

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



Accelerator Programmes

Implementation Modality for Yemen
Multi-Sectoral Nutrition Action Plan
2025-2030

Guidance Note
March 2025

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Background

The Yemen Multi-Sectoral Nutrition Action Plan (MSNAP) is a collaborative, nationally owned framework designed to integrate nutrition-focused efforts across various sectors, including sectoral Line Ministries and

Humanitarian Clusters. Developed through a multisectoral process, the MSNAP aligns stakeholders' investments and actions into a coherent plan, supporting the integration and implementation of nutrition initiatives within sectoral plans. Planning and execution are led by Line Ministries, mainly the Ministry of Public Health and Population (MOPHP), Ministry of Agriculture, Irrigation, and Fishery Wealth (MOAIFW), Ministry of Water and Environment (MOWE), Ministry of Education (MOE), Ministry of Social Affairs and Labor (MOSAL), and Ministry of Industry and Trade (MOIT), with guidance and coordination from SUN-Yemen multisectoral structures. The MSNAP adopts the Humanitarian-Development-Peace Nexus, and Food Systems Transformation approaches.

The Accelerator Programmes (APs)

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:** 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 1 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 of Yemen	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.

Nutrition Communication and Advocacy Programs	
Advocacy Program	
Policies and Regulations	National and International Political Commitment and Financing
Component (1): Development of Advocacy Tools	
<ul style="list-style-type: none"> ✓ Development of the investment case detailing the economic impact of malnutrition/stunting ✓ Development of policy papers for sectors ✓ Conduct a national Dietary study and food consumption Pattern ✓ Develop national food-based dietary guideline ✓ Update the national food composition tables. ✓ Investment in food systems to improve food consumption patterns. ✓ Development of school nutrition policy and guidelines 	
Component (2): Create 'Insider' champions in line ministries at decision-making and technical levels	
<ul style="list-style-type: none"> ✓ Organize high-level briefings on the MSNAP ✓ Government Call to Action ✓ Hold trainings on leadership for nutrition at all levels 	
<ul style="list-style-type: none"> ✓ Joint Call to Action (Government, UN and donors) ✓ MSNAP financing mechanism (SUN Yemen Donors Network) ✓ Keep donors engaged and updated (meetings and webinars) ✓ MSNAP progress reports 	
Component (1): Create Media tools and Social Media Influencers for MSNAP	
<ul style="list-style-type: none"> ✓ Media stories on the GOY commitment to deliver the MSNAP ✓ Media stories on wasting, stunting, and micronutrients deficiencies ✓ Series of trainings for a pool of journalists on the multisectoral approach to nutrition (local media outlets and social media influencers) ✓ National campaigns targeted adolescent girls (education & Nutrition) ✓ Media stories on WASH (hand-washing & hygiene practices) ✓ Series of trainings for CSOs and NGOs to build their capacity ✓ Series of trainings and orientations for the business sector 	
Component (2): Sectoral Community-based Mechanisms	
<ul style="list-style-type: none"> ✓ Integrated sectoral nutrition messages developed (UNICEF, WHO, WFP, UNFPA support line ministries) ✓ Campaigns through the Community-based (through CHINs, WASH Groups ... etc) ✓ SBCC through Health Facilities ✓ Training for medical doctors (Obstetricians and Gynecologists; Pediatricians; Internists) 	
SUN Yemen Platforms	
SUN Yemen CSOs Network SUN Yemen Business Network SUN Yemen Youth and Women Platforms Parliament champions	

Figure 1 MSNAP - CAS

Table 2 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.

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.



Figure 2 MSNAP/APs Financial Arrangements

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.

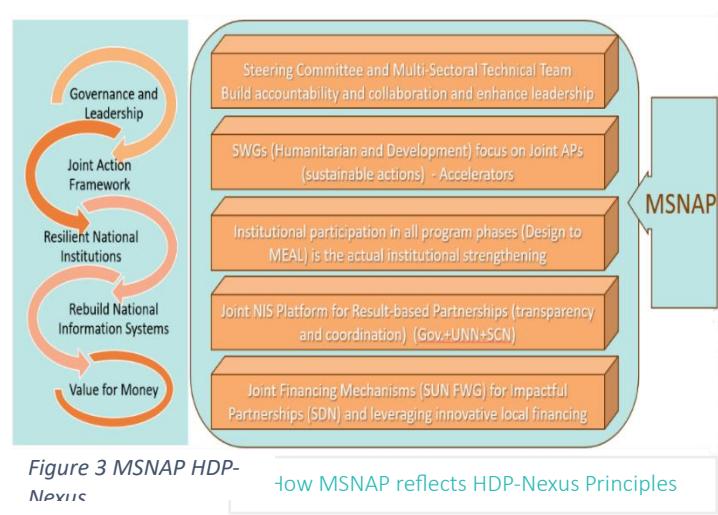


Figure 3 MSNAP HDP-Nexus

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 3 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):**
 - Initiate discussions with SYS about the conceptual framework, objectives, and anticipated outcomes of the Accelerator Program.
 - Ensure alignment with national priorities and the strategic goals of the MSNAP.
2. **Initial Agreement on AP Contribution:**
 - 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.
 - Establish clear milestones and deliverables.
3. **Development of AP Initial Theory of Change:**
 - 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.
 - Include data, evidence, and case studies to support the proposed approach.
4. **Stakeholder Engagement:**
 - SYS organizes a consultative meeting with key stakeholders, including government representatives, NGOs, and other relevant parties at the national level.
 - Discuss the AP's framework and ToC, gather feedback, and ensure stakeholder buy-in and support.
 - SYS and Lead agency present and discuss the initial AP's conceptual framework with the SUN Multi-Sectoral Technical Team (MSTT).
 - 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):**
 - The lead agency drafts the Concept Note based on insights and feedback from the consultative meetings.
 - The CN will be presented to the Sectors Working Groups (SWGs) for feedback and improvements.
 - The CN should include the components outlined below.
6. **Concept Note Official Approval:**
 - The Concept Note is reviewed and discussed with the SUN Multisectoral Technical Team (MSTT).
 - Address any feedback or concerns and seek formal approval of the CN.
7. **Finalization of the AP Implementation Plan:**
 - 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.
 - The full proposal should include detailed plans for each program component, a comprehensive budget, and risk mitigation strategies.
 - 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.

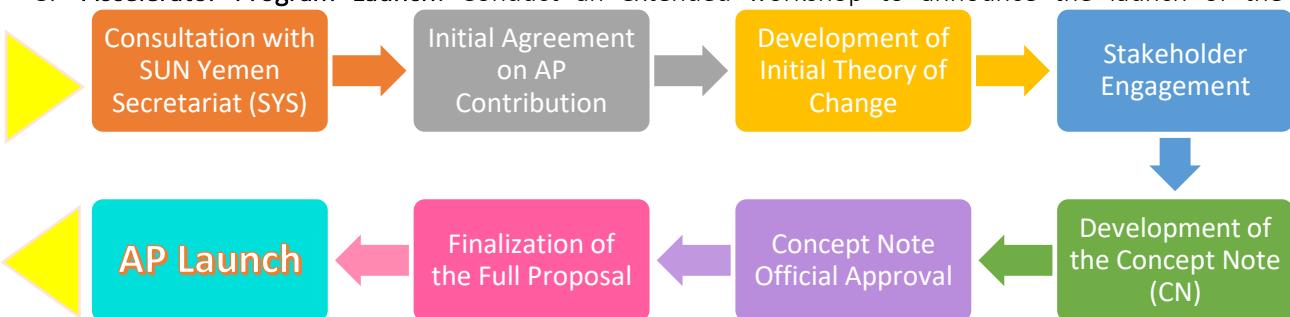


Figure 4 AP Development Process

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:**
 - Outline the program's alignment with the MSNAP theory of change.
 - Describe how the program's activities will contribute to the expected outcomes and impact pathways.
 - Identification of the target areas and beneficiaries selection process/methodology and its alignment with the MSNAP's GPT.
 - 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:**
 - Detail the strategies to improve food systems, including increasing access to nutritious foods, promoting sustainable agricultural practices, and enhancing food safety and security...etc.
 - Highlight interventions aimed at reducing food loss and waste, improving supply chains, and supporting local food producers.
 - Discuss the role of policy advocacy and partnerships in driving systemic changes in the food system.
 - **Climate Mitigation Relevant to Nutrition:**

- Describe how the program will address the impacts of climate change on nutrition.
- Outline climate-resilient agricultural practices and interventions to reduce greenhouse gas emissions within the food system.
- 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:**
 - 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:**
 - 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:**
 - Explain how nutrition interventions can support peace-building efforts by promoting social cohesion and stability.
 - Describe activities that foster collaboration and trust among different community groups, such as joint food distribution programs and communal gardens.
 - Highlight the role of nutrition education in reducing conflicts over resources and promoting shared understanding and cooperation.
 - 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.

Annexes:

1. ¹ Strategic approach

Short-term, life-saving responses are vital but cannot bring about the required changes. Rather, the following shifts in approach are needed:

1. Scale up longer-term, locally led programmes across a range of sectors that build resilience, strengthen public institutions and prevent malnutrition alongside life-saving interventions.
2. Increase alignment and coherence of all actors with the nationally owned, Multi-Sectoral Nutrition Plan of Action (MSNAP).
3. Empower national, local and community-based actors to develop evidence-based policies, coordinate actions, provide services and promote mutual accountability.
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.

A Humanitarian-Development-Peace Nexus approach

Yemen's National Multi-Sectoral Nutrition Action Plan (MSNAP) enshrines a Nexus approach to nutrition. The **Overall HDP Nexus definition** linked to the MSNAP is: *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, and aligning with national and sub-national priorities and plans as outlined in the national MSNAP, in order to achieve the collective outcome of improved nutrition for all Yemenis.*

Guiding principles

As agreed at the SUN Yemen National Gathering held in June 2023, efforts to reduce malnutrition 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.

National leadership and coordination: multistakeholder, multisectoral actions are led and coordinated by Government structures at national and sub-national levels.

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.

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.

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 system 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: MSNAP Governance Structure

