliance, NCA's mission is to uphold human dignity and protect the integrity of all people through long-term development, humanitarian response, and advocacy.

## Our Work in Ethiopia

Since we started our operation in Ethiopia in 1974, we have been responding to humanitarian emergencies and undertaking long-term development interventions in the country. We implement our programmes together with local partners, both faith-based and resource/value-based organisations, and in close cooperation with government structures. We build and maintain these relationships at the grassroots for continued impact. We are a member of the ACT Alliance, a coalition of faith-based organisations working in over 100 countries.

## Our Mission

In Ethiopia, we seek to empower communities through development work, humanitarian response, and advocacy, where rights-holders claim their rights and access services.

# A MESSAGE FROM THE COUNTRY DIRECTOR

**Photo:**

Håvard Bjelland,
Norwegian Church Aid

## Margrethe Volden

Country Director

As the new Country Director of NCA Ethiopia, I am pleased to share a few personal reflections and highlights from 2024, a year of both celebrations and challenges.

I have been deeply touched by the warm welcome from our dedicated team at NCA Ethiopia and our committed partners. Ethiopia's rich culture, deep-rooted faith, diverse society and striking landscapes have all left a lasting impression on me.

One of the most defining features of Ethiopia is the significant role of religion in daily life. NCA's global strategy, Faith in Action, finds fertile ground here. Our long-standing partnerships with major religious institutions and interfaith bodies allow us to support national-level dialogue and collaborate closely on program implementation.

In 2024, we proudly marked 50 years of NCA's service in Ethiopia. Throughout the decades, our work has spanned various sectors, including water, sanitation, and hygiene, gender, livelihood improvements, and resilience building. We have responded to natural disasters, conflicts, and health crises.

This milestone year also saw the conclusion of several key strategic cycles, including our 2020–2024 Country Strategy, the NORAD Civil Society Programme and the NMFA Humanitarian Strategic Partnership. Results and highlights from these efforts are shared in the following pages, including those funded by generous non-governmental donors in both Norway and Ethiopia.

Like many organizations, we navigated complex challenges in 2024, such as significant macroeconomic changes including the floating of the Ethiopian Birr and persistent high inflation. These impacted both programming and operations. Through close coordination with donors and partners, we responded with flexibility and built stronger systems to manage risks and withstand future shocks.

Humanitarian needs remained high throughout the year, particularly in conflict-affected areas. In response, NCA Ethiopia expanded operations in contested zones between Amhara and Tigray, providing multi-sectoral assistance to both displaced populations and host communities.

In Gambella, we continued our work in protracted refugee settings. Our community-based waste recycling and soap production projects, not only generated income for enterprise members, but also helped reduce tensions between refugee and host communities by promoting interaction through shared markets and services.

Our commitment to localization was reinforced under the 16 Days of Activism campaign, spotlighting grassroots women leaders as critical, yet often overlooked, first responders to humanitarian crises and community challenges.

We also deepened our collaboration with the Ethiopian private sector. A new partnership with a recycling company provided stable income to waste collectors while promoting environmental health. In parallel, agreements between NCA-supported farmer cooperatives and off-takers secured market access and fair pricing, enabling farmers to expand production and invest in quality improvements.

These achievements would not have been possible without the steadfast support of our donors and the strong partnerships. I am grateful for the trust and collaboration that enables us to serve communities with integrity and results.

Looking ahead into NCA's new strategic period (2025-2029), I am confident that our shared commitment and collective efforts will continue to bring hope, dignity, and positive, lasting change.

# ANNOUNCEMENT

*NCA Ethiopia Welcomes Margrethe Volden as the New Country Director, Bids Farewell to Its Outgoing Country Director, Eivind Aalborg*

In a symbolic gesture, Outgoing Country Director, Eivind Aalborg hands over the leadership baton to Margrethe Volden, the incoming Country Director to Ethiopia.

**Photo:**
Kedija Sefa Norwegian Church Aid, Ethiopia

In August 2024, NCA Ethiopia bid farewell to its longest-serving Country Director, Eivind Aalborg, and warmly welcomed Margrethe Volden as his successor. Margrethe expressed her strong commitment to working closely with the Ethiopia team, partners, and stakeholders to sustain and build on the existing momentum.

Margrethe brings extensive leadership experience to the role, having served with NCA for many years in both Oslo and across the Middle East, Asia, and Latin America. Her broad expertise in managing diverse portfolios will be a valuable asset to the Ethiopia Country Office.

Eivind was honored by staff during a heartfelt farewell ceremony in recognition of his eight years of impactful leadership. Since beginning his service in November 2016, he has guided the country office through a transformative period marked by political transition, the COVID-19 pandemic, the war in Northern Ethiopia and resulting humanitarian crisis, as well as economic challenges and rising inflation

**“It has been a privilege for me to serve as the Country Director for NCA Ethiopia over the last eight years... During all the challenging times, we have been able to ‘stay and deliver,’ and we should be proud of that!” Eivind said.**

NCA Ethiopia staff stands for a portrait with Eivind Aalborg and Margrethe Volden during a farewell and welcoming ceremony on 27 August 2024.

**Photo:**
Kedija Sefa Norwegian Church Aid, Ethiopia

# A LOOK AT 2024

**1,462,262 million**
served

We served 1,462,262 million people directly in 2024 through long-term development and humanitarian response.

**1,039,186**
people we served through development programmes.

**423,076**
people we served through humanitarian response.

## OUR PROGRAMMES

- Climate-resilient water, Sanitation, and Hygiene
- Gender-Based Violence
- Climate Resilience/Faith-Based Climate Action
- Peacebuilding
- Humanitarian Emergency

### We were operational in

**64** Districts
**23** Zones
**9** Regions
**1** City administration

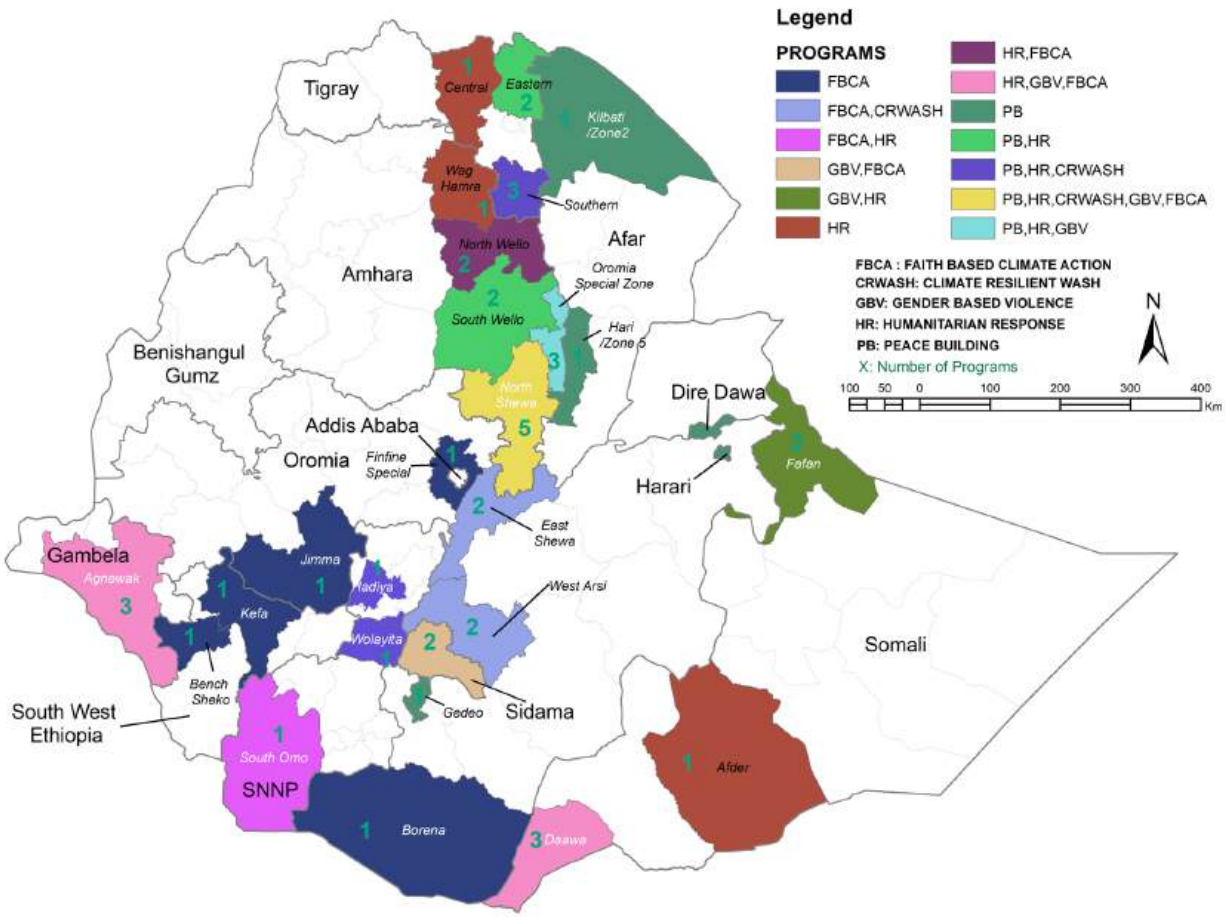
### We collaborated with

**11** implementing partners

### We received funding from

**15** institutional donors
**10** private donors

# OUR 2024 GEOGRAPHIC PRESENCE




Programmes Implementation Per Region

**FBCA: Faith-Based Climate Action | CRWASH: Climate Resilient Water, Sanitation, Hygiene | PB: Peacebuilding | GBV: Gender-Based Violence | HR: Humanitarian Response |*

# TIMELINE OF EVENTS 2024

## Jan

NCA marks 50 years of operation in Ethiopia. NCA started its operation in Ethiopia in 1974 upon the invitation of EECMY with emergency relief in response to the devastating famine that occurred in the early 1970s.

The Yubutu Youth Peacebuilding Alliance Ethiopia, coordinated by Tamira for Social Development, and supported by NCA Ethiopia's Abronet Consortium, presents youth agendas from five regions and two city administrations to the Ethiopian National Dialogue Commission. Representing over 60 youth organizations, the Alliance advocates for the inclusion of youth priorities in the national dialogue process.

## Feb

NCA Ethiopia, in collaboration with the Royal Norwegian Embassy in Addis Ababa and the Ethiopian Environment Protection Authority (EPA), hosts a photography exhibition showcasing the 'Waste for Value' project.

The Norwegian Minister of Climate and Environment, H. E. Anders Bjelland Eriksen, who was on a mission to Ethiopia, meets and discusses with Eivind Aalborg, Country Director of Norwegian Church Aid Ethiopia, and representatives from NCA's partner, the Ethiopian Orthodox Church Development and Inter-Church Aid Commission (EOC-DICAC). The visit took place in the Church Forest around St. Elias Church and Monastery at Entoto, Addis Ababa.

## May

Norwegian Church Aid (NCA) Ethiopia and Pingstmissionens Utvecklingssamarbete (PMU) jointly launch the "Peaceful and Resilient Communities Programme," a three-year initiative designed to support individuals affected by the devastating impact of violent conflict in Ethiopia.

The country office designates the month of May as "Partners' Month" in recognition of the vital role implementing partners have played in NCA's 50 years of service in Ethiopia. During this month, bilateral meetings are held to reflect on the partnership, celebrate joint achievements, and honour the shared history.

## Jun

NCA Ethiopia officially celebrates its 50th anniversary in Addis Ababa, joined by religious leaders, government representatives, rightsholders, donors, partners, stakeholders, and both former and current staff.

The Ethiopian Environmental Protection Authority (EPA) launches Ethiopia's 10-Year National Plastic Waste Management Strategy and Roadmap (2024–2034). NCA Ethiopia has directly supported the EPA in developing the strategy since 2021.

## Jul

NCA Ethiopia, through its Climate Resilient WASH programme, starts implementing a fluoride treatment for the first time to address naturally polluted water in Ziway, in the Rift Valley of Ethiopia. The programme also introduces sand dams in South Omo, Ethiopia, as a viable solution for dryland areas for the first time.

## Aug

NCA Ethiopia, a committed steering committee member of the National Alliance to End Female Genital Mutilation and Child Marriage, is recognized with a certificate of recognition by the Ministry of Women and Social Affairs during a national ceremony honouring institution that made exceptional contributions to the prevention of female genital mutilation and child, early, and forced marriage.

A three-year (2020–2024) joint consortium humanitarian response, implemented by Norwegian Church Aid Ethiopia and the Development Fund of Norway, aimed at saving lives in Tigray, Amhara, Afar, and Somali regions concludes. The project was funded by the Royal Norwegian Embassy.

NCA Ethiopia bids farewell to its longest-serving Country Director, Mr. Eivind Aalborg, who began his service in 2016 and welcomes his successor, Mrs. Margrethe Volden as the new Country Director.

## Nov

NCA Ethiopia, together with the Royal Norwegian Embassy in Addis Ababa, UNFPA Ethiopia, and UN Women Ethiopia, holds a joint observation of the 16-days of activism campaign against gender-based violence. The event recognized the contribution of grassroots women in peacebuilding, humanitarian response, and the prevention and response to gender-based violence.

## Sep

Norwegian Church Aid (NCA) Ethiopia opens a new field office in Zata District, located in the contested border region between Amhara and Tigray and provides humanitarian response to communities affected by ongoing conflict and severe drought. The operation targeted five kebeles: Zata, Sofia, Guat-Merkorios, Dara-Mariam, and Dinka-Ashena.

## Dec

NCA Ethiopia concludes the fourth phase of the Norad-supported joint programme on FGM and CEFM implemented together with Save the Children through local partners in five regions of Ethiopia: Amhara, Afar, Oromia, Sidama, and Somalia.

NCA Ethiopia, in collaboration with the NCA Somalia and Sudan offices, enters a new partnership with GIZ to implement a regional program addressing FGM and CEFM. The one-and-a-half-year program is led by the NCA Ethiopia Country Office.

NCA Ethiopia, in collaboration with EMRDA, holds the Grand Assembly of the Ethiopian Islamic Climate Platform. The event brought together Islamic scholars and, for the first time, included active participation from the newly established Ethiopian Islamic Youth League.

NCA Ethiopia establishes a coordination platform for youth-led and youth-focused local civil society organizations in Sidama Region, to strengthen joint advocacy and amplify youth voices in the region.

NCA Ethiopia concludes its five-year strategic period for 2020-2025 with Climate-Resilient Water Sanitation and Hygiene, Gender-Based Violence/Sexual Reproductive Health, Peacebuilding, Faith-Based Climate Action, and Humanitarian Response as programmatic components.


# Celebrating 50 Years of Transforming Lives in Ethiopia

**Photo:**

Hilina Abebe,
Norwegian Church Aid


In 2024, NCA Ethiopia marked 50 years of committed service to communities across the country. For half a century, we have walked alongside communities affected by climate change, conflict, and humanitarian crises delivering life-saving assistance, empowering people to claim their rights, and building pathways to lasting peace and resilience.

Through deep partnerships with local organizations, faith communities, government institutions, and international partners, we've worked to ensure that women, men, and children thrive.

# A TIMELINE OF OUR FIVE-DECADE LONG JOURNEY

1974-2024
50
Years of Transforming Lives

**1974**
The first major famine strikes Ethiopia

**1974**
NCA starts operation in Ethiopia upon the invitation of EECMY with emergency relief in Borena and North Omo (Derashe and Konso) in response to the famine.

**1974**
NCA together with Church-based actors establishes the Consortium of Christian Relief and Development Association (CCRDA) in Ethiopia.

**1979**
The Bale Water Development program starts.

**1984-1987**
NCA responds to yet another emergency relief operation, extending relief efforts.

**1987**
NCA builds its' own office in Wollo Sefer, Addis Ababa.

**1987**
NCA's program shifted from relief work to long-term development activities.

**1987-1990**
Joint Relief Program starts in cooperation with Catholic Relief Services, Ethiopian Evangelical Church Mekane Yesus, Ethiopian Orthodox Church, Ethiopian Catholic Church, & Lutheran World Federation to assist war-affected communities in the Northern part of Ethiopia (Amhara and Tigray regions).

**1991**
Consolidation of NCA's programs in line with new realities of government change in Ethiopia.

**1993**
Long-term rural development programs start with the development wings of the Ethiopian Orthodox Church, and Ethiopian Evangelical Church Mekane. Yesus, and Relief Society of Tigray.

**1995-1999**
NCA launches its' country strategy with six strategic components.

**1996**
HIV/AIDS intervention starts with the Organization for Social Service for AIDS (OSSA).

**1996**
NCA privatizes mechanical workshop and hands it over to NOR Automotive Ltd.

**1997-2008**
NCA constructs relief food outlets in Amhara, Oromia, SNNPR, Tigray, and Afar.

**1997**
The first ACT International Ethiopia forum was established, and the first Ethiopia ACT Appeal launches.

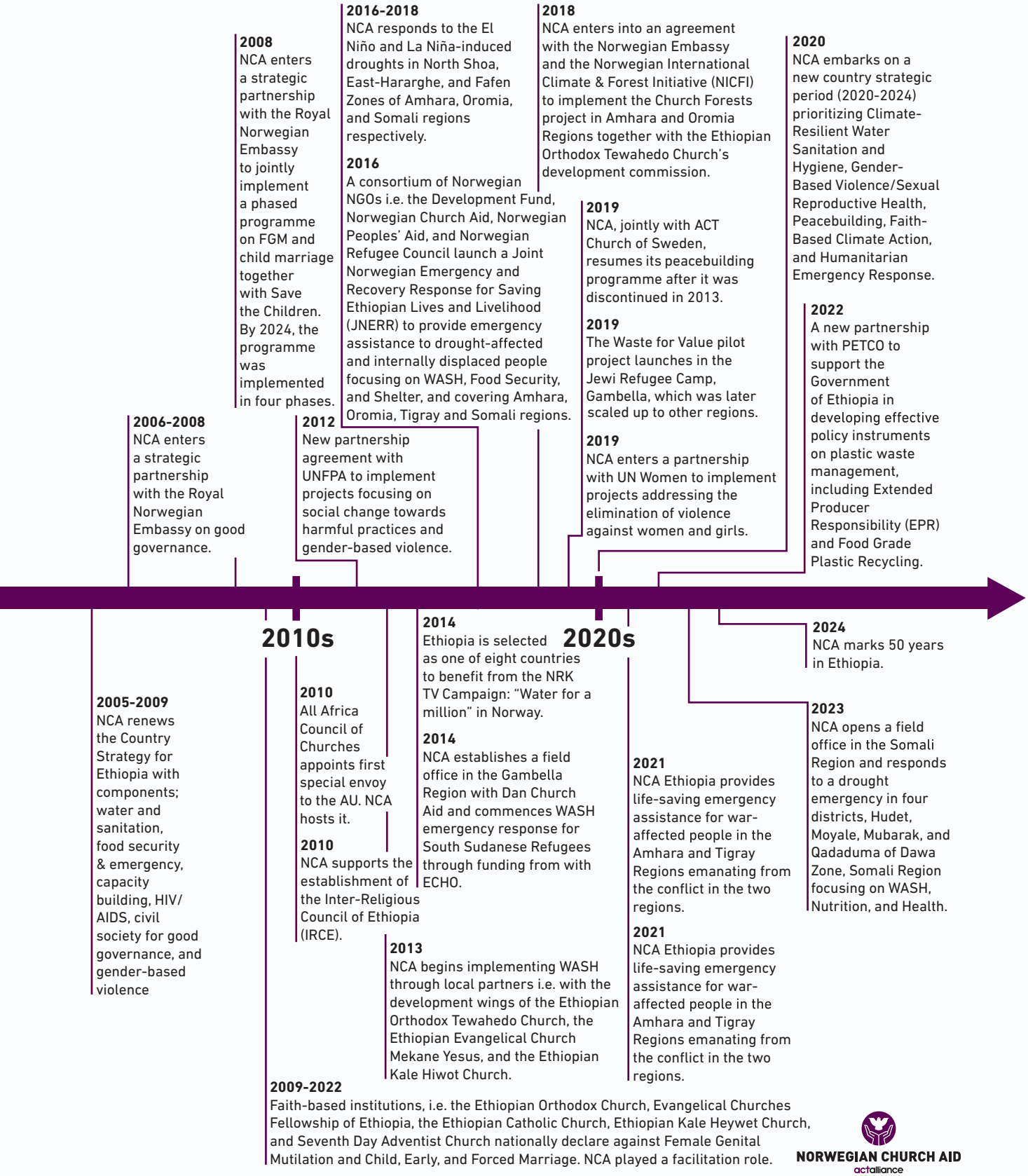
**1998**
NCA assists in the facilitation of an inter-religious peacebuilding dialogue for peaceful resolution of the Ethio-Eritrean conflict.

**1999-2013**
NCA implements a peacebuilding program mobilizing actors related to religious communities in Ethiopia.

**2000-2004**
New country Strategy for Ethiopia with components; water and sanitation, food security and emergency, capacity building, HIV/AIDS, civil society for good governance, and gender-based violence.

**2001**
NRK TV Campaign raises funds for NCA Ethiopia HIV/AIDS program. It starts a partnership with two youth-led organizations, Tamira Reproductive Health Development Organization and Beza for Generation with programmes focusing on HIV/AIDS prevention.

1970s 1980s 1990s 2000s


2005-2009
NCA renews the Country Strategy for Ethiopia with components; water and sanitation, food security & emergency, capacity building, HIV/AIDS, civil society for good governance, and gender-based violence
2006-2008
NCA enters a strategic partnership with the Royal Norwegian Embassy on good governance.
2008
NCA enters a strategic partnership with the Royal Norwegian Embassy to jointly implement a phased programme on FGM and child marriage together with Save the Children. By 2024, the programme was implemented in four phases.
2010s
2010
All Africa Council of Churches appoints first special envoy to the AU. NCA hosts it.
2010
NCA supports the establishment of the Inter-Religious Council of Ethiopia (IRCE).
2012
New partnership agreement with UNFPA to implement projects focusing on social change towards harmful practices and gender-based violence.
2013
NCA begins implementing WASH through local partners i.e. with the development wings of the Ethiopian Orthodox Tewahedo Church, the Ethiopian Evangelical Church Mekane Yesus, and the Ethiopian Kale Hiwot Church.
2014
Ethiopia is selected as one of eight countries to benefit from the NRK TV Campaign: "Water for a million" in Norway.
2014
NCA establishes a field office in the Gambella Region with Dan Church Aid and commences WASH emergency response for South Sudanese Refugees through funding from with ECHO.
2016-2018
NCA responds to the El Niño and La Niña-induced droughts in North Shoa, East-Hararghe, and Fafen Zones of Amhara, Oromia, and Somali regions respectively.
2016
A consortium of Norwegian NGOs i.e. the Development Fund, Norwegian Church Aid, Norwegian Peoples' Aid, and Norwegian Refugee Council launch a Joint Norwegian Emergency and Recovery Response for Saving Ethiopian Lives and Livelihood (JNERR) to provide emergency assistance to drought-affected and internally displaced people focusing on WASH, Food Security, and Shelter, and covering Amhara, Oromia, Tigray and Somali regions.
2009-2022
Faith-based institutions, i.e. the Ethiopian Orthodox Church, Evangelical Churches Fellowship of Ethiopia, the Ethiopian Catholic Church, Ethiopian Kale Heywet Church, and Seventh Day Adventist Church nationally declare against Female Genital Mutilation and Child, Early, and Forced Marriage. NCA played a facilitation role.
2018
NCA enters into an agreement with the Norwegian Embassy and the Norwegian International Climate & Forest Initiative (NICFI) to implement the Church Forests project in Amhara and Oromia Regions together with the Ethiopian Orthodox Tewahedo Church's development commission.
2019
NCA, jointly with ACT Church of Sweden, resumes its peacebuilding programme after it was discontinued in 2013.
2019
The Waste for Value pilot project launches in the Jewi Refugee Camp, Gambella, which was later scaled up to other regions.
2019
NCA enters a partnership with UN Women to implement projects addressing the elimination of violence against women and girls.
2020s
2020
NCA embarks on a new country strategic period (2020-2024) prioritizing Climate-Resilient Water Sanitation and Hygiene, Gender-Based Violence/Sexual Reproductive Health, Peacebuilding, Faith-Based Climate Action, and Humanitarian Emergency Response.
2021
NCA Ethiopia provides life-saving emergency assistance for war-affected people in the Amhara and Tigray Regions emanating from the conflict in the two regions.
2021
NCA Ethiopia provides life-saving emergency assistance for war-affected people in the Amhara and Tigray Regions emanating from the conflict in the two regions.
2022
A new partnership with PETCO to support the Government of Ethiopia in developing effective policy instruments on plastic waste management, including Extended Producer Responsibility (EPR) and Food Grade Plastic Recycling.
2023
NCA opens a field office in the Somali Region and responds to a drought emergency in four districts, Hudet, Moyale, Mubarak, and Qadaduma of Dawa Zone, Somali Region focusing on WASH, Nutrition, and Health.
2024
NCA marks 50 years in Ethiopia.
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# OUR PROGRAMMES

**Photo:**

Håvard Bjelland,
Norwegian Church Aid

# Climate Resilient Water, Sanitation, and Hygiene (CR-WASH)

**Photo:**

Håvard Bjelland, Norwegian Church Aid

## What we want to see:

Healthy and resilient communities with access to equitable water, sanitation, and hygiene services


**36,815** people we served with clean drinking water and basic hygiene and sanitation services.

In 2024, the WASH programme focused on empowering communities, building resilience, and improving access to essential water, sanitation, and hygiene services.

## Empowering communities to influence decision-making on WASH services that affect them

Through community organization, training of WASH committees, and engagement with community-based organizations (CBOs), we strengthened local voices in decision-making. Women were at the heart of this change, receiving targeted training on their rights to WASH services and being supported to take active roles in WASH management. Advocacy initiatives and inclusive planning processes fostered community ownership and influence over services that affect their daily lives.

**50%** of all WASH committee members were women with some assuming leadership positions.

## Building community resilience to prepare and respond to climatic hazards affecting WASH services

To protect WASH systems from climate-related risks, we mobilized communities to implement soil and water conservation measures and restore degraded catchments. We also promoted tree planting and introduced multi-use water systems, enabling households to use overflow water for backyard gardening and small-scale income-generating activities. These efforts strengthened community resilience and made WASH services more sustainable.

**126** hectares of land were covered with soil and water conservation activities in villages through community mobilization.

**Photo:**

Håvard Bjelland, Norwegian Church Aid

**Photo:**

Kedija Sefa, Norwegian Church Aid

## Promoting safe hygiene measures to prevent key health risks

Hygiene promotion campaigns helped raise awareness about key hygiene behaviours, especially handwashing at critical times. These campaigns helped shift daily practices and reduce the spread of waterborne and hygiene-related illnesses in the areas we served.

**94%** of people in the intervention areas practiced handwashing during critical times.

**25,104** people reached with hygiene promotion works .

## Improving access to sustainable, adequate, and equitable basic sanitation services

Through a Community-Led Total Sanitation and Hygiene (CLTSH) approach, we encouraged households to build their own latrines and adopt healthier sanitation practices. In schools, we constructed sanitation facilities and promoted menstrual hygiene management to support adolescent girls and create more inclusive, dignified learning.

**19,249** people accessed basic sanitation services at the household level.

## Improving access to sustainable, safe, and affordable basic drinking water supply

We improved access to safe drinking water by designing water systems that respond to local needs—such as gravity-fed schemes and deep wells. We built and rehabilitated water points, installed reservoirs and distribution networks, and trained local caretakers. To ensure long-term sustainability, we also supported communities to establish their own scheme and financial management systems.

**36,815** people accessed improved basic drinking water services in their vicinities.

**40** water points constructed and rehabilitated in communities and schools.

# Climate Resilience/Faith-Based Climate Action

**Photo:**

Håvard Bjelland,
Norwegian Church Aid

## What we want to see:

Faith actors who are proactive on climate change; small-scale producers and service providers whose income is increased through access to value chains and markets.


In 2024, we expanded our efforts to strengthen community resilience to climate change through locally rooted solutions that protect ecosystems, improve food and water security, and promote sustainable livelihoods.

**157,209** people we served directly.

# Climate-Smart Agriculture & Food Security

We worked alongside smallholder producers to boost food production through solar irrigation, improved seeds, and climate-smart practices. This support enabled year-round vegetable farming, diversified household diets, and helped farmers withstand erratic rainfall. In areas where fruit trees were integrated with staple crops, yields saw some of the strongest improvements. Farmers also reduced post-harvest losses and gained better access to nutritious food. Communities began implementing local resilience activities while more producers adopted sustainable agriculture practices.

**14,745** smallholder producers improved productivity through solar irrigation and climate-smart agricultural practices.

**15** solar systems enabled year-round vegetable production, increasing income & dietary diversity.

**10-30%** yield increase in staple crops (teff, maize) despite erratic rainfall. Highest gains (28–30%) seen in agroforestry systems integrating fruit trees with annual crops.

**4,516** farmers reduced post-harvest losses by 22%.

**Photo:**

Kedija Sefa, Norwegian Church Aid

**Photo:**

Håvard Bjelland,
Norwegian Church Aid

# Inter-Faith Forest Conservation & Ecosystem Restoration

Working through interfaith and community-based approaches, we supported the conservation of vital forest ecosystems including sacred church forests and biodiversity corridors. Restoration efforts saw degraded areas revived through reforestation with indigenous trees, live fencing, and agroforestry. Communities took charge of protecting and managing forests through participatory forest management (PFM) groups who secured land rights and began real-time forest monitoring. Across these landscapes, people began earning income from forest-friendly livelihoods such as beekeeping, seedling production, and sustainable harvesting. We joined forces with the Ethiopia Interfaith Climate Platform and Women of Faith groups to amplify environmental advocacy. These efforts focused on inclusive governance, stronger forest protection, and ensuring marginalized communities had a seat at the table when environmental decisions were made.

In partnership with the Ethiopian Orthodox Church and other faith actors, televised programs that blended spiritual teachings with practical climate action messages reached a wide national audience that invited the public to reflect on the moral call to care for creation. Through peer learning visits and translated manuals, faith institutions gained access to tools and lessons that could be adapted in their own contexts—helping scale environmental stewardship from the grassroots up.

To reduce household emissions and ease the labor burden on women, we introduced fuel-efficient stoves that helped cut firewood use and improved respiratory health. We also launched a solar-powered nursery in Jimma that irrigated seedlings year-round and served as a practical demonstration site for nearby farmers learning to scale sustainable agriculture.

**93,000** hectares of church forests and interfaith sites conserved marking a 12% drop in deforestation and encroachment.

**181,900** hectares of natural forests protected; biodiversity corridors established.

**1.4 million** indigenous seedlings (75%+ survival rate) covered 770 hectares of land.

**285** hectares of green corridors restored using live fencing and agroforestry integration.

**37** critical forest areas certified (22 community-managed, 15 sacred sites).

**35** Participatory Forest Management groups secured land rights & engaged in real-time forest monitoring.

**1,140** individuals (women, men, youth) reported increased income from forest-friendly livelihoods.

**1+ million** people reached via televised programs.

**320** fuel-efficient stoves distributed resulting in 16% firewood reduction, decreased women's labor burden & improved household respiratory health.

**Photo:**

Håvard Bjelland, Norwegian Church Aid

**Photo:**

Kedija Sefa, Norwegian Church Aid

## Circular Economy & Waste Management

We partnered with the Ethiopian Environmental Protection Authority to launch a National Plastic Waste Management Strategy, setting a 10-year roadmap for waste reduction and recycling.

Through improved collection systems, local actors recovered substantial volumes of recyclable waste—generating meaningful income along the plastic value chain. Small and medium enterprises, including youth and women-led groups, played a central role in driving this momentum.

We supported formal and informal waste workers across Rift Valley cities, helping them organize into cooperatives and access new markets.

In both rural and urban settings, households began transforming organic waste into compost and liquid fertilizers. This simple shift turned household waste into a resource, boosting soil health and reducing landfill loads.

**240,129** kg of recyclable waste collected (HDP, PET, metals, paper) generated ETB 9 million+ (~USD 65,000) for organized women and youth.

**12+** SMEs/cooperatives engaged across the plastic value chain.

**2,500+** waste collectors (formal/informal) supported in 6 Rift Valley cities.

**4** new producer cooperatives/SMEs established and linked to markets.

**Photo:**

Kedija Sefa, Norwegian Church Aid

# Gender-Based Violence/ Sexual Reproductive Health (GBV/SRH)

## What we want to see:

Women and girls who are empowered and living a life free from gender-based violence.


**767,840** people we served directly.

## Transforming dominant social norms to protect women and girls from violence and harmful practices.

In 2024, we worked alongside religious leaders, communities, and partners to challenge harmful practices like female genital mutilation (FGM) and child marriage. Throughout the year, we witnessed meaningful shifts in knowledge, attitudes, and beliefs. In the places we worked, more mothers came to see these practices not only as harmful, but as violations of human rights, choosing instead to stand for total abandonment.

Millions were reached with awareness campaigns through media, rallies, and storytelling. More girls remained uncut, and former circumcisers abandoned the practice. Community conversations fostered dialogue, leading to public pledges to end harmful traditions.

Faith leaders played a vital role. Many religious institutions took a stand, declaring zero tolerance and integrating prevention into their work. In key regions, scholars issued groundbreaking declarations affirming that FGM is not a religious requirement, confirming that FGM has no basis in faith, breaking long-held misconceptions and empowering communities to let go of practices passed down for generations.

Men and boys also stepped forward, forming groups to champion girls' rights and promote positive masculinity. Together, we're building a future where girls grow up safe, respected, and free.

**63** Faith-based and community-based organizations integrated gender-based violence, female genital mutilation (FGM), and child marriage issues to address them through their structures and by-laws.

**100** Community declarations were issued calling for an end to female genital mutilation and child marriage.

**Photo:**

Kedija Sefa, Norwegian Church Aid

## Life-saving and specialized services for survivors of GBV and at-risk women and girls

We expanded lifesaving services, strengthened referral networks, and empowered survivors to access the care and protection they deserve. Awareness campaigns empowered women and girls to seek help, even in the face of stigma. In some areas, innovative approaches like age testing helped prevent child marriages before they could happen. Strengthened services also contributed to better maternal care and safer childbirth for women across intervention areas.

We trained health workers, legal professionals, and service providers to better identify and respond to cases, while equipping one-stop centers and child-friendly courts with the tools they need to offer holistic care. Survivors now have improved access to medical, legal, and psychosocial support, delivered through stronger referral networks connecting courts, police, and health centers.

**63** referral pathways platforms were established and strengthened for referral and coordination.

**45** health institutions accessed need-based medical equipment and supplies.

**728** women received aftercare health services for FGM complications.

**Photo:**

Kedija Sefa, Norwegian Church Aid

## Facilitating access to comprehensive sexuality education, family planning, and sexual reproductive health services.

We worked hand in hand with local communities to give girls and their families the tools to say "no" to harmful practices. Girls learned new skills, built confidence, and became strong voices for change. Parents discovered positive ways to support and protect their daughters. With business skills and small grants, families grew stronger financially, helping girls stay in school and thrive. Community platforms and schools identified risks early and linked girls to health, legal, and psychosocial services. Economic empowerment initiatives helped families build resilience and keep girls in school. Through collaborative savings groups and strong partnerships, these efforts are paving the way for long-term, sustainable change.

**32,158** adolescent girls participated in different structured life-skills programmes and safe spaces.

**6,399** women were provided with comprehensive sexuality education and modern family planning services.

**7,562,650** people accessed information on female genital mutilation and child marriage through media.

**681** adolescent girls and/or parents were engaged in small-scale income-generating programs after receiving business management skills training.

## Cascading national policies, strategies, and commitments and evidence supporting zero tolerance to FGM and child, forced, and early marriage

Together with stakeholders, we collaborated with government partners across all levels, strengthening national and regional efforts to end FGM and forced, and early marriage. Through joint workshops, coordination platforms, and strong faith-based engagement, we continued to contribute to the implementation of the National Costed Roadmap to End FGM and CEFM in regions where we were active such as Sidama and Somali Regions.

Together with national alliances, we supported faith leaders, policymakers, and community influencers to challenge harmful norms and push for legal reforms. In Somali and Afar regions, talks with religious and clan leaders, plus policymakers, influenced revised family law articles, setting the minimum marriage age at 18. Islamic Supreme Councils in the two regions also issued a fatwa affirming that FGM is neither a religious obligation nor accepted by Islam, emphasising the need for continued commitment to sustain progress However, challenges persist as the Federal Islamic Supreme Council's Fatwa only condemns severe form of FGM.

We continued to share knowledge through reviews and dissemination workshops, while national awareness campaigns helped bring the conversation to broader audiences. These collective efforts were recognized nationally and internationally, including receiving the 2024 United Nations Population Award.

**72** multisectoral structures and strengthened collaboration across regions, helping 80 faith-based organizations reaffirm their commitment to ending harmful practices.

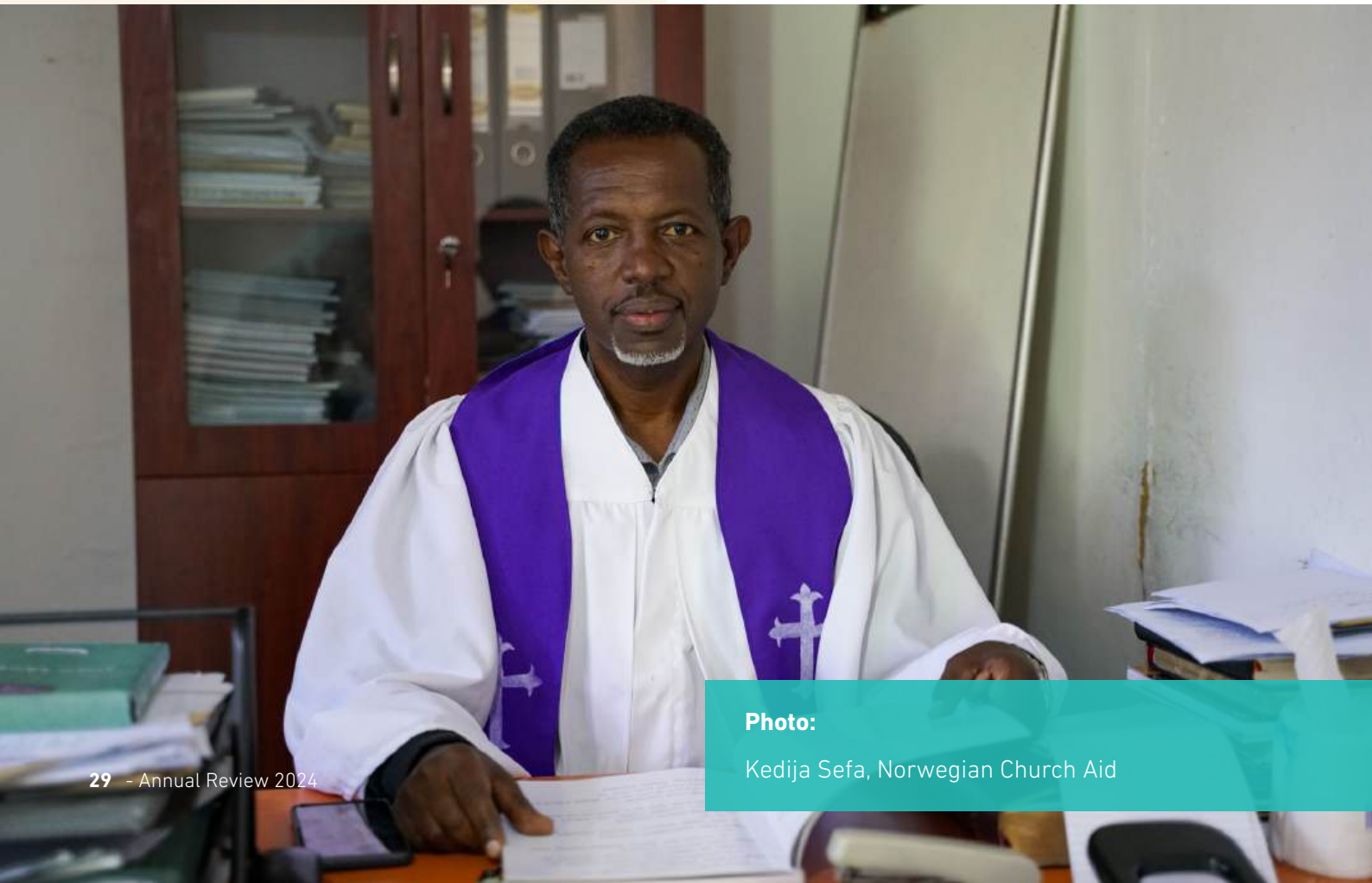


**Photo:**

Kedija Sefa, Norwegian Church Aid

# Peacebuilding

**Photo:**
Kedija Sefa, Norwegian Church Aid

## Strengthening Peacebuilding, Psychosocial Support, and Community Resilience Across Conflict-Affected Regions in Ethiopia

### What we want to see:

An Ethiopian society that advances towards sustainable peace with the inclusive participation of women and youth in peace processes.

**117,263** people we served directly.

Across Ethiopia, communities have faced devastating cycles of violence, displacement, and loss. In 2024, through a coordinated, grassroots-led approach, we worked alongside faith leaders, women, youth, and local institutions to rebuild trust, restore safety, and promote healing.

Together with our implementing partners, we continued advancing our peacebuilding and social cohesion programme, integrating community-based psychosocial support with conflict resolution, religious engagement, and capacity strengthening across multiple regions affected by protracted conflict and displacement. We also engaged in nine national and regional coordination platforms, task forces, and technical working groups, helping to shape inclusive peace policies from the ground up. These include serving as co-chair of the Ethiopia Peace Actors' Network (EPBN); founding member of the Women, Peace and Security (WPS) and Youth, Peace and Security (YPS) platforms; member of the technical committee preparing the National Action Plan (NAP) on Women, Peace and Security (WPS, UNSCR 1325, national initiative); and member of the Nexus Accelerator Group, among others.

## Integrating Community-Based Psychosocial Support with Peace Building and Social Cohesion

Through ongoing psychosocial support and strengthened referral systems, we reached hundreds of survivors internally displaced people and survivors of gender-based violence, ensuring they accessed the care and protection services they needed. The strong collaboration between religious leaders, women, youth, and local authorities contributed significantly to these positive outcomes, even in fragile and high-risk contexts.

Despite ongoing insecurity and complex political dynamics, the commitment of peace structures and community leaders ensured steady progress toward rebuilding peaceful coexistence, trust, and resilience.

Multiple community dialogues facilitated among interfaith leaders, youth, and women's peace groups helped address local conflict drivers. As a result, peace has been restored between historically divided groups. In Tigray–Afar border areas, cross-border access to services and land-sharing agreements were brokered. In Amhara–Oromo–Afar conflict zones, Displaced families safely returned, with peace committees facilitating reintegration. In Gambella, refugees and host communities began joint economic activity and social integration, previously unimaginable.

In Tigray and Afar, peace committees successfully re-established social interaction across border communities that had been severed during the conflict, restoring access to shared resources like markets, grazing lands, health and social services. In the Amhara region, despite ongoing armed confrontations, peace structures engaged both government forces and armed groups to de-escalate tensions, facilitate the safe return of displaced communities, and even negotiate to farm and for access to medical access for vulnerable populations.

**Photo:**

EECMY-DASSC, South Central Ethiopia
Synod- Branch Office

We witnessed tangible shifts in perceptions and relationships, as seen in areas like Dawa Chefa district where dialogue helped communities recognize mutual economic benefits and dispel long-standing suspicions. In Gambella, we supported deeper interactions between refugees and host communities, fostering shared economic activities and social integration.

**491** inclusive peace structures and boundary partners (65% women) established and strengthened.

**409** survivors of GBV accessed social support and referral services.

**45** peace initiatives were made by peace committees, such as engaging in discussions with armed groups and government representatives and supporting displaced and vulnerable communities.


# Engaging Women, Youth, and Faith Leaders in Dialogue

**Photo:**

Kedija Sefa, Norwegian Church Aid

Working closely with interfaith leaders, women's groups, and youth, we facilitated multiple dialogues that helped communities address root causes of conflict and rebuild trust across ethnic and religious divides.

This year, women of faith (WOF) organized a rally in Gambella advocating for peace and social cohesion. Youth peacebuilders hosted forums across five regions, amplifying the voices of 150+ young people including those with disabilities who contributed peace agendas to the National Dialogue Commission.

The programme engaged religious and traditional leaders to support local and national peacebuilding. We strengthened faith-based and interfaith networks, contributing to coordination platforms and national policy processes. Through community dialogues, public religious events, and digital campaigns, grassroots voices, especially those of women and youth were amplified through targeted advocacy, creating stronger linkages between local experiences and national peacebuilding initiatives. Despite ongoing polarization, these efforts supported more inclusive, context-responsive peacebuilding.

**13** calls for peace statements were made by religious and traditional leaders.

**36** inter-communal conflicts were resolved by peace structures.

**10** youth agenda items were identified and submitted to National Dialogue Commission collected from 5 regions and 2 city administrations.

**“We’ve resolved conflicts that once seemed impossible. Today, neighbours who hadn’t spoken in years are sharing land again.”**

**Peace Committee Member,**
Tigray-Afar Border

**“We’re showing that peace isn’t just possible — it’s already happening in our communities.”**

**Youth Leader,**
Amhara Region

## Building Local Capacity for Sustainable Impact

To improve the quality and sustainability of interventions, we prioritized partner capacity strengthening and institutional learning. A training manual integrating psychosocial support with peacebuilding was developed and piloted in targeted regions. Partner staff were equipped with skills in psychosocial first aid, and a participatory baseline assessment helped build local data collection capacity and ownership. Regular technical working group meetings enabled adaptive learning and informed decision-making. A multi-regional research initiative explored the complex interplay of ethnicity, religion, and politics, offering valuable insights for future programming. While some training components remain in progress, these investments have laid a solid foundation for improved programme delivery and long-term impact.

# Humanitarian Response

**Photo:**

Håvard Bjelland, Norwegian Church Aid

## What we want to see:

Save lives, alleviate human suffering, and strengthen the resilience of crisis-affected communities.

**423,076** people in crisis we served directly

**We responded to emergencies across 18 districts in Tigray, Amhara, Somali, and Gambella regions in 2024, delivering coordinated humanitarian assistance in partnership with local authorities and implementing partners.**

In 2024 Ethiopia continued facing a major humanitarian crisis caused by climate shocks, disease outbreaks and insecurity aggravated by economic and financial challenges. 2024 was an exceptional year in terms of compounded shocks, exacerbating negative humanitarian impacts on already vulnerable communities who have not fully recovered from events of recent years. The 2024 Humanitarian Response Plan (HRP) targeted some 15 million people, with funding requirements of $3.237 billion.

Ongoing conflict in various parts of Ethiopia, has led to widespread displacement and deepened vulnerabilities; particularly among women, children, and people with disabilities by severely limiting access to essential health and nutrition services. Movement restrictions, coupled with rising fuel and material costs, further constrained operations. Critical humanitarian gaps persisted in different parts of the country, including inadequate hygiene and sanitation, limited access to clean water, and an urgent need for specialized support for survivors of sexual and gender-based violence (SGBV) and child protection services. Malnutrition continued to be a serious concern, especially among mothers and children.

Despite these challenges, we have drawn on established community structures, including religious leaders to build trust, promote participation, and strengthen the impact of interventions. Informed by prior humanitarian experience, we delivered life-saving, multi-sectoral support while also fostering resilience and laying the groundwork for long-term recovery among affected communities.

**Photo:**

Kedija Sefa, Norwegian Church Aid

## Water, Sanitation, and Hygiene (WASH)

In response to severe humanitarian needs across multiple regions, we rehabilitated broken water systems and constructed new shallow wells to restore immediate access to clean drinking water for displaced families and host communities. In camps for internally displaced persons and refugees, we built sanitation facilities and conducted hygiene promotion to help prevent disease outbreaks and protect public health. We distributed essential WASH non-food items, including hygiene kits, to thousands of vulnerable households, helping families maintain basic hygiene despite challenging living conditions. Together with local communities, we brought springs, shallow wells, and hand-dug wells back into operation, ensuring reliable water sources close to where people live. We also upgraded several boreholes, equipping two with solar-powered systems, reservoirs, and distribution points to improve access not only for drinking but for household use and small-scale irrigation. Throughout our response, we worked closely with WASH committees, strengthening their capacity to manage and sustain these systems, even as crises persist.

**149,373** crisis affected people (women, girls, men, and boys) accessed WASH services.

# Gender-Based Violence/ Protection

Together with our local implementing partners, we established safe healing and learning spaces designed to help children recover from trauma and stay engaged in their education. In these supportive settings, they received psychosocial care, learned essential life skills, and took part in structured recreational activities that helped restore a sense of normalcy and joy. Despite the trauma and disruption of displacement, we ensured children had the resources they needed to continue learning and regain a sense of stability by distributing scholastic supplies. We further strengthened community-based protection systems to ensure children at risk were identified early and referred to the care they needed.

**Photo:**

Kedija Sefa, Norwegian Church Aid

**Photo:**

Håvard Bjelland, Norwegian Church Aid

Through awareness campaigns and material support, we helped reduce the risks of abuse, neglect, and exploitation. Alongside local partners, we took steps to prevent gender-based violence by running targeted outreach campaigns and distributing dignity kits, ensuring women and girls had the resources and support they needed to stay safe and maintain their dignity.

**25,916** people accessed protection services appropriate and relevant to their immediate needs.

# Food & Nutrition Support

We provided emergency food assistance to the most vulnerable, prioritizing children under five and pregnant and lactating women facing acute malnutrition. To strengthen the response, we trained health workers to screen for and manage malnutrition, helping stabilize nutrition levels and prevent life-threatening conditions. Our combined efforts supported families through crisis and contributed to their recovery.

**4,495** crisis-affected persons accessed supplementary food support.

**13,570** people, mainly under five children, pregnant and lactating women received nutrition support.

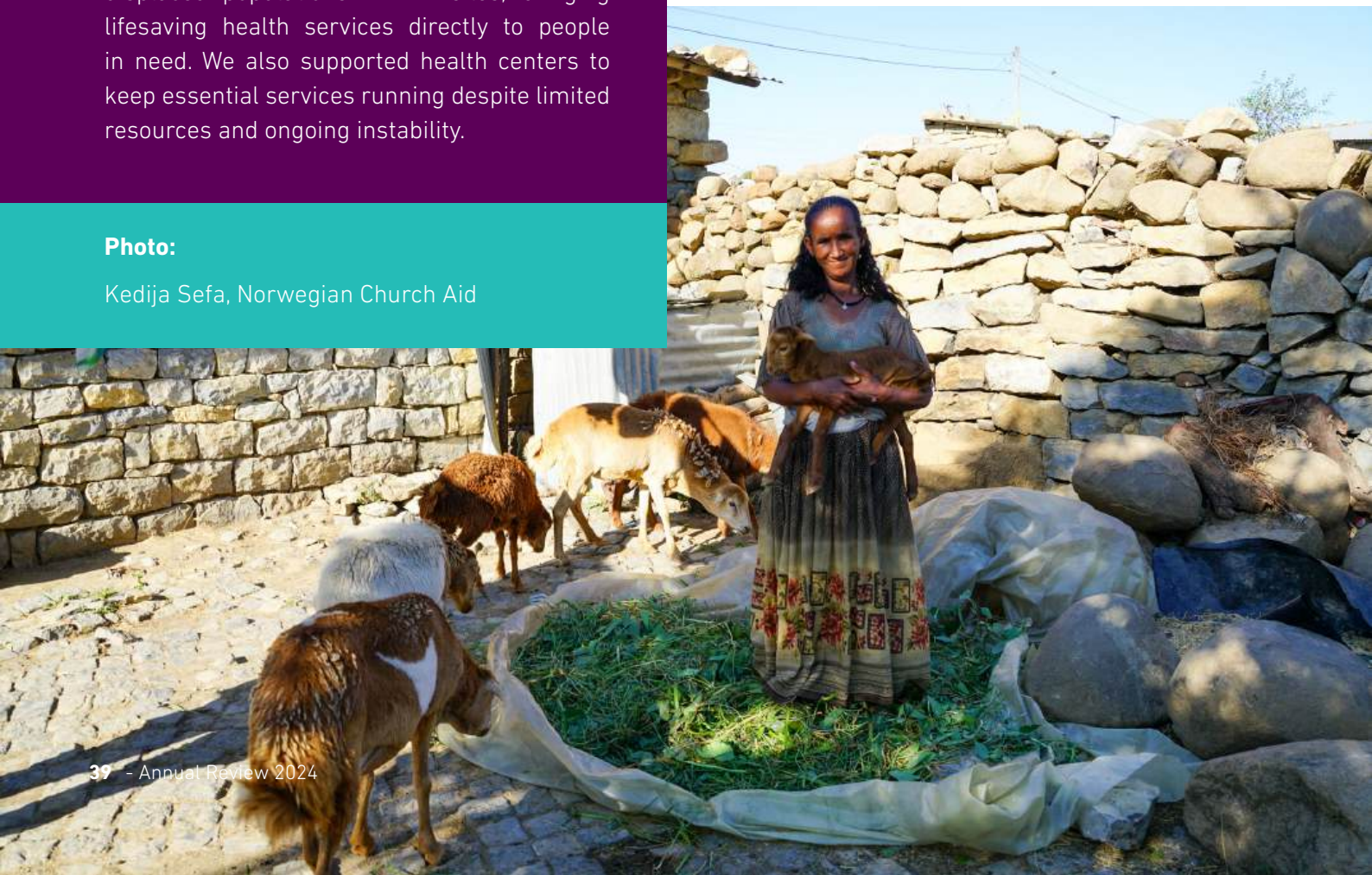
# Health

We strengthened the capacity of health workers and health extension agents to respond to disease outbreaks, manage cases, and deliver essential care in challenging conditions. We deployed mobile health teams to reach displaced populations in IDP sites, bringing lifesaving health services directly to people in need. We also supported health centers to keep essential services running despite limited resources and ongoing instability.

**8,552** people received health services through various ways, including mobile health clinics.

**Photo:**

Kedija Sefa, Norwegian Church Aid

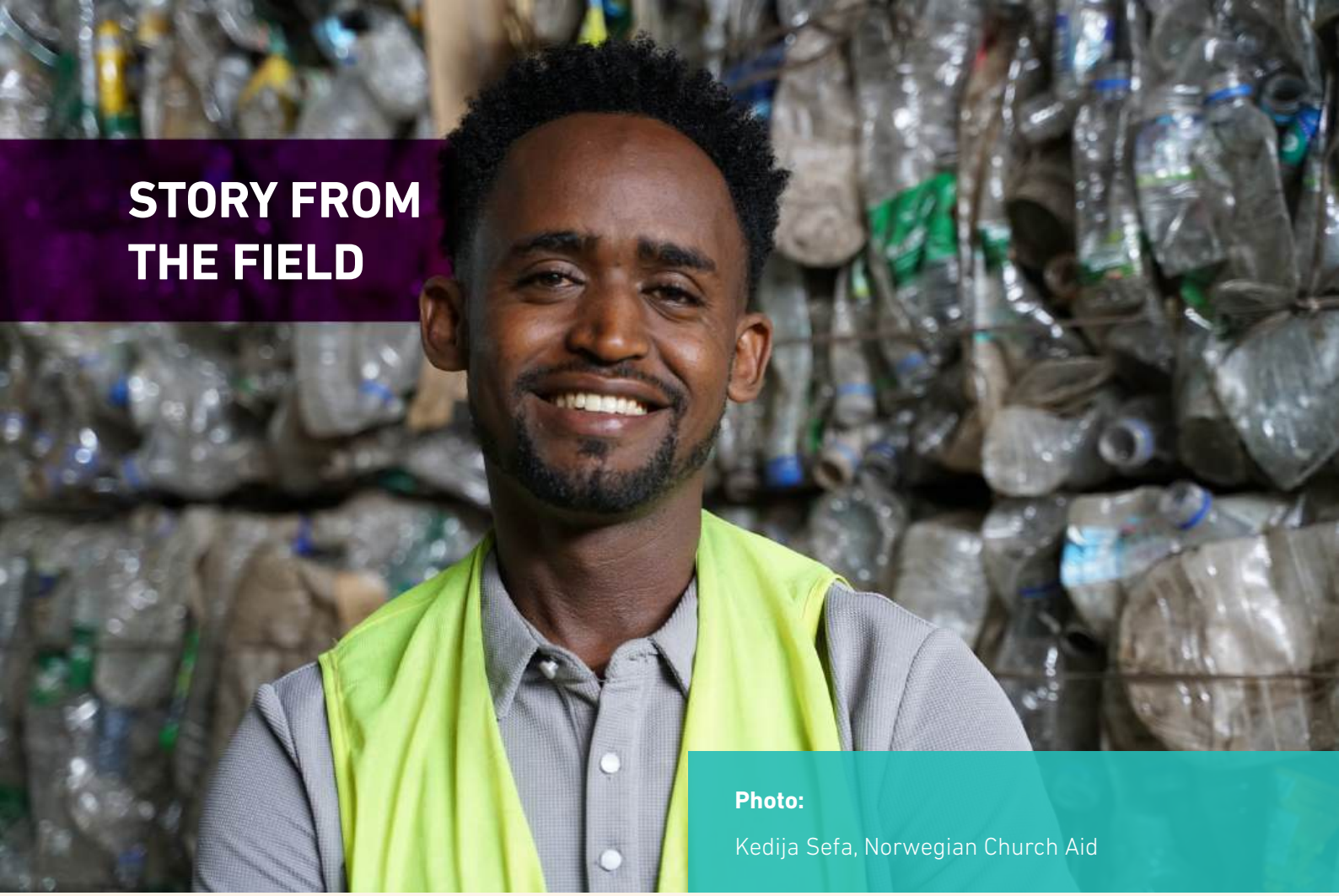


## Livelihood and Multi-Purpose Cash Assistance (MPCA)

Multipurpose cash assistance (MPCA) was delivered to the most vulnerable households, helping them meet their immediate needs with dignity and flexibility. Livelihood support was also provided to promote household resilience and recovery.

**185,550** people accessed livelihood support through various ways (distribution of emergency seeds, small ruminants, farming tools, training)

**35,610** people (most vulnerable groups) received direct cash support.



STORY FROM THE FIELD

**Photo:**

Kedija Sefa, Norwegian Church Aid

# Two Birds in One Stone: Employed Youth, Cleaner Cities

Sakuma Sato, 26, holds a bachelor's degree in Marketing Management. He is a resident of the Tabor District in Hawassa City and serves as the secretary of a Waste Collection Association, which was established through the Waste for Value (W4V) project. The association was formed in 2022 and currently has eight members. It focuses on collecting and selling plastic and paper waste to recycling companies.

According to Sakuma, each member of the association is required to collect 20 kilos of plastic waste and 10 kilos of paper waste per day. However, due to the high cost of living, the income generated from this amount is insufficient to cover basic expenses. As a result, members often go beyond the minimum requirement, collecting 50 kilos or more of plastic and paper waste from events, parties, meetings, and other locations. "We also buy waste from informal collectors and community members every day from 8:30 am to 6:30 pm. After collecting, we bale the waste and sell it to recycling factories," he explains.

Before joining the association, Sakuma struggled to find a job after graduation and was dependent on his family for support. "I had to rely on my parents for my basic needs for even small things," he recalls. "But after I started working with the association, I was able to support myself and cover my rent, food, and other expenses. I've also been able to help support my two younger brothers."

Sakuma recently collected 600 kilograms of plastic bottles in just 22 days, earning 6,000 birr. "This project has created a source of income for many people who collect waste from various places and sell it to us," he says. "It's like killing two birds with one stone.

**" In the past, plastic and paper waste were scattered everywhere on the streets. Now, you can hardly find any litter in the city."**

The project not only provides jobs for many unemployed individuals, but it also helps keep our city beautiful and clean. In the past, plastic and paper waste were scattered everywhere on the streets. Now, you can hardly find any litter in the city."

Sakuma notes that when he first started the job, the community viewed waste collection as a low-status activity. "When I began collecting plastic and paper waste, my peers used to say, 'Isn't it better to be unemployed than to do this job?' But as my income grew and I became self-sufficient, those who had once criticized me saw the benefits and began asking to join the association."

Before starting the job, Sakuma and his peers underwent training and received startup capital, three-wheeled vehicles for waste collection, and personal protective equipment. "The training taught us how to manage the business and, most importantly, showed us that starting small can lead to great things."

**Photo:**

Kedija Sefa, Norwegian Church Aid

"Being unemployed is more demoralizing than not being able to do things on your own. Many of my peers who were unemployed when I started this job are still without work. Thanks to this project, I was able to overcome unemployment, become self-sufficient, and support my family," Sakuma reflects. "The training and the job provided me with valuable life skills and a stable income, as well as an opportunity to contribute to my community."

Sakuma is particularly proud of the positive environmental impact the project has had on Hawassa City. "Because of this project, our city has become cleaner and more beautiful. The government has taken notice of the importance of solid waste management. There's hardly any plastic or paper pollution now. We are very happy to have contributed to making our city cleaner."

Looking ahead, Sakuma is optimistic about the future of the association. "In the future, we plan to strengthen our capacity by adding more baling machines to handle paper and cardboard separately and send it to factories. We also hope to expand our work and create job opportunities for other unemployed youth."

Through the project, Sakuma has not only gained financial independence but also played a key role in transforming his city.

# What We Learned

**Photo:**

Håvard Bjelland, Norwegian Church Aid

Through our humanitarian response, we have seen how providing cash assistance can deliver support more efficiently and with greater impact for affected communities, reducing the need for complex logistics. With cash, families were able to meet their most urgent needs, whether food, healthcare, livelihoods, or shelter, in ways that in-kind assistance often cannot. Post-distribution monitoring confirmed strong community preference for cash, with women reporting greater decision-making power and control over household resources. This not only addressed immediate needs but also supported women's empowerment. At the same time, we learned that effective cash programming requires careful market assessments, community consultations, and strong accountability systems to ensure markets can absorb the demand safely and fairly, and that the cash truly benefits those most in need.

Our experience in implementing the Humanitarian-Development-Peace nexus has shown that deeply integrating with existing local religious and cultural institutions is key to effective and sustainable crisis response. By mobilizing long-established networks like churches, Idirs, and Tsiwa Mahiber, partners were able to deliver rapid and community-owned interventions, particularly in areas where other actors were absent. Consistent, transparent, and impartial engagement, even in contested conflict zones, earned trust from all parties and allowed life-saving work to continue in highly polarized environments. This experience reinforces that neutrality must be continuously demonstrated through action to secure access and build trust in fragile contexts.

Through our Climate Resilience programme, we also observed the power of faith as a driver for environmental action, recognizing that ongoing engagement with religious leaders, scientists, and civil society is essential to translate values into concrete policy change. While financial support is critical for initiatives like urban agriculture, lasting impact requires strong market linkages, cooperative structures, and technical capacity. Sustaining interfaith collaboration similarly depends on continuous investment in training and coordination to maintain momentum and strengthen social cohesion. Our flagship "Waste for Value" project demonstrated that inclusive waste management policies are most effective when informal recyclers and grassroots actors are involved from the outset, while also highlighting the persistent need for reliable data in plastic and waste management programming.

In addressing gender-based violence, we found that sustained capacity building for religious leaders effectively shifts harmful social norms and influences local bylaws. Integrating research into our programming significantly strengthened the quality of our interventions, as demonstrated in the NORAD-supported joint Norwegian Church Aid-Save the Children programme on female genital mutilation and child, early, and forced marriage, where baseline and midline evaluations provided critical insights for program adaptation and learning.

Across our peacebuilding efforts, engaging women and youth role models has proven especially effective in promoting peace and social cohesion. These individuals, drawn from within their own communities, bring credibility, lived experience, and a deep understanding of local dynamics. Their involvement strengthened community ownership of peace initiatives, challenged harmful norms, reduced tensions, and inspired others, especially marginalized or skeptical groups, to engage constructively. Empowering women and youth to lead and model peaceful coexistence has generated ripple effects that build relationships at household, community, and regional levels, contributing to more sustainable and resilient peace outcomes.

# DONORS

ACT Church of Sweden

Alliance Micro Finance (AMAS AS/Norad)

Norway's International Climate and Forest Initiative (NICFI)

Christian Aid

Norwegian Agency for Development Cooperation (Norad)

Norwegian Ministry of Foreign Affairs (NMFA)

Protestant Agency for Diakonia and Development (PADD)

Royal Norwegian Embassy in Addis Ababa

Swedish Embassy in Addis Ababa through Pingstmissionens Utvecklingssamarbete (PMU)

United Nations Refugee Agency (UNHCR)

United Nations Entity for Gender Equality and Empowerment of Women (UN Women)

United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)

United Nations Population Fund (UNFPA)

International Organization for Migration (IOM)-Innovation Norway

International Rescue Committee-Irish Aid

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- Stabæk and Asker high schools
- Tomra
- Trond Mohn
- Vanntanken

# PARTNERS

Action for Development (AFD)

Ethiopia Muslim Relief and Development Association (EMRDA)

Ethiopian Catholic Church Social and Development Commission (ECC-SACDO) Meki, and Hawassa Branches

Ethiopian Evangelical Church Mekane Yesus–Development and Social Service Commission (EECMY-DASSC)

Ethiopian Orthodox Church–Development and Inter-Church Aid Commission (EOC-DICAC)

Evangelical Churches Fellowship of Ethiopia (ECFE)

Inter-Religious Council of Ethiopia (IRCE)

Organization for Welfare and Development in Action (OWDA)

Ethiopia Recycling Community Organization (PETCO)

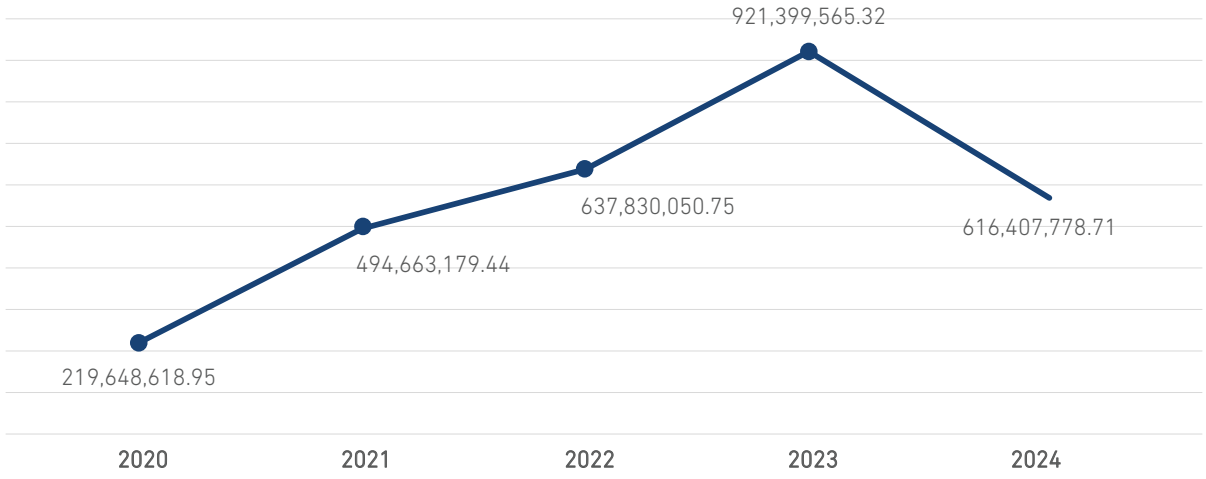
Tamra for Social Development Organization (TSD)

World Agroforestry (ICRAF)

# FINANCIALS

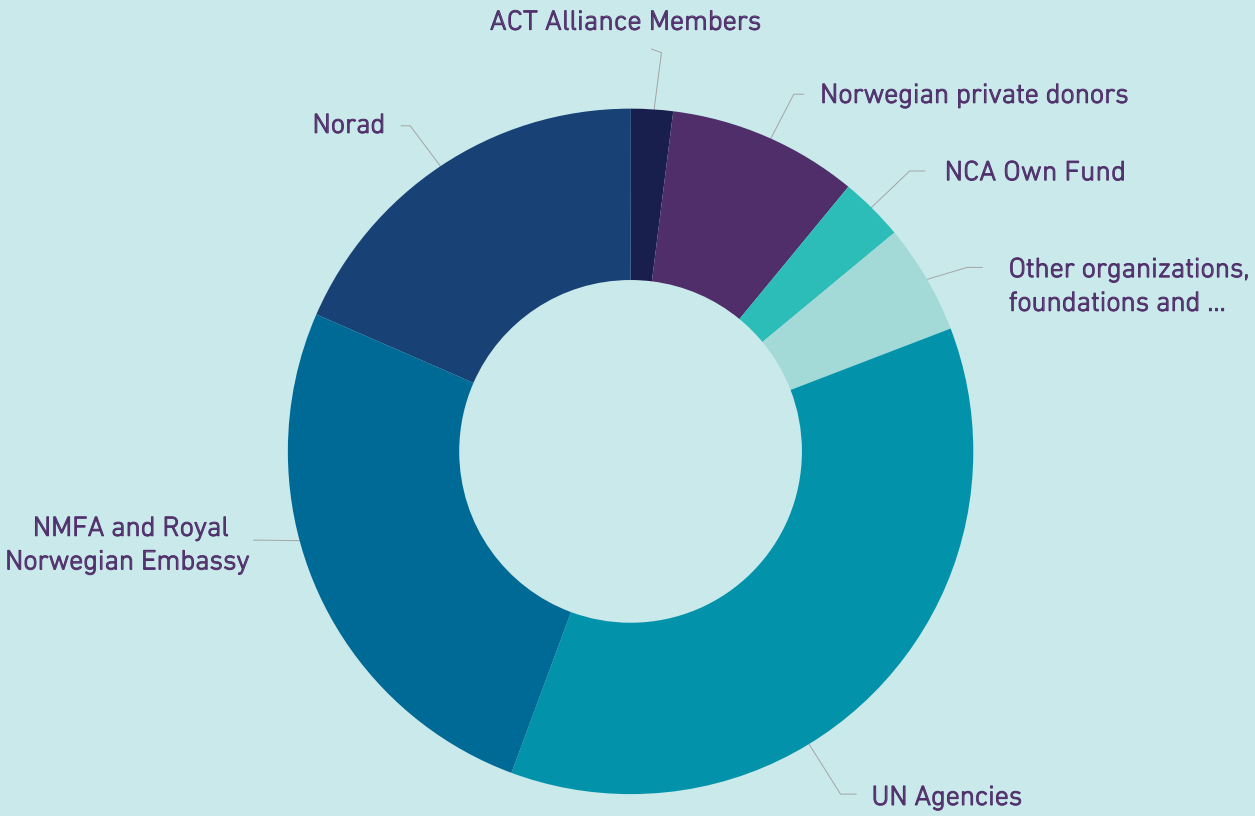
In 2024, NCA Ethiopia secured a total of ETB 616,407,778.71 in funding. Of this, ETB 338,515,593.01 (approximately **55%**) was allocated to Humanitarian responses, reflecting the urgent needs resulting from ongoing crises across the country, including natural disasters, conflict, and displacement. The remaining **45%** was allocated to long-term development and peacebuilding programmes, underscoring the country office's continued commitment to sustainable change.

## Income Trend 2020-2024




Between 2020 and 2023, NCA Ethiopia's income showed consistent growth, more than quadrupling from ETB 219.6 million in 2020 to a peak of ETB 921.4 million in 2023. This sharp increase was largely driven by expanded humanitarian needs and the influx of humanitarian response funding, including support from the Norwegian Government (NANSEN) for countries affected by the war in Ukraine. In 2024, income decreased to ETB 616.4 million — a 33% drop from the previous year — primarily due to the phase-out of this one-off humanitarian funding. Despite this decline, the 2024 income remains significantly higher than pre-2022 levels, indicating a more stable and diversified funding base that supports both humanitarian response and long-term development and peacebuilding efforts.

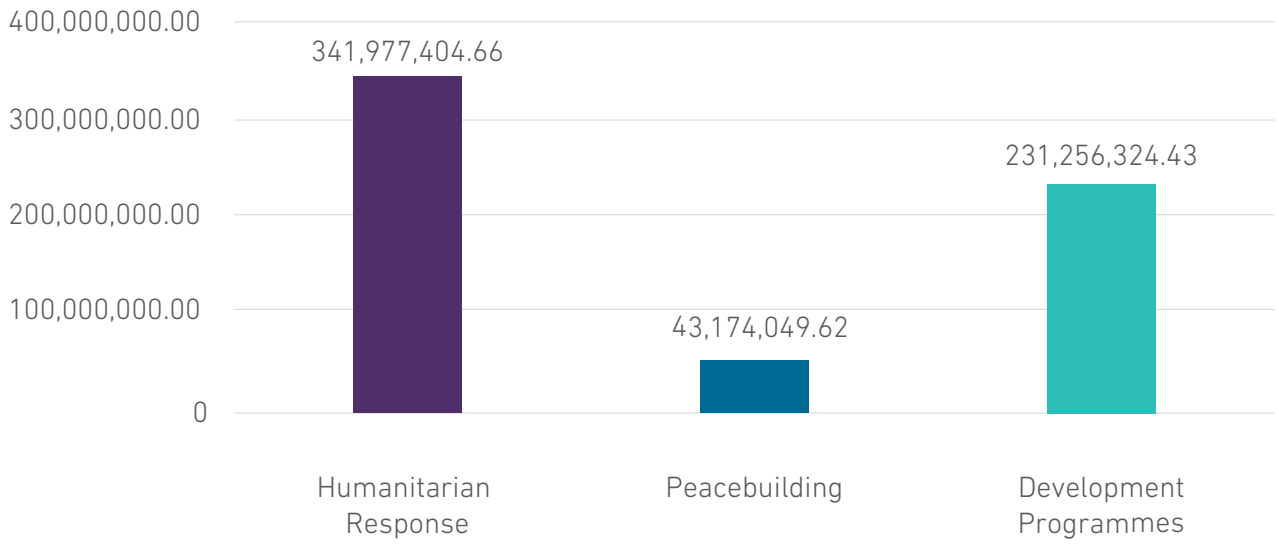
# INCOME BY DONOR 2024



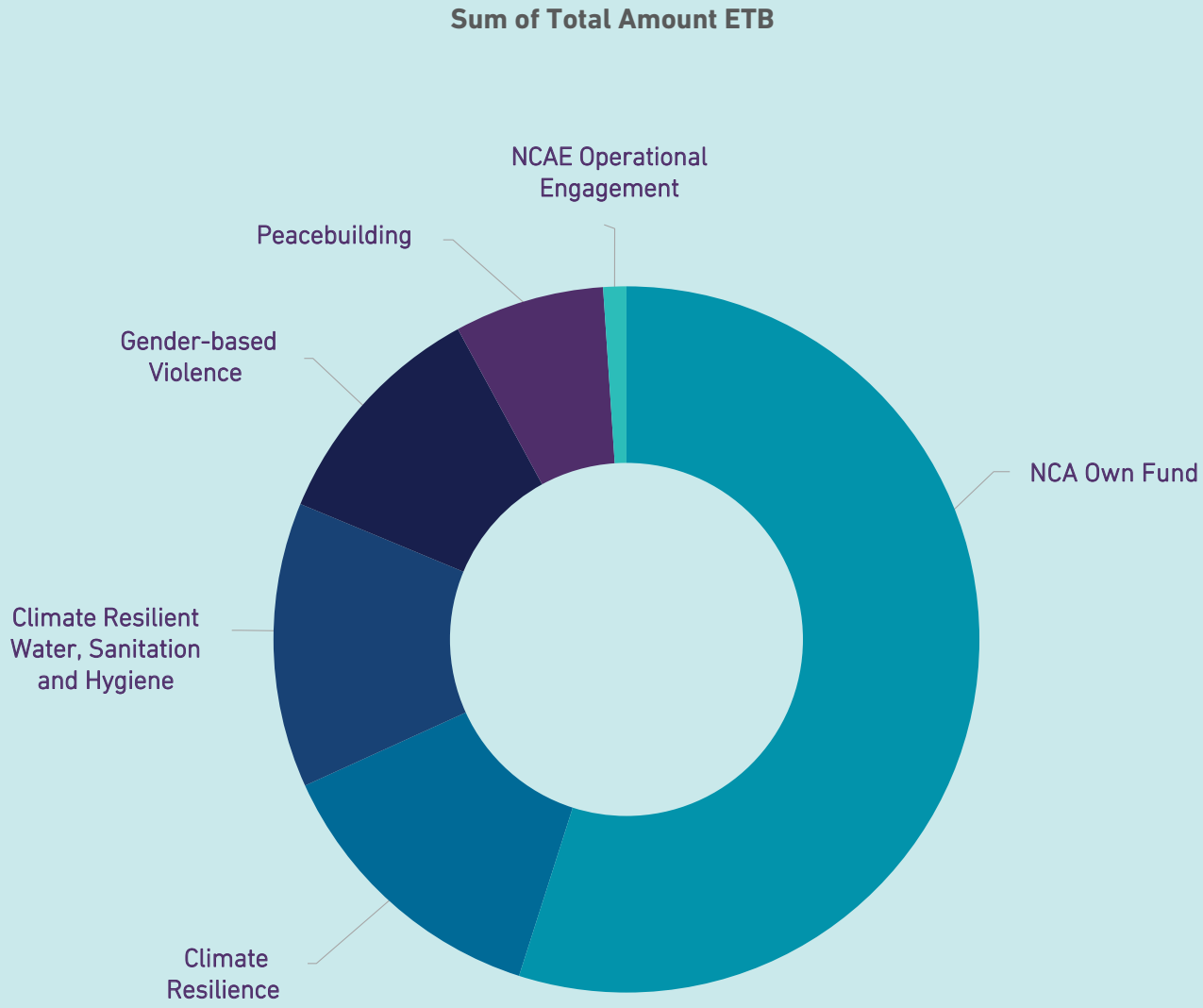
# Income by Humanitarian, Development, and Peace (HDP) Nexus 2024

Humanitarian Response received the largest share of the funding, reflecting the continued urgency of addressing conflict-related displacement, food insecurity, and natural disaster impacts across Ethiopia. Development Programmes accounted for over a third of the total income, signalling a strong emphasis on long-term, sustainable interventions alongside humanitarian aid. Peacebuilding, while comparatively smaller in financial allocation, remains a critical component, receiving over ETB 43 million, supporting interventions aimed at conflict prevention, social cohesion, and resilience-building.

**Income by HDP Nexus 2024**



# INCOME BY THEMATIC FOCUS



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