Republic of Yemen

Ministry of Planning and
International Cooperation

SUN-Yemen Secretariat

YEMEN MSNAP

MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING PLAN

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Forward

The Monitoring, Evaluation, Accountability, and Learning (MEAL) Plan serves as a critical framework to ensure the effective implementation, continuous improvement, and accountability of our programs. It reflects our commitment to evidence-based decision-making, transparency, and the pursuit of excellence in delivering impactful services to the communities we serve.

This MEAL Plan outlines the key processes and mechanisms that guide data collection, analysis, reporting, and learning. It is designed to foster a culture of accountability and adaptive management, enabling us to respond effectively to emerging needs and challenges. Through rigorous monitoring and evaluation, we aim to generate reliable data that informs strategic decisions, enhances program quality, and ensures that resources are utilized efficiently.

We extend our sincere appreciation to all stakeholders who have contributed to the development of this plan. In particular, we would like to thank the N4D expert for their invaluable insights and technical expertise, which have significantly enriched the design and structure of this MEAL framework. Their contribution has been instrumental in aligning the plan with best practices and ensuring its relevance to our operational context.

We look forward to the collective efforts of all partners and teams in implementing this MEAL Plan, ensuring that our programs remain responsive, accountable, and impactful.

NIS Working Group

Content

Abbreviations

ANC	Antenatal Care
CHV	Community Health Volunteer
CHW	Community Health Worker
CMAM	Community-based Management of Acute Malnutrition
CRF	Common Results Framework
FAO	Food and Agriculture Organization [of the United Nations]
FSL	Food Security and Livelihood
GOY	Government of Yemen
IDP	Internally Displaced Persons
IYCF	Infant and Young Child Feeding
MEAL	Monitoring, Evaluation, Accountability and Learning
MICS	Multiple Indicator Cluster Survey
MOAI	Ministry of Agriculture and Irrigation
MOE	Ministry of Education
MOFW	Ministry of Fish Wealth
MOPHP	Ministry of Public Health and Population
MOPIC	Ministry of Planning and International Cooperation
MOWE	Ministry of Water and Environment
MSNAP	Multisectoral Nutrition Action Plan
PLW	Pregnant and Lactating Women
SDG	Sustainable Development Goal
SMART	Standardized Monitoring Assessment for Relief and Transition Method
SUN	Scaling Up Nutrition
SYS	SUN Yemen Secretariat
TOC	Theory of Change
UN	United Nations
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WFP	World Food Program
WHO	World Health Program

Introduction

The Yemeni government, under the leadership of the SUN-Yemen Secretariat, has taken proactive steps to address the acute nutrition crisis in Yemen, characterized by high rates of stunting, wasting, and micronutrient deficiencies among children and women. These efforts include updating the Multi-Sectoral Nutrition Action Plan (MSNAP), which serves as a national framework to guide humanitarian actions, development initiatives, and peacebuilding efforts for improved nutrition outcomes.

The MSNAP is grounded in global best practices, aligned with national priorities, and aims to enhance coordination mechanisms at both national and sub-national levels. This is achieved through close collaboration with relevant ministries in Sana'a and Aden, as well as partners from United Nations agencies.

The MSNAP promotes adequate diets and seeks to reduce nutrition-related illnesses by enhancing health sector capacities. Moreover, it addresses underlying determinants such as food security and livelihood, water, sanitation and hygiene (WASH), and social protection. By engaging multiple sectors, including food security and livelihood, WASH, social protection and education, the plan aims to sustainably improve nutrition outcomes and empower communities through education and access to essential services.

The Monitoring, Evaluation, Accountability and Learning (MEAL) Plan will play a critical role in monitoring progress across relevant sectors. Regular assessments will evaluate key outcomes, such as reductions in stunting and wasting, and the overall impact of multi-sectoral programming on nutritional status.

The plan promotes adequate diets and reduces nutrition-related illnesses by strengthening the health sector's capacity while addressing underlying determinants such as food security, education, WASH, and social protection. It engages other sectors to sustainably influence nutrition outcomes, improving access to nutritious foods and essential services while empowering communities through education. To ensure effectiveness, the MEAL plan will track progress against MSNAP's health, WASH, education, food security, and socioeconomic indicators, with regular assessments evaluating the impact of multi-sectoral programming on nutritional status.

This document highlights the key goals and approaches of MSNAP and the need for an MEAL plan to assess progress in achieving sustained reductions in malnutrition across Yemen.

Definition of Nutrition MEAL Plan

A Nutrition MEAL Plan is a formalized system and process for routinely collecting, analyzing and using nutrition-related data from relevant sectors to assess performance, track progress, demonstrate results and drive continuous programmatic improvement. It is a component of the SUN Yemen Nutrition Information System (NIS), which functions not as a stand-alone system but as a platform that consolidates nutrition-related information and data from relevant sectors, enabling holistic information collection to monitor the nutrition situation, including nutrition outcomes and drivers of undernutrition.

Purpose of a monitoring and evaluation plan

The primary purpose of a nutrition MEAL plan is to systematically measure and track the progress of interventions, ensuring accountability and transparency among stakeholders. The plan involves establishing a comprehensive set of indicators and data collection methods that align with those included in the sectoral plans. It generates evidence on what is working, what is not, and why—enabling program managers to refine strategies, focus target beneficiaries, and optimize resource use. The MSNAP M&E plan must assess and analyze the progress made by each sector and communicate this progress in a holistic manner. Additionally, the MEAL plan facilitates coordination and collaboration among diverse stakeholders by defining common indicators and reporting mechanisms, promoting data sharing and joint analysis to enhance the overall effectiveness of nutrition efforts. Crucially, the plan also includes capacity-building activities that strengthen local institutions and personnel in managing sustainable nutrition MEAL systems. This encompasses developing their capacity to review and analyze data effectively, ensuring they can derive meaningful insights. Ultimately, supports evidence-based policymaking and contributing to the reduction of malnutrition.

The **key purposes of Monitoring, Evaluation, Accountability and Learning (MEAL) plan** for a nutrition program or initiative are:

1. Tracking Progress: It monitors the performance of various stakeholders, including the UN, along with line ministries and implementing bodies, in achieving the goals and objectives outlined in the Common Result Framework- CRF/MSNAP, thereby ensuring accountability and progress towards improving nutrition outcomes.

2. Ensuring Accountability: By providing clear indicators and processes, the MEAL plan supports efforts to hold stakeholders (UN, along with line ministries) accountable for their contributions to nutrition impact, fostering a culture of responsibility and transparency.

3. Targeting Vulnerable Populations: It helps in identifying and reaching nutritionally vulnerable populations more effectively, ensuring that interventions are targeted where they are most needed.

4. Informed Decision-making: The plan facilitates evidence-based decision-making by providing timely and accurate data to inform program improvement. This includes decisions related to mobilizing and allocating resources, improving service quality, capacity building, and revising policies and plans. This information is crucial for the National Steering Committee, SUN Yemen Secretariat, SUN Yemen networks, humanitarian clusters, and other stakeholders involved in MSNAP implementation.

5. Conducting Evaluations: The plan outlines the process for evaluations such as baseline assessments, midterm reviews, and impact assessments. This includes data collection and analysis from sectoral indicators in existing plans, as well as evaluations specifically planned under the MSNAP's MEAL framework. These evaluations provide insights into effectiveness, challenges, and lessons learned.

6. Promoting Learning: Through systematic MEAL processes, the plan promotes continuous learning across stakeholders. It facilitates the exchange of knowledge and best practices, enabling supporting stakeholders to adapt and improve interventions based on lessons learned.

7. Strengthening Coordination and Nutrition Surveillance: The plan provides a framework for coordinating nutrition MEAL activities with stakeholders to enhance the nutrition surveillance system. This coordination supports effective planning, resource allocation, and programmatic adjustments.

8. Support Sustainability: By establishing effectiveness, MEAL strengthens the evidence base for continued government and donor commitment needed to sustainably address the underlying determinants of malnutrition.

In summary, an effective monitoring and evaluation plan combines evidence-based adaptation, accountability, and demonstration of results to stakeholders to enhance impact at scale.

Key Users of MEAL Information and Governance Roles in SUN Yemen

The main users of Monitoring, Evaluation, Accountability, and Learning (MEAL) information within the Scaling Up Nutrition (SUN) framework in Yemen include key governance and management structures at both national and sub-national levels. At the national level, the **Steering Committee** plays a pivotal role by reviewing progress, assessing the effectiveness of interventions, and holding stakeholders accountable to ensure that the nutrition goals are being met. This high-level body uses MEAL data to make informed decisions on strategy adjustments, resource allocation, and policy refinement, ensuring alignment with the broader national goals to combat malnutrition.

Effective governance is critical in this context, as it underpins service delivery and development progress. With the ongoing conflict having fragmented governance structures and weakened institutions in Yemen, monitoring governance indicators becomes essential. The Steering Committee and other national stakeholders rely on governance monitoring to assess the capacity and priorities of public institutions, ensuring that the programs can effectively reach the most vulnerable populations. By tracking indicators such as the Yemen nutrition budget analysis profile and updates to the National Food Security Strategy, these governance bodies can better coordinate priorities and allocate resources effectively.

At the sectoral level, **Programme Management Units** (PMUs) are responsible for the direct implementation of sector-specific interventions, such as health, WASH, education, FSL and social protection. These units rely on MEAL data to monitor the progress of their respective sectors, evaluate outcomes, and identify gaps or bottlenecks that require attention. Sub-nationally, **local authorities and community-based organizations** are crucial users of this data, using it to tailor interventions based on local needs and conditions, ensuring that national policies translate into effective local actions. Governance monitoring also provides insights into transparency, accountability, and inclusivity in decision-making processes, ensuring that no segment of the population is left behind in access to essential services.

MEAL information facilitates collaboration among these stakeholders by establishing common reporting mechanisms and shared accountability structures. This integrated approach allows for better coordination across sectors and governance levels, contributing to the overall effectiveness and sustainability of nutrition efforts in Yemen. By monitoring governance alongside nutrition indicators, stakeholders can foster an environment conducive to sustainable development, resilience, and improved health outcomes for all Yemenis.

Role and Responsibilities of MSNAP Stakeholders

Yemen's Multi-Sector Nutrition Action Plan utilizes a collaborative approach to monitoring, oversight and evaluation to facilitate effective implementation and accountability. Key actors carry out distinct yet complementary functions according to their mandates and expertise.

Government sectors lead the process of ongoing supervision and activity monitoring during project implementation. This involves regularly collecting data and details from field work to track progress against the initial plan and ensure activities are advancing as intended. Through continuous supervision, the relevant ministries obtain information needed to provide guidance and support to executing teams while a program or initiative is underway. Additionally, government sectors are responsible for ensuring Accountability for Affected Populations (AAP), ensuring that interventions are responsive to the needs and rights of those affected by the programs, and that the populations are informed and engaged in decision-making processes related to the interventions.

Sub-national entities also play a crucial role in this process by facilitating local-level monitoring and providing valuable insights into community-specific challenges and needs. They are responsible for ensuring that activities are contextually relevant and effectively address the priorities of the populations they serve. Sub-national authorities can act as a bridge between the government and local communities, helping to relay feedback from the field back to central ministries. This collaborative approach enhances accountability and supports timely decision-making.

The goal is confirming activities stay on schedule and any issues can be addressed promptly to maintain results-focused implementation.

United Nations (UN) organizations play a key role in monitoring to ensure proper execution and alignment with planned timelines and interventions. This involves ongoing data gathering, tracking during implementation, and regular consultations with implementing partners, including civil society organizations (CSOs). The UN's primary role is to provide technical support in program design, implementation, and monitoring, enhancing the effectiveness of sector-led planning and execution.

As sub-donors, UN agencies also monitor the activities of CSOs and implementing partners (IPs) to ensure accountability, responsible grant management, and alignment with funding source requirements. This monitoring function helps identify and address challenges while confirming that activities and goals are realistically pursued as designed at all implementation levels. Through technical assistance and consultative support, UN teams further contribute to the effective and on-target progression of projects, ensuring continuous improvement and accountability throughout the process.

Civil Society Organizations (CSOs) are vital in the implementation process, serving as local leaders for community engagement and accountability. They mobilize community members, gather grassroots insights, and ensure interventions remain relevant to local contexts. By providing feedback on challenges and successes, CSOs facilitate communication between communities and implementing partners, enabling adaptive management.

Additionally, CSOs contribute to capacity building within communities by educating them about their rights and responsibilities regarding the programs. This grassroots involvement enhances the effectiveness, relevance, and sustainability of interventions. Their collaboration with UN agencies and other stakeholders ensures that monitoring and implementation efforts are informed by local realities, creating a robust and responsive framework for achieving program goals.

SUN plays an oversight role to assess performance and impact. At pre-determined checkpoints or upon wrapping up, SUN conducts appraisals of goal accomplishment against what was planned. These assessments draw upon both supervision statistics compiled by executing government entities, in addition to monitoring figures amassed by involved UN agencies using common instruments. The aim of bringing together these sets of data is twofold - ensuring all parties are answerable for their duties and commitments, as well as enabling organizational learning opportunities.

A key function of SUN is to facilitate collaboration among all sectors to review and assess progress collectively. By bringing together representatives from various sectors, SUN ensures that diverse perspectives are considered, fostering a comprehensive understanding of challenges and successes. This collaborative approach enhances accountability among all parties, ensuring they are answerable for their duties and commitments. It also creates valuable opportunities for organizational learning.

Evaluation under SUN's oversight concentrates on examining the appropriateness of the initial design and how well execution translated the planned approach into reality. The emphasis is on discerning what worked efficiently and what can still be enhanced for future similar interventions.

Led by **SYS** or donors either directly or through independent evaluators, the evaluation process aims to conduct an analytical appraisal of a project or program. This involves determining the value, viability and consequences through a comprehensive examination. Key aspects evaluated include factors contributing to both achievements and setbacks during the implementation life cycle, as well as limitations faced, risks encountered, and suggestions for future program development. Unlike monitoring which centers on tracking progress, evaluation casts a wider lens incorporating review of outside influences. Once complete, collaborative planning becomes a joint function where all implementing sectors and organizations capitalize on lessons captured to refine strategies and guidelines in a coordinated way overseen by the responsible entity. This repeated cycle of evaluation and planning ensured by SUN allows for continuous enhancement and scaling of effective practices across Yemen's nutrition response.

Bringing together internal governmental supervision, external partner monitoring and comprehensive oversight/evaluation fosters a culture of mutual accountability. This balanced framework enhances quality, relevance and impact of Yemen's response to malnutrition over time. The collaborative approach also strengthens national ownership and leadership of nutrition programs.

Overall, this model, as shown in the table below, promotes evidence-based decision making, ongoing adaptation, and sustainability of multi-sectoral efforts to address Yemen's nutrition challenges by clearly defining yet aligning the roles of in-country managers, international supporters, and oversight bodies.

Table 1: Role and responsibilities of each party

Stakeholder	Role and Responsibilities
Government Sectors	🔷 **Lead Role:** ✓ Implementation of interventions, activities and sub-activities. ✓ Supervise and monitor activities during project implementation. ✓ Regularly collect data from the field to track progress and ensure alignment with initial plans. Offer guidance and support to implementing teams. ✓ **Ensure Accountability for Affected Populations (AAP)** by engaging with communities, ensuring their rights and needs are respected, and incorporating their feedback into the planning and execution of interventions.
Sub-national Entities	🔷 **Local Impact:** ✓ Facilitate localized monitoring, focusing on community-specific challenges and needs. Ensure activities address local priorities effectively. ✓ Act as intermediaries, providing feedback between communities and central ministries. ✓ **Implementation and sub-national supervsion:** Help implement national plans, ensuring interventions are adapted to the local context and reach beneficiaries. ✓ **Feedback and Data Collection:** Collect data and provide insights into local challenges and needs. ✓ **Coordination:** Act as intermediaries between central ministries and communities, ensuring national policies are executed locally. ✓ **Local Accountability:** Ensure the needs of affected populations are met and interventions remain relevant and effective in the local context.
United Nations (UN)	🌐 **Technical Support & Monitoring:** ✓ Provide technical assistance for program design, implementation, and monitoring. ✓ Track data and assess alignment with objectives. ✓ Monitor CSO/IP activities to ensure proper management of grants and activities.
Civil Society Organizations (CSOs)	🏠 **Community Engagement:** ✓ Lead local community and ensure interventions meet local needs. ✓ Implementation of interventions, activities and sub-activities. ✓ Provide feedback to guide adaptive management. ✓ Educate communities on their rights and responsibilities for program success.
SUN (Yemen)	💥 **Oversight & Collaboration:** ✓ Conduct performance assessments to review progress against goals.

	✓ Coordinate between sectors to ensure collaborative evaluation. ✓ Foster learning, mutual accountability, and alignment across stakeholders.
SYS/Donors	💡 **Evaluation & Strategic Insights:** ✓ Lead or support evaluations to assess project effectiveness. ✓ Analyze factors that contributed to both success and setbacks. ✓ Provide feedback for future improvements and scale-up of best practices.

Components of Monitoring, Evalution, Learning and Accountability (MEAL):

This section outlines the key components of the MEAL system and provides an in-depth look at each process—monitoring, evaluation, learning, and accountability—along with the roles and responsibilities of the various stakeholders.

- ✓ The MEAL system enables stakeholders to:
- ✓ Monitor nutrition interventions across different sectors such as health, food security, WASH, and education.
- ✓ Conduct evaluations to determine the effectiveness and impact of these interventions.
- ✓ Facilitate continuous learning to improve program strategies and adapt to emerging challenges.
- ✓ Ensure accountability by holding all involved parties responsible for achieving the desired nutrition outcomes.

Yemen MSNAP MEAL Framework

Figure below presents the **Monitoring, Evaluation, Accountability, and Learning (MEAL) framework** for Yemen's **Multi-Sectoral Nutrition Action Plan (MSNAP)**. It outlines the roles, responsibilities, and reporting (data flow) mechanisms among key stakeholders involved in nutrition programs, with a focus on monitoring, transparency, accountability, and feedback loops.

Key Stakeholders:

1. **SUN Yemen Steering Committee**
2. **SYS/MOPIC (Ministry of Planning and International Cooperation)**
3. **SYS/Donors**
4. **United Nations (UN)**
5. **Central Government Sectors** (e.g., Health, FSL, WASH, Education, Social Protection)
6. **Sub-National Level (Governorate/District)**
7. **CSOs/Implementing Partners (District Level)**

This framework demonstrates a cohesive integration of actors at national, sub-national, and community levels, supported by strong reporting and feedback systems to enhance the effectiveness of nutrition interventions in Yemen.
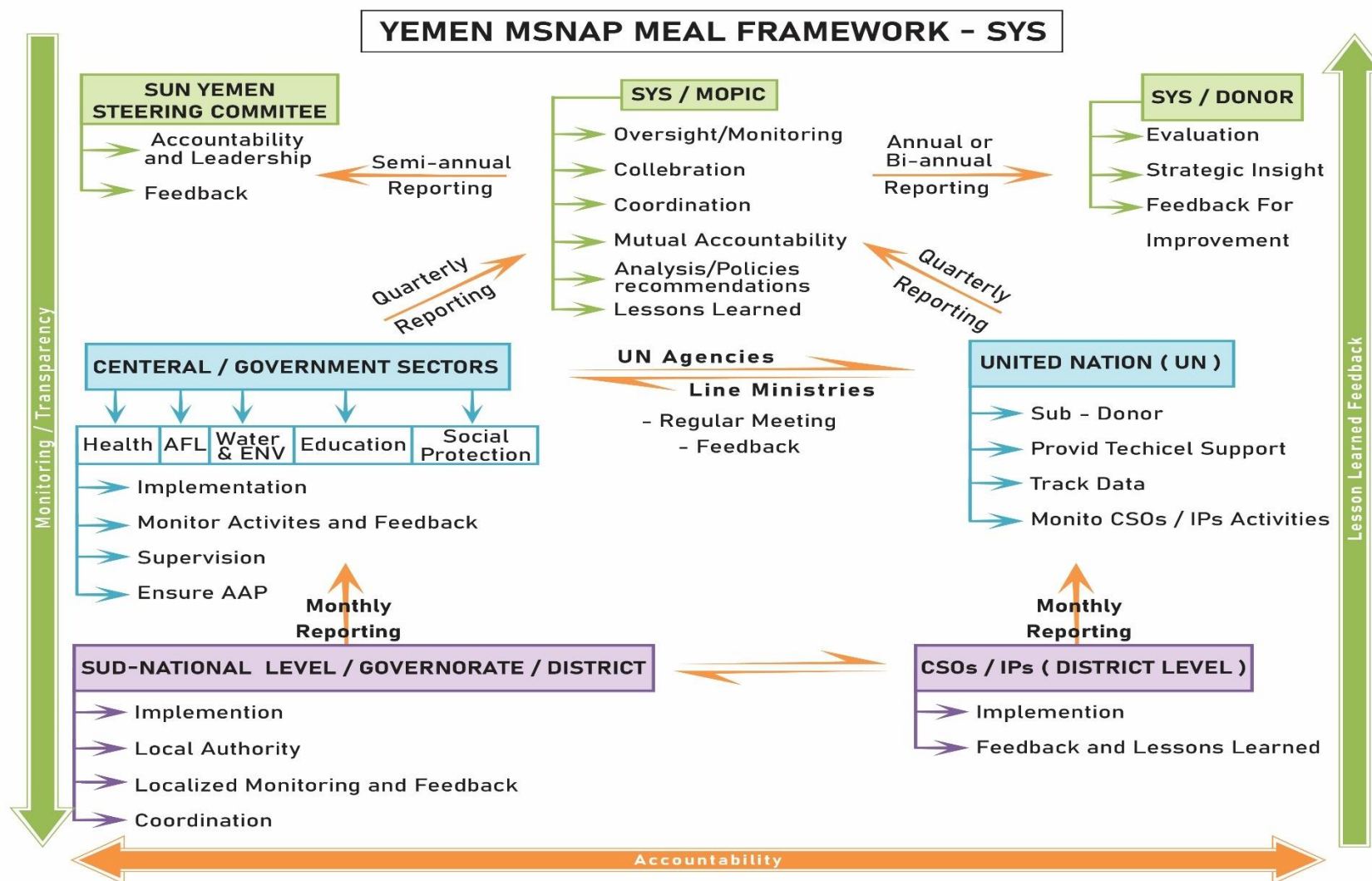
Figure 1: Yemen MSNAP MEAL Framework

1. Monitoring:

Definition: Monitoring involves the continuous collection and analysis of data to track the progress of interventions. It ensures that activities align with objectives and helps detect issues early.

Approach: Monitoring focuses on tracking progress across health, WASH, education, food security, and socioeconomic indicators. It is integrated into a results-based framework using the Common Results Framework (CRF) and sector-specific indicators.

1. **Stakeholder Roles in Nutrition Implementation:**

The implementation of nutrition interventions in Yemen is guided by a multi-sectoral approach, as advocated by **MQSUN+,** emphasizing the need for cross-sectoral collaboration. Key implementers include:

➢ **Government Ministries:** Ministries such as Health, Agriculture, Water, Education, and Social Protection are tasked with implementing nutrition-sensitive programs aligned with Yemen's Multisectoral Nutrition Action Plan (MSNAP). MQSUN+ highlights the importance of aligning these activities with global nutrition strategies, ensuring sector-specific contributions are coordinated.

➢ **UN Agencies**: Organizations like UNICEF, WFP, and WHO provide direct support for nutrition-specific programs, focusing on high-impact interventions such as maternal and child nutrition, therapeutic feeding, and immunization services. MQSUN+ advises on leveraging their technical expertise to enhance local capacities.

➢ **Civil Society Organizations (CSOs):** Local and international NGOs contribute to community-level interventions, focusing on improving Infant and Young Child Feeding (IYCF), WASH, and general nutrition education. MQSUN+ stresses the need for effective local engagement to maximize outreach in rural and conflict-affected regions, areas that often have the highest malnutrition rates.

2. **Sources of Financing for Nutrition Interventions**

Funding streams for Yemen's nutrition programs are diverse, with the **MQSUN+ model** advocating for robust financial tracking mechanisms to ensure efficient resource allocation:

➢ **International Donors:** Most nutrition interventions are financed by international donors such as the World Bank, the European Union, and bilateral donors like USAID and DFID. According to MQSUN+, it is essential to align funding with sectoral priorities, ensuring transparency and accountability.

➢ **Government of Yemen:** Despite budgetary limitations caused by ongoing conflict, the Yemeni government allocates funds to health and nutrition through its Ministry of Health and other line ministries. MQSUN+ emphasizes the importance of governmental ownership of these programs, even if primarily donor-funded, to ensure sustainability.

➢ **Private Sector and Philanthropy**: Although their role is smaller compared to international donors, MQSUN+ encourages the engagement of the private sector in public-private partnerships to enhance innovation and scalability of nutrition-focused interventions.

3. **Sectoral Coverage of Nutrition Interventions**

The coverage of nutrition interventions is critical for improving outcomes, and **MQSUN+** recommends continuous assessment of service delivery to identify gaps and ensure equity:

➢ **Health Sector:** Yemen's health sector, supported by international partners, delivers life-saving nutrition services like the treatment of acute malnutrition and immunization.

MQSUN+ recommends building resilience within the health system to withstand the shocks of ongoing conflict.

- ➢ **Food Security and Livelihoods:** Coverage through food assistance and agricultural support reaches significant portions of the population, though MQSUN+ encourages a focus on more sustainable food systems to reduce dependency on emergency relief.
- ➢ **WASH Sector**: Water and sanitation services are vital for preventing malnutrition-related diseases. MQSUN+ stresses that without clean water and proper sanitation, gains in nutrition outcomes are unsustainable. Challenges in conflict-affected areas remain a key barrier to reaching all communities.
- ➢ **Education Sector:** School feeding programs and nutrition education are concentrated in stable regions, but MQSUN+ urges the expansion of these initiatives to include conflict zones, ensuring that no child is left behind in accessing basic nutrition.

4. Efficiency of Nutrition Interventions

Efficiency in delivering interventions is a key concern, and MQSUN+ highlights several aspects of operational effectiveness:

- ➢ Logistical Challenges
- ➢ Human Resources
- ➢ Coordination

5. Factors Influencing Implementation Success

The success of nutrition interventions is contingent upon various enabling and hindering factors, which MQSUN+ helps to identify and mitigate:

- ➢ **Enabling Factors:**
  - ▪ Strong Collaboration
  - ▪ Technical and Financial Support
  - ▪ Community Engagement
- ➢ **Hindering Factors:**
  - ▪ Conflict and Insecurity
  - ▪ Logistical Barriers
  - ▪ Political Instability
  - ▪ Resource Limitations

2. Evaluation

Definition: Evaluation is a systematic assessment conducted at various stages to determine the effectiveness, relevance, and impact of interventions. It provides insights into whether the overall goals are being met and informs program adjustments.

Approach: Evaluation activities include baseline assessments, mid-term reviews, and impact assessments. These evaluations analyze the effectiveness of sectoral interventions and provide evidence for future planning and resource allocation.

1. Stakeholders' Roles:
- ✓ SUN Secretariat and Donors: Lead evaluations, either directly or through third-party evaluators.
- ✓ UN Agencies: Contribute monitoring data for evaluation purposes.
- ✓ Government Sectors: Provide supervision statistics for evaluation reports.

2. Effectiveness of Interventions in Different Sectors:

The **MQSUN+ approach** emphasizes the need for evidence-based and high-quality interventions that are aligned with national and global nutrition goals. Evaluating the effectiveness of interventions across sectors involves examining their ability to deliver measurable nutrition outcomes and addressing barriers such as conflict, logistical challenges, and funding gaps.

3. Contribution of Interventions to Strategic Outcomes and MSNAP Goals

Evaluating how interventions contribute to strategic outcomes, as guided by MQSUN+, involves assessing the alignment between sectoral activities and the MSNAP's strategic objectives, including reducing malnutrition, improving health outcomes, and fostering long-term resilience.

3. Accountability

Definition: Accountability ensures that stakeholders remain responsible for their contributions to the program's outcomes. It promotes transparency and the proper use of resources, ensuring that goals are achieved efficiently.

Approach: The MEAL plan establishes clear accountability mechanisms through mutual reporting and oversight frameworks. This includes sharing progress reports and ensuring transparency in the allocation of resources.

1. Stakeholders' Roles and Responsibilities:

MQSUN+ advocates for clearly defined roles for all stakeholders involved in nutrition programs. This involves establishing who is responsible for what, ensuring that every stakeholder understands their duties in relation to nutrition outcomes. Key stakeholders typically include:

- ✓ **SUN Yemen Secretariat:** Leads coordination and accountability, ensuring alignment with global standards.
- ✓ **Government Agencies:** Responsible for implementing policies, programs, and collecting data for evaluation.
- ✓ **UN Agencies:** Provide technical support, capacity building, and monitoring data.
- ✓ **NGOs and Civil Society:** Implement interventions at the community level, engaging with beneficiaries.
- ✓ **Donors:** Fund initiatives and evaluate their impact to ensure accountability.

2. Effectiveness of Role Implementation

The MSNAP initiative stresses the importance of effective implementation of roles through systematic monitoring and evaluation mechanisms. Evaluate whether stakeholders are not only aware of their roles but also equipped with the necessary resources and training to carry them out. This can include performance metrics to assess the effectiveness of their contributions, with regular feedback sessions to adapt strategies as needed.

Implementation Effectiveness can be assessed by **Monitoring Mechanisms**, as the presence of monitoring frameworks and feedback loops can clarify if stakeholders are performing as intended.

3. Contributions to Strategic Objectives and Outcomes

Emphasizes the need for interventions to be evidence-based and aligned with national and global nutrition goals. Stakeholder contributions should be measurable and documented, providing insights

into their impact on strategic objectives like reducing stunting and wasting. Track the progress of various interventions and their direct contributions to MSNAP objectives.

Stakeholder Contributions: Evaluating contributions involves assessing progress toward strategic objectives such as reducing malnutrition rates, improving maternal and child health, and enhancing food security.

4. **Actions Needed for Improved Implementation and Contributions**
   - ➢ **Capacity Building:** Invest in training and resources for stakeholders, particularly at the local level, to enhance their ability to implement roles effectively.
   - ➢ **Enhanced Coordination:** Foster collaboration among stakeholders through regular meetings, shared platforms for communication, and joint planning sessions to align efforts and resources.
   - ➢ **Data Utilization:** Ensure that data collected through monitoring is actively used to inform decision-making and program adjustments. Stakeholders should be encouraged to share their findings and insights to create a learning culture.
   - ➢ **Feedback Mechanisms:** Create channels for stakeholders to provide feedback on implementation challenges, allowing for adaptive management of programs.
   - ➢ **Transparency and Accountability:** Develop a structured accountability framework that includes timelines for reporting, performance indicators, and roles in evaluation processes. Foster transparency by publicly sharing evaluation findings and action plans to address any identified gaps or challenges.

5. **Feedback Mechanisms with Accountability to Affected Populations (AAP) Integration**

Integrating AAP principles into feedback mechanisms enhances the overall accountability framework of MSNAP. By ensuring that affected populations have a voice in the decision-making process and that their feedback leads to tangible changes, stakeholders can foster a more responsive and effective nutrition intervention program.

6. **Accountability Steps:**
   - ➢ The first step involves sharing the monitoring tool (annex named tool) with government and UN counterparts pre-implementation to foster engagement and common understanding from the start.
   - ➢ During execution as the second step, activities are categorized as complete, ongoing or delayed using the tool (annex named tool). This facilitates adaptive management and timely course corrections.
   - ➢ Post-activity reports as the third step comprehensively document lessons captured using tool (annex named tool). Knowledge management strengthens future planning.

Collectively, these three-step monitoring processes provide transparency and facilitate mutual accountability between stakeholders. Continuous learning further supports evidence-based decision making and continual performance enhancement based on challenges encountered.

Overall, this results-focused monitoring approach appropriately balances oversight responsibilities with fostering cooperative partnerships—critical to successfully achieving nutritional goals through coordinated multi-sectoral efforts.

Pre-Activity Implementation Accountability:

At the initial project set up phase, the monitoring tool to be utilized during execution was shared with UN partners and leadership from each relevant government sector.

Key questions the tool addressed to facilitate transparency and joint understanding included:

- ✓ What specific activities are planned to be undertaken?
- ✓ What was the rationale for selecting this particular sector?
- ✓ What is the anticipated timeline for conducting the planned activities?
- ✓ Approximately how long will each activity take to complete?
- ✓ What indicators will be used to routinely track progress of these activities?

By engaging stakeholders at the outset and obtaining input into the monitoring plan, this ensured alignment between all parties on the activities, approach and metrics prior to commencement of implementation

During-Activity Implementation Accountability

SUN will take the lead in developing quarterly progress reports using a tracking tool. Activities will be grouped into three categories:

- ▪ Ongoing Activities:

Regular updates will outline goals attained against planned milestones on a quarterly basis.

- ▪ Completed Activities:

Completion reports will provide a review of implementation, including an examination of achievements and challenges.

- ▪ Behind Schedule or Stalled Activities:

For activities not progressing as planned, situation reports will be produced to:

- ✓ Identify and analyze the underlying causes of delays in meeting timebound targets
- ✓ To effectively address emerging barriers, a quarterly notice period is recommended. This ensures that reports from Q1 are discussed and finalized by the end of Q2, aligning with the tracking exercise for timely adjustments.
- ✓ Determine if obstacles can be mitigated through collaborative work with UN and government counterparts
- ✓ Specify if budgets will need to be realigned to other initiatives should challenges prove insurmountable
- ✓ Document lessons learned during implementation, using this information as part of an advocacy tool to improve the program. This is linked with the 'learning' aspect, ensuring that knowledge gained from challenges and successes is shared to enhance future interventions.

The reports will explore adjusting schedules, approaches or solutions to help get delayed efforts back on the path to fulfill intended objectives. If completion remains unfeasible despite remediation attempts, reports will facilitate discussions on prudently applying resources elsewhere.

This process will bring transparency to setbacks and foster well-informed decision making through solutions-focused engagement between parties. The aim is to resolve issues wherever possible or appropriately course-correct alternative activities.

Post-Activity Implantation Accountability

For all concluded activities, a comprehensive report will be compiled including:

- Relevant documentation of implementation
- Indicators employed to measure progress
- Key learnings identified
- Suggestions for enhancement

4. Learning

Definition: Learning involves the ongoing process of using data and feedback to improve interventions. It focuses on incorporating lessons learned from past activities to adapt and enhance future strategies.

Approach: The MEAL plan promotes continuous learning through the systematic sharing of results and lessons learned. It facilitates collaboration and knowledge exchange between different sectors, enabling stakeholders to adapt their strategies based on new insights.

1. **Stakeholders' Roles:**
   - ✓ SUN Secretariat: Drives learning by organizing data-sharing platforms and incorporating feedback from stakeholders.
   - ✓ UN Agencies and Government Sectors: Engage in reviewing lessons learned to refine policies and practices.
   - ✓ Local Authorities and Community-Based Organizations: Use data for local-level adaptations and tailored interventions.

2. **Identifying Effective Interventions**

The MEAL plan will track and highlight nutrition interventions that are working well, such as the Community-Based Management of Acute Malnutrition (CMAM), maternal health programs, WASH interventions, and school feeding programs. These interventions will be prioritized for continued support and potential scaling, as they have demonstrated positive outcomes in improving nutrition and health indicators.

3. **Addressing Challenges in Implementation**

The MEAL plan will assess key factors that enable or hinder implementation and effectiveness. Positive factors **like strong community engagement** and **effective partnerships** will be enhanced, while barriers such as **conflict**, **logistical constraints, and funding gaps** will be continuously monitored and mitigated through adaptive strategies.

4. **Assessing Factors Affecting Implementation and Impact**

Based on ongoing learning, the MEAL plan will include recommendations for future improvements. This will involve:

- ✓ **Enhancing multi-sectoral coordination** between nutrition-sensitive and nutrition-specific interventions.
- ✓ **Focusing on sustainability** by shifting from emergency food aid to long-term agricultural development and food security.
- ✓ **Expanding community-based approaches** to improve service delivery in hard-to-reach areas.
- ✓ **Strengthening data collection and adaptive learning** to ensure data-driven decision-making.
- ✓ **Securing long-term funding** commitments to align with MSNAP's strategic goals.

By integrating these components, the MEAL plan will ensure continuous learning, accountability, and improvement, contributing to the successful achievement of Yemen's nutrition goals under the MSNAP.

5. Adapting and Strengthening Future Interventions

MQSUN+ emphasizes that learning should be integrated into the **adaptive management cycle**, where evidence from monitoring and evaluation is used to inform changes in program design. The MEAL plan should adopt real-time **data feedback loops**, allowing for continuous adaptation based on field realities and emerging challenges.

➢ **Strengthen Multi-Sectoral Integration and Coordination:** The MEAL plan should enhance collaboration across nutrition, health, WASH, and food security sectors, ensuring joint planning and monitoring to achieve the main nutrition goals.

➢ **Focus on Long-Term Sustainability**: Shift from emergency food aid to sustainable, nutrition-sensitive agricultural programs to build resilient food systems and improve household food security for lasting impacts on malnutrition.

➢ **Expand Community-Based and Mobile Interventions**: Increase community-led approaches, particularly in hard-to-reach and conflict-affected areas, by scaling up mobile health and nutrition services and utilizing local health workers.

➢ **Enhance Monitoring, Data Collection, and Adaptive Learning**: Incorporate digital tools for real-time data collection and analysis to enable informed decision-making and flexible adaptations, especially in remote areas.

➢ **Increase Capacity Building and Local Ownership:** Focus on training local authorities, civil society organizations (CSOs), and community health workers to ensure they can manage and sustain nutrition interventions effectively.

➢ **Secure Sustainable and Long-Term Funding:** Encourage a shift from short-term emergency funding to long-term, flexible financing that aligns with national nutrition goals, supporting a comprehensive response to malnutrition.

These points outline a strategic approach to improving nutrition interventions through multi-sectoral collaboration, sustainability, community engagement, and robust funding mechanisms.

YEMEN MSNAP Vision

MSNAP Vision: <u>Ending all forms of malnutrition in Yemen helps ensure that all Yemenis, especially women and children, reach their full potential and contribute to the sustainable achievement of national social, economic, and peacebuilding goals.</u>

In the **Theory of Change (TOC)** for the Multi-Sectoral Nutrition Action Plan (MSNAP), the vision of **"Ending all forms of malnutrition in Yemen**" serves as the overarching impact that the plan aims to achieve. The TOC outlines the pathway from inputs and activities across various sectors to long-term improvements in nutrition and well-being. At the heart of the TOC is the recognition that addressing malnutrition requires a multi-sectoral, coordinated approach that spans interventions in health, food security, WASH, education, and social protection.

The vision is integrated into the TOC as the ultimate impact, under which key outcomes and strategic objectives are framed. The TOC visualizes how strengthening healthcare systems, improving access to nutritious food, ensuring clean water and sanitation, and promoting nutrition education will lead to intermediate outcomes, such as reduced malnutrition rates, enhanced maternal and child health, and improved food security. These outcomes are directly linked to achieving the long-term vision, which not only focuses on eradicating malnutrition but also on enabling **all Yemenis, especially women and children, to reach their full potential** and contribute to the sustainable development and peacebuilding of the country.

By aligning all sectors under this shared vision, the TOC ensures that each intervention contributes to a holistic, integrated response that addresses both the immediate and underlying causes of malnutrition, leading to sustained progress toward national social, economic, and peacebuilding goals.

Indicators for MSNAP Impact, Outcomes, and Strategic Objectives

In the context of the Multi-Sectoral Nutrition Action Plan (MSNAP), indicators play a crucial role in measuring progress toward achieving its overall goals. These indicators provide a framework for tracking the impact, outcomes, and strategic objectives across various sectors, including health, nutrition, food security, WASH, social protection and education. As a tool for effective planning, monitoring, and evaluation, these indicators help assess the effectiveness of interventions in reducing malnutrition, improving health outcomes, and building long-term resilience.

The development of **indicators within the MSNAP** is guided by a **Theory of Change (TOC)**, which outlines the pathways through which the desired impacts are expected to occur. The TOC illustrates the relationships between inputs (resources and activities), outputs (immediate results of interventions), outcomes (short- and medium-term effects), and impact (long-term improvements in nutrition and health). By identifying critical assumptions and potential barriers, the TOC helps ensure that interventions are not only aligned with strategic objectives but also adaptable to changing contexts.

Indicators are organized at different levels to track the Impact Indicators, Outcome Indicators, and Strategic Objective Indicators.

The integration of multi-sectoral indicators, in alignment with the **TOC**, ensures that MSNAP interventions are monitored comprehensively, enabling data-driven decision-making and adaptive management to achieve sustainable nutrition outcomes.

Yemen MSNAP Impact indicators

Impact indicators measure a **program's long-term effects**, as illustrated in the table below. They help evaluate whether the **overall goal** was achieved.

Table 2: MSNAP goal, Indicators, Baseline and Target:

Goal	Indicator	Baseline	National Target	Reference for Indicator
To achieve sustainable reductions in all forms of malnutrition, with emphasis on undernutrition, through the implementation of evidence-based multisectoral actions.	Reduce the prevalence of stunting among children under 5	**46.5%**	**less than 36.5%**	MOPHP Nutrition Strategy
	Reduce the prevalence of wasting among children under 5	**16.4%**	**less than 10%**	MOPHP Nutrition Strategy
	Reduce the prevalence of Low Birth Weight from the current level	**23%**	**less than 16%**	MOPHP **MNH** Strategy
	Prevalence of Anemia (children U5)	86.3%	50%	MOPHP Nutrition Strategy& MNH Strategy
	Prevalence of Anemia (PLW)	70.6%	50%	MOPHP Nutrition& MNH Strategy
	Reduced underweight (low BMI) for women	23.4%	40% reduction from the baseline[1]	MOPHP MNH Strategy

Key Approach: Regularly track stunting rates through national surveys (e.g., Demographic and Health Surveys (DHS) or Multiple Indicator Cluster Surveys (MICS), or Standardized Monitoring Assessment for Relief and Transition Method (SMART)). Additionally, monitor growth monitoring programs at the community level.

Yemen MSNAP Outcome indicators

Outcome indicators demonstrate progress towards the seven Strategic Objectives (SOs), shown in the table below. They represent the Key Performance Indicators (KPIs) per strategic objective and reflect the program's intermediate results.

Table 3: MSNAP Outcomes , Indicators, Baseline and Target:

Outcomes	Indicator	Baseline	National Target	Reference for Indicator

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[1] Ref: Global Nutrition Targets

Outcome 1: Sustainably improved e diets, nutrition intake and feeding practices throughout the lifecycle	Minimum Dietary Diversity - MDD (children)	**30.3%**	40-45%[2]	SMART
	Household Dietary Diversity (HDDS)	According to FAO and WFP reports, current Proportion of Households with Low HDDS (<4 food groups): Approximately 60–70%	Reduce the percentage of households with low HDDS to 30% or less by 2030, ensuring at least 70% of households achieve acceptable dietary diversity((5-12 Food Group)) [3]	FAO and WFP
	Increase exclusive breastfeeding (EBF) rates of infants 0-6 months	**20%**	50%	MOPHP Nutrition Strategy
	Increase MAD for U5	**11.5%**	50%[4]	SMART
	Prevalence of wasting among PLW from the current level	**PW: 27.2%** **LW: 23.6%**	30% reduction[5]	SMART
Outcome 2: Sustainably improved care, feeding practices, and services/ environment	Reduce under-five mortality from diarrhea	**43.3%**	**Reduce by** 50% from baseline[6]	SMART
	Reduce under-five mortality from pneumonia and ARIs	**54.7%**	**Reduce by** 50% from baseline[7]	SMART
	Reduced fever diseases among children	**59.6%**	**Reduce by** 50% from baseline[8]	SMART
	% of Hand Washing after toilet	44.6%	Above 90%	SMART

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[2] The Global Nutrition Targets 2025 set by the World Health Organization (WHO) for dietary diversity usually aim for a 10-20% increase in key indicators like MDD
[3] SDG Indicator 2.1.1: Tracks global progress toward improving food security and dietary diversity
[4] Global Nutrition Targets 2025
[5] Global Nutrition Targets 2025
[6] Sustainable Development Goals (SDGs), Global Nutrition Targets 2025, and global health strategies
[7] Sustainable Development Goals (SDGs), Global Nutrition Targets 2025, and global health strategies
[8] Sustainable Development Goals (SDGs), Global Nutrition Targets 2025, and global health strategies

	% of Hand Washing before meal	47.8%	Above 80%	

These two outcomes align closely with UNICEF's conceptual framework for addressing malnutrition, which emphasizes three key pillars: food, care, and practices.

Outcome 1 focuses on sustainably improving diets, nutrition intake, and feeding practices throughout the lifecycle. This addresses the **food and practice** component by ensuring access to adequate and nutritious food, promoting dietary diversity, and supporting appropriate feeding practices, particularly during critical life stages such as infancy and early childhood. By improving the availability and consumption of nutritious foods, this outcome directly contributes to reducing undernutrition and promoting better health outcomes.

Outcome 2 centers on sustainably improving care, feeding practices, and the overall service environment. This outcome ties into the **care/practices** and services/healthy environment pillars of UNICEF's framework. It emphasizes the importance of nurturing environments, promoting proper caregiving behaviors, and enhancing access to essential health, nutrition, and WASH services. By fostering improved care and hygiene practices, as well as ensuring the availability of supportive health services, this outcome contributes to building a healthier environment for children and caregivers, reducing the risk of malnutrition and enhancing child development.

Together, these two outcomes create a comprehensive approach that covers UNICEF's focus on improving **food, care/practice** and **services**, addressing both the immediate and underlying causes of malnutrition.

Key Approach: Regularly track the indicators of two outcomes through national surveys (e.g., Demographic and Health Surveys (DHS) or Multiple Indicator Cluster Surveys (MICS), or Standardized Monitoring Assessment for Relief and Transition Method (SMART)). Additionally, Nutrition Surveillance Systems (National or sub-national nutrition surveillance systems, often managed by Ministries of Health (MOPHP in Yemen)), Health Management Information Systems , WFP Food Security and Vulnerability Assessments (FSVA), UNICEF/WHO Joint Monitoring Programme (JMP) for Water Supply and Sanitation, Routine Monitoring Reports (from Ministries and UN Agencies).

Yemen MSNAP Strategic Objective Indicators

Strategic objectives quantify the delivery and achievement of planned program interventions, activities, and services, as demonstrated by the completion of scheduled tasks. As outlined in the tables below, these objectives are measured by specific indicators that track progress across various MSNAP sectors, including **health, nutrition, WASH, education, food security/livelihoods (FSL),** and **social protection**. These indicators provide a clear framework for monitoring progress in each sector to ensure the successful implementation of the MSNAP. In addition, the plan includes two additional strategic objectives: **increasing the contribution of multisectoral nutrition actions to food systems transformation, climate mitigation and adaptation, and peacebuilding**, and **strengthening the enabling environment for sustainable and impactful multisectoral nutrition actions.** These objectives contribute to improving resilience, sustainability, and collaboration across sectors, aligning with national development priorities.

The detailed table in the annex titled **"Yemen MSNAP Strategic Objective Indicators"** outlines all indicators associated with each strategic objective, organized by sector. It includes the following critical data:

1. **Baseline Values**: Current levels or measurements for each indicator, serving as a starting point for progress tracking.
2. **Targets**: Includes both **national and global targets**, aligned with Yemen's strategic goals and international benchmarks.
3. **Means of Verification**: The specific data sources or tools (e.g., surveys, administrative data, program reports) that will be used to validate progress.
4. **Frequency of Monitoring**: Specifies how often each indicator will be assessed (e.g., annually, biannually, quarterly).
5. **Data Sources**: Identifies the origin of the data (e.g., DHS, MICS, sectoral databases, or administrative systems).

These indicators, along with their associated data, have been carefully compiled and thoroughly reviewed through collaborative discussions with the NIS Working Group and relevant sectors. They form a robust foundation for the monitoring framework, serving as critical tools for tracking, assessing, and evaluating progress toward achieving each strategic objective outlined in the Yemen MSNAP.

Together, these three classes of metrics - Impact, Outcome and SO - capture a nutrition initiative's effectiveness across various phases, from implementation through to impacts. This comprehensive monitoring approach provides insights into a program's progress towards its objectives over both the short and long-term. The interlinked indicators form a results chain to assess performance at each stage.

Yemen MSNAP Interventions, Activities and Sub-activities indicators

Monitoring interventions, activities, and sub-activities through indicators outlined in the **Common Results Framework (CRF)** is a crucial component of the Multi-Sectoral Nutrition Action Plan (MSNAP). This monitoring process ensures that the various interventions aimed at reducing malnutrition are implemented effectively and are aligned with strategic objectives. Each indicator serves as a measurable benchmark, enabling stakeholders to track progress, assess the effectiveness of interventions, and identify areas requiring adjustments. By systematically collecting and analyzing data related to these indicators, program implementers can determine the extent to which activities are achieving their intended output.

The **accountability steps** in the Monitoring, Evaluation, Accountability, and Learning (MEAL) section further enhance the effectiveness of monitoring. These steps outline the responsibilities of various stakeholders, including government sectors, UN agencies, and civil society organizations (CSOs), ensuring a collaborative approach to monitoring. Regular oversight and supervision are vital to confirming that all interventions are progressing as planned. By employing a comprehensive monitoring framework, stakeholders can maintain transparency, address challenges promptly, and ensure that program activities remain focused on achieving the overall goals of the MSNAP.

In addition to tracking progress, the monitoring of indicators related to interventions and activities also fosters an environment of continuous **learning and improvement**. The data collected through monitoring processes can inform decision-making and strategy adjustments, allowing for adaptive management of programs. By engaging stakeholders in regular reviews and feedback sessions, the MSNAP can promote a culture of accountability and shared ownership, enhancing the effectiveness and sustainability of multisectoral nutrition actions. Ultimately, this rigorous monitoring approach, anchored in the indicators outlined in the CRF, is essential for ensuring that interventions translate into meaningful impacts on malnutrition in Yemen.

Data Management

Data Flow

Ensuring timely data flow and results reporting among various implementers and central-level line ministries will be a primary focus area for the MSNAP. Within the government sector, the Ministry of Planning and International Cooperation (MOPIC) and line ministries already have established institutional arrangements for sector-specific data reporting and planning. To systematically integrate evidence from non-governmental actors, data reporting and review will be prioritized in SUN Yemen network meetings, cluster meetings (as long as the humanitarian cluster system remains activated), and National Steering Committee meetings. The SUN Yemen Secretariat will serve as a central hub for reviewing reported figures and information from various sectors before presenting multisectoral progress on the different priority areas to the National Steering Committee.

Within each sector or constituency, protocols will be implemented for field-level monitoring and routine data review. Both SUN Yemen and Steering Committee members will receive capacity-building training in data collection, data quality assurance, data interpretation, and effective data utilization. This systematic approach will enhance the overall effectiveness of the MSNAP by fostering collaboration and ensuring that all stakeholders have access to accurate and actionable data for decision-making.

The designated units within each sector will collect, consolidate, review, and ensure the quality of evidence from various implementers and implementation sites before reporting the consolidated indicator data to SUN Yemen on a quarterly basis. SUN Yemen will then assess and validate this evidence across sectors and stakeholders, following the CRF for interventions and activities. For most indicators related to impact and outcomes, which rely on national surveys as discussed in Section XX above, SUN Yemen will compile and present this evidence on progress to the Yemen National Steering Committee on a semiannual basis.

Data Source

Data will be collected using an electronic tool and platforms to streamline the flow of information from various sectors. The MOPIC/ SYS currently oversees an interactive database known as the **Yemen MSNAP Dashboard**. This online tool is instrumental for tracking data related to MSNAP's impact, outcomes, and strategic objectives, allowing for the monitoring of trends over time. The **Yemen MSNAP Dashboard** serves to track key sectors, including health, food security and livelihoods (FSL), water, sanitation, and hygiene (WASH), education, as well as social protection, while providing insights into their locations, objectives, and outreach. This dashboard represents a solid foundation for enhancing the Monitoring, Evaluation, Accountability, and Learning (MEAL) framework for a multi-stakeholder nutrition response. However, it is equally important to engage stakeholders in their existing contexts regarding data collection, reporting, and management.

Data Quality Assurance

Data Quality Assurance (DQA) ensures that the data collected for programs and interventions is accurate, reliable, and actionable, ultimately contributing to effective and evidence-based decision-making. Here are several key functions of DQA, informed by MQSUN+ recommendations:

1. **Ensuring Accuracy and Reliability**: DQA involves systematic processes to verify that data collected reflect true and consistent measurements. Following MQSUN+ guidelines, organizations should conduct regular audits and validation checks to compare reported data against original source documents. By implementing rigorous data verification protocols, discrepancies can be identified and

addressed promptly, enhancing the credibility of findings and supporting accountability among stakeholders.

2. **Standardization of Data Collection Methods**: To uphold high data quality, standardized tools and procedures must be utilized across all sectors and stakeholders. This includes developing clear guidelines for data collection, employing standardized questionnaires, and providing comprehensive training for data collectors. MQSUN+ emphasizes the importance of consistent metrics and methodologies, facilitating comparability and integration of data across different nutrition interventions. This approach fosters a comprehensive understanding of nutritional outcomes and enhances the alignment of efforts across sectors.

3. **Timely Data Review and Feedback**: DQA encompasses not only the initial data collection phase but also the ongoing review and feedback mechanisms essential for effective program management. Establishing regular timelines for data analysis allows for real-time monitoring of nutrition programs, enabling stakeholders to make informed decisions based on the latest data. Creating feedback loops where data collectors and program implementers can communicate about data issues is crucial for cultivating a culture of continuous improvement and learning, in line with MQSUN+ principles.

4. **Capacity Building:** Ensuring high-quality data is not solely about processes but also about empowering people involved in data collection and management. Training and capacity-building initiatives should focus on enhancing the skills and understanding of data quality principles among staff. MQSUN+ advocates for continuous education on data management practices, the importance of accurate reporting, and how to utilize data effectively for decision-making. By fostering a well-trained workforce, organizations can enhance the integrity and reliability of the data collected.

5. **Incorporating Stakeholder Input:** Engaging stakeholders in the DQA process is vital to understanding the context and challenges of data collection. Stakeholders, including local communities and implementing partners, can provide valuable insights into the usability of data and the practical challenges faced during collection. Their feedback can help refine data collection tools and processes, ensuring that the data collected is relevant and useful for programmatic decisions, in accordance with MQSUN+ guidance on community engagement.

6. **Use of Technology**: Leveraging technology can significantly enhance DQA efforts. Tools such as mobile data collection applications, automated data validation algorithms, and cloud-based platforms for data storage and sharing streamline data management processes. MQSUN+ encourages the use of innovative technologies to facilitate real-time data analysis and visualization, allowing for quicker identification of data quality issues and trends in nutritional indicators.

By implementing these DQA strategies in line with MQSUN+ principles, stakeholders can enhance the integrity of the data collected, leading to more effective interventions and improved nutritional outcomes. Quality data is the cornerstone of evidence-based decision-making and accountability in nutrition programming, ultimately contributing to the overarching goal of reducing malnutrition and improving health and well-being for vulnerable populations.

Risk Management:

Within the context of the MQSUN+ framework, effective risk management in Monitoring, Evaluation, Accountability, and Learning (MEAL) systems for nutrition programs is vital to ensure program reliability, data validity, and continuous improvement. The following aspects outline risk management in MEAL under MQSUN+ principles:

Identification of potential risks and challenges to effective MEAL.

MEAL processes face various challenges that may affect data collection, analysis, and utilization, impacting overall program effectiveness. Key risks include:

> ➢ **Data Quality and Integrity:** Poor data quality due to inconsistent data collection methods, insufficient training of field staff, and inaccuracies in data entry can compromise insights into program performance.
> ➢ **Resource Limitations:** Limited funding, human resources, or infrastructure may hinder the full implementation of MEAL processes, reducing the reliability of data gathered from remote or conflict-affected areas.
> ➢ **Security and Accessibility:** In high-risk or conflict-affected areas, data collection and monitoring teams may face access issues, making it difficult to reach certain populations, leading to data gaps.
> ➢ **Stakeholder Engagement:** A lack of alignment among stakeholders (e.g., government, UN agencies, and community organizations) on MEAL objectives can lead to fragmented data and inconsistencies in how indicators are defined and tracked.

Mitigation strategies to address identified risks and ensure the reliability and validity of MEAL data.

To counteract these risks, it's crucial to implement mitigation strategies that ensure data reliability, validity, and comprehensive coverage. Some strategies include:

> ➢ **Strengthening Data Quality Assurance Processes:** Establish protocols for regular data quality assessments, such as verification checks, standardization of data collection tools, and calibration of methods across stakeholders.
> ➢ **Capacity Building:** Training programs for data collectors, supervisors, and analysts enhance data collection skills, limit errors, and ensure adherence to MEAL standards.
> ➢ **Alternative Data Collection Methods**: Use remote data collection tools (e.g., mobile-based surveys via KOBO) when security risks prevent field access, allowing for continuity in data collection.
> ➢ **Clear Communication and Stakeholder Alignment:** Conduct regular meetings with partners and stakeholders to ensure alignment on MEAL processes, data sharing protocols, and definitions of key indicators.

Gap of data

In MEAL, data gaps arise when some aspects of program progress are underreported, or data is entirely missing. Factors leading to data gaps include limited access to certain populations, resource constraints, and delayed or incomplete reporting. To address these gaps:

> ➢ **Mapping Gaps:** Identifying specific areas where **data is consistently missing** allows program managers to allocate additional resources or implement targeted solutions, such as adding more field teams in inaccessible areas.
> ➢ **Adaptive Monitoring:** Employ flexible data collection methods to capture missing information when new access points emerge or when additional resources become available.
> ➢ **Data Triangulation**: Use multiple data sources to cross-verify and **fill gaps**, **improving data robustness**. For instance, local-level facility records, community surveys, and mobile data can complement field data to enhance overall accuracy.

ANNEXES:

Annex 1: Monitoring and Evaluation Templets by sector

Annex 5: Tools for MEAL reporting

Annex 6: Yemen MSNAP Strategic Objective Indicators