Scaling Up NUTRITION
ENGAGE • INSPIRE • INVEST
SUN-Yemen Secretariat

Republic of Yemen
Ministry of Planning and International Cooperation
SUN-Yemen Secretariat

Yemen Nutrition Guidelines

A Humanitarian-Development-Peace Nexus Approach for Scaling Up Sustainable Multisectoral Nutrition Investments and Actions

June 2025

Contents

1. Introduction

The Yemen National Guidelines for Scaling up Multisectoral Nutrition Investments and Action through a Humanitarian-Development-Peace (HDP) Nexus approach were developed by Scaling Up Nutrition (SUN) Secretariat in Yemen (SYS) with support of N4D. They were drafted through a participatory process based on the Building Blocks that emerged from SUN Yemen National Gathering (SYNG) which was held in June 2023 and several consultative meetings with government, donor, UN and civil society partners during January 2023 to December 2023.

The Guidelines are the tool to translate the principles of a HDP Nexus approach into procedures and mechanisms for joint analysis, planning, implementation, coordination, monitoring, evaluation and accountability by the full range of stakeholders.

These Guidelines are a living document and will be regularly updated informed by experience and lessons learned. They are not exhaustive but rather indicative of the issues and potential actions stakeholders can consider during the updating and implementation of the [Yemen Multisectoral Nutrition Action Plan](1) (MSNAP). This version of the Guidelines document was updated in May 2025 based on the outcomes of the updated MSNAP 2025-2030 informed by the current realities and experiences of all actors with a role to play in improving nutrition in Yemen. The Guidelines will be further updated in the light of the lessons learned from the implementation of the MSNAP during 2025-2026. In June 2026, the Guidelines will be updated as a guiding document for the following update and implementation process of the MSNAP-3.

1.1 Purpose and target audience of the guidelines

These guidelines aim to inform the policies and practices of all humanitarian, development and peace stakeholders that have a role to play in implementing the Yemen MSNAP and improving the nutrition situation of the Yemeni people throughout the country. The MSNAP provides the overarching policy and strategic framework for all actions across sectors and across the Nexus with which all actors in Yemen should align their investments and actions.

The Guidelines:

- Provide background on the national nutrition policy environment, other aspects of the national context and outline the principles and ways of working to guide the work of all stakeholders to strengthen the Nexus approach to nutrition (Section 2).
- Inform stakeholders about the national nutrition coordination system from national to sub-national levels (Section 3).
- Guide stakeholders on how they work together to undertake joint situation and response analysis, plan, mobilise resources, strengthen systems and capacities, coordinate implementation, monitor, evaluate, learn and hold each other to account (Section 4).

Relevant stakeholders include: Government institutions at national and sub-national levels (Ministry of Planning, Ministry of Finance, Sectoral Line Ministries), United Nations agencies, UN Country Coordination Team, UN Humanitarian Team, Humanitarian Clusters, Yemen Partners Group, donor agencies, Non-Government Organisations, businesses.

---

[1] ThisMSNAP expired at the end of 2023. It was updated in the first half of 2024 to cover the period up to the end of 2030.

1.2 Scope of the Guidelines

These Guidelines:

Do	Do not
• Provide guidance for all stakeholders on how they should work together within and between sectors in order to strengthen a Nexus approach to nutrition. • Set out the aims and results of a Nexus approach to scaling up the implementation of a multisectoral nutrition plan.	• Provide detailed, sector specific guidance on type and design (targeting, infrastructure, delivery approach, mechanisms etc) of interventions. • Provide a prioritisation of interventions within and between sectors (but does provide guidance on the need for this).

These guidelines need to be complemented by more detailed operational guidance in relation to each of the action areas. It will also be linked to the guidance for lower level MSNAP-3 implementation which will be developed as part of the MSNAP implementation process.

1.3   Process of developing the Guidelines

These Guidelines were developed by the SUN Yemen Secretariat through a consultative process with relevant stakeholders at national and sub-national levels. The key activities in the process were as follows:

- Review international recommendations[2] and best practices in operationalising a Nexus approach to nutrition, particularly in fragile and conflict affected situations.
- Discussions on sustainability and the HDP Nexus during the SUN Yemen National Gathering.
- Discussions with the Global HDP-Nexus Coalition.
- Produce an outline version of the HDPN Guidelines.
- District meetings to develop a common understanding of and review the implementation of a Nexus approach to nutrition.
- Governorate-level meetings to develop understanding of a Nexus approach and discuss the establishment of governorate-level coordination mechanisms for nutrition.
- National meetings with focal points and technical teams from Line Ministries, Yemeni civil society and international partners (UN, donors, INGOs) to develop a common understanding of a Nexus approach in Yemen and to feed into the development of the HDPN guidelines drawing on existing practices.
- Discussion at SUN Yemen Steering Committee meetings.

2. Background

2.1 The nutrition situation in Yemen

Despite many years of vital humanitarian assistance, there has been limited progress in reducing stunting and no progress in reducing wasting. Child stunting remains extremely high at 49 percent and wasting at 17 percent.[3] Maternal health is still of grave concern. More than 27 percent of pregnant women and 24 percent of lactating women are wasted or acutely malnourished. Anemia continues to be a nutrition challenge for women and women. WFP estimates that 17 million people are food insecure. Tackling this high burden of malnutrition and its multiple causes will contribute to efforts to advancing peace, fostering economic recovery, and driving sustainable growth. By improving nutrition and health outcomes, communities can become more resilient, reducing social tensions and enhancing productivity, ultimately supporting broader development efforts.

Ending the war and reaching a just and sustainable peace is the fundamental solution to ending the suffering of millions of Yemenis. However, even in the current context it is possible to work towards more sustainable, impactful and efficient solutions to the challenge of malnutrition. Short-term, life-saving responses are vital but on their own cannot bring about the changes required. Rather, the following shifts in approach are needed:

---

[2] For example, OECD DAC Recommendation on the Humanitarian-Development-Peace Nexus

[3] 2022-2023 Yemen MICS

1. Scale up longer-term, locally led programmes across a range of sectors that build resilience, strengthen public institutions and prevent malnutrition in tandem with life-saving interventions.
2. Increase alignment and coherence of all actors with the nationally owned, Multi-Sectoral Nutrition Plan of Action (MSNAP).
3. Empower and enable national, local and community-based actors to develop evidence-based policies, coordinate actions, provide services and promote mutual accountability as part of the development plans of governorates and district.
4. Increase multi-year, predictable and flexible investments in sustainable nutrition relevant programming across sectors.

These shifts are in line with international commitments relevant to countries affected by protracted crisis, including commitments to build resilience, promote coherence across the humanitarian-development-peace nexus and increasing the localisation of international assistance.

2.2 The Yemen Multisectoral Nutrition Action Plan

Yemen´s National Multi-Sectoral Nutrition Action Plan (MSNAP) enshrines a Nexus approach to nutrition as well as building resilience, promoting coherence, and strengthening national systems. The MSNAP provides the overarching framework for all actions that contribute to improved nutrition for all people throughout Yemen. It integrates relevant humanitarian, development and peace actions across sectors by all stakeholders. Key sectors for nutrition include: health, agriculture, fisheries, trade, industry, water, sanitation, environment, education, and social protection. In turn the priority actions identified in the MSNAP should be integrated into and coherent with wider national plans.

The MSNAP is a nationally owned plan, developed through a multisectoral, multistakeholder process, with which all stakeholders agree to align their investments and actions. It is not separate from sectoral Line Ministry or Humanitarian Cluster plans but rather integrates them into an overarching, coherent multisectoral plan. The MSNAP guides and promotes the integration of nutrition investments and actions within sectoral plans and supports implementation by the sectors. The MSNAP is developed through an iterative process between sectors and national multisectoral coordination structures for nutrition. Planning and implementation are led by the Line Ministries with the support of Humanitarian Clusters and other sectoral support mechanisms. Multisectoral structures provide guidance and collate sectoral plans into the overall MSNAP.

The MSNAP brings together and builds on what is already being implemented across sectors (including Clusters) for nutrition and identifies whether additional actions are needed. The MSNAP cannot address all the challenges relevant to nutrition, so prioritising the most significant problems and responses is essential and should be informed by disaggregated analysis of trends, causes and possible response options as well as global and country knowledge of intervention effectiveness and impact. Financing should be allocated to support implementation of actions for nutrition within sectoral plans.

2.3 A Nexus approach to scaling up the Yemen MSNAP

2.3.1 Definitions

Overall HDP Nexus definition: A Nexus approach to nutrition in Yemen means that all humanitarian, development and peace actors are drawing on their comparative advantages, working in collaboration and coherence with each other under national leadership, enabled local institutions, and aligning with national and sub-national priorities and plans as outlined in the national MSNAP, guided by the development plans of governorates and district, in order to achieve the collective outcome of improved nutrition for all Yemenis

Comparative advantages: refers to the demonstrated capacity and expertise (not limited solely to a mandate) of the multiple stakeholders from government, UN agencies, international organizations, local organizations and the business sector to meet needs and invest in the processes of developing, implementing and evaluating Yemen's MSNAP.

Coherence: The policies and actions of humanitarian, development and peace stakeholders working within different sectors relevant to nutrition-specific and nutrition-sensitive interventions are mutually reinforcing, promoting complementary collaboration, and create synergies towards achieving the collective outcomes of Yemen's MSNAP with a goal of maximizing impact and sustainability of programs across different kinds of assistance and to reduce the need for humanitarian assistance over time[4].

National leadership: under the leadership of the government, relevant national stakeholders from the UN agencies, donors, NGOs and other civil society organisations and businesses collaborate through a joint national platform (SUN Yemen Steering Committee) to deliver agreed collective outcomes.

Collective Outcome: commonly agreed measurable results or impacts presented in the Common Result Framework (CRF) of the MSNAP, which humanitarian, development and peace actors in Yemen work towards achieving within their respective mandates to address and reduce people's unmet needs, risks and vulnerabilities, increasing their nutrition resilience and addressing the root causes of malnutrition.

Sustainability: meeting the needs of the present without compromising the sustained ability of the national systems to meet people's needs and aspirations through a systems approach and the integration of the long-term economic, institutional, environmental, and social goals. It also refers to the national institutions and systems resilience and ability to prioritize, design, deliver, monitor and evaluate their services in the absence of external technical assistance.

Capacity building: is a long-term and continuous process that enshrines joint and integrated efforts beginning by ensuring on-the-job training starting from the needs analysis stage, identifying and jointly designing interventions, and then joint implementation, while maintaining joint processes for monitoring, evaluation and learning.

2.3.2 The rationale for a HDPN approach to nutrition

A Nexus approach to nutrition aims to increase the efficiency, coherence, effectiveness and sustainability of nutrition investments, actions and outcomes.

Sustainability: Need to scale up actions in different sectors to prevent malnutrition and to strengthen national and local systems and capacities

Effectiveness: A joint approach leads to more effective nutrition outcomes.

Coherence: Avoids actions in one sphere negatively impacting on actions and outcomes in another sphere, i.e. humanitarian-development-peace actions complement and do not undermine each other.

Efficiency: Scaling up development actions prevents humanitarian needs and reduces costs over longer term.

2.3.3 Guiding principles

As agreed at the SUN Yemen National Gathering held in June 2023, a Nexus approach to nutrition in Yemen should ensure increased efficiency, effectiveness, coherence and sustainability through alignment with the following principles:

Needs based: all investments and actions are guided by the needs of the Yemeni people informed by joint situation and response analysis which _contribute to the overall development plans of governorates and districts._

National leadership and accountability: multistakeholder, multisectoral actions are led and coordinated by Government structures at national and sub-national levels; enabling the leadership of MOPIC offices and government institutions at the governorate and district levels throughout the projects' life cycle.

Multistakeholder: the approach draws on the comparative advantages of humanitarian, development and peacebuilding actors.

Multisectoral: actions are implemented in different sectors in order to collectively prevent and treat malnutrition and _contributing to the overall development of governorates and districts_.

---

[4] Programming Considerations for Humanitarian-Development-Peace Coherence: A Note for USAID's Implementing Partners

Alignment with collective outcomes: all stakeholders align their investments and actions with collectively agreed outcomes and priorities as defined in a joint national plan.

Coherence: all actors ensure that their investments and actions are coherent with national and sub-national priorities, policies and with each other.

Multi-year: investments and actions are guided by long term plans and commitments.

Predictable, flexible and shock responsive: investments and actions are predictable but flexible to respond to changing circumstances, including the impact of shocks.

2.3.4 Implications of Nexus principles for ways of working

As also agreed at the SUN Yemen National Gathering, key implications of these principles for ways of working between humanitarian, development and peace actors are as follows:

- **Joint political and technical coordination and accountability mechanisms** for humanitarian, development and peace actors at national and subnational levels.
- **Joint situation analysis and needs assessment,** to agree on priority needs and actions.
- One **overarching plan** for achieving the collective outcomes, informed by evidence, with which all stakeholders align and hold each other to account.
- **Long-term development financing** and service delivery alongside **humanitarian assistance**.
- Strengthening of **national and sub-national systems and capacities.**
- **Joint monitoring, evaluation and learning** approaches that feed back into planning and implementation.
- **Joint information systems:** All donors and implementing agencies share information on needs, investments and actions. Information is collated in a joint information system to inform monitoring, evaluation, learning and planning.

2.4 Theory of change for achieving collective nutrition outcomes through a Nexus approach

The Theory of Change diagram below provides a visual representation of the process by which humanitarian, development and peace actors work together in Yemen to achieve the collective outcomes of sustainable nutrition.

A Theory of Change for sustainable nutrition outcomes in Yemen drawing on the comparative advantages of humanitarian, development and peace
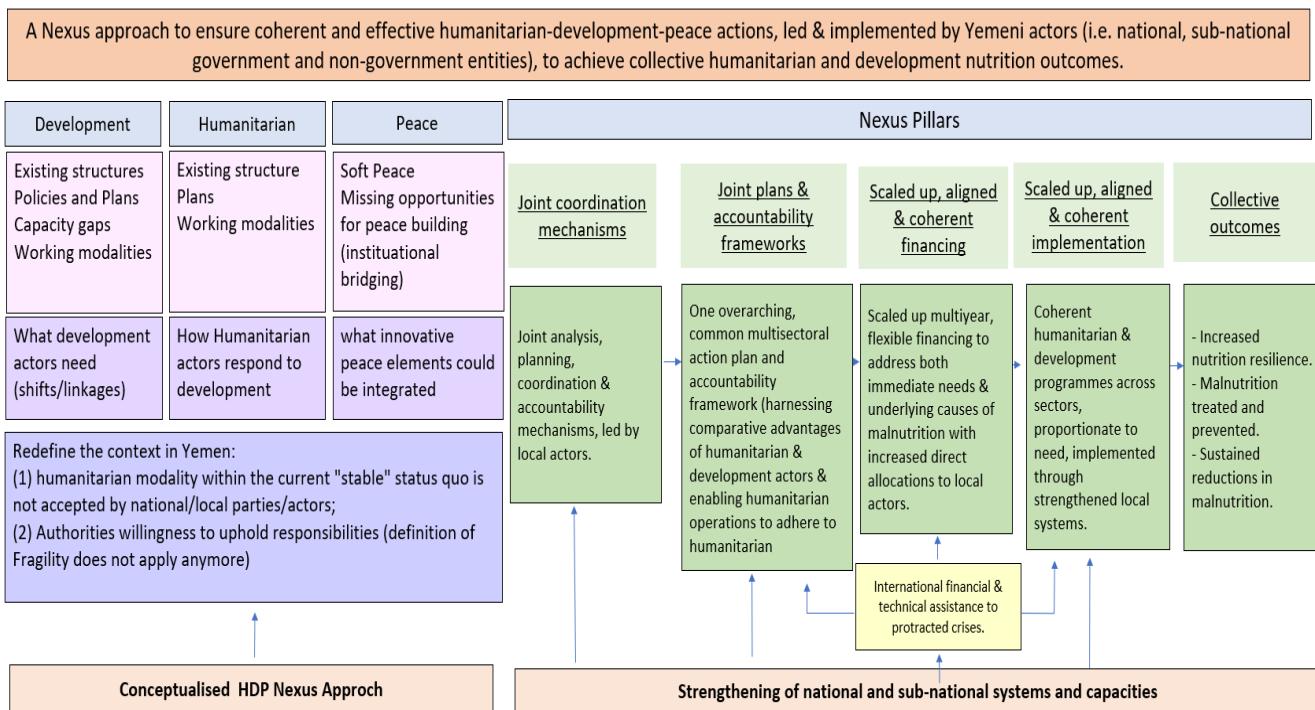
2.5 Measures of success in advancing a Nexus approach to nutrition

The following are possible measures of success in advancing a Nexus approach to nutrition in Yemen. These measures will need to be further developed and turned into SMART[5] indicators integrated into the MSNAP Common Results Framework.

Collective Outcomes	▪ Numbers of people experiencing different forms of malnutrition declines over time. ▪ Over time the number of people in need of humanitarian assistance declines.
Coordination and leadership	▪ The full range of humanitarian, development and peace actors proactively engage and collaborate in national and sub-national nutrition coordination structures and processes.
Nutrition Information System	▪ There is a joint Nutrition Information System ▪ Joint situation analysis and needs assessment inform agreed priority needs and actions.
Planning & costing	▪ There is agreement between humanitarian, development and peace actors on priority needs and interventions in different sectors and geographical areas. ▪ There is multi-year planning for the full range of actions across sectors and the Nexus.
Financing	▪ Humanitarian, development and peace stakeholders align their investments with collective outcomes and jointly agreed priority services and interventions in different sectors and geographical areas. ▪ Humanitarian, development and peace funding is proportionate to priority needs. ▪ Scale up in development and peace financing. ▪ There is overall increased efficiency in the use of financial resources, including through reduced transaction costs. ▪ Humanitarian, development peace financing commitments are increasingly multi-year ▪ Financing is flexible and responsive to shocks aided by contingency planning and funds ▪ More direct funding going to local and national actors, including Yemeni civil society organisations. ▪ Improved government commitment to nutrition through increased domestic (national and sub-national) finance for nutrition over time.
Implementation & systems strengthening	▪ Services and programmes implemented by all stakeholders are aligned with MSNAP priorities. ▪ Services and programmes are multi-year in design and implementation. ▪ Services and programmes reach the people who need them most throughout the country. ▪ Local and national service delivery and coordination systems are strengthened. ▪ Implementation is increasingly through local and national service delivery systems. ▪ Services and programmes are flexible and responsive to shocks aided by contingency planning and funds. ▪ Increased capacity for decentralised and earlier response to shocks ▪ Scaled up development services and interventions converging across sectors that build resilience, address underlying causes and prevent malnutrition. ▪ Convergence of humanitarian, development and peacebuilding actions on the same at-risk populations.
Communications & advocacy	▪ Decision makers receive common analysis, messages and plans from humanitarian, development and peace actors.
Strategic leadership and accountability	▪ Joint mutual accountability mechanisms review progress in implementation and results and assess the contributions of humanitarian, development and peace actors to progress in achieving collective outcomes.

---

[5] Specific, Measurable, Achievable, Relevant and Timebound.

2.6 Ensuring that services and assistance reach the people who need them most.

A common concern of all humanitarian, development and peace stakeholders is to ensure that all types of services and assistance reach the most vulnerable people throughout the country in line with their needs. As highlighted in the table below, the national and sub-national coordination systems and processes will operate in ways that ensure that this is the case. Key principles that guide processes and ways of working are: multistakeholder, inclusive, transparent, mutually accountable, needs and evidence-based, country-wide, consensus-based, separation of technical and political processes, independent monitoring and evaluation of SUN multistakeholder processes.

Multistakeholder coordination mechanisms	• Multistakeholder coordination mechanisms ensure that there is transparency in decision making and provide fora for mutual accountability. • There is separation between technical and political mechanisms and processes. • The SUN Yemen Secretariat is a national, technical body working in the interests of all vulnerable people and is accountable to the SUN multistakeholder Steering Committee.
Nutrition information system (NIS), involving: ♦ **Situation and response analysis** ♦ **Monitoring, evaluation and learning**	• NIS activities are technical, consensus-based processes separate from political decision making and accountability. • NIS processes collate all sources of information from multiple sources, transparently analyse it according to a common analytical framework and reach technical consensus. • There are independent, third-party reviews and verification of the technical validity and reliability of NIS outputs.
Planning and costing	• The MSNAP (plan and budget) is produced by the SUN multistakeholder Technical Team that ensures they are needs needs-based, informed by data and analysis from NIS activities. • The national MSNAP is developed through a bottom-up approach from district to governorate to national levels. • Multistakeholder planning and costing processes ensure transparency in technical decision making. • The SUN multistakeholder Steering Committee is responsible for approving the MSNAP and budget.
Financing	• Financial resources are allocated according to need in alignment with programmatic and geographical priorities agreed through technical consensus in the MSNAP. • Financing mechanisms ensure transparency in funding flows and decision-making processes.
Implementation & systems strengthening	• Implementing agencies provide data and reports on what they are doing where in relation to MSNAP priorities.
Communications and advocacy	• Communications and advocacy activities are independent, technical processes, informed by joint NIS activities and amplify jointly agreed outcomes and priorities as agreed in the MSNAP.
Decision making and Accountability	• Decision making and accountability are government led, multistakeholder processes through SUN Steering Committee at national and SUN Coordination Committee at sub-national levels.

3. National multisectoral coordination system for nutrition

This section describes the coordination structures at national and sub-national levels through which HDP stakeholders will collaborate within and across sectors. The coordination structures provide the spaces for HDP actors to undertake joint situation and response analysis, develop sectoral and multisectoral plans, mobilise resources, strengthen systems and capacities, coordinate implementation, monitor, evaluate, learn and hold each other to account as described in Section 4.

3.1 Desired characteristics of the national coordination system

To ensure coherent, efficient, effective and sustainable nutrition actions and outcomes across sectors and throughout Yemen, the coordination system must meet the following requirements:

- Bring together humanitarian, development and peace actors into the same structures to undertake joint activities (e.g. situation analysis, planning, resource mobilisation, learning etc).
- Ensure that investments and actions are targeted at, and reach, the most vulnerable people wherever they might be in the country.
- Nationally led and owned.
- Adapted to sub-national contexts.
- Ensure the participation of and communication between all stakeholders that have a role to play in reducing malnutrition in Yemen.
- Implementation and outcome focussed, i.e. ensure efficient coordination and planning leading to timely implementation at scale.
- Coordination processes are light weight and efficient. They should avoid slowing down implementation whilst also promoting increased efficiency and effectiveness.
- Promote coherence in the efforts of different actors.

3.2 Integrated, nationally led coordination structures.

Through the implementation of these Guidelines, the aim is to transition from siloed coordination arrangements to an integrated approach between development and humanitarian systems and processes as illustrated in the following diagram. It shows how humanitarian processes and mechanisms should be integrated with the relevant national, governmental structures and mechanisms to ensure the application of principles such as capacity building, sustainability and resilience as per the above-provided national definitions.

A Nexus approach to the updating and implementation of the MSNAP means that joint coordination structures at national and sub-national levels bring humanitarian, development and peace actors together to undertake joint situation and response analysis, planning, establishment of monitoring, evaluation and accountability frameworks, communications and resource mobilization. This approach reduces the parallelism of humanitarian and development structures in Yemen and enhance the synergies and complementarity through the government leadership and joint accountability.
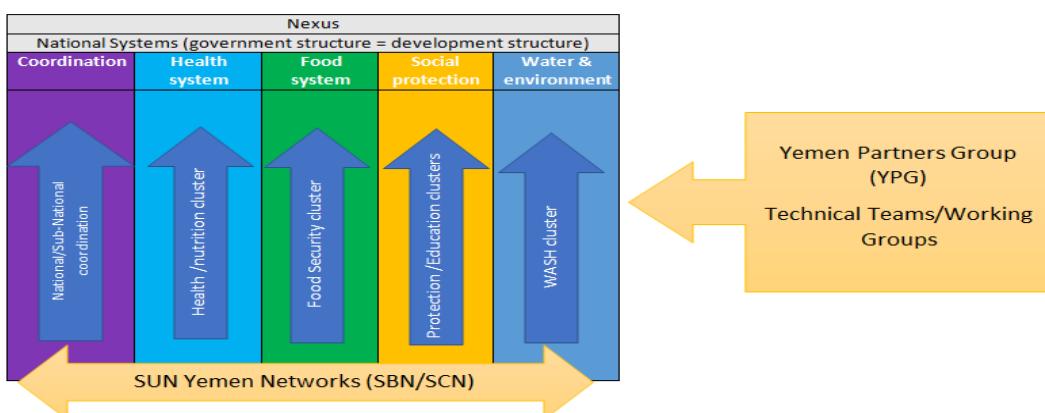
3.3 National level coordination system

The following diagram presents the overall national-level coordination structure for developing, implementing, and reviewing the MSNAP.
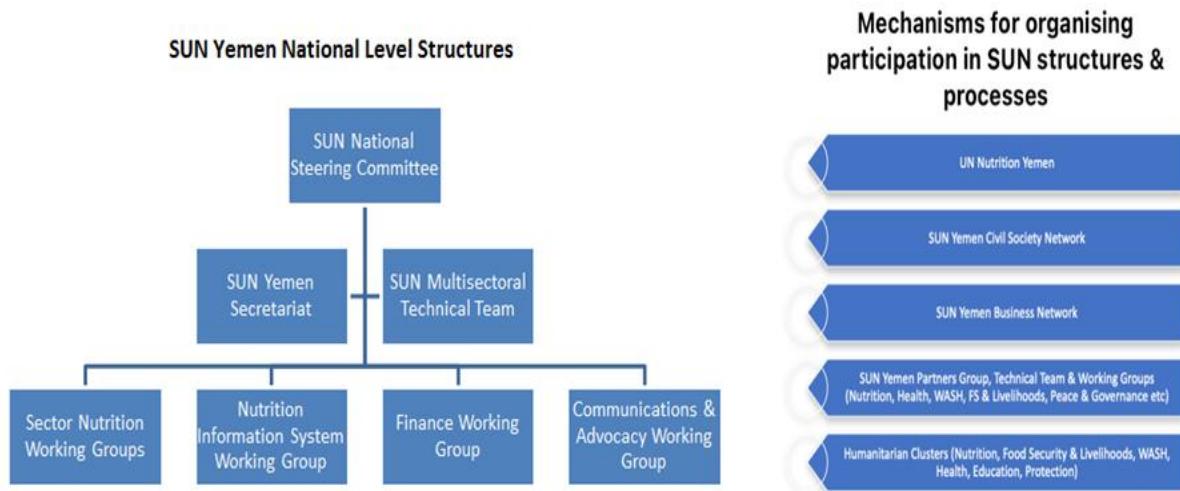
The left side of the diagram identifies coordination structures where HDP actors convene and work together on joint activities. The right side of the diagram identifies coordination mechanisms through which different stakeholders organise their participation and inputs in SUN structures and processes.

3.3.1 SUN multisectoral, multistakeholder coordination structures at national level

SUN-Yemen national coordination structures ensure national leadership and provide linkages between Yemen Partner HDPN mechanisms and the government's structures and institutions. In summary, the roles and composition of the different structures are as follows:

SUN structure	Composition	Main functions
SUN National Steering Committee (NSC)	Chaired by the Ministry of Planning. Consists of high-level representatives from the Ministry of Finance, Line Ministries, UN system, Clusters, donors, business and civil society	Provides strategic leadership and guidance. Endorses the MSNAP and budget, helps mobilise resources and reviews implementation.
SUN Yemen Secretariat (SYS)	Located within the Ministry of Planning. Consists of MoP staff.	Supports the SUN National Steering Committee & other SUN structures
SUN Multisectoral Technical Team (MTT)	Chaired by the SUN Yemen Secretariat. Consists of senior technical representatives of Ministry of Planning, Line Ministries, UN agencies, Clusters, donors, business & civil society.	Provides evidence-based guidance to sectors. Collates analysis & plans from sectors and integrates into MSNAP. Oversees implementation & monitoring.
Sector Convenor	The SUN Focal Points in the relevant sector.	Responsible for convening the Sector Working Group (SWG), facilitating regular meetings, collecting and managing the necessary data for MEAL, and effectively representing the SWG when required.
Sector Working Groups (SWGs)	Chaired by senior representatives of Line Ministries. Consists of technical representatives of UN agencies, Clusters, donors, business & civil society.	Undertakes sectoral analysis and integrates nutrition actions into sectoral plans and budgets. Reviews implementation & impact within sectors.
SUN Nutrition Information System (NIS) Working Group	Chaired by the SUN Yemen Secretariat. Consists of technical representatives of Line Ministries, UN agencies, Clusters, donors, business & civil society.	Compiles data and analyses data from the sectors and produces situation and response analysis to inform the MSNAP. Develops the MSNAP monitoring, evaluation & learning

		(MEL) system and produces reports on implementation & impacts.
SUN Yemen Finance Working Group (FWG)	Chaired by the Chair of the SUN Steering Committee. Consists of senior representatives of Ministry of Planning, Ministry of Finance, Line Ministries, UN agencies, donors, business & civil society.	Oversees the costing of the MSNAP, promotes integration into sectoral budgets, supports resource mobilisation and oversees tracking of financial investments.
SUN Communications & Advocacy Working Group (CAWG)	Chaired by the SUN Yemen Secretariat. Consists of representatives from Line Ministries, UN agencies, Clusters, donors, business & civil society.	Coordinates communications on multisectoral actions for nutrition, including via the SUN Yemen website. Supports advocacy and resource mobilisation efforts.

Annex 1 provides a more detailed explanation of the roles and composition of the different structures.
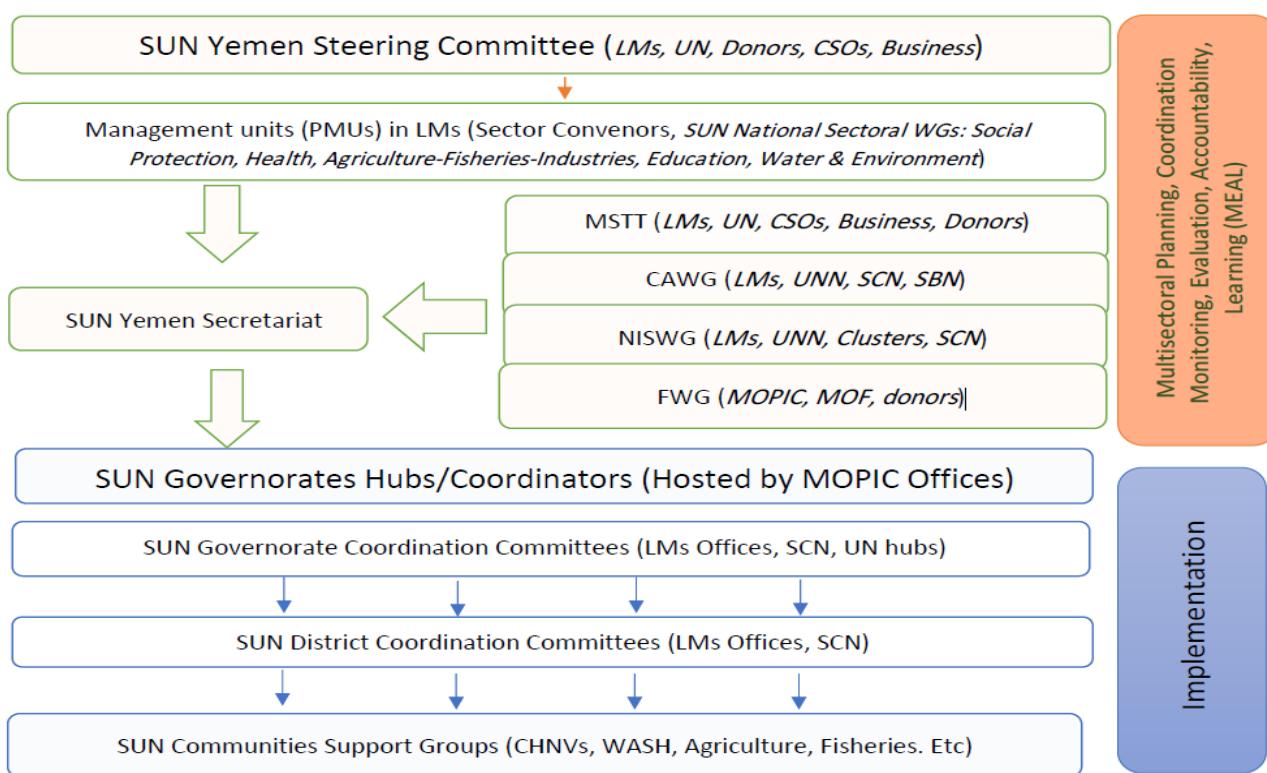
3.3.2 Mechanisms for organising participation in the SUN structures and processes

The right side of the diagram identifies coordination mechanisms through which different stakeholders organise their participation and inputs in SUN structures and processes. There should be programmatic and financial alignment of the Humanitarian Response Plan, the UN Sustainable Development Coordination Framework (UNSDCF) and agency-specific country engagement strategies with the MSNAP. This reflects the commitment of Yemen´s partners to aligning their investments and actions with the national plan.

National SUN Networks are the means by which UN, donors, civil society and business stakeholder groups align and coordinate their actions and organise their participation in the SUN NSC, the SUN TT, Sectoral and other SUN working groups (NIS, communications and financing). The SUN Networks are autonomous and self-organised whilst also being mechanisms for promoting the alignment of stakeholder actions with the MSNAP goals and priorities.

The UN agencies organise their participation through the UN Nutrition mechanism. SUN Civil Society Network (CSN) and businesses will need to establish national mechanisms through which they organise their own participation. It is foreseen that the SUN CSN can play a major role as implementer partners to ensure the localization principles.

Recently, Yemen Partners created the Yemen Partners Group (YPG) as a HDP mechanism with the aim to contribute to strengthening resilience and developing tools, systems, and institutional capacities, which may contribute to any peace process that will be agreed upon, based on international human rights standards, inclusive of gender equality priorities and women's empowerment, and for renewed steps towards achieving the 2030 Agenda. The structures of the YPG, provide valuable spaces through which partners can organise their participation, inputs and support to the SUN process.

The Humanitarian Clusters also provide vital mechanisms for ensuring the integration of analysis and plans into the MSNAP as well as coordinating implementation of humanitarian interventions.

3.4 Sub-national level coordination structures for nutrition

As agreed at the SUN Yemen National Gathering: ¨National coordination mechanisms should be complemented by action-oriented sub-national coordination mechanisms that promote joint planning, programming, and convergence¨. Given the decentralised nature of planning, resource allocations and implementation in Yemen, many of the national level structures and systems will be replicated at governorate and district levels. The sub-national structures will be established on a phased basis.

SUN Governorate Coordination Committee: Coordination Committee (GCC) at governorate level will be established in a phased process. They will consist of representatives from governorate and districts including the relevant ministries offices of Health, Education, Water and Environment, Fisheries, Agriculture, and Ministry of Planning; and representatives from local authorities. Representation will be at the highest level (General Directors). The GCC will provide directions and clearances for the activities. They are under the leadership of the National SUN Steering Committee. See Annex for more detail on the roles and responsibilities of GCC.

Governorate Nutrition Management Hubs: GNMHs are based in Ministry of Planning Governorate Offices will act as coordinating bodies to link the GTWGs with SYS. The GNMHs, also, facilitate the meetings with GCC and GTWG. Each GNMH will coordinate for more than two governorates; the number of governorates under each GNMH will be determined during the mapping exercise of MSNAP update process and in accordance with the number of the target governorates and districts.

SUN Governorate Technical Working Groups: Participation in Governorate Technical Working Groups (GTWGs) is at the level of Office Directors. This team manage the implementation at district level. This is linked to the SUN Technical Working Group at national level through the GNMHs.
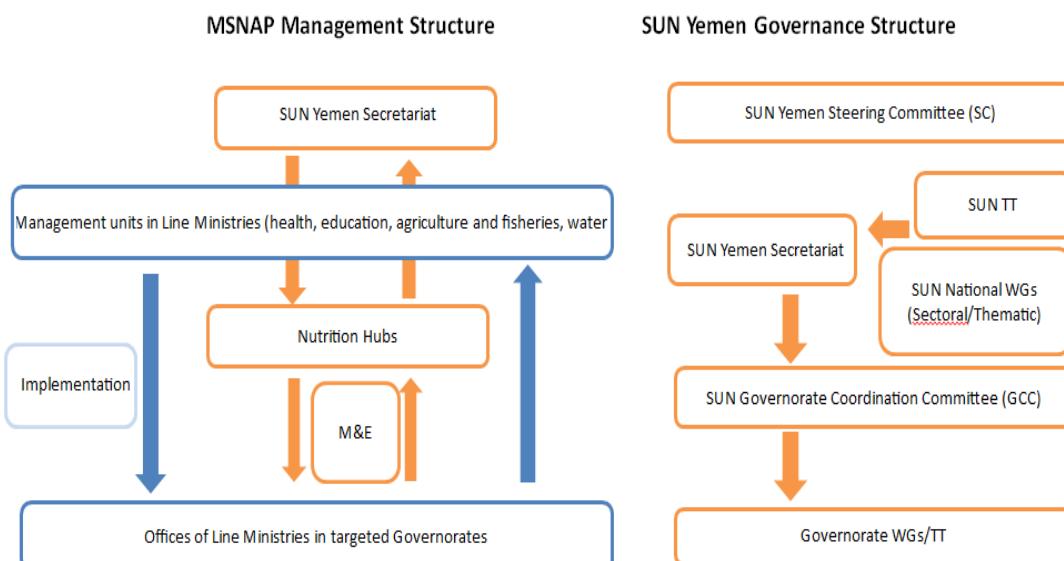
This diagram provides additional details on the governance structure of the Multisectoral Nutrition Plan, illustrating how governance and implementation mechanisms flow.

4. Guidance for key action areas in the MSNAP management cycle

This section provides guidance on a Nexus approach within 6 key areas in the development and delivery of the MSNAP. Each area is framed by a summary of the current situation followed by a list of the main challenges to be overcome. The envisioned collective outcomes and outputs are identified for each action area followed by the likely range of activities and approaches that need to be implemented to achieve the outcomes. It should be noted that these guidelines need to be complemented by more detailed operational guidance in relation to each of the action areas.

This section is not intended to be exhaustive but rather, indicative of the issues and potential actions HDP stakeholders can consider as the updating and implementation of the MSNAP is undertaken. It will be further developed with input from stakeholders informed by practical experience. The following table highlights which structures are responsible for leading the actions within each area.

Figure 1: Key actions areas withing the MSNAP management cycle

Area of responsibility	Responsible structure
1. Nutrition Information System • Situation and response analysis • Monitoring, Evaluation & Learning (MEL)	NIS working group
2. Planning and costing	Multisectoral Technical Team & Sector Working Groups
3. Financing	Multisectoral Technical Team, Finance Working Group, Comms and Advocacy Working Group
4. Implementation and systems strengthening	Multisectoral Technical Team & Sector Working Groups
5. Communications and advocacy	Communications and Advocacy Working Group
6. Strategic Leadership and Accountability	Steering Committee

4.1   Nutrition Information System

This sub-section describes how HDP actors work together to develop a comprehensive Nutrition Information System (NIS) to collect, collate, analyse and communicate data and evidence to inform the planning, implementation and review of multisectoral actions for nutrition. The SUN Yemen (NIS) is the platform where information and data are collated, analysed and communicated. It is supported and guided by the SUN NIS working group. The SUN NIS collates and analyses existing information from the full range of relevant sources. Where information gaps are identified, the SUN NIS catalyses actors to help fill the gaps. The NIS is driven by the needs of decision makers, implementers and ultimately the people most at risk of malnutrition throughout Yemen. The core role of the NIS is to ensure enhanced national information systems within and across sectors to inform decision making processes and implementation. The sub-sections below describe the establishment of the NIS and how HDP actors jointly undertake:

- S*ituation analysis* and needs assessment to monitor trends in malnutrition disaggregated geographically, socio-economically and by gender as well as joint analysis of the drivers of malnutrition to guide efforts to build resilience and prevent malnutrition through elaboration and implementation of the MSNAP.
- *Response analysis* to jointly identify the most effective and efficient interventions and where services and interventions need to be initiated, continued, scaled up or down. It is informed by situation analysis and considers other issues such as operational, logistical, financial and security constraints and opportunities.
- *Monitoring, evaluation and learning* to review progress in MSNAP implementation, progress in achieving results and outcomes and learn lessons about factors that are enabling and hindering progress.

4.1.1 Current situation[6]

The nutrition information environment in Yemen comprises a wide range of data including periodic population-based surveys, nutrition assessments, routine monitoring data from health facilities and mobile service delivery teams, and various data generated through nutrition programmes. Data are collected and managed by a combination of ministry/sector staff, UN agencies, and NGOs (both local and international). In addition, data is compiled by the Yemen Nutrition Cluster that is maintained and reported on monthly. The people in need estimates in the integrated phase classification (IPC) analysis and caseload calculations use the results of Standardized Monitoring and Assessment of Relief and Transitions (SMART) surveys estimates for acute malnutrition.

Nutrition situation analysis and needs assessments are largely carried out in Yemen through the international humanitarian aid system and utilise regular SMART surveys. Assessments are also carried out by other clusters with much of this data compiled through the Integrated Famine Risk Reduction (IFRR) initiative which produces maps and infographics.

Needs assessments have also been conducted by a variety of UN agencies including a WFP situation analysis in 2020, a UNDP assessment of institutional and economic resilience in 2023 and World Bank assessments in 2015, 2018 and 2020. Programming data (response data) are available through cluster information systems and individual agency data repositories and websites. The District Health Information System (DHIS)-2 is currently being piloted in Yemen and the MOPHP are working on piloting a nutrition DHIS-2 module to record key facilities-based data. Overall, there is a very large volume of data and information being generated in Yemen.

---

[6] The information in this section draws upon the following report:
https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/tasc-review_nis_yemen-vol1-key_findings_and_recommendations-english-2021.pdf

The technical process of data collection, analysis and recommendations is not adequately separated from political, decision-making processes.

No 'one-stop shop', unified multisectoral NIS for HDP actors across sectors. Data that exists, are held in disparate locations and are not widely shared.

No NIS working group bringing together HDP stakeholders to oversee data.

The data required for the MSNAP have not been fully mapped in terms of availability and quality.

Humanitarian and development data are siloed and there are fewer development data.

Data are weakly linked to longer-term decision-making and policy formulation.

An over-reliance on SMART surveys to inform assessment and response analysis and a lack of attention to analysis of underlying and structural causes of malnutrition.

Gaps in the analysis of programme coverage, integration between sectors, sector geographic convergence, programme duration, quality and design.

Limited reporting to Line Ministries on the status of programme implementation.

No process for a collective review of progress on the CRF and there is a lack of systematic learning around programme successes, failure, and impact.

The lack of integration of data limits joint decision making on the relative investments in programmes, sector coverage and multi-sector convergence.

There is competition for resources for data collection and analysis.

Limited participation of NGOs in assessment and response analyses, yet they have considerable insights into community structures and needs.

4.1.2 Outcome

The SUN Yemen NIS provides adequate data and regular analysis and evidence for national and sub-national MSNAP planning, financing, implementation, monitoring, evaluation, learning, advocacy and accountability.

4.1.3 Outputs

Outputs of the NIS will be highly accessible and tailored to the needs of users, including decision makers and implementing actors. Six main outputs of the NIS are envisaged as outlined below:

1. A single unified data repository to inform MSNAP planning, resource mobilisation, MEL and accountability.
2. An established data repository hosting entity with data analysis capacity linked to MSNAP decision making.
3. An established policy analysis process based on high-level priority policy questions addressed through rigorous data analysis, policy and technical briefs.
4. Joint situation analyses and needs assessments, including geographical targeting, informing MSNAP revisions, annual planning, implementation and monitoring.
5. Joint response analyses and jointly agreed MSNAP priority interventions based on regular, evidenced, and objective assessments of needs by geographical area and by population sub-groups.
6. Elaboration and implementation of a MEL system and associated CRF and regular monitoring, evaluation and learning reports on MSNAP implementation and outcomes.

4.1.4 Actions and approaches to establish and strengthen the overall NIS

The flow of nutrition information is essential to the MSNAP and the desired approach is presented in Figure 2 highlighting how data should move between different actors to an as yet to be established NIS Unit which will collate and analyse information under the steer of the NIS WG. The processes of primary and data collection should be led by the relevant Line Ministry involving trained specialised technical teams. The NIS Unit should provide the central platform for hosting multisectoral nutrition data.

Figure 2: Flow of nutrition information through the NIS

Agenices, clusters, service delivery units etc collect & analyse data & share with Sectoral Line Ministries

Sectoral Line Ministries compile data, produce meta analyses & share with NIS unit

Yemen NIS unit collates data & analysis from Sectoral Line Ministries & produces multisectoral NIS outputs

NIS outputs shared with the SUN NIS Working Group, Multisectoral Technical Team and Steering Committee

Key actions and approaches to strengthen the NIS include:
- Identify stakeholders, terms of reference and form the SUN NIS working group (NIS WG) involving HDP actors.
- Identify an appropriate entity for hosting the SUN Yemen NIS Unit
- Under the supervision of the NIS WG, the NIS Unit maps data needs, sources, quality, potential utility and gaps.
- The NIS will value multiple approaches to information collection, including quantitative, participatory, qualitative mixed-methods approaches.
- The NIS WG facilitates capacity strengthening opportunities for Line Ministries at national and sub-national levels, National Statistics Office and the SUN NIS Unit to collate, host and analyse data.
- The NIS Unit establishes and maintains the SUN multi-sectoral and multi-stakeholder data repository, under the guidance of the NIS WG.
- The NIS Unit collates existing data and analysis from across sectors and HDP actors.
- Investments in information should reflect a good balance between data for development and data for humanitarian response.
- Sector staff and development partners to agree nutrition sensitive indicators.
- Development and harmonisation of nutrition sensitive indicators across sectors.
- SUN Steering Committee identifies evidence/policy orientated questions that need answering to strengthen MSNAP planning.
- Each Line Ministry integrates relevant data into their own sectoral information systems with implementing partners providing information to the relevant sector.
- Integration of the NIS with wider national information systems to promote broader national data governance.
- Costs of establishing, strengthening and maintaining the NIS will be integrated into the MSNAP budget.
- As much as possible, the NIS will draw on existing resources and capacities within government, humanitarian clusters, donor, UN, NGO and other agencies, identified through the SUN NIS WG.
- Regular internal and independent reviews of NIS outcomes, outputs, actions and approaches and course correction to ensure that it is fit for purpose.

4.1.5 Actions and approaches for situation and response analysis.

Separation of situation and response analysis from political decision-making helps ensure that they are undertaken in an unbiased manner. Situation and response analysis should be insulated as much as possible from the institutional, financial, and political pressures. Separating situation and response analysis from decision making helps ensure that there will be a strong commonly accepted evidence-based foundation upon which to plan and implement services and interventions.

Situation analysis, disaggregated data by geographical area, age, gender etc. provides an understanding of:

- Historical trends in number and percentage of people experiencing different forms of malnutrition.
- The immediate and underlying causes of malnutrition.
- Risks and vulnerabilities and potential scenarios.
- Priority needs in different sectors and needs for sector convergence.
- Confidence level of analysis, i.e. what is the overall confidence level of the analysis given the reliability and body of evidence used.

Disaggregated data on needs will be used in selecting targeting geographical areas for MSNAP interventions to avoid political sensitivities and competition over resources between governorates, sectors and stakeholders. The SYS has developed the Geographical Prioritization Tool (GPT) to ensure *a systematic evidence-based approach to prioritize districts that are most in need of nutrition interventions (see annex 2)*

Key questions to be addressed by response analysis include:

- What are the priority objectives of responses in order to address priority needs and causes identified through the situation analysis?
- What is the range of response options and which are the most appropriate, effective and efficient services and interventions in different sectors to address immediate needs and their underlying causes?

Situation and response analysis involves the following key actions:

- Line Ministries identify and collate primary data and analysis to inform multi-sectoral analysis from the range of stakeholders working in their sector at sub national and national level.
- NIS WG oversees the collation and overall analysis of situation and response analysis data.
- NIS WG to bring all stakeholders together to agree and sign off on ongoing analyses.
- Analyses shared with Line Ministries and Sector Working Groups to inform sectoral policies and plans which in turn inform development of the MSNAP.

Response analysis takes account of:

- Need to ´rightsize´ programming towards more developmental approaches with longer-term programme cycles, system strengthening and resilience building activities.
- Government infrastructure and capacity to implement responses.
- Need to strengthen government capacity.
- The underlying and structural causes of malnutrition.
- Response sustainability through a combination of external and domestic resources with a strategy to transition to greater government resourcing.
- Government owned policies and where they need updating.

4.1.6 Actions and approaches for joint monitoring, evaluation and learning (MEL)

The MSNAP MEL framework and approach is currently under development and will be made available as an Annex to these Guidelines as soon as possible.

Key questions to be addressed through MEL activities include:
- Who is doing, what and where to address priority needs and causes?
- What are the gaps in coverage of service delivery in relation to priority needs?
- What is the level of convergence of multisectoral actions across the Nexus on the same at-risk populations?
- What is the efficiency, effectiveness, impacts and sustainability of sectoral and multisectoral nutrition sensitive service delivery?
- What progress is being made in advancing a Nexus approach to nutrition in Yemen?

Key MEL actions include:
- MEL activities to be coordinated by the SUN Yemen NIS WG, convened by the SYS and are accountable to the National Nutrition Steering Committee.
- The MEL system includes indicators and methods for data and evidence collection.
- Capacity strengthening of local and national actors responsible for different elements of the MEL system will be carried out.
- Lessons from the implementation of multi-sectoral actions including convergence and integration approaches will be captured and widely disseminated within Yemen and more widely.
- NIS WG to agree key evidence/policy orientated questions that need answering to strengthen MSNAP planning, monitoring, evaluation and learning and the nexus approach.
- Monitoring of the implementation of services and interventions in different sectors (e.g. coverage, efficiency) with a focus on agreed nutrition sensitive indicators
- Systematic agency and sector reporting on agreed MEL indicators in the updated CRF, including indicators of success in advancing a Nexus approach to nutrition (building on measures identified in section 2).
- Workshops and training for sector staff within government and development partners to develop and agree nutrition sensitive indicators across sectors.
- Produce infographic maps indicating coverage, convergence and gaps in multisectoral coverage.
- Produce evaluation reports on the efficiency, effectiveness, impacts and sustainability of sectoral and multisectoral nutrition sensitive service delivery.
- Produce learning briefs produced on issues such as: how to advance, and the benefits of, a Nexus approach to nutrition, how to converge and integrate actions to prevent malnutrition etc.
- Joint Annual Assessments of progress, impacts, gaps and support needs, including common analyses of the relative and joint contributions of humanitarian, development and peace activities to reduce malnutrition.

4.2   Planning and costing

This sub-section describes how HDP actors work together at sub-national and national levels to develop or update MSNAPs, including agreeing collective outcomes, prioritising actions, and defining roles and responsibilities. Sub-national MSNAPs are informed by and inform the national MSNAP.

4.2.1 Current situation

Yemen has various plans that directly or indirectly relate to the MSNAP including the Health Sector Nutrition Strategy, the Yemen Action Plan on Child Wasting (YAP), annual Humanitarian Response Plans (HRPs-based on the Humanitarian Needs Overview (HNO). Other plans which are significant include the World Bank and UNDP partnered Yemen Emergency Crisis Response Plan involving large cash-for work projects in 22 Governorates. Moreover, Yemen Food Systems Transformation Pathways and N4G Commitments play a critical role in advancing nutrition interventions in Yemen and ensure its integration with a wider food and climate landscape.

The MSNAP 2020-2023 was costed based on delivery by Line Ministries. On the other hand, the Yemen Action Plan on Wasting which contains many of the same interventions as the MSNAP was costed on the basis of implementation by UN agencies and other international partners. There was also a separate costing process for nutrition relevant interventions within the Humanitarian Response Plan. There is currently no joint costing process for all nutrition relevant interventions. It is siloed between sectors and between humanitarian and development interventions. There is a lack of agreement on how to derive unit costs and lack of clarity on how to cost nutrition sensitive actions and approaches.

Box 2: Issues to be addressed by joint HDP planning & costing

There is limited joint planning between humanitarian, development and peace actors or mechanisms to facilitate joint planning.

There are multiple overlapping plans and the current MSNAP does not integrate all nutrition relevant plans or demonstrate how these are aligned to the MSNAP.

Within each sector, there is variable joint planning between the active humanitarian clusters and sectors.

The various plans have limited explicit focus on strengthening HDPN or being held accountable for the achievement of the nexus approach.

Existing plans do not include adequate investment in national and sub-national systems strengthening.

There is a lack of clarity for how decisions are taken for the layering and sequencing of actions to address malnutrition and where the optimal complementarity exits across different programmes and approaches.

There is a lack of clarity on the criteria used by authorities to approve the planning and implementation of programmes.

The lack of public investments in nutrition from domestic (sub-national) budget needs to be reviewed and improved through increase the sub-national financial commitments.

The impact of the lack of governmental operational expenses, including salaries, need to be assessed to determine the negative impacts at all level and take the mitigation measures.

4.2.2 Outcomes

The Yemen Multisectoral Nutrition Action Plan (MSNAP) provides the overarching, coherent framework for all humanitarian, development and peace actions that contribute to improved nutrition for all people throughout Yemen.

The MSNAP should have one overarching budget for all nutrition relevant humanitarian, development and peacebuilding interventions across sectors. As a consequence, there will be joint clarity on the balance of funding required between sectors and between humanitarian, development and peacebuilding actions within sectors. (The MSNAP's Common Results Framework (CRF) is currently uncosted, however, the Accelerator Programmes, which is the implementation mechanism of the CRF, could provide the cost of the relevant interventions. This could support the overall costing of the CRF)

4.2.3 Outputs

- An overarching, costed MSNAP
- Costed national sectoral plans for nutrition that integrate humanitarian, development and peace actions.
- Sub-national MSNAPs in priority governorates (geographical Accelerator Programs)
- Greater prioritisation and sequencing of activities within the MSNAP.
- Speeded up approval of plans for programme implementation.
- Strengthened systems for key line ministries and a strengthened SYS.
- Greater implementation through national actors including LNGOs and community actors.
- Agreed set of criteria between authorities and implementers which can be integrated into fully costed plans before submission to authorities.

4.2.4 MSNAP updating - actions and approaches.

- Produce an updated MSNAP every 3 – 5 years.
- Designing the interventions should be a joint effort between the beneficiary line ministry, partner UN/INGO organizations, and relevant donors. This will ensure the government facilitation and timely implementation.
- Build on existing sectoral and multisectoral policies, plans and actions relevant to nutrition, including the health sector strategy for nutrition, the Yemen Action Plan on Wasting, the Humanitarian Response Plan, and National Food Systems Pathways.
- Interventions in different sectors within the Humanitarian Response Plan that can contribute to improving nutrition outcomes will form major building blocks of the Yemen MSNAP.
- Sector Working Groups lead the first phase of planning informed by the situation and response analysis and identify opportune moments in ministry planning cycles to advocate for nutrition and alignment with the MSNAP.
- Sector planning to be guided by nutrition sensitivity ranking to address underlying and structural causes of malnutrition.
- Priority governorates identified and include those that are currently mainly receiving humanitarian responses and require longer term developmental programming.
- Place a stronger emphasis upon area-based approaches with the convergence of humanitarian and development interventions in different sectors on the same vulnerable populations in order to promote greater nutrition security and more sustainable and impactful nutrition outcomes.
- Explore opportunities (administratively and financially) for integrating HRP activities into longer term development resilience programming – particularly in the realm of disaster preparedness and response scale up.
- Sub-national planning will be undertaken by multistakeholder working groups at governorate and possibly district levels.
- Services and interventions should be delivered through national and local systems as much as possible.
- Briefing sessions will be organised by the SUN Technical Multisectoral Technical Team and SUN Yemen Secretariat.
- Planning to be guided by a clear set of HDPN approaches, e.g., convergence of sectors, identifying gaps, system strengthening, capacity building of local actors, scalable shock responsive programmes, etc.
- Joint design of interventions to ensure alignment and context-specific interventions.
- Plans should be accompanied by a CRF with sufficient detail to enable the costing of nutrition actions within sectoral plans as well as the overall costing of the MSNAP.

4.2.5 Costing – actions and approaches.

- The MSNAP should include an assessment of the resources available to achieve progress towards its goal and strategic objectives, including financial resources to achieve coverage and human resources to adequately implement interventions.
- The budget for MSNAP 2024-2027 will be informed by a budget analysis for the preceding period. This will include an analysis of transaction costs of current financing and implementation mechanisms.
- Budget analysis should examine existing funds that are assigned to nutrition activities through the various sector budgets, as well as current and anticipated donor funds supporting activities beyond government budgets.
- Analysis will be disaggregated between humanitarian and development funds, including contingency funds.
- Estimates need to be made of funding already available and that which remains to be found.
- There will need to be agreement and transparency on the unit costs that are used in the budget.
- The MSNAP budget should be structured by sector, disaggregated by humanitarian, development and peacebuilding costs.

- There will be a need to develop criteria for classifying actions according to whether they are humanitarian, development or peace. Recent work by the UN RCO could be a basis for developing criteria and classifying actions.
- The cost of interventions per sector within the 2024 HRP will be calculated during the HPC process and integrated into the overall MSNAP budget.
- The cost of development interventions per sector will be calculated as part of the MSNAP update process.
- The costing of both humanitarian and development interventions for nutrition should be informed by clarity on the delivery mechanisms. As suggested in the section on implementation, services and interventions should be delivered through national and local systems as much as possible.
- The costs of strengthening local and national systems should be integrated into the budget.
- Assessing the domestic (sub-national) financial commitments.
- Mitigate the negative impact of the lack of governmental operational expenses, including salaries.
- Ensuring the proportion of operational expenses of the implementer partners maintain the effectiveness and efficiency principles.
- Operationalize the Committee of Tenders, Auctions and Government Stores in the Ministry of Planning and International Cooperation and relevant line ministries to ensure the compliance with the national laws and legislation related to contracts for the implementation of multi-sector nutrition plan projects.

4.2.6 MSNAP Approval

The SUN SWG approve the final CRF, then SUN MSTT submits the MSNAP to the SUN National Steering Committee for endorsement. The endorsement by the SUN SC ensures the commitment of all government ministries and partners at the decision-making level to play their respective roles in implementing, aligning with, and financing the agreed priorities.

4.3   Financing

This sub-section describes how HDP actors work together to: mobilise financial resources and manage and account for financial resources. More detail on the financing arrangements for MSNAP Accelerator Programmes can be found in Annex 3.

4.3.1 Current situation

A large volume of international funding has been reaching Yemen over many years. Most of these funds are from international assistance and are invested in a wide number of programmes, approaches and initiatives across multiple sectors, issues, and needs. Financing for humanitarian interventions, which is the dominant type of international funding has played a vital role in saving lives, treating malnutrition and in preventing the nutrition situation from further deteriorating. Government staff salaries are being paid through international assistance including for key workers in the health sector who manage primary maternal and child health services.

Funding for nutrition is provided by multiple donors through various channels to multiple recipients. HRP funding is primarily channelled through UN agencies and then sub-contracted to international and national NGOs. The World Bank provides significant nutrition relevant funding which is also channelled primarily through UN agencies given that its modus operandi means it can't provide funds directly to Government entities. The Social Fund for Development (SFD) and Public Works Programme (PWP) are examples of national entities that have continued to receive substantial amounts of donor funding.

Box 3: Issues to be address through integrated financing mechanisms.

There is limited national and sub-national investment in nutrition.

Limited investment to strengthening the national sectoral information systems, which plays a major role in building evidences.

Humanitarian and development need far outstrip available resources and capacities to deliver.

There is a need to scale up development investments that build resilience to and prevent different forms of malnutrition as well as to treat it.

There are high transaction costs of the current system of channelling the majority of funds through international actors.

There is currently no joint costing process for all nutrition relevant interventions. It is siloed between sectors, between humanitarian and development interventions and between actors (national, local or international).

There is a lack of agreement on how to derive unit costs and a lack of clarity on how to cost nutrition sensitive actions and approaches.

There is a lack of clarity as to what proportion of MSNAP related finances reaches the communities, households and individuals the various systems and services support.

4.3.2 Outcomes

The resources committed are adequate, multi-year, flexible and disbursed in line with MSNAP priorities and needs. Decision-making mechanisms regarding the distribution of funds for interventions must be based on needs assessment data approved by the SUN Multisectoral Technical Team.

4.3.3 Outputs

- Decision-making mechanisms regarding the distribution of funds for interventions must be based on needs assessment data approved by the SUN Multisectoral Technical Team.
- Stronger leadership of local actors in governance of funding mechanisms through the SUN Steering Committee.
- SUN Steering Committee has full oversight of how nutrition relevant funding is channelled and utilised.
- All donors and recipients of funds report to the SUN Steering Committee on funding allocations and utilisation.
- Increased funding channelled directly to local and national actors.
- An overarching budget is available for all nutrition relevant humanitarian, development and peacebuilding interventions across sectors and actors with clarity on the balance of funding required.
- Review of existing funding flows and mechanisms relevant for nutrition.
- Analysis of lessons from financing in other similar contexts.
- Definition of MSNAP financing and accountability mechanisms.

4.3.4 Resource mobilisation - actions and approaches

- Resource mobilisation will be aided by an investment case based on analysis of transaction costs of current approaches and regular interactions with key donors.
- A longer-term plan for scaling up domestic public investment and scaling down international partner investments is needed with 'place holders' in the budget for future domestic investment. For example, in year 1 the ratio of domestic versus international funding for a sectoral intervention might be 0:100 but this ratio might increase over the course of MSNAP implementation to 30:70.
- Contingency funding and funding for rapid scale up of programming at devolved level should be made available through the Yemen Humanitarian Fund reserve allocations.

4.3.5 Financial management – actions and approaches

A SUN Yemen Multi-Partner Trust Fund

- As recommended at the SUN Yemen National Gathering, a SUN Multi-Partner Trust Fund (MPTF) will be established and overseen by the SUN Steering Committee to make decisions on allocation of funds, review alignment of funding allocations and utilisation with MSNAP priorities.
- The SUN Finance Working Group (SUN FWG), accountable to the SUN SC will oversee the implementation of decisions and collate reports.
- The SUN MPTF will be hosted on a temporary basis by an agency yet to be identified. Options include: World Bank, a UN agency or other.
- There will be a plan to transition the hosting of the MPTF to the Ministry of Finance when circumstances allow.
- The SYS will provide secretariat support to the SUN Yemen Steering Committee and SUN Finance Working Group

A joint financing information and coordination system

- Even is a SUN MPTF is established, it is likely that donors will continue to channel funds through multiple channels to multiple recipients and, it is also highly likely that many donors will continue to make decisions independently on the allocation of funds. In this scenario, more efficient and effective nutrition financing requires a joint financial information and coordination system.
- The SUN FWG will track funding flows in relation to MSNAP priorities and budget.
- Donors, intermediary agencies and implementing agencies will report MSNAP relevant funding allocations and utilisation to the FWG on a regular basis.
- Strengthening the capacity of local actors to manage increased financial resources will be needed to increase levels of localisation of aid.

4.4   Implementation and systems strengthening

This sub-section describes ways in which services and programmes will be implemented in order to maximise efficiency, effectiveness and sustainability. It also describes how HDP actors will help strengthen the coordination, planning, implementation and monitoring capacities of local actors and systems (government, civil society, private sector etc) at national and sub-national levels.

4.4.1 Current situation

Currently there is little coordination in the implementation of nutrition relevant interventions through the humanitarian system and those implemented through other processes and systems. As a consequence, opportunities to converge humanitarian, development and peace actions on the same at-risk populations and to ensure coherence in approach are not optimised. Efforts are being made through the humanitarian response to implement programmes through and to strengthen the capacities of public service delivery systems. For example, 90% of UNICEF´s nutrition support is delivered through the public health system. However, the picture is mixed across sectors and there is greater potential to deliver services through local and national stakeholders, including Yemeni civil society organisations that already have a presence at community level across the country.

Box 4: Issues to be addressed through integrated implementation & systems strengthening.

- ➢ There are major gaps in coverage and quality of implementation.
- ➢ Implementation is dominated by international actors. There is a need to strengthen the roles and capacities of local and national actors in implementation.
- ➢ Local and national actors and systems need support to strengthen their implementation capacities.
- ➢ Capacity assessments of existing and potential implementers (Line Ministries, Yemeni NGOs through SCAs);
- ➢ Develop plans for helping those stakeholders responsible for implementation from government at national and sub-national levels to strengthen their institutional capacities and perform their roles efficiently and effectively.
- ➢ Develop the SUN Yemen Secretariat's Internal Management Rules and Regulations.

4.4.2 Outcomes

Priority sectoral actions identified in the MSNAP will be implemented with a strong role by local and national actors.

The SYS has developed the MSNAP implementation modality which is based on the Accelerator Programmes (APs). The APs are game-changers to expedite the results of nutrition goals and outcomes, showcase successful examples, and inspire increased financial commitments and scaling up the coverage and quality of the MSNAP over time. The APs could be Geographic Programs, which provide area-based, multisectoral support in MSNAP priority districts (sub-national MSNAPs), or Thematic Programs, which promote progress on MSNAP priority thematic issues such as national nutrition awareness campaigns and strengthening the nutrition information system. This modality allows all actors and stakeholders to contribute to the implementation of the MSNAP by identifying their initiatives and leading them according to the CRF's implementation and Monitoring, Evaluation, Accountability, and Learning (MEAL) mechanisms. See annex 3 for more detailed information on the MSNAP implementation modality and AP approach.

4.4.3 Outputs

- • CRF activities are timely implemented.
- • Local actors' implementation role is strengthened and scaled up.
- • Capacity building and training are provided to the relevant government stakeholders at all levels (national, governorates, and districts).
- • National systems are strengthened by improving the information and financial systems at all levels.

4.4.4 Actions and approaches

- • HDP actors will help strengthen the coordination, planning, implementation and monitoring capacities of local actors and systems (government, civil society, private sector etc) at national and sub-national levels.
- • Supporting local actors to develop financing systems that can handle larger tranches of funding and be more accountable to donors
- • Implementing agencies will be approved by Line Ministries at national and sub-national levels.
- • Capitalise on opportunities to strengthen national systems and structures by promoting integration between humanitarian programme and national systems and the structures, whilst maintaining humanitarian principles and enhancing a needs-based approach.
- • Support efforts to build national and local capabilities to deliver a continuity of nutrition focused services in response to both humanitarian and development challenges.

4.5   Advocacy and communications

4.5.1 Current situation

There is a need for nutrition to be integrated as a higher priority within domestic and international partner policies, plans and budgets. There is a need to raise awareness of high-level decision makers of the social, economic and political benefits of investing in nutrition and the costs of inaction. High-level political commitment and leadership for nutrition needs to be mobilised to ensure that it is a priority, and the necessary financial, human and other resources are allocated to support actions and outcomes.

4.5.2 Outcome

Nutrition is integrated as a high priority within the humanitarian, development and peacebuilding policies, plans and budgets of Yemeni and international actors. High level decision makers within Government are committed and proactive in leading efforts to tackle malnutrition and actively engage in the SUN Steering Committee to ensure resources, implementation and mutual accountability. They ensure that their own department or agency aligns with collectively agreed priorities and actions and delivers on their commitments.

4.5.3 Actions and approaches

- There should be a joined-up approach to advocacy and communications between humanitarian, development and peacebuilding actors highlighting how they are working together to tackle all forms of malnutrition
- All stakeholders should play a role in raising awareness of the nutrition situation and how the MSNAP contributes to and needs to be integrated into wider humanitarian and development strategies.
- Raise awareness, increase the engagement of stakeholders from across sectors and the HDP Nexus in governance and technical coordination mechanisms and promote the integration of nutrition, the MSNAP and its governance structures into wider processes.
- Awareness raising and advocacy should be informed by evidence generated through the national nutrition information system as well as international evidence.
- Sensitise Government relevant sectors and other stakeholders on their role for improved nutrition.
- Advocate and sensitize key stakeholders (national and international); UN, Cluster, civil society, private sectors, and donors on nutrition priorities, MSNAP, and other nutrition-relevant strategies. Explore further coordination and linkages with nutrition-sensitive initiatives within each cluster.
- Identify and engage Yemenis Nutrition Champions in advocacy.
- Develop sectoral nutrition policy briefs to support sectors to integrate the evidence-based interventions.
- Advocacy events for business, CSOs, academia, media, youth and women to ensure the contributions to improving nutrition situation in Yemen.
- Reduce the stakeholders' competition over resources and leadership.

4.6   Strategic Leadership and Accountability

4.6.1 Current situation

Currently, there are multiple accountability mechanisms for nutrition interventions. There is weak accountability to Line Ministries. The SUN Yemen Steering Committee exists and is intended to be the high-level mutual accountability mechanism for all stakeholders and actors involved in addressing malnutrition. However, until recently the SUN Steering Committee has not been meeting regularly and participation by international partners is not at the required level to make it an effective strategic oversight and accountability mechanism.

4.6.2 Outcome

The SUN Yemen Steering Committee provides effective strategic leadership and provides the space for mutual accountability.

4.6.3 Actions and approaches

- The SUN SC is supported in its accountability functions by other SUN structures.
- Individual members of the SUN SC ensure that the investments and actions of their own institution or stakeholder group are aligned with MSNAP priorities.
- The SUN SC undertakes regular joint reviews of MSNAP progress in implementation and impact, including the contributions being made by individual agencies and stakeholder groups.
- Joint reviews are informed by monitoring, evaluation and learning reports provided by the SUN FWG and the SUN NIS and approved by the SUN Multisectoral Technical Team.

Annex 1: Roles and responsibilities of coordination structures

SUN Steering Committee

The development of the MSNAP, resource mobilisation, implementation and accountability of multisectoral actions for nutrition in Yemen are overseen by the SUN High Level National Steering Committee (NSC). The NSC has existed since 2014 and is chaired by the Minister of Planning and International Cooperation**.**

The SUN NSC consists of coordinators from Line Ministries representing the sectors with high impact on nutrition, including, but not limited to, Health, Agriculture, Fisheries, Education, Water and Environment, Finance, Social Protection, and Trade and Industry.

In addition to government representation, the NSC includes representatives from donors, UN, civil society and the private sector. To strengthen linkages between developmental and humanitarian responses, the emergency clusters are also represented in the NSC, whilst the government's line ministries will continue to co-chair the humanitarian clusters where appropriate. Line Ministries are represented by Deputy Ministers, UN agencies by Country Directors and donors by Heads of Delegation.

Given the current fragmented political context, Steering Committee meetings take place in both Aden and Sana'a for the foreseeable future. Multisectoral nutrition Steering Committees will begin to be established at the sub-national level in 2024.

SUN Yemen Steering Committee aims to carry out the following tasks:
- Provide overall vision and leadership for nutrition in country and international forums/agendas;
- Coordinate the nutrition programs between different agencies (such as ministries/governmental institutions, donors, the United Nations, the private sector, NGOs/civil society organizations);
- Advocate for nutrition issues in all forums based on evidence generated from the nutrition information system;
- Provide policy and coordination guidance for the implementation of the NSNAP by relevant ministries;
- Support resource mobilization from government and development partners to support nutrition programmes;
- Facilitating the implementation of nutrition policies and programs by relevant ministries;
- Coordinate, supervise and follow up on the implementation of MSNAP in relevant sectors, development partners, and non-governmental organizations with regard to coordination efforts;
- Holding a semi-annual meeting of the SCM, preparing minutes of meetings, sharing and following up on procedures.

SUN Yemen Secretariat (SYS)

The SUN Yemen Secretariat (SYS) supports and facilitates all SUN processes and structures. The Secretariat is accountable to both the Ministry of Planning as well as to the multistakeholder SUN NSC and GCC. The Secretariat supports the NSC, technical working groups and SUN stakeholder networks. The SYS plays a critical role in bridging the fragmented national institutions. Specific responsibilities of the Secretariat include:

- Development/update the MSNAP guided by the SUN Technical Working Group
- Managing the SUN Multisectoral Nutrition Information Platform (guided by the SUN Nutrition Information System Working Group)
- Compiling the national nutrition situation analysis, needs assessment and response analysis
- Supporting MEL activities guideded by the SUN NIS WG
- Supporting resource mobilisation (guided by the SUN Finance Working Group)

- Ensure national leadership, optimal use of financial resources and accountability. Including maintaining an inventory of nutrition plan assets and it is updated regularly;
- Coordinate MSNAP data collection initiatives at the governorate level that guide governorate planning and data-based priority setting. For example mapping, gap analysis, performance evaluation, baselines, bottom lines etc.;
- Lead coordination of annual multi-sector planning, and engage with all stakeholders including cost estimation and validation of multi-sector governorate action plans. [All expected costs of coordination should be included, as well as specific sectoral priorities];
- Liaison with governorate offices to ensure integration of the sector plan into governorate plans, programs and budgets (including the medium-term expenditure framework);
- Coordinate the process of preparing the activity schedule/Gantt chart with the governorate offices/coordination committees at the governorate level to standardize timely follow-up support and submission of sector activity reports at the governorate level;
- Coordinate, together with implementing partners in the governorates, to implement multi-sectoral governorate plans approved by sectors and ensure timely identification and resolution of bottlenecks in the implementation of priority activities planned with the line ministries;
- Lead the coordination of the joint periodic, multi-sectoral field monitoring process and report on activities by sector.
- Lead the formation, coordination and technical support of multi-sectoral technical working groups to ensure smooth operation in accordance with the terms of reference of the working groups approved at the governorate level;
- Lead coordination among relevant technical stakeholders/governorate technical working groups, to facilitate periodic, governorate-specific multi-sectoral discussions that promote convergence of sectoral implementation of minimum packages of specific and nutrition-sensitive interventions;
- Coordinating meetings of working groups and the management committee in the governorates and documenting operations. Facilitate convening members, draft meeting minutes and follow up on action points in coordination with NGO coordinators for the nutrition plan where appropriate;
- Lead the formation and work of multi-sectoral platforms at the governorate and district levels, including guidance and capacity-building activities for coordination committees at all levels, for effective coordination between the various governorates;
- Coordinate the identification, documentation and dissemination of lessons learned/best practices (including dissemination of key evaluation results conducted by sector plan partners) among target governorates;
- Lead the coordination of the review of progress made in the sector plan at the governorate and district levels;
- On a quarterly basis, provide an impartial review of sector funding requests for anticipated priority activities based on the Gantt chart, before submission to finance managers to ensure completeness and accuracy;
- Preparing and submitting annual progress and coordination reports to the management committee at the national level and sharing the reports with the governorates and relevant partners.

SUN Yemen Multisectoral Technical Team

A SUN multisectoral technical Team, convened by SUN-Yemen Secretariat, including focal points from Line Ministries, humanitarian clusters, UN agencies, CSOs and private sector. The SUN TWG is accountable to the SUN NSC. The SUN TT is responsible for:

- The SUN TT guides the work of the SUN Yemen Secretariat in updating the MSNAP.
- Providing technical guidance to the sectors to undertake sectoral situation analyses, needs assessments and develop or strengthen the integration of nutrition actions in sectoral plans.
- Overall multisectoral situation analysis, needs assessment and response analysis, drawing on information and analysis produced by the sector working groups
- Prioritising actions across sectors

- Drafting/updating the MSNAP for endorsement by the National Steering Committee
- Overseeing implementation and reviewing progress within sectors
- Reviewing progress drawing on data and evidence provided by the Monitoring, Evaluation and Learning Working Group
- Advising the Steering Committee on successes, challenges and ways forward.

Sectoral Nutrition Working Groups

Sector Working Groups (SWGs) are led by the relevant SUN SC member and consist of relevant stakeholders from government, clusters, UN agencies and NGOs. The SUN SWGs are responsible for:

- Undertaking sectoral situation analysis, needs assessment and response analysis drawing on data and evidence from different sources (Line Ministries, Clusters etc)
- Integrating evidence-based and prioritised nutrition actions and costs into sectoral plans and budgets
- Ensuring high level political support within the relevant Line Ministry for prioritised sectoral nutrition actions and investments
- Ensuring the integration of prioritised sectoral actions into the overarching MSNAP
- Overseeing and reviewing implementation of sectoral actions for nutrition and the work of the Sectoral Programme Management Units
- Advising the SUN TT on successes, challenges, lessons learnt and ways forward

Sectoral Nutrition Programme Management Units

The 2023 SUN Yemen National Gathering recommended establishing a nutrition component/unit within the line ministries, providing the necessary capabilities for this component according to terms of reference that define the tasks and responsibilities in coordination with the relevant sectors, defining interventions and priorities in all sectors etc.

Each Line Ministry will have a Sectoral Nutrition Programme Management Unit (SNPMU). The ToRs of the SNPMUs will be developed by the Sectoral Nutrition Working Groups which will oversee the SNPMU work. The SNPMUs will consist of Line Ministry staff supported by one consultant expert. The SNPMUs will be responsible for day-to-day of sectoral situation monitoring, implementation by the range of different actors and reviewing progress.

SUN Yemen Nutrition Information System Working Group

The SUN NIS Working Group is convened by the SYS and consists of members of Line Ministries, NIS focal points from the UN, clusters, NGOs, and business sector. It is accountable to the SUN TT. The SUN NIS WG is responsible for:

- National level, multisectoral *situation analysis and needs assessment* and *response analysis* (see Sections X and Y)
- Developing and overseeing the *National Nutrition Information Management Platform* (see Section X)
- Developing the SUN multisectoral *MEL framework/Common Results Framework (CRF)* which accompanies the MSNAP and identifies collective outcomes and indicators.
- National level, multisectoral *MEL analytical reports* to inform reviews of progress by the SUN TT and the SUN NSC.

SUN Yemen Communications & Advocacy Working Group

The SUN C&A WG is led by the SYS, and consists of members of Line Ministries, Communication and Advocacy focal points from the UN, clusters, NGOs, and business sector. It is accountable to the Line Ministries and NSC. The C&A WG is responsible for:

- Raising awareness of senior decision makers regarding the nutrition situation in Yemen
- Promoting the integration of the MSNAP into wider national development, humanitarian and peacebuilding plans and efforts
- Promoting high level political buy in within sectors for allocating resources to support implementation of sectoral actions for nutrition
- Sharing evidence and lessons learnt within Yemen and internationally
- Overseeing and inputting into the SUN Yemen website
- Draft/update SUN Advocacy Strategy and its framework
- Providing *reports* to inform reviews of progress of SUN Advocacy Strategy by the SUN TT and the SUN NSC.

SUN Yemen Finance Working Group (FWG)

The SUN National Finance Working Group (FWG) will be led by the SYS and consist of the relevant Line Ministries and donor agencies. The FWG will be accountable to the NSC. Other stakeholders such as UN agencies and NGOs may be invited to participate in meetings on an ad hoc basis as observers. The FWG will be responsible for:

- Reviewing the costing of nutrition actions in sectoral plans and the costing of the overarching MSNAP
- Establishing a Multipartner Trust Fund and overseeing the work of the Host of the Fund (which is a recommendation of SYNG)
- Mobilising resources to support the costs of implementation of sectoral actions as well as the costs associated with the national multisectoral coordination system for nutrition.
- Ensuring that resources are allocated according to sectoral plans
- Reviewing the use of resources

Host of the SUN Yemen Multi Partner Trust Fund (to be established)

The host of the SUN MPTF will be selected by the FWG and endorsed by the National Steering Committee. The host plays an administrative not a decision-making role. It is accountable to the NSC via the FWG. The responsibilities of the MPTF Host are:

- To receive funds from donors
- To allocate the funds according to the MSNAP and donor specifications (aligned with the MSNAP)
- To receive and review financial reports from the implementing agencies
- To report on the allocation and use of funds to the FWG and the NSC

The Host of the Fund will not be an implementing agency and will have a proven track record of financial management on behalf of a multistakeholder process.

Governorate Coordination Committee

- Conduct sectoral situational assessments and participate in relevant multisectoral assessments to facilitate the planning and implementation of the MSNAP at the governorate level;
- Appoint technical staff from the line ministry offices to participate in the nutrition SWGs at the governorate/district level, and ensure accountability for specific sector procedures and responsibilities;
- Identify sector-specific nutrition interventions and ensure that relevant (specific and sensitive) nutrition activities are mainstreamed into the relevant ministerial plan/medium-term expenditure framework;
- As a member of the GCC, coordinate the preparation of sectoral inputs into the MSNAP including costing;
- Represent the Ministry in regular multi-sectoral coordination platforms, other subcommittees and relevant technical working groups, enabling vertical and horizontal linkages within and between sectors;
- Ensure Ministerial leadership in preparing and finalizing the nutrition plan and the plan's annual budget at the governorate and district levels;
- Ensure Ministerial leadership in reviewing and tracking expenditures to implement the nutrition plan and budget within the Ministry;
- Prepare a quarterly activity plan (Gantt chart) to share with the SUN Secretariat to consolidate plans and prepare a funding request for the expected priority activities using an agreed-upon mechanism, and submit it to the Governorate *Nutrition* Management Hubs (GNMHs) which are based in MOPIC's Governorate Offices.
- Ensure timely implementation of the nutrition plan and the annual ministerial budget for the multi-sectoral nutrition plan; Coordination with service providers;
- Participate in periodic sectoral and/joint monitoring/control and review activities at the governorate/district level;
- Provide technical support for the implementation of sector plan activities at the district level through supportive supervision, guidance and training;
- Ensure timely submission of periodic progress reports to the Governorate Coordination Committee and monitoring and evaluation officials on the implementation of the sector plan;
- Lead the identification of capacity gaps within the sector and lead the delivery of sector-specific capacity building to ensure quality nutrition service delivery, where support from relevant UN agencies and partners is needed.

Annex 2: MSNAP Geographical Prioritization Tool (GPT)

GPT Goal: *Develop a systematic, evidence-based approach to prioritize districts that are most in need of nutrition interventions*

Step I objective: *Criteria for identifying districts with malnutrition*:

To ensure the GPT's focus on nutrition, two key indicators were identified - **stunting and wasting prevalence rates[7],** representing chronic and acute malnutrition situations among children under five, respectively. Stunting prevalence above 30% was identified as the threshold for a critical level based on WHO classifications[8]. The MSNAP target is to reduce stunting by 1% rate per year. Wasting prevalence above 10% was also utilized based on WHO cut-off values and Yemen's MOPHP 2022 Nutrition Strategy. Together, these criteria aimed to capture districts facing the most concerning levels of both acute and chronic undernutrition.

Step II Objective: *Inclusion of multisectoral criteria to understand underlying determinants.*

In Step Two, we used multisectoral indicators to identify the highest-risk governorates and to gain a more comprehensive understanding of the underlying drivers influencing vulnerability and to guide the targeting of sectoral interventions.

- ✓ Criterion 1: Malnutrition Indicators
- ✓ Criterion 2: Health service coverage and quality
- ✓ Criterion 3: WASH service coverage and quality:
- ✓ Criterion 4: Education service
- ✓ Criterion 5: Food Security & Livelihoods (FSL)
- ✓ Criterion 6: Social vulnerabilities

Baseline and Target Indicators

The geographical prioritization tool uses baseline and target indicators to support evidence-based geographical targeting. Baselines (see Table 11 in Annex) are established for key nutrition, health, WASH, education, food security and social vulnerability indicators at the district level, providing current sectoral conditions and quantifying existing gaps. These are complemented by national targets derived from sector strategies, with timelines set until 2030 to guide progress. Additionally, global targets projected beyond 2030 also help to ensure alignment with long-term sustainability goals.

By assessing districts based on their baseline challenges and potential to achieve targets, the tool aims to allocate resources where they can most effectively reduce widespread humanitarian needs and address critical development gaps.

---

[7] **Stunting:** Stunting refers to impaired growth and development in children due to chronic malnutrition. It is characterized by a height-for-age that is significantly below the standard reference, indicating that the child has not received adequate nutrition over an extended period. Stunting can lead to long-term physical and cognitive deficits, affecting a child's ability to learn and thrive.

Wasting: Wasting, on the other hand, is characterized by a low weight-for-height ratio, indicating acute malnutrition. This condition often results from a sudden lack of food or illness, leading to rapid weight loss. Wasting is a critical concern as it is associated with a higher risk of mortality and severe health complications.

[8] https://apps.who.int/nutrition/landscape/help.aspx?menu=0&helpid=391&lang=EN

The prioritisation process and methodology

The criteria utilized in this prioritization methodology are well-suited to the Yemeni context focusing on systematically identifying and targeting the most vulnerable areas through a two-step geographical prioritization process. The first step prioritizes districts based on levels of nutritional and multisectoral vulnerabilities. The second step then determines the sector-specific gaps within prioritized districts to inform integrated intervention planning.

By linking stunting and wasting data, the tool facilitates the identification and target areas where the undernutrition burden is most acute and long-standing.

While some districts with stunting rates above 30% may not be prioritized if wasting rates are low, focusing on locations with high wasting becomes crucial in Yemen due to the risk of wasting deteriorating into stunting over time without intervention. The goal of preventing that progression is essential, as stunting has irreversible impacts on cognitive and economic potential.

The criteria have been carefully selected to encompass critical health, WASH, food security and other factors known to perpetuate the cycle of undernutrition. Considering these multisectoral vulnerabilities provides a comprehensive picture of needs. This multisectoral framing mirrors how undernutrition must be addressed through integrated interventions.

Ultimately, this criteria-based methodology aims to optimize humanitarian response and developmental investments in Yemen's highest-burden areas, where the cumulative effects of nutritional and other deprivations represent major impediments to wellbeing, resilience and self-reliance.

Step I Objective: *Criteria for identifying districts with high prevalence of undernutrition (stunting and persistent wasting)*

The GPT's approach relies on two indicators to identify the districts for geographical prioritization. The data used to develop the prioritization tool was sourced from the SMART survey 2021[9].

Determination of the threshold of the GPT key indicators:

The threshold of two indicators (stunting and wasting) is based on WHO's Prevalence cut-off values for public health significance, as follows:

Table: Cut-off values for public health significance[10]

Indicator	Prevalence cut-off values for public health significance
Stunting	<2.5%: very low 2.5 to <10%: low 10 to <20%: medium 20 to <30%: high ≥30%: very high
Wasting	<2.5%: very low 2.5 to <5%: low 5 to <10%: medium 10 to <15%: high ≥15%: very high

---

[9] 2021 SMART Surveys were the latest surveys for both parts of Yemen (SBA and IRG)
[10] Source: de Onis et al. (2018).
Source of data WHO. Global database on child growth and malnutrition (http://www.who.int/nutgrowthdb/en/).

Specifically, it was noted that one of the Global Nutrition Cluster targets under the Yemen Humanitarian Response Plan is to reduce stunting among children under 5 to below 30% by the end of 2022. Unfortunately, due to the ongoing crisis, these targets were not achieved by the 2022 deadline. However, reducing and sustaining stunting below 30% remains an important MSNAP' long-term goal.

Additionally, SMART surveys classify a stunting prevalence above 30% as reaching a critical level. Considering this, a suggestion was made to apply a stunting threshold of 30% when mapping districts for the next planning cycle. The table below presents the criteria used to categorise districts during the prioritisation process. .

Table: GPT criteria:

No.	Criteria	Flagging
Criteria one	Stunting ≥ 30 and wasting ≥ 10	Extremely High Priority
Criteria Two	Stunting < 30 and wasting ≥ 10	High Priority
Criteria Three	Stunting ≥ 30 and wasting < 10	Priority

Step II Objective: *Inclusion of multisectoral criteria to* identify the highest-risk districts.

Multisectoral Criteria

To gain a more comprehensive understanding of the underlying drivers influencing vulnerability, a set of multisectoral indicators was incorporated into step two of prioritization methodology. This approach allows the assessment of interlinked determinants beyond any single sector.

Indicators' Baseline and Target:

Developing a multisectoral geographical prioritization tool requires establishing robust indicators across key sectors impacting humanitarian needs. By determining baselines and targets for these indicators, the tool can systematically assess relative levels of need and guide appropriate interventions.

Baselines have been determined for the key indicators across nutrition, health, WASH, education, food security and social vulnerability. The baselines define the current situation in each sector at the district level and quantify the existing gaps. This informs the type of sectoral interventions required per district.

Complementing the baselines are national targets, which have clear timelines extending to 2030. These targets were derived from sector strategies and thoroughly discussed with relevant leading line-ministries and their UN partners as national target and are critical to guide progress towards meeting strategic objectives. Additionally, global targets projected beyond 2030 help ensure alignment with international standards and sustainability goals in the long run.

Defining baselines and targets in this manner allows for an evidence-based approach to geographical prioritization and multisectoral planning. Resources can be directed to where they are most needed to potentially close the largest gaps by 2030. Ultimately, this prioritization process seeks to maximize humanitarian and development impacts nationwide.

Criteria 1: Malnutrition Indicators - As described earlier, stunting and wasting prevalence rates, IYCF (MAD & EBF), low birth weight, and prevelance of anemia serve as the primary indicators for directly measuring the burden of undernutrition. These indicators help identify districts with the most acute needs.

Criteria 2: Health service coverage and quality – Indicators such as access to healthcare facilities, MCH indicators (percentage coverage 4 ANC visits) and attended delivery (Coverage of Skilled Attendance at Birth & Institutional Delivery%), vaccination coverage (Penta and MR1 coverage percentage), and the main

communicable disease affected children under 5 (Diarrhea, ARI, and Fever) provide insight into underlying determinants exacerbating nutritional vulnerabilities.

 Criteria 3: WASH service coverage and quality – Number or percentage of population using safely managed drinking water services, number or percentage of population using improved sanitation services and hygiene practices (Hand washing by soap at two critical times: before meal and after toilet) influences disease dynamics and nutritional status. Related indicators help pinpoint environmental risk factors.

Criteria 4: Education service - Education access impacts development outcomes and opportunities, specifically for girls in primary, lower, and upper secondary education. As well as ensuring that school-age children and adolescents access nutrition services through education platforms. As a result of this criterion, we can identify an impactful indirect cause of malnutrition in Yemen.

Criteria 5: Food Security & Livelihoods (FSL) - Metrics related to Food Consumption score
(Food Poverty), and Hunger score reflect underlying economic stresses on nutritional status.

Criteria 6: Social vulnerabilities – Poverty rate, proportion of IDPs, and severity of access constraints shed light on absorption capacity and resilience against shocks. In addition to and upon review of the available data for the social vulnerabilities indicators , it was determined that they could not reliably be included in this geographic prioritization analysis for the following reasons:
- ✓ Poverty rate data from 2015 is outdated to accurately reflect the current poverty situation across districts, given the dynamic changes over the past 7 years due to the conflict.
- ✓ Data on the percentage of female-headed households is sensitive in nature due to cultural restrictions imposed by some local authorities. Its inclusion could therefore face limitations in verification and acceptance.
- ✓ IDP percentage data is only available from secondary sources like OCHA, without corresponding figures from national authorities that could validate these estimates.

Geographical Prioritisation Findings

Step I: *Criteria for identifying districts with high prevalence of undernutrition (stunting and persistent wasting). The t*able below identifies the number of districts falling into each category according to the criteria defined above.

Table: GPT criteria:

#	# district	Criteria	Flagging
Criteria one	**103**	**Stunting ≥ 30 and wasting ≥ 10**	**Extremely High Priority**
Criteria Two	**43**	**Stunting < 30 and wasting ≥ 10**	**High Priority**
Criteria Three	**172**	**Stunting ≥ 30 and wasting < 10**	**Priority**
MSNAP Scope	**318**		
Remaining districts	**15**	**Stunting < 30 and wasting < 10**	**Other**
Total districts of Yemen	**333**		

Annex 3: MSNAP Implementation Modality - Accelerator Programmes

The national Common Results Framework (CRF) of MSNAP outlines prioritized actions and targets for measuring progress until 2030. The Accelerator Programs (Aps) are game-changers designed as the modality to expedite the results of nutrition goals and outcomes, showcase successful examples, and inspire increased financial commitments and scaling up the coverage and quality of the MSNAP over time. The APs could be Geographic Programs, which provide area-based, multisectoral support in MSNAP priority districts (sub-national MSNAPs), or Thematic Programs, which promote progress on MSNAP priority thematic issues such as national nutrition awareness campaigns and strengthening the nutrition information system. This modality allows all actors and stakeholders to contribute to the implementation of the MSNAP by identifying their initiatives and leading them according to the CRF's implementation and Monitoring, Evaluation, Accountability, and Learning (MEAL) mechanisms.

The national MSNAP is the overarching framework that leverages existing nutrition efforts across sectors, identifies gaps, and underscores the need for additional actions. It prioritizes the most critical nutrition challenges through detailed analysis and evidence-based approaches.

Accelerator Programmes Partnership Principles

The APs' principles are operational derivatives of the overarching principles of the MSNAP (annexed):

- **Government-Led Participatory Approach**: [i]Harnessing strategic government commitment to national and local priorities through programs' inclusive and participatory design. This is facilitated via the SUN Yemen National and Sub-National Governance and Coordination Structure, ensuring that all stakeholders, including local communities, civil society organizations, and the private sector, under the leadership of local government institutions, are actively involved in decision-making processes. This approach aims to *enable the government's local institutions to perform their role in creating programs tailored to the specific needs and contexts of their regions, enhancing their relevance and effectiveness as part of their overall local development plans and strategies*.

- **Improved Technical and Institutional Environment**: Strengthening the sustainability of program outcomes by enhancing technical and institutional frameworks. This involves building the capacity of local institutions and technical staff, promoting best practices, and ensuring that programs are supported by robust policies and regulatory frameworks. By improving the technical and institutional environment, we can ensure that programs are implemented effectively and that their benefits are long-lasting.

- **Enhanced Accountability and Learning Environment**: Creating a robust environment for accountability, continuous learning, and improvement strategies. This includes establishing transparent monitoring and evaluation systems, promoting data-driven decision-making, and fostering a culture of learning and adaptation. By enhancing accountability and encouraging continuous learning, we can ensure that programs are responsive to changing circumstances and that they continuously improve over time.

- **Leveraged comparative advantage of stakeholders**: Establishing the national platforms where comparative advantages of stakeholders are demonstrated and leveraged for mobilising technical and financial resources. This could be through, but not limited to, the SUN Yemen Networks, mainly SUN Yemen CSOs Network (SCN), Yemen UN Nutrition (UNN), SUN Business Network (SBN), and Donors Network.

- **Sustainable Resource Management**: Implementing evidence-based actions to ensure the sustainability of national resources for future generations. This involves promoting practices that conserve natural resources, reduce environmental degradation, and mitigate the impacts of climate change, as well as assessing the long-term socioeconomic transformations and impact. By adopting a holistic approach to resource management, the nation's natural and human assets are safeguarded and the well-being of future generations is supported.

- **Peace-Building**: Supporting and enhancing social cohesion and peace, while ensuring actions do no harm to communities and public or private institutions. This includes promoting dialogue and collaboration among different groups, addressing the root causes of conflict, and fostering inclusive development. By prioritizing peace-building, we can create a more stable and harmonious society, where all individuals can thrive.

- **Accelerator Programs as Game Changers**: Recognizing that accelerator programs are pivotal in driving innovation and rapid progress. These programs provide critical support, resources, and mentorship to emerging initiatives, enabling them to scale quickly and effectively. By focusing on high-impact areas, accelerator programs can catalyze significant advancements and serve as a powerful mechanism for achieving long-term development goals.

Accelerator Programmes Partnership Landscape

The Accelerator Programs enable stakeholders and partners to effectively combat malnutrition by leveraging their unique comparative advantages. These initiatives are structured to harness the strengths and resources of various entities, fostering a collaborative environment for impactful action. This multifaceted approach ensures that all stakeholders and partners can effectively contribute to the overall goal of eradicating malnutrition, each bringing their unique strengths to the forefront.

Government-led Initiatives: Line ministries and government local authorities at the governorates have the opportunity to introduce both stand-alone and integrated Accelerator Programs. These initiatives can align with national strategies, leveraging governmental authority and resources to drive substantial progress in the fight against malnutrition.

Donor-led Initiatives: Donors are encouraged to develop initiatives as Accelerator Programs. By committing financial resources and support, donors can play a pivotal role in scaling up successful interventions and ensuring sustainable impacts.

UN-led Initiatives: United Nations agencies are encouraged to collaborate with their partners, including line ministries, donors, and implementing partners, to develop Accelerator Programs. These initiatives can draw on the UN's extensive expertise and global network to implement effective solutions and foster international cooperation.

ICSO-led Initiatives: International Civil Society Organizations (ICSOs) are encouraged to develop initiatives as Accelerator Programs. These organizations can leverage their on-the-ground experience, community ties, and advocacy capabilities to implement programs that address local needs and drive community engagement.

NNGO-Consortium-led Initiatives: National Non-Governmental Organizations (NNGOs) are encouraged to form consortia and develop initiatives as Accelerator Programs. By pooling resources and expertise, these consortia can create comprehensive programs that address multiple facets of malnutrition and enhance local capacity.

Private-sector-led Initiatives: Private and business institutions are encouraged to form consortia and develop initiatives as Accelerator Programs. The private sector can bring innovative solutions, technological advancements, and financial investments to the table, contributing significantly to the fight against malnutrition.

Accelerator Programmes Types

1. Geographical

Geographic programmes respond to evidence-based malnutrition causes in specific areas. They provide a comprehensive, multisectoral approach in MSNAP priority districts (sub-national MSNAPs) based on the MSNAP Prioritized Geographical Tool. By customizing area-based interventions to meet the specific needs and conditions of the targeted districts, these programs can directly address the distinct challenges and leverage the unique opportunities present in each area. This tailored approach ensures that the solutions implemented are not only relevant to the local context but also more likely to succeed, resulting in highly effective and impactful outcomes.

Table MSNAP GPT

#	# district	Criteria	Flagging
Criteria one	103	Stunting ≥ 30 and wasting ≥ 10	Extremely High Priority
Criteria Two	43	Stunting < 30 and wasting ≥ 10	High Priority
Criteria Three	172	Stunting ≥ 30 and wasting < 10	Priority
MSNAP Scope	318	MSNAP 2025-2030 Scope	
Remaining districts	15	Stunting < 30 and wasting < 10	Other
Total # districts	333		

2. Thematic

Thematic programmes promote progress on MSNAP priority thematic issues e.g. Maternal nutrition, 1000 Days, Adolescent Girls Nutrition, strengthened nutrition information system; and the national-wide nutrition communication and advocacy programmes. They implement nationwide nutrition communication and advocacy initiatives, raising awareness and mobilizing support. By addressing specific thematic challenges and gaps, these programs drive systemic changes that support overall nutritional improvements across the country. Targeting these critical areas helps achieve the broader goals of MSNAP, promoting sustainable and far-reaching enhancements in nutrition and well-being.

Figure MSNAP - CAS

Table MSNAP Thematic and Outcomes Areas

Programmes / Activities
1000 Days -women's nutrition at pre-pregnancy, during pregnancy and breastfeeding nutrition, and infant and young child nutrition
Social protection scheme to improve nutrition
Adolescent and Reproductive Health
Nutrition and Care for Children and Women with Wasting
Homestead food production in support of healthy diets from sustainable food systems
Diversification and locally adapted varieties
Innovative and sustainable agricultural technologies and practices
Feasibility of producing complementary, preventive and curative nutritional foods locally
Water, Hygiene, and Sanitation for Good Nutrition

- Safe and Sustainable Environment for Good Nutrition
- Nutrition-friendly Schools

MSNAP Outcomes by Sector/Indicators (examples)

Health Sector:
- Exclusive Breastfeeding Rate
- Maternal and New-born Care (ANC, PNC & Attended delivery)
- Coverage of Micronutrient Supplements (e.g., vitamin A, iron, iodine, and folic acid women/adolescent)
- Communicable Disease prevalence (diarrhoea, ARI, and fever)
- Full Immunization Coverage
- Early Detection and treatment of Malnutrition (SAM, MAM)
- Deworming Coverage, protozoal infection
- Integration of Nutrition Services into health service points at health facilities as part of Essential Services Package (ESP)
- Community-Based Nutrition Education Reach through community-based programs facilitated by (CHWs and CHVs)
- Communication for Social Behavior

Agriculture and Fisheries
- Food Security Experience Scale (FIES)
- Household Dietary Diversity Score (HDDS)
- FCS- Food consumption score (Food Poverty)
- RCSI- Reduced coping strategies
- HHS- Household hunger scale
- Agriculture: Crop Diversification Index (Agricultural Productivity)
- Agriculture: Household Income from Agriculture
- Agriculture: Food Accessibility
- Fishery: Fish Consumption per Capita
- Fishery: Access to Fish Markets
- Animal Source Food and Nutrition Security

Education
- School enrolment rates and detention (pre-primary, basic, secondary)
- Educational enrolment development by (pre-primary, basic and secondary)
- Gender Parity Index, Enrolment Rate (pre-primary, basic and secondary)
- Percentage of decrease in dropout rates
- Existence of school feeding policy
- Implementation of nutrition programs
- Finance education Nutritional
- Partnerships with Organizations Health (Integration health and nutrition)
- Schools integrate Nutrition Education (curricula) School)
- Teacher training on nutrition policies
- Student participation in school health and nutrition programmes (Health and hygiene standards)
- Structure Infrastructure For schools and the environment Health
- Community participation in nutrition programs

Water Hygiene and Environment
- Population using drinking water services
- Individual Daily from Water
- Percentage of the population using basic sanitation services
- Percentage of individuals who are aware of the importance of hand washing before eating and after using the toilet
- Multisectoral nutrition actions contribute to climate change mitigation and reduce the impact of climate change on nutrition.
- Presence and effectiveness of food systems monitoring and risk surveillance mechanisms.
- Contribution of multisectoral nutrition actions to peacebuilding efforts and reduction of the impacts of conflict on nutrition.

Social Protection/Welfare
- Reducing poverty rates
- Convergence and Coverage of Social Program Interventions in Priority Areas of the Community Nutrition Assistance Program (Cash transfer, food voucher, food assistance, livelihood) Conditional / Unconditional
- Supporting female-headed households.
- Emergency preparedness and response.

Accelerator Programmes Approach

- **Contribution to MSNAP Outcomes:** The Accelerator Programs play a critical role in contributing to nutrition outcomes through the MSNAP which is the national platform for a holistic/coordinated efforts toward an improved nutrition outcomes by aligning with the Common Results Framework (CRF) Strategic Objectives (SOs), Strategic Areas (SAs), interventions, and their defined outcomes. This alignment ensures that all efforts are directed towards achieving tangible and measurable progress in the fight against malnutrition. Specific examples of contributions can be found in the table below, illustrating the targeted impact on nutrition goals and objectives.
- **Enhanced Government Leadership:** The Accelerator Programs are designed to bolster government leadership through relevant technical line ministries, and their governorate offices the SUN Yemen Secretariat (SYS), and the Program Management Units (PMUs) facilitated by the Sector's Convenors. These entities work in collaboration with the Sector Working Groups (SWGs), the Nutrition Information Systems Working Group (NISWG), and the Communication and Advocacy Working Group (CAWG) to ensure cohesive and effective program implementation.
- **Leveraging Governance Structures:** The approach takes full advantage of the SUN Yemen national and subnational governance and coordination structures. By operationalizing and utilizing these established frameworks, the Accelerator Programs ensure streamlined operations and cohesive coordination among various stakeholders, enabling mutual accountability, and enhancing the overall efficacy of the initiatives.

Implementation Arrangement for the Accelerator Programmes

The implementation arrangement for the APs provides the key elements of how the implementation of the APs takes place. To enhance the effectiveness of the implementation arrangement, it is a must to incorporate regular stakeholder engagement sessions based on the MSNAP Governance Structure throughout the AP's development phases, from initiating the idea of the AP, designing it, to finalising its MEAL. These sessions should include the government bodies, local communities, civil society organizations, the private sector, and international partners. Regular engagement will facilitate transparent communication, ensure alignment of objectives, and foster collaborative problem-solving, ultimately leading to more cohesive and impactful program outcomes. The following aspects should be considered:

- **Roles and Responsibilities**: The Monitoring, Evaluation, Accountability, and Learning (MEAL) and accountability framework of the MSNAP define the roles and responsibilities of all relevant stakeholders. This facilitate the alignment of the MEAL of the APs with the MSNAP.
- **Program Approval and Due Diligence**: The SYS should have a defined role in program design, approval, due diligence, and participation in the MSNAP Call for Proposals.
- **Nutrition Information System (NIS)**: The MSNAP's Nutrition Information System (NIS) is crucial for effective implementation and monitoring.
- **MSNAP Governance Structure**: The MSNAP's Sectors' Working Groups (SWGs), Multi-Sectoral Technical Team (MSTT), Communication and Advocacy Working Group (CAWG), the Nutrition Information System Working Group (NISWG), and Steering Committee play significant roles in the implementation arrangements of the MSNAP as they provide the specialized platforms for the different levels of the implementation stages. For instance, the SWGs contribute to the identification and technical approval of the interventions of the APs; MSTT facilitates a higher level of technical decisions, integration, and synergies; while SC conducts the strategic level discussions and endorsement. The APs should identify the local government bodies' (e.g. governorate or district offices) role in designing, overseeing, and coordinating with other local initiatives and on-going activities. It is advisable to include a flowchart showing the hierarchy of roles, from the national to

local levels, clarifying how local authorities will interact with stakeholders (donors, UN agencies, CSOs, private sector) at the sub-national level.

🢖 **Localization and NGO Contributions**: Localization is a key principle for implementing Accelerator Programs. Strengthening the contributions of NGOs can be achieved by establishing the SUN Yemen CSOs Network. NGOs hold dialogues with donors and mobilize resources which can be aligned with the MSNAP.

🢖 **Private and Business Sector Role**: The private and business sector's involvement is essential. This can be leveraged by establishing the SUN Yemen Business Network, with a clear workplan and results framework, focusing on achieving MSNAP's outcomes.
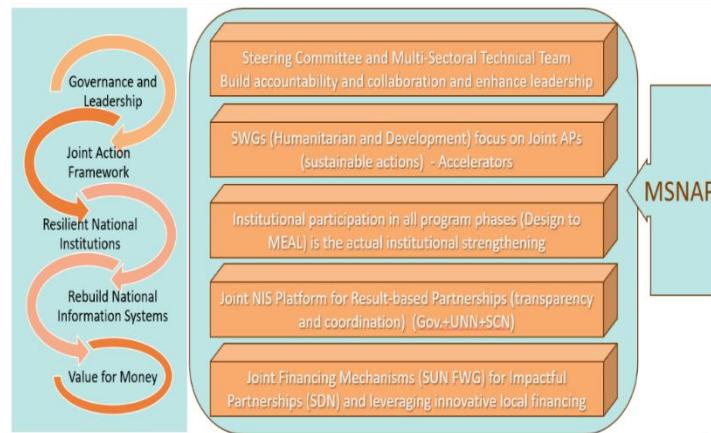

Figure 3 MSNAP HDP-Nexus

How MSNAP reflects HDP-Nexus Principles

Accelerator programs criteria

The following criteria ensure that the accelerator programs are comprehensive, impactful, and tailored to meet the specific needs and challenges they aim to address, while also guaranteeing long-term sustainability and successful program handover.

Table APs Criteria

1. **Evidence-Based Design:** Begin by grounding interventions on robust evidence, addressing specific causes of malnutrition in various regions or thematic areas.
2. **Government Alignment:** Ensure programs align with national and local government priorities under the MSNAP's Theory of Change to guarantee policy coherence and support.
3. **Stakeholder Engagement/Partnership:** Provide a clear mechanism to ensure the operationalization of the MSNAP Governance Structure, and actively involve all stakeholders by identifying the representatives from the local communities, civil society, and the private sector.
4. **Alignment with MSNAP:** Align programs with the strategic objectives and priorities outlined in the Multi-Sectoral Nutrition Action Plan (MSNAP) for a cohesive approach.
   - **Clear Objectives:** Define clear objectives that align with the MSNAP priorities and goals, providing a roadmap for success.
   - **Program Design:** SYS facilitates the agreement on the program's design which targets specific themes or sectors linked to the MSNAP Strategic Areas, concentrating efforts on areas of greatest need and potential impact.
   - **Transparency and Learning:** Establish clear monitoring and evaluation mechanisms, linked to the MSNAP's MEAL Framework, promoting accountability and continuous improvement.
5. **Localized Solutions:** Enable *the LMs' offices in governorates and districts to lead the needs assessment* process, identify interventions, implementing partners' selection, and other processes to tailor interventions to the unique challenges and opportunities of specific regions for context-specific and effective solutions.
6. **Capacity Building:** Enhance local institutions and technical staff through targeted training and best practices to ensure effective implementation.
7. **Financial Systems:** Utilize and establish robust financial mechanisms, including trust funds and pooled resources, to ensure transparent and efficient funding management.
8. **Resource Sustainability:** Implement practices that conserve and sustainably use natural resources, addressing current and future needs.

9. **Food Systems Transformation:** Promote sustainable food systems transformation by enhancing agricultural practices, improving supply chains, and reducing food loss and waste.
10. **Climate Mitigation:** Implement climate mitigation strategies to build resilience against climate change impacts, ensuring long-term nutritional security.
11. **Innovation:** Demonstrate potential for rapid innovation, leveraging mentorship and critical resources for impactful outcomes.
12. **Business Sector Engagement:** Leverage private sector contributions focused on achieving program goals and driving economic support.
13. **Social Cohesion:** Foster social harmony and address underlying conflict drivers, supporting a stable and peaceful society.
14. **Market Need:** Address significant market needs or gaps, ensuring interventions are impactful and meet existing demand, providing solutions to critical issues faced by target populations.
15. **Scalability:** Design programs with scalability potential, enabling successful interventions to be expanded and replicated in different areas or contexts.
16. **Synergies and Integrations:** AP should seek to create synergies with other development initiatives, ensuring a holistic approach to climate resilience and nutrition that can be maintained long-term.
17. **Exit Strategy:** Develop a clear exit strategy outlining the process for transitioning program responsibilities to local stakeholders, including capacity-building measures, a timeline for phasing out external support, and mechanisms for monitoring and supporting continued success post-exit.

Accelerator programs Development Process

The organization/entity that proposes an evidence-based AP is called the AP's lead agency/organization. To develop an Accelerator Program (AP) the lead agency should adhere to the following steps which provide a structured approach to ensure clarity and completeness.

1. **Consultation with SUN Yemen Secretariat (SYS)**:
   o Initiate discussions with SYS about the conceptual framework, objectives, and anticipated outcomes of the Accelerator Program.
   o Ensure alignment with national priorities and the strategic goals of the MSNAP.
2. **Initial Agreement on AP Contribution**:
   o SYS and the lead agency, representing the AP's partner group, collaborate to outline the necessary steps, timelines, and responsibilities for the development of the AP.
   o Establish clear milestones and deliverables.
3. **Development of AP Initial Theory of Change**:
   o The lead agency develops a comprehensive presentation outlining the AP's Theory of Change: objectives, strategies, key activities, and expected impacts contributing to the overarching MSNAP's ToC.
   o Include data, evidence, and case studies to support the proposed approach.
4. **Stakeholder Engagement**:
   o SYS organizes a consultative meeting with key stakeholders, including government representatives, NGOs, and other relevant parties at the national level.
   o Discuss the AP's framework and ToC, gather feedback, and ensure stakeholder buy-in and support.
   o SYS and Lead agency present and discuss the initial AP's conceptual framework with the SUN Multi-Sectoral Technical Team (MSTT).
   o SYS and the Lead agency organize meetings with key stakeholders and LMs offices in the proposed target governorates and districts to enable their leadership, and mutual accountability (SUN Governance Structure at subnational level).
5. **Development of the Concept Note (CN)**:
   o The lead agency drafts the Concept Note based on insights and feedback from the consultative meetings.
   o The CN will be presented to the Sectors Working Groups (SWGs) for feedback and improvements.
   o The CN should include the components outlined below.
6. **Concept Note Official Approval**:
   o The Concept Note is reviewed and discussed with the SUN Multisectoral Technical Team (MSTT).

o Address any feedback or concerns and seek formal approval of the CN.

7. **Finalization of the AP Implementation Plan**:
   o The lead agency prepares the AP's implementation plan, incorporating feedback from the SWGs and MSTT and ensuring alignment with the MSNAP's implementation and financial modalities.
   o The full proposal should include detailed plans for each program component, a comprehensive budget, and risk mitigation strategies.
   o The full proposal is submitted to SUN SC for approval and then to MOPIC for final approval according to standard procedures.

8. **Accelerator Program Launch**: Conduct an extended workshop to announce the launch of the AP.
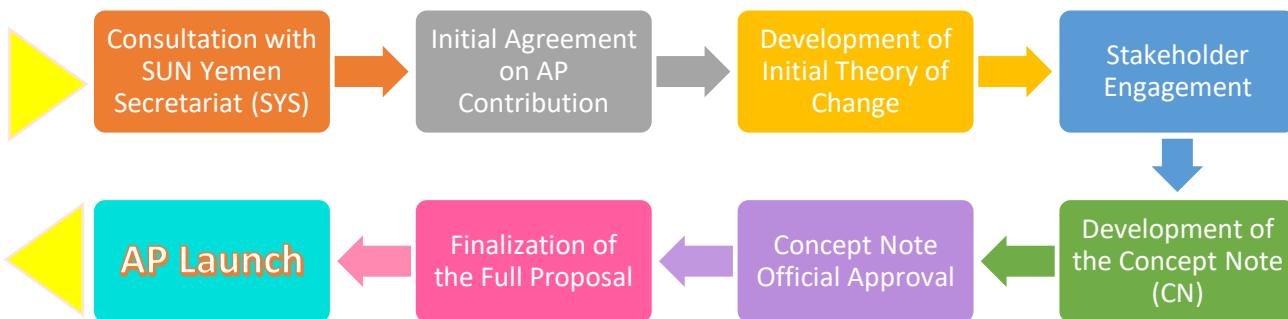
Figure 4 AP Development Process

Development of Accelerator Programme Concept Note

Creating a concept note for accelerator programs to implement a national multisectoral nutrition action plan involves several key components. Here's a structured outline to help the Lead agency get started:

1. Executive Summary
- Brief overview of the program's objectives and expected outcomes.
- Highlight the significance of the nutrition action plan.

2. Background and Rationale
- Context and justification for the program.
- Description of the alignment with the national MSNAP.
- Identification of key challenges and gaps in current nutrition efforts.

3. Program Objectives
- Specific, measurable, achievable, relevant, and time-bound (SMART) objectives.
- Alignment with MSNAP's MEAL and international nutrition goals.

4. Target Population and Beneficiaries
- Detailed description of the target groups (e.g., women, children, adolescents).
- Explanation of how the program will benefit these groups.

5. Program Components and Activities
- Detailed description of the program's activities and interventions.
- Breakdown of key result areas (e.g., reducing undernutrition, addressing micronutrient deficiencies, tackling overweight and obesity).
- Strategies for implementing these activities.

6. Implementation Plan
- Timeline and phases of the program.
- Roles and responsibilities of different stakeholders.
- Coordination mechanisms among various sectors based on the MSNAP Governance Structure (e.g., health, education, social protection).

7. Methodology

- **Contribution to MSNAP Theory of Change**:
  o Outline the program's alignment with the MSNAP theory of change.
  o Describe how the program's activities will contribute to the expected outcomes and impact pathways.
  o Identification of the target areas and beneficiaries selection process/methodology and its alignment with the MSNAP's GPT.
  o Explain the mechanisms for achieving improvements in nutrition, such as behavioral change interventions, capacity-building initiatives, and multisectoral collaboration.

- **Needs Assessment mechanism**: AP's needs assessment mechanism should enable the stakeholders and LMs offices, led by MOPIC's offices, to contribute to the identification of the interventions, target groups and all the relevant implementation and M&E processes.

- **Food Systems Transformation**:
  o Detail the strategies to improve food systems, including increasing access to nutritious foods, promoting sustainable agricultural practices, and enhancing food safety and security...etc.
  o Highlight interventions aimed at reducing food loss and waste, improving supply chains, and supporting local food producers.
  o Discuss the role of policy advocacy and partnerships in driving systemic changes in the food system.

- **Climate Mitigation Relevant to Nutrition**:
  o Describe how the program will address the impacts of climate change on nutrition.
  o Outline climate-resilient agricultural practices and interventions to reduce greenhouse gas emissions within the food system.
  o Discuss initiatives to enhance the resilience of communities to climate-related shocks and stresses, and their impact on food security and nutrition.

- **Institutionalize the interventions:**
  o Ensure the longevity and integration of these interventions, the collaboration with local governments, non-governmental organizations, and community leaders to embed climate and nutrition strategies into existing policies and frameworks. Including capacity-building for local institutions, ensuring the provision of necessary resources, and fostering an enabling environment for sustained implementation.

- **Sustainability of measures:**
  o The AP should prioritize sustainability by promoting practices that are environmentally, economically, and socially viable. This will include the development of monitoring and evaluation systems linked to the MSNAP's MEAL, to track progress and adapt interventions as needed. Furthermore, the AP should seek to create synergies with other development initiatives, ensuring a holistic approach to nutrition that can be maintained long-term.

- **Contribution to Peace-building through Nutrition Interventions**:
  o Explain how nutrition interventions can support peace-building efforts by promoting social cohesion and stability.
  o Describe activities that foster collaboration and trust among different community groups, such as joint food distribution programs and communal gardens.
  o Highlight the role of nutrition education in reducing conflicts over resources and promoting shared understanding and cooperation.
  o Discuss partnerships with peace-building organizations and integration of conflict-sensitive approaches into nutrition programs.

8. Monitoring and Evaluation

- Framework for monitoring and evaluating the program's progress.
- Develop a set of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators at SOs, outcomes, and impact levels.
- Methods for data collection and analysis.
- Reporting & Learning Mechanism

- Accountability & Continuous Improvement

9. Budget and Funding
   - Detailed budget outlining costs for different components.
   - Funding sources and sustainability plan.
   - Financial resource needs for implementing the action plan.

10. Risk Analysis and Mitigation
    - Identification of potential risks and challenges.
    - Strategies for mitigating these risks.

11. Sustainability and Scalability
    - Plan for ensuring the program's long-term sustainability.
    - Potential for scaling up the program to other regions or countries.
    - Exit strategies

12. Stakeholder Engagement
    - List of key stakeholders and their roles in accordance to the MSNAP Governance Structure.
    - Strategies for engaging and collaborating with stakeholders.

13. **Annexes**
    - Any additional supporting documents, such as maps, charts, or detailed data.

Financial Arrangements for the Accelerator Programmes

Currently (2025 – 2026): to ensure all financial avenues are optimized and fine-tuned for maximum benefit with the seamless implementation of pre-designed and funded agreements, and aligning their outcomes with the MSNAP 2025-2030 goals.

- The APs leverage existing funding mechanisms, including the Yemen Humanitarian Fund (YHF) and UNSDCF program funds, ensuring ongoing initiatives have the resources and financial support needed. By utilizing established channels for efficient fund allocation and disbursement, they maintain seamless operation.
- The external aid and development assistance provided by donors and Civil Society Organizations (CSOs) bolster these efforts, enhancing the overall impact and reach of the programs. This coordinated approach.
- MSNAP encourages leveraging the domestic investments from the LMs and their sub-national levels.

For the medium term (2027 – 2030):
- A SUN Yemen Accelerator Multi-Partner Trust/Pooled Fund (MPTF) will be established to support the implementation of these APs. This pooled fund will consolidate resources from multiple partners, providing a coordinated and streamlined approach to financing the programs. The MPTF/PF will be co-led by MOPIC and a donor in a rotating role with membership from the relevant LMs, donors and Key UN and ICSOs partners.
- The SUN Yemen Finance Working Group (FWG) will be established and serve as the national financial technical platform where finance-related decisions are discussed and taken. The FWG will play a crucial role in ensuring that financial resources are managed effectively and in alignment with program priorities.
- A dedicated financial system should be established for the Common Results Framework (CRF) and its Accelerator Programs (APs). This system will ensure transparency, accountability, and efficient management of funds, supporting the overall goals of the programs. The financial system for the MSNAP will ideally be situated within the Ministry of Planning and International Cooperation to

ensure a high level of oversight, coordination, and alignment with national priorities. The mechanism for operationalization:

1. **Budget Allocation**: Establish dedicated budget lines within relevant ministries (e.g., Health, Agriculture, Education) to ensure funding is available for nutrition-specific and nutrition-sensitive interventions.
2. **Multi-Sectoral Coordination**: use the multi-sectoral accountability framework to enable coordination mechanisms among various sectors and stakeholders.
3. **Monitoring and Evaluation**: Implement a real-time monitoring system to track the progress and outcomes of the MSNAP.
4. **Resource Mobilization**: Identify potential funding sources, including government grants, international donors, and private sector partnerships.
5. **Implementation Plan**: Develop a detailed implementation plan outlining the strategies, activities, and timelines for achieving the MSNAP goals.

- **Stakeholder Engagement**: Engage with all relevant stakeholders, including government agencies, NGOs, and international organizations, to ensure a collaborative approach. The role of the Ministry of Finance is essential to co-leading the overall financing process for nutrition programmes, leverage the domestic contributions and integrate nutrition in the State Budget based on the mandates of the relevant sectors. SYS will support the process of identifying the key sectors' contributions and the proposed financial items based on the recommendations of the best practices and lessons learned from the Global SUN Movement.

For the long-term (2030 onwards):

- The activities under the Common Results Framework (CRF) will be integrated into the government investment program. This integration will ensure that the initiatives are sustainable and continue to receive support and funding from government resources, embedding them into the national development agenda and ensuring their long-term impact.

| 2025-2026 Existing financial mechanisms (YHRP – UNSDCF – Stand-alone Programs) | 2027-2030 MSNAP/APs (Trust/Pooled Fund) | 2030- onward Government Investment Program (Public and sectoral Budgets) |

Figure 5 MSNAP/APs Financial Arrangements