### Yemen

# Country programme document 2012-2015

The draft country programme document for Yemen (E/ICEF/2011/P/L.13) was presented to the Executive Board for discussion and comments at its 2011 second regular session (12-15 September 2011).

The document was subsequently revised, and this final version was approved at the 2012 first regular session of the Executive Board on 10 February 2012.





Basic data <sup>†</sup> (2009, unless otherwise stated)	
Child population (millions, under 18 years)	12.1
U5MR (per 1,000 live births)	66
Underweight (%, moderate and severe, 2003)	43
Maternal mortality ratio (per 100,000 live births, 2002-2003)	$370^{a}$
Primary school enrolment (% net, male/female, 2008)	79/66
Survival rate to last primary grade (%, 2006)	73
Use of improved drinking water sources (%, 2008)	62
Use of improved sanitation facilities (%, 2008)	52
Adult HIV prevalence rate (%)	_
Child labour (%, 5- to 14-year-olds, 2006)	23
Birth registration (% under 5 years, 2006) (male/female, urban/rural, poorest/richest)	22 22/22, 38/16, 5/50
GNI per capita (US\$)	1 060
One-year-olds immunized against DPT3 (%)	66
One-year-olds immunized against measles (%)	58

<sup>&</sup>lt;sup>†</sup> More comprehensive country data on children and women can be found at http://www.childinfo.org/.

#### Summary of the situation of children and women

- 1. Yemen presents a complex environment where political, economic and security challenges determine how successfully and equitably an integrated development and humanitarian agenda can be implemented. It has the highest poverty rates in the Middle East, with 45 per cent of Yemenis living on less than \$2 a day. One third of the people are food-insecure. Yemen consistently ranks last in the Global Gender Gap Index. Gender disparities are deeply rooted in cultural traditions, inhibiting women from equal access to basic services, job opportunities and civic participation. Yemen ranks low on the human development index and is unlikely to meet any of the Millennium Development Goals or to achieve the targets of *A World Fit for Children*.
- 2. While Yemen has made progress in primary school net enrolment, it remains insufficient to realize the Millennium Development Goal or Education for All targets. Despite a declining trend since 1990, rates of maternal, child and under-five mortality (U5MR) remain high. Neonatal mortality contributes to 80 per cent of infant mortality. A key underlying cause of child mortality arises from widespread and worsening malnutrition. Around 49 per cent of under-five children are stunted,

<sup>&</sup>lt;sup>a</sup> 210 deaths per 100,000 live births is the adjusted 2008 estimate developed by the Maternal Mortality Estimation Interagency Group (WHO, UNICEF, UNFPA and the World Bank, together with independent technical experts), adjusted for underreporting and misclassification of maternal deaths. For more information, see www.childinfo.org/maternal\_mortality.html.

<sup>&</sup>lt;sup>1</sup> UNDP Yemen, 2010.

<sup>&</sup>lt;sup>2</sup> World Food Programme Yemen, Comprehensive Food Security Survey, 2010.

and 15 per cent suffer moderate or severe wasting.<sup>3</sup> Childhood killer diseases like pneumonia and diarrhoea add to the mortality and morbidity.

- 3. Malnutrition is implicated in at least half of U5MR. National-level statistics often mask even greater inequities at the subnational level. The U5MR is 68 per cent higher among the poorest one-fifth of the population than among the richest; delivery by a skilled birth attendant is 331 per cent lower among the poorest one fifth; 488 per cent of urban residents have improved sanitation, compared to 30 per cent in rural areas; rural girls lag in primary school enrolment due to poverty, insecurity, deteriorated school infrastructure, overcrowding, traditional attitudes toward girls' education and a severe lack of quality schooling; women represent only 25 per cent of teachers, and only 9 per cent in rural areas.
- 4. Achievement of basic rights for children and women is further challenged amid interlinked chronic and acute needs and emergencies. Thousands of children and women have been displaced in the protracted Sa'ada conflict since 2009, comprising almost 70 per cent of more than 340,000 internally displaced persons.<sup>5</sup> Despite the cessation of hostilities, humanitarian space remains limited, and only 10 per cent of internally displaced people have returned home because of a lack of security and basic services. Yemen continues to receive increasing numbers of refugees and migrants in the south and northeast fleeing crisis and conflict in the Horn of Africa, totalling 53,800 assistance-seekers in 2010.<sup>6</sup> This further burdens already weak basic service delivery. Widespread, severe vulnerabilities are both consequences of and driving factors for further instability and crisis.
- 5. Many of the development and humanitarian challenges in Yemen can be linked to its deep child protection crisis. The justice and social welfare systems do not conform to international norms and traditional harmful practices remain widespread, as noted in the 2009 Universal Periodic Review. Specifically, child marriage and female genital cutting are common. Genital cutting affects 23 per cent of women and girls nationally, and over 90 per cent in three coastal governorates. There are widespread violations of the country's commitments under the Millennium Development Goals, Convention on the Rights of the Child and International Labour Organization Conventions 138 and 182, as well as A World Fit for Children.
- 6. Significant further improvement is needed to make the child protection system more proactive and rights-based, but it is hampered by inadequate knowledge and skills of professionals such as social workers. The difficulty in addressing these gaps is compounded by the lack of reliable, disaggregated data, which inhibits decision-makers' ability to both target the most vulnerable and track progress on interventions. It also impedes advocacy efforts on behalf of those suffering the greatest inequalities and deprivations.

<sup>&</sup>lt;sup>8</sup> Ministry of Public Health and Population, 2002.





<sup>&</sup>lt;sup>3</sup> UNICEF Regional Office for Middle East and North Africa, Health Equity Study, 2009-2010.

<sup>&</sup>lt;sup>4</sup> UNICEF, State of the World's Children, 2010.

<sup>&</sup>lt;sup>5</sup> UNHCR, 2010.

<sup>6</sup> UNHCR, 2011.

<sup>&</sup>lt;sup>7</sup> Demographic Health Survey, 2003.

## **Key results and lessons learned from previous cooperation,** 2007-2011

#### **Key results achieved**

- 7. UNICEF supported the Government of Yemen in developing a national nutrition strategy to tackle high malnutrition and micronutrient deficiencies among under-five children and pregnant women. The strategy forms the basis for scaling up interventions and integration with food and water security strategies. This builds upon recent improvements in the reporting mechanism on malnutrition, which has resulted in significant increases in the number of children referred by volunteers, and subsequently higher treatment rates. Further contributing to reductions in child mortality, as a direct result of UNICEF support, are elimination of measles and neonatal tetanus, vitamin A supplementation and polio eradication measures with routine immunization. Yemen has been certified polio-free by the World Health Organization.
- 8. Enrolment rates for girls in UNICEF-supported child-friendly schools, at 88 per cent, has kept pace with boys' rates. This is a remarkable achievement considering that female enrolment nationally is only 73 per cent that of males. Enrolment has been encouraged by integrating 1,000 female teachers into the civil service in rural areas of five governorates. Around a third of these teachers, 377, were trained and financially supported by UNICEF for a period of three years, and the others by the Japan International Cooperation Agency and the World Bank. Together with the government policy to abolish school fees, this influx of female teachers is expected to further accelerate girls' enrolment and retention.
- 9. UNICEF investments in juvenile justice reforms are slowly but steadily achieving results. Advocacy for abolishment of executions of children has contributed to building a broad base of support for systemic reforms.
- 10. In emergencies, UNICEF contributed to provision of basic services for affected communities after the 2008 disastrous floods in Hadramawt and throughout the protracted Sa'ada conflict, particularly in 2009-10.10 Through its cluster coordination lead role in water and sanitation, nutrition and education and as co-lead of the child protection sub-cluster, UNICEF contributed to the treatment of more than 11,000 under-five children for undernutrition. UNICEF also supported capacity building, measles and vitamin A campaigns for children, provision of essential drugs, access to safe drinking water for more than 46,000 internally displaced people, educational opportunities for 80,000 children in conflict-affected governorates and promotion of psychosocial well-being for over 280,000 children.
- 11. UNICEF has strengthened humanitarian action by dedicating resources for better preparedness, focused gender analysis and sensitivity. It has also improved information management systems within clusters where it is the lead agency. These investments will continue to be required and will be complemented by a concerted strategy for integrating disaster risk reduction into recovery and development

<sup>9</sup> Ministry of Education, "Policy Paper on Accelerating Girls' Education in Yemen: Rethinking Policies in Teachers' Recruitment and School Distribution", 2007.

<sup>&</sup>lt;sup>10</sup> UNICEF Yemen, "Real-time Evaluation of UNICEF Response to the Sa'ada Conflict in Northern Yemen", October 2010.

initiatives. The aim is to ensure that rebuilding efforts contribute to greater resilience among vulnerable populations.

#### Lessons learned

- 12. The 2009 midterm review of the country programme called for acceleration of implementation, with an emphasis on key results. 11 Given the magnitude of challenges in Yemen, the impact of UNICEF's investments has remained limited. The implementation of too many programmes without sufficient focus has been a contributing factor to this limited impact. To effectively influence policies and programmes and contribute to a better protective environment for children, the midterm review recommended giving priority to vulnerability analysis within social policy and advocacy, improving baseline data, conducting mapping interventions and highlighting gender and other disparities. UNICEF also was advised to improve preparedness and response to diverse crises through better integration of humanitarian and development programming. To achieve these important goals, UNICEF needs to significantly sharpen focus, approach programming holistically and expand partnerships to ensure sustained impact.
- 13. UNICEF has invested in national capacity development at all levels. However, the midterm review highlighted the need to reach out to new partners in civil society, academia and Parliament, among other stakeholders. To do so requires developing institutional capacity (not just individual skills) among these potential partners and translating these investments into stronger systems that contribute to achieving children's rights.
- 14. There is an urgent need to accelerate decentralization of multisectoral interventions, including communication for development, to subnational level. While the child protection programme has rapidly expanded coverage and is the most multisectoral, it remains relatively centralized and sector-specific in management and service delivery. With urgent calls to improve the protective environment for children and address child rights violations in emergencies, priority must be given to improving monitoring and reporting, delivery of appropriate services and bolstering of capacities among implementing partners, including non-governmental organizations (NGOs) and community-based organizations (CBOs) at district and community levels.

#### The country programme, 2012-2015

#### Summary budget table

-	(In thousands		
Programmes	Regular resources	Other resources	Total

Government of Yemen-UNICEF Programme of Cooperation, Mid-Term Review Report, 2007-2011, July 2009.





Programmes	(In thousands of US\$)		
	Regular resources	Other resources	Total
Equitable access to basic social services	12 876	18 856	31 732
Evidence for children's rights	4 292	6 284	10 576
Empowerment for children's rights	8 584	12 572	21 156
Cross-sectoral costs	2 860	4 188	7 048
Total	28 612	41 900	70 512

Based on the experience of recent years, the country office anticipates \$20 million per year in additional emergency funding, for a total of \$80 million over the country programme cycle.

#### **Preparation process**

- 15. The preparation of this country programme document has been closely aligned with the elaboration of the 2012-2015 United Nations Development Assistance Framework (UNDAF). In addition, the Yemen Development Plan for Poverty Reduction (DPPR) 2011-2015 and emerging national policies and priorities, including increased use of evidence within policymaking, have guided UNICEF's planning. The contextual framework of the UNICEF medium-term strategic plan, change management and the organization's intensified focus on the most disadvantaged children have been influential. The recommendations of an ongoing gender review, particularly of the UNICEF-led clusters, have been reflected in the new country programme. Priority has been given to capacity development of staff and stakeholders for planning, implementing and monitoring to achieve more gender-responsive programmes.
- 16. Intensive brainstorming, including a Strategic Moment of Reflection with partners, donors, staff and the UNICEF regional office in November 2010, endorsed the focus on increased equity in access to basic services, strengthening evidence-based advocacy and programming, empowerment of rights-holders and duty-bearers, and expanding partnerships to increase programme coverage and leverage resources. The draft country programme document and the summary results matrix were discussed at annual reviews with counterparts in late 2010 and in a plenary meeting with senior officials of key ministries. These discussions further informed the design and built consensus around the proposed shift.

#### Programme and component results and strategies

17. The overall goal of the 2012-2015 programme of cooperation is to achieve more equitable development for children in Yemen and greater fulfilment of their rights to protection, participation and development, particularly for the poorest and most vulnerable. This is to take place in line with the country's commitments to the Convention on the Rights of the Child and its protocols, the Millennium Development Goals and the Millennium Declaration. To accomplish this goal, UNICEF will strategically focus on three multisectoral programme components: (a) equitable access to basic social services, (b) evidence for children's rights and (c) empowerment for children's rights. UNICEF will prioritize programme areas where it has a clear comparative advantage. Effectiveness will derive from how UNICEF engages. It will be more selective about where and in which sectors it

works and will reallocate resources to support those efforts yielding the greatest impact.

- 18. UNICEF will explore opportunities to outsource initiatives and advocate for partners' engagement in areas where it does not have a comparative advantage. To better address inequalities, UNICEF will concentrate direct programming on reaching the most vulnerable children throughout the country at the district level. Special attention will be given to emergencies, for which UNICEF will take full responsibility in its role as lead agency for designated clusters. To identify targeted districts, UNICEF together with the Government of Yemen and international and NGO partners will devise a composite indicator to measure deprivations in education, health, nutrition and child protection. UNICEF will utilize existing and new district-level data available through an updated demographic and health survey in 2011 to identify where specific needs are the greatest, with priority given to districts affected by emergencies. The number of vulnerable districts will be determined by assessing their position with respect to a threshold of the composite indictor, using new survey data as available.
- 19. Prioritizing attainment of the Millennium Development Goals is paramount. Targeted, multisectoral and accelerated programming, along with strong advocacy for proportionate budgetary allocations to benefit children, will provide the impetus for the evolution of decentralized systems. UNICEF will focus on girls through an emphasis on data disaggregated by sex, age, region and other factors; additional gender analysis that identifies specific needs for girls and boys, both in emergencies and in development programming; upstream policy work to ensure gender mainstreaming in Government of Yemen plans and policies; and opportunities for girls and boys to participate in issues affecting their well-being.
- 20. Expanded partnerships must be at the heart of this new push for equitable development of Yemeni children. Clear, reliable and strategic partnerships to reach the most disadvantaged will be built to complement the strategic focus and ensure effective response. UNICEF will particularly expand innovative alliances with local NGOs and civil society organizations, the private sector, the media, national universities, regional centres of excellence and especially children and young people themselves and their families. All will be instrumental in influencing dialogue as well as in scaling up community-based strategies and strengthening community empowerment.

#### Relationship to national priorities and the UNDAF

- 21. The 2012-2015 country programme of cooperation is based on the strategic pillars of the draft fourth DPPR 2011-2015. The programme will support the DPPR objectives of expanded social protection and significant progress in attaining the Millennium Development Goals (malnutrition and education in particular), with a focus on human resources development, balanced local development, a wider social safety net and expanded partnerships.
- 22. UNICEF programme component results contribute to the Consolidated Appeal and UNDAF outcomes on ensuring improved access to quality basic social services,





food security and nutrition for vulnerable groups and communities; enhanced economic and social status, access and capacity to participate in decision-making and economic activities for youth and women; effective community engagement in sustainable management of natural resources, risk reduction and enhancement of human security; increased government accountability at central and local levels, along with equitable access to justice and human rights; improved national capacities and mechanisms to prevent, manage and resolve conflicts; and strengthened national capacities for evidence-based planning, implementation and monitoring of development programmes. UNICEF will lead a United Nations joint programme on nutrition/food security and actively engage in United Nations joint area-based programming.

#### Relationship to international priorities

- 23. The five priority areas of the UNICEF medium-term strategic plan are reflected fully in the programme design and expected results, including themes of raising service quality and addressing issues of reliable data and effective governance structures. In its direct delivery, UNICEF will especially invest in focus area 1 (young child survival and development), addressing all key results, but especially scaling up nutrition; and in focus areas 2 (education and gender equality), 4 (child protection) and 5 (policy advocacy and partnerships for children's rights). UNICEF will integrate emergency preparedness into its regular development planning to ensure timely response to crises and to support quicker and smoother transition to stable recovery.
- 24. The Convention on the Rights of the Child remains the beacon for the country programme. Particularly through more emphasis on partnerships, the programme structure strongly supports donor harmonization efforts in conformity with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. It has been guided by the Millennium Declaration, all the Millennium Development Goals, the declaration and plan of action for *A World Fit for Children*, and recommendations from major international conventions, including the Convention on the Elimination of All Forms of Discrimination against Women, and the Universal Periodic Review.

#### **Programme components**

25. Equitable access to basic social services. The result to be achieved by 2015 is: girls and boys have sustainable and equitable access to and use quality targeted basic social services, particularly to accelerate progress towards Millennium Development Goals 1 to 7. Based on UNICEF's comparative advantages, priority will be given to multisectoral investments in child survival, education, child protection and leveraging and partnerships. This component will focus on strengthening systems at central and decentralized levels, as well as improving planning and monitoring, capacity development and service delivery, including in emergencies, by community health workers, teachers, social workers and law enforcement personnel. Such shifts will require strong advocacy, based on the results of the 'evidence for children's rights' component of the country programme, to ensure that ministerial budgets reflect the UNICEF and DPPR goals of reaching the most vulnerable in an evolving, decentralized system. To support this work on equitable access to basic social services, UNICEF will engage in the national discussion on social protection to ensure a pro-child focus within existing

initiatives, provide technical support to improve targeting and contribute to monitoring and evaluation of social protection in the country.

- 26. Framed within implementation of the National Nutrition Strategy and Food Security Strategy Paper and Action Plan, the child survival sub-component will focus on ensuring that 40 per cent of severely wasted under-five girls and boys in the most vulnerable districts use an integrated package of health and nutrition services, including micronutrients. This will be achieved by scaling up health and nutrition interventions at health facilities and at community level through outreach and mobile services, complemented by an enhanced integrated information system. Strong support with a focus on equity will be provided to expanded immunization services, maternal and neonatal care, integrated management of childhood illnesses, household water treatment and storage, hygiene and hand-washing with soap. Regional and subregional child survival emergency plans will be developed and supplies pre-positioned for timely response. Links with the country's Social Fund for Development and Social Welfare Fund as well as the World Bank and other key partners will be strengthened at regional level.
- 27. Enrolment of 80 per cent of school-aged girls and 90 per cent of boys in the country's most vulnerable districts will be supported through effectively functioning child-friendly schools, with enhanced completion and transition rates to secondary education, especially for girls. Priority will be given to girls and boys who have never enrolled in school, those who drop out before completing the primary cycle and those who do not transition to secondary school. Advocacy will focus on ensuring that sufficient female teachers are assigned to rural areas and on enforcement of the school fee abolition policy. Strong linkages will be established with UNICEF interventions in water, sanitation and hygiene and child protection, which will focus on making the school environment free from any form of violence against children, including in emergencies.
- 28. The child protection sub-component will contribute to ensuring that 30 per cent more girls and boys affected by or at risk of violence, abuse and exploitation, including in emergencies, access effective child social welfare and child justice services in the country's most vulnerable districts. The sub-component will also mainstream child protection services in education and health sectors. The birth registration system will be strengthened, including through piloting recommended changes in selected districts and eventually scaling up nationwide. Gains made through this sub-component will be bolstered through complementary work in the empowerment component to ensure that children not only have access to services when they need protection, but that duty-bearers are more aware of children's rights before protection needs arise. Priority will be given to alignment of key national legislation (child rights law, penal code, juvenile justice and personal status laws) with international standards. Child protection networks will be enabled to better prepare for and respond to emergencies, while children in emergencies will be accorded access to protection services.
- 29. The leveraging and partnerships sub-component will focus on deepening strategic partnerships to facilitate attention to other child-focused programmes,





including mother and child health, water, sanitation and hygiene, HIV/AIDS and social protection. Particular attention will be given to improving immunization and rural sanitation, including development and implementation of a National Rural Sanitation Strategy. Investments will be encouraged in areas such as quality infrastructure and commodities, including procurement of vaccines. Special emphasis will be placed on enhancing coordination by UNICEF-led clusters for efficient humanitarian response.

- 30. Evidence for children's rights. The result to be achieved by 2015 is: the evidence base on children in Yemen is complete, updated and effectively used to identify and implement sustainable, high-impact interventions and policies, emphasizing the most disadvantaged. Priority will be given to data and systems; evaluation and knowledge management; child rights reporting; and advocacy and leveraging for effective use of data. There will be a strong focus on emergencies, with efforts to pinpoint critical geographical and other disparities, allowing UNICEF to address specific needs at subnational level and in the most vulnerable areas. Work will be undertaken to enhance national statistical and evaluation capacity, particularly through strengthening the Central Statistical Organization at subnational and local levels; facilitate establishment of linkages with national research institutions, the private sector and civil society, among others; and disseminate best practices from other statistical organizations, focused on South-South knowledge sharing.
- 31. The data and systems sub-component will help ensure that government information management systems in health, education, nutrition and water, sanitation and hygiene are strengthened to improve targeting of the most disadvantaged (including for emergency preparedness and response); delivery of regular, quality information on children at central and decentralized levels; and development of new systems in key sectors (child protection, early warning/action, humanitarian information). Data comprising the composite indicator used to select UNICEF's targeted districts will be regularly updated and analysed so that UNICEF may track vulnerabilities and ensure that programmes are effectively reaching the country's most disadvantaged children. Advocacy efforts will focus on encouraging the use of these data in policymaking.
- 32. The evaluation and knowledge management sub-component will ensure that surveys, situation analyses and research systematically collect, compile and analyse disaggregated information based on selected child rights issues. Close monitoring and evaluation of children's outcomes will be emphasized at district level throughout the country, as will generating and incorporating lessons learned to improve implementation. Better coordination and improved data collection and analysis will be encouraged among government and humanitarian actors for emergency preparedness and vulnerability assessments.
- 33. The child rights reporting sub-component will help support government and other stakeholders to provide timely, quality reports on children's rights, based on international instruments to which Yemen is a State Party and other international obligations. Development of monitoring and reporting mechanisms will be facilitated. Attention will be given to supporting national development partners to anticipate, mitigate and respond rapidly to violations of child rights at national and subnational levels.

- 34. Leveraging for effective use of data will focus on child rights advocacy with existing and new strategic partners. To build resilience among the most vulnerable children in Yemen and break cycles of poverty, conflict and disaster, UNICEF will advocate with the Government and development partners for sufficient national and subnational resources and funding mechanisms to expand child-friendly budgeting and social protection. This will be based on strategic use of district-level disaggregated data.
- 35. Empowerment for children's rights. The result to be achieved by 2015 is: rights-holders and selected duty-bearers use expanded capacities and services to ensure sustained realization of the rights of vulnerable girls and boys. Priority will be given to (a) rights-holders, focusing on adolescents; (b) selected duty-bearers, particularly at community level and emphasizing women; and (c) leveraging and partnerships. Building on recommendations of the current country programme midterm review, priority will be given to creating an enabling policy environment and key mechanisms for social participation of adolescents. Communication for development will be used more effectively.
- 36. The rights-holders sub-component will address adolescents as social actors primarily, though not exclusively, through expansion of the peer-to-peer approach in the most vulnerable districts. Young people also will participate in emergency planning, response and recovery in these districts. Advocacy for community-based fundraising initiatives will be emphasized, as will decentralized implementation of legislation that ensures realization of adolescents' rights.
- 37. The duty-bearers sub-component will work to ensure that selected duty-bearers such as religious leaders, community and tribal leaders, parliamentarians, military personnel, school committees or parent-teacher associations and the media are empowered to promote and protect girls' and boys' rights and contribute to selected behaviour change initiatives. Women's empowerment will be emphasized as influential for children's rights. Selected duty-bearers also will be provided with the skills to ensure that child rights are integrated into emergency planning, response and recovery.
- 38. The leveraging and partnerships sub-component will use strategic partnerships, including with governorate and district councils and the Social Fund for Development, to ensure sustained behavioural change for the realization of child rights, particularly for the most disadvantaged. Given the organization's positive experience with local NGOs and CBOs and their ability to retain access in emergencies even when the United Nations cannot, UNICEF will continue to identify these groups through mapping exercises. They will gain the capacity to undertake child-sensitive contingency planning and response in the most vulnerable districts of Yemen. Private sector partners also will be identified to mobilize and contribute funds.
- 39. **Cross-sectoral costs** will cover staffing, information and communication technology, security and logistics.





#### Major partnerships

40. As noted above, innovative national and regional partnerships will be significantly expanded, including with academia, the media, NGOs and CBOs. Partnerships also will be strengthened with other United Nations agencies, the World Bank and other international financial institutions, and international donors.

#### Monitoring, evaluation and programme management

- 41. The Ministry of Planning and International Cooperation will coordinate the country programme, with implementation and management carried out by line ministries and departments. Subnational results will be achieved in cooperation with governorate and district administrations and relevant ministries. Rolling work plans for each programme component will be monitored annually, feeding into national and UNDAF reviews, and will be linked to the monitoring and evaluation framework of the DPPR 2011-2015. The UNICEF VISION platform will facilitate results-based planning and monitoring. The UNICEF field presence in Yemen will be strengthened both inside and outside Sana'a to collaborate more effectively with governorates and expand interactions at central level.
- 42. Regular progress reviews, annual reviews and the country programme midterm review will improve focus and efficiency. UNICEF will actively participate in UNDAF annual reviews and the UNDAF midterm review, in close consultation with the Government of Yemen, other United Nations agencies and development partners.

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