REDUCING STUNTING IN CHILDREN UNDER FIVE YEARS OF AGE: A COMPREHENSIVE EVALUATION OF UNICEF’S STRATEGIES AND PROGRAMME PERFORMANCE

GLOBAL SYNTHESIS REPORT: ANNEXES - Volume II
REDUCING STUNTING IN CHILDREN UNDER FIVE YEARS OF AGE: A COMPREHENSIVE EVALUATION OF UNICEF’S STRATEGIES AND PROGRAMME PERFORMANCE

GLOBAL SYNTHESIS REPORT: ANNEXES - Volume II
CONTENTS

Annex 1. Evaluation Matrix ................................................................................................................. 1
Annex 2. Documents and Data Reviewed.............................................................................................. 6
Annex 3. Survey Instruments.................................................................................................................. 13
### Annex 1. Evaluation Matrix

<table>
<thead>
<tr>
<th>EQ</th>
<th>Sub-EQs</th>
<th>Level</th>
<th>Key Methods and Data Sources</th>
<th>Indicators</th>
<th>Data Analysis Method</th>
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</thead>
<tbody>
<tr>
<td>EQ 1 How relevant, appropriate, adequate, and coherent are UNICEF’s programmes, strategies, and plans to reduce stunting at the global, regional and country levels?</td>
<td>EQ 1.1 How appropriate, adequate, and coherent are the relevant UNICEF goals (notably under the Strategic Plan), global strategies, planned results and guidance for reducing stunting in young children? How clear and useful is the theory of change (ToC) in the current SP for informing country programme design, country action plans, country ToCs, and for progress reporting?</td>
<td>Global (G) Regional (R) Country (C)</td>
<td>Primary data collected via: - Qualitative interviews with key informants at global level and in case study countries - Qualitative interviews with key informants representing UNICEF HQ sectors, Regional Nutrition Advisors, and select Country Offices - Web-based survey with UNICEF country office representatives Secondary data sources: - Desk review of relevant country and programme documents - Desk review of secondary data</td>
<td>• SP aligns with other key global stunting reduction strategy documents (UNICEF’s Approach to Scaling Up Nutrition and 2006-2015 Health and Nutrition Strategy) (G) • SP and country programmes and strategies align and reflect consistent ToCs and priorities (C) • SP underpinned by clear ToC that logically contributes to stunting reduction (G) • CPD underpinned by clear ToC that logically contributes to stunting reduction in the country context (C) • ToC includes measureable stunting reduction goals and objectives (G,C) • Regional strategies are aligned with SP and reinforce country strategies and plans (R,C) • Global UNICEF strategies align with and complement other global actors supporting stunting reduction efforts (G) • Country UNICEF strategies align with and</td>
<td>Qualitative: thematic analysis and rubric scoring Quantitative: descriptive statistics, pre-post analyses, where possible</td>
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<td>EQ 1.2</td>
<td>Has UNICEF adequately identified children at risk of stunting and analysed vulnerabilities to inform programme planning and targeting? How adequate and responsive are the global/regional/country strategies for addressing stunting in young children in various specific contexts?</td>
<td>Global (G) Regional (R) Country (C)</td>
<td>Primary data collected via: - Qualitative interviews with key informants at global level and in case study countries - Qualitative interviews with key informants representing UNICEF HQ sectors, Regional Nutrition Advisors, and select Country Offices - Web-based survey with UNICEF country office representatives - Web-based survey with government counterparts and key stakeholders outside of UNICEF Secondary data sources: - Desk review of relevant country and programme documents</td>
<td>• SP includes strategies and indicators for ensuring identification and support of vulnerable populations (G) • Regional strategies include assessment of vulnerable populations and/or provide support to countries to identify and address vulnerabilities (R) • Country programme documents identify vulnerable populations and country plans provide pathways to address vulnerabilities (C) • Country strategies and programmes include external partners to identify and address vulnerabilities (C)</td>
<td>Qualitative: thematic analysis and rubric scoring Quantitative: descriptive statistics, pre-post analyses, where possible</td>
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<tr>
<td>EQ 1.3</td>
<td>How relevant and appropriate are the country programme strategies and interventions (including clarity of the theory of change/programme logic/indicators and their use; multisectoral focus, targeting less reached and disadvantaged children; addressing gender equality including intra-household dynamics, supporting enabling</td>
<td>Country (C)</td>
<td>Primary data collected via: - Qualitative interviews with key informants at global level and in case study countries - Qualitative interviews with key informants representing UNICEF HQ sectors, Regional Nutrition Advisors, and</td>
<td>CPD, CPAPs and other country programme documents present clear ToC for stunting reduction (C) CPD, CPAPs, and other country programme documents align with SP (C) County programmes are developed and informed by</td>
<td>Qualitative: thematic analysis and rubric scoring Quantitative: descriptive statistics, pre-post analyses, where possible</td>
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<td>environment) to address stunting? To what extent is stunting reduction reflected in country programmes as per country specific need and priorities? Has due account been taken of the specific needs and challenges of fragile and emergency contexts, where relevant?</td>
<td>select Country Offices - Web-based survey with UNICEF country office representatives - Web-based survey with government counterparts and key stakeholders outside of UNICEF Secondary data sources: - Desk review of relevant country and programme documents - Desk review of secondary data</td>
<td>situation analyses at the national and sub-national levels that account for key capacity gaps (C) • Country programmes address key gaps and take advantage of UNICEF’s comparative advantages and complement actions of other stakeholders (C) • Country programmes align with national strategies, policies, and plans (C) • Appropriate sectors are engaged to address the key issues identified and to implement the designed programmes (C) • Country programmes include a clear theory of change or results matrix (where relevant) or pathways to change that align with global ToCs and country context, including outcome and output indicators and a clear and cohesive M&amp;E plan (C) • Country programmes are tailored to fragile and emergency contexts at the national and sub-national levels and are able to adapt and respond to emergencies when they occur in the course of...</td>
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<td>Evaluation Area 2: Effectiveness in addressing stunting reduction outputs</td>
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EQ 2 How effective are UNICEF country programmes in addressing stunting and its immediate and underlying causes?

EQ 2.1 How effective are UNICEF country programmes in achieving concrete results for reducing stunting in young children? Which strategies and interventions (nutrition-specific as well as broad-based upstream policy work, multi-sectoral work, and partnerships) have been used effectively by UNICEF to reduce stunting in various contexts?

**Primary data collected via:**
- Qualitative interviews with key informants in case study countries
- Qualitative interviews with key informants representing UNICEF HQ sectors, Regional Nutrition Advisors, and select Country Offices
- Web-based survey with UNICEF country office representatives
- Web-based survey with government counterparts and key stakeholders outside of UNICEF

**Secondary data sources:**
- Desk review of relevant country and programme documents
- Desk review of secondary data

| • Evidence of decrease in stunting prevalence at national and sub-national levels aligned with implementation of country plan/achievement of national programme targets (outcomes and outputs) (2010-2015) (C) |
| • Implementation of nutrition-specific and nutrition-sensitive interventions and approaches aligned to country plans (C) |
| • Programmes and implementation of activities changed and adapted in emergency situations in alignment of plan goals and country priorities (C) |
| • Evidence of long-term plans for sustainability reflected in programmes and strategies (C) |
| • Extent to which programmes and activities achieve target results according to stated M&E frameworks (C) |
| • Analysis of UNICEF’s contributions to implemented national programmes (C) |

**Qualitative:** thematic analysis and rubric scoring

**Quantitative:** descriptive statistics, pre-post analyses, where possible
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<td>EQ 2.2</td>
<td>What are the key factors and conditions that lead to programme effectiveness? In countries with limited evidence of programme effectiveness, what needs to be done differently? What lessons can be drawn for strengthening UNICEF’s strategies and plans for reducing stunting to contribute to the WHA/SDG target on stunting?</td>
<td>• Regional (R) • Country (C)</td>
<td>Primary data collected via:  - Qualitative interviews with key informants in case study countries  - Qualitative interviews with key informants representing UNICEF HQ sectors, Regional Nutrition Advisors, and select Country Offices  - Web-based survey with UNICEF country office representatives  - Web-based survey with government counterparts and key stakeholders outside of UNICEF</td>
<td>• Barriers and facilitators to programmes achieving target results in country (C)  • Transferability of programmes across contexts based on identified barriers and facilitators (R,C)  • Facilitators and barriers to leveraging effective partnerships and regional and national resources (R,C)</td>
<td>Qualitative: thematic analysis  Quantitative: descriptive statistics, pre-post analyses, where possible</td>
</tr>
</tbody>
</table>
Annex 2. Documents and Data Reviewed

UNICEF Strategic Plan 2014-2017

- Final Results Framework of the UNICEF Strategic Plan, 2014-2017
- Revised Supplementary Programme Note on the Theory of Change for the UNICEF Strategic Plan, 2014-2017
- UNICEF 1990 Nutrition Strategy
- UNICEF Mid-Term Strategic Plan 2006-2013
- UNICEF State of the World Children 2015
- UNICEF 2014 Annual Results Report Nutrition
- UNICEF. (2013). Improving child nutrition: The achievable imperative for global progress,
- UNICEF Management of Severe Acute Malnutrition in Children: Working Towards Results at Scale 2015
- UNICEF Nutrition Section and Valid International Global Mapping Review of Community-based Management of Acute Malnutrition with a focus on Severe Acute Malnutrition, March 2011
- WHO Global Nutrition Targets 2025: Stunting Policy Brief
- Multiple Overlapping Deprivation Analysis tool http://www.unicefirc.org/MODA/
- UNICEF 2010a Re-focusing on Equity: Questions and Answers

• Adair, L. S., Fall, C. H., Osmond, C., Stein, A. D., Martorell, R., Ramirez-Zea, M et al. (2013). Associations of linear growth and relative weight gain during early life with adult health and human capital in countries of low and middle income: findings from five birth cohort studies. The Lancet, 382(9891), 525-534.

Data


• World Population Prospects, the 2010 Revision; The Population Division of the Department of Economic and Social Affairs of the United Nations

• World Urbanization Prospects, the 2011 Revision; The Population Division of the Department of Economic and Social Affairs of the United Nations

• World Bank World Development Indicators

• 2014 Human Development Report

• UNAIDS database and Global tuberculosis report 2012 (WHO)


• FAO 2016 Climate Change and Food Security - Risks and Responses.

• UNICEF Global Nutrition Database, 2012

• 2011 W Schultink RMT Asia Scaling up Nutrition4.pptx

• http://apps.who.int/bmi/

• PovcalNet, World Bank Database

• http://www.a4nh.cgiar.org/2014/05/05/dietary-diversity-101/

• FAOSTAT

• Key Indicators of the Labour Market, 7th Edition; ILO

• List of Least Developed Countries as of 11 December 2015

• Africa Regime Categorization, Joseph Siegle, Africa Center for Strategic Studies; Based on data from Polity IV and Freedom House.

• Systematic review of current efforts to quantify the impacts of climate change on undernutrition. PNAS 2015

• http://www.reachpartnership.org/reach-countries.jsp?jsessionid=E440693A057CCE59663595B52ACA6E2F

• UNICEF: Progress for Children 2015
  http://www.unicef.org/lac/Progress_for_Children_No._11_22June15(2).pdf

• UNICEF’s Gender Action Plan 2014 — 2017


  o Country Office Annual Report – India 2010
  o Annual Report 2011 for India, ROSA
  o UNICEF Annual Report 2012 for India, ROSA
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF’s strategies and programme performance – Global synthesis report: Annexes - Volume II
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Global synthesis report: Annexes - Volume II

- UNICEF Annual Report 2013- Nepal
- UNICEF Annual Report 2014: Nepal
- Mid-Term Review Country Programme of Cooperation between the Government of Nepal and UNICEF 2008-2010
- UNICEF Pakistan Country Office Annual Report 2010
- Annual Report 2011 for Pakistan, ROSA
- UNICEF Annual Report 2012 for Pakistan, ROSA
- UNICEF Annual Report 2013- Pakistan
- UNICEF Annual Report 2014: The Islamic Republic of Pakistan
- Pakistan: Common country programme document 2013-2017
- UNICEF Annual Report for Ethiopia
- UNICEF Annual Report 2012 for Ethiopia, ESARO
- UNICEF Annual Report 2013- Ethiopia
- UNICEF Annual Report 2014: Ethiopia
- Ethiopia: Country Programme Document
- MTR Ethiopia Country Office 2012-2013
- UNICEF Annual Report for Burundi
- UNICEF Annual Report 2012 for Burundi, ESARO
- UNICEF Annual Report 2013- Burundi
- UNICEF Annual Report 2014: Burundi
- UNICEF Annual Report 2015: Burundi
- Country Programme Document Burundi 2010-2014
- Burundi: Country Programme Document 2010-2014
- Programme of Cooperation 2010-2014 between The Government of Burundi and UNICEF
- UNICEF Annual Report for Somalia
- Annual Report 2011 for Somalia, ESARO
- UNICEF Annual Report 2012 for Somalia, ESARO
- UNICEF Annual Report 2013-Somalia
- UNICEF Annual Report 2014 – The Somali Republic
- Indonesia Annual Report 2012
- Indonesia Annual Report 2013
- Annual Report Indonesia 2014
- UNICEF Annual Report for Haiti, 2010
- Annual Report 2011 for Haiti, TACRO
- UNICEF Annual Report 2012 for Haiti, TACRO
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF’s strategies and programme performance – Global synthesis report: Annexes - Volume II
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF’s strategies and programme performance – Global synthesis report: Annexes - Volume II
Annex 3. Survey Instruments

Interviewer Guide for Country External Stakeholders Interviews

Background:
UNICEF’s Evaluation Office commissioned ICF International to conduct a comprehensive evaluation of UNICEF’s strategies and programme performance in reducing stunting in children under five years of age. The evaluation began in January 2016 and will conclude in December 2016.

The evaluation is the first formal attempt to assess UNICEF’s strategies and programme performance in reducing stunting among children under five at the global, regional, and country levels. The focus of the evaluation is in contributing to improving UNICEF’s accountability and generating learning to guide future programmes and strategies.

The evaluation involves data collection from 24 countries. Among the 24 countries, 6 case study countries were selected to explore programmes in varying contexts. Although they are intended to represent diverse program implementation circumstances and outcomes, the selected case study countries are not intended to represent all UNICEF stunting reduction programs globally. The six case study countries are: Cambodia, Haiti, India, Mozambique, Niger, and Rwanda.

The findings from the evaluation will steer UNICEF’s future strategic plans and programmes to reduce stunting at the global, regional, and country levels. Findings will focus on key evaluation domains and cross-cutting issues to contribute to improving UNICEF’s accountability for its performance and results and generate evidence and learning to guide effective action towards sustainable reduction of stunting in the near future. The findings of the [insert name of country] Case Study will be compiled in a report which will be shared with you by UNICEF [insert name of country] as a participant in the evaluation.

You have been asked to participate in this interview because your colleagues in the UNICEF [insert name of country] Country Office identified you as an important stakeholder working to reduce stunting in [insert name of country]. Your participation is voluntary. Your decision of whether or not to participate will not affect your involvement in UNICEF’s programmes in any way. You may choose not to answer particular questions during the discussion without penalty. You may also choose to discontinue the interview at any time for any reason. Your responses to the interview are private. This interview is not meant to evaluate you; rather it is meant to gain insights into UNICEF’s stunting reduction programme in [insert name of country].

This discussion will take no more than 60 minutes.

This discussion is strictly confidential, which means that only the members of the project team will be able to connect your name directly with the information you provide. We will include your name and your role/title as a participant in the acknowledgements section of our report but will not attribute any information shared directly to you. However, there is a small chance that you could be identified based on the description of your role and your responses to our questions. In this regard, we believe that the risk of exposure is minimal, given that the information that we are asking you about is related to the UNICEF programme activities and is not personal information.
Your participation will not result in any direct benefits to you. However, your input may contribute to improvements to UNICEF’s strategies and programmes to reduce stunting that may be implemented in the future.

If you have any questions about the study, you can contact Rachel Kagel, the evaluation project director, at Rachel.Kagel@icfi.com or at +1.303.279.7897.

Permission to Record Interview:
We would like to get your permission to record this interview to ensure that we accurately capture details that you provide. However, if you do not agree to be recorded, we will not record the interview. If you agree to be recorded, only ICF evaluation staff will be able to use the recording. To protect your privacy, we will keep the notes and recordings in private files and only ICF study staff members will be allowed to use them. At the conclusion of the evaluation, all recordings will be destroyed. Do I have your permission to record the interview?

□ YES
□ NO

EQ1 Relevance/appropriateness/coherence global, regional, country strategies & plans
1.1 How do development partners in (fill in name of country) collaborate and harmonize their understanding of the determinants of stunting, vulnerable groups, and shared framework for tackling these determinants?
  o 1.2 How do development partners work together to determine priorities and levels of investment for the reduction of stunting?

EQ2 Effectiveness in addressing stunting
1.1 What efforts do your/your organization support to contribute to the reduction of stunting among children under five years of age in this country?
  o 1.2 For technical stakeholders: What progress have you seen towards the reduction of stunting among children under five years of age in this country over the past 3 to 5 years? What were the critical inputs or processes that made this progress possible?
2.1 What unique opportunities exist in (fill in name of country) to see a further reduction in stunting and among those, which are most important for UNICEF to act on?
  o 2.2 For technical stakeholders: What challenges must be overcome (fill name of country) to see a further reduction in stunting as well as maintain achievements made? Can you think of any potential workarounds or solutions to address the barriers?
3.1 How does UNICEF foster a community-centered approach that empowers communities with the knowledge and tools to address their own nutrition issues?

EQ3 Equity and reaching disadvantaged children
1.1 How are the organizations, ministries, and agencies that exist to address the needs of vulnerable groups involved in stunting reduction programmes in (fill in name of country)? [Refer to known vulnerable groups based on SITAN or other country documents]
  o 1.2 What opportunities exist to enhance the targeting of vulnerable groups?

EQ4 Leadership/leveraging partnerships
1.1 What role does UNICEF play in advancing the agenda for reducing stunting among children under five in this country?
1.2 What have been UNICEF’s most critical contributions to the reduction of stunting in (fill in name of country)?

1.3 What interactions do you or your organization have with UNICEF? [If they do not mention anything related to nutrition/ stunting, then probe for any engagement specifically around nutrition. Probe to find out specifics – frequency, communications or advocacy, network, funding relationship, sharing data, receiving supplies for implementation, capacity building activities, etc.]

   - 1.3.1 Do you/your organization work to reduce stunting (nationally, State/Province/District level, village/town level, community-based)? At what levels do you collaborate with UNICEF to reduce stunting?

1.4 What needs do you or your organization have with regard to stunting reduction (training, technical guidance, supplies) that UNICEF could potentially provide?

2.1 What nutrition/ stunting and/or multi-sectoral-related networks / platforms exist in (fill in name of country)?

   - 2.2 How often do they meet?
   - 2.3 What role is UNICEF playing within these networks?
   - 2.4 What successes have been achieved by this network?
   - 2.5 What challenges are faced by this network?
   - 2.6 How could UNICEF better support the network or platform?

3.1 In your experience, does UNICEF effectively convene external stakeholders to reduce stunting in (fill in name of country)?

   - 3.2 What opportunities exist for further collaboration?
   - 3.3 How could UNICEF better engage partners to reduce stunting?

4.1 If this is a SUN country, how has the presence of SUN impacted the stunting reduction at national, district, and community level?

   - 4.2 How has UNICEF participated in or facilitated this?
   - 4.3 How can SUN strengthen and extend its reach and impact in country to see results down to the community level?

**EQ7 Knowledge/data generation and use**

1.1 How does UNICEF facilitate data generation, utilization and dissemination?

   - 1.2 Are there any examples of recent dissemination of stunting reduction findings? [Refer to specific surveys]
   - 1.3 How were these findings utilized to improve targeting or advocate for increased investments?
   - 1.4 What attention is given to tracking, mapping outcomes and coverage among vulnerable groups?
   - 1.5 How do development partners work together to define and track vulnerable groups?

2.1 What gaps in data or knowledge exist in [fill in name of country] with regard to stunting?

   - 2.2 What role could UNICEF play in helping to address these gaps?

3.1 Are you aware of UNICEF building capacity for the timely collection and use of quality relevant data among its partners? Please give an example.

4.1 How does UNICEF support the use of data for early and effective emergency response?

**EQ5 Sustainability and scale-up**

*For Government counterparts and technical partners:*

1.1 What government policies exist that are critical to support the reduction of stunting?

   - 1.2 How is UNICEF supporting these policies in the field (downstream)?

2.1 What policies exist that inhibit progress towards achieving nutrition goals?
2.2 What advocacy actions is UNICEF and other development partners taking to see movement in policies (upstream)?

3.1 What contributions and commitments are being made by the Government to prioritize and impact the reduction of stunting in (fill in the name of the country)?

4.1 What contributions and commitments are communities making to prioritize and impact the reduction of stunting in their respective areas?

5.1 How has climate protection been incorporated into programme interventions and operations?

6.1 What opportunities exist to sustain and bringing stunting reduction programmes to scale in (fill in name of country)?
   
   o 6.2 What challenges exist to bring such programmes to scale?

**EQ6 Management/Operations**

*For organizations that are in a funding relationship with UNICEF:*

1.1 For how long has your organization been receiving funds from UNICEF?

1.2 What are the most positive aspects of being a UNICEF grantee/sub-contractor?

1.3 What are some of the constraints you face in executing the UNICEF sub-contract?

**General Conclusion:**

1.1 If you could change one thing with regard to UNICEF what would it be?
Background:

UNICEF’s Evaluation Office commissioned ICF International to conduct a comprehensive evaluation of UNICEF’s strategies and programme performance in reducing stunting in children under five years of age. The evaluation began in January 2016 and will conclude in December 2016.

The evaluation is the first formal attempt to assess UNICEF’s strategies and programme performance in reducing stunting among children under five at the global, regional, and country levels. The focus of the evaluation is in contributing to improving UNICEF’s accountability and generating learning to guide future programmes and strategies.

The evaluation involves data collection from 24 countries. Among the 24 countries, 6 case study countries were selected to explore programmes in varying contexts. Although they are intended to represent diverse program implementation circumstances and outcomes, the selected case study countries are not intended to represent all UNICEF stunting reduction programs globally. The six case study countries are: Cambodia, Haiti, India, Mozambique, Niger, and Rwanda.

The findings from the evaluation will steer UNICEF’s future strategic plans and programmes to reduce stunting at the global, regional, and country levels. Findings will focus on key evaluation domains and cross-cutting issues to contribute to improving UNICEF’s accountability for its performance and results and generate evidence and learning to guide effective action towards sustainable reduction of stunting in the near future. The findings of the [insert name of country] Case Study will be compiled in a report which will be shared with you by UNICEF [insert name of country] as a participant in the evaluation.

You have been asked to participate in this interview as a staff person in UNICEF’s [insert name of country] Office Nutrition Section familiar with UNICEF’s programme to reduce stunting in [insert name of country]. Your participation is voluntary. Your decision of whether or not to participate will not affect your involvement in UNICEF’s programmes in any way. You may choose not to answer particular questions during the discussion without penalty. You may also choose to discontinue the interview at any time for any reason. Your responses to the interview are private. This interview is not meant to evaluate you; rather it is meant to gain insights into UNICEF’s stunting reduction programme in [insert name of country].

This discussion will take no more than 60 minutes.

This discussion is strictly confidential, which means that only the members of the project team will be able to connect your name directly with the information you provide. We will include your name and your role/title as a participant in the acknowledgements section of our report but will not attribute any information shared directly to you. However, there is a small chance that you could be identified based on the description of your role and your responses to our questions. In this regard, we believe that the risk of exposure is minimal, given that the information that we are asking you about is related to the UNICEF programme activities and is not personal information.

Your participation will not result in any direct benefits to you. However, your input may contribute to improvements to UNICEF’s strategies and programmes to reduce stunting that may be implemented in the future.
If you have any questions about the study, you can contact Rachel Kagel, the evaluation project director, at Rachel.Kagel@icfi.com or at +1.303.279.7897.

Permission to Record Interview:
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□ YES
□ NO

**EQ 1: Relevance/appropriateness/coherence global, regional, country strategies & plans**

1.1 How has the Strategic Plan 2014-2017 informed strategic priorities for this CO? How has the SP 2014-2017 influenced stunting reduction efforts

- 1.2 What framework do you use to plan, monitor and evaluation your programs? Is the framework specific to UNICEF or is it a shared framework with the host government and other country development stakeholders? Was this framework used from 2010-2015? [Refer to Strategic Plan 2014-2017, Mid-Term Strategic Plan 2006-2013, Health and Nutrition Plan, 2006-2015 Health and Nutrition Strategy, UNICEF’s Approach to Scaling Up Nutrition (July 2015)]

- 1.3 How is this framework applied at sub national levels?

2.1 What is the process for prioritizing programmes, including amount of resources to be invested, types of support to be provided (technical assistance, direct implementation, other), interventions to be supported (nutrition-specific and /or nutrition-sensitive), and geographical areas and populations to be targeted?

- 2.2 How does country-specific data and knowledge of existing local platforms and structures influence the process of prioritizing? [Probe about MORES if it is not mentioned. Is MORES used to design relevant interventions as well as track results and re-target accordingly?]

3.1 How do findings from the Situation Analysis [SITAN] feed into the programme development process? [Refer to most recent SITAN and confirm the preferred data sources]

- 3.2 How do you address key determinants for stunting found in the SITAN that fall under nutrition sensitive types of interventions?

4.1 Can you share an example of a key determinant of stunting in this country context that required a nutrition sensitive intervention and how you went about incorporating that activity into the country programme?

**EQ 2 Effectiveness in addressing stunting**

1.1 [Cite evidence of programme effectiveness from Annual Reports and other documents] shows evidence of progress in reducing stunting over the past 5 years (since 2010). What do you think were the key contributing factors resulting these accomplishments? What challenges have been encountered along the way? [integrated programmes, multisectoral work and partnerships, technical guidance from HQ and RO, scale up, knowledge generation and use]

2.1 What challenges has the stunting reduction programme encountered?

- 2.2 What critical challenges are yet to be addressed in (fill name of country) to see a further reduction in stunting as well as maintain achievements made? What potential workarounds or solutions are planned or being planned to address the challenges?
2.3 If country NOT on track to achieve targeted results based on recent Annual Reports: What needs to change to achieve your programme targets by 2017?

3.1 What unique opportunities exist in (fill in name of country) to see a further reduction in stunting and among those, which are most important for UNICEF to act on?

4.1 How do you monitor the effectiveness of nutrition resources being invested? What data sources are used to track stunting levels (e.g., MICS, DHS, SMART surveys, sentinel sites)? What trigger systems are in place to enable a quick response to geographical areas experiencing deteriorating levels of nutrition among vulnerable populations?

4.2 To what extent is cost and cost efficiency of national and sub-national stunting reduction efforts explored and considered? What tools do you use to evaluate cost efficiency?

5.1 How is resiliency being considered within emergency response interventions? Can you provide an example (e.g., cash plus; IYCF and WASH messages given to moms with kids in CMAM or supplemental feeding programmes; asset protection)?

6.1 How is UNICEF held accountable for stunting outcomes at the country level? [Are they?] What are the accountability criteria and consequences?

7.1 How does UNICEF foster a community-centered approach that empowers communities with the knowledge and tools to address their own nutrition issues?

**EQ3 Equity and reaching disadvantaged children**

1.1 Who are the vulnerable groups that have been targeted in this context? What was the process for determining who will be included in the “vulnerable group” or disadvantaged group for special targeting? [Refer to known vulnerable groups based on SITAN or other country documents – vulnerable groups may include ethnic groups, castes, tribes, indigenous groups, genders, socio-economic groups, children with disabilities, orphans, migrant groups, children affected by HIV/AIDS]

1.2 What social protection interventions are being provided to vulnerable groups as part of stunting reduction programmes?

1.3 How are vulnerabilities or the coverage of vulnerable groups tracked in the monitoring process (disaggregated data or other ways)? Are vulnerabilities and related intervention coverage being mapped or tracked in some manner?

2.1 How are gender norms/issues identified, addressed and incorporated into assessment, implementation and monitoring activities?

2.2 What are the most significant gender inequalities that must be addressed in this implementation context to realize a greater impact on the reduction of stunting?

2.3 How is UNICEF and its partners going about addressing these recognized gender challenges?

3.1 Give an example of a gender-related bottleneck or barrier that has been identified and is currently being addressed within programmes?

3.2 How is UNICEF building the capacity of its partners at all levels to recognize and address inequities, gender imbalances and vulnerabilities (nutritional as well as other), including the protection of vulnerable children.

**EQ4 Leadership/leveraging partnerships**

1.1 The Nutrition Section reports partnering with several partners [Refer to names of key partners for stunting reduction as reported in the country documents] to reduce stunting. How have these partnerships contributed to achievement of programme results?

1.2 What nutrition/stunting and/or multi-sectoral-related networks/platforms are UNICEF participating in? How often? What role is UNICEF playing within these networks? At what level are these networks present and functioning (national and subnational [state, province, district], community level) [village, town]?
1.3 How is UNICEF engaging other UN Multilateral agencies present in country to maximize their impact on reduction of stunting (ie WHO, WFP, UNFPA, FAO)?

1.4 Can you give an example of joint planning or implementation of interventions that has led to improved outcomes at the community level?

1.5 How does UNICEF work with the national and sub-national governments to reduce stunting in (fill in name of country)? [Tailor to the country structure and UNICEF’s presence in the country at the sub-national level] What key capacities have been identified for strengthening and what action plans are in place to strengthen capacities?

2.1 What further opportunities exist for enhancing collaboration with external stakeholders for nutrition reduction? How will UNICEF make the most of those opportunities in the next 3 years?

3.1 If this is a SUN country, how has the presence of SUN impacted the UNICEF programme strategy and implementation at national, district, and community level? What further opportunities exist to increase the impact the SUN partnership can have down to the community level?

EQ5 Sustainability and scale-up (listen for themes that would contribute to an “enabling environment” such as: local ownership; utilizing existing platforms for delivery of interventions; favorable nutrition and health policies; evidence based national nutrition framework in place and shared by all implementing partners; cross sectoral national and subnational working groups to address malnutrition and its key determinants; real time monitoring and evaluation processes with heavy data utilization focus for re-targeting of resources and efforts and to encourage local problem solving)

1.1 What nutrition related interventions are most critical in this context to take to scale to realize a sustainable reduction in stunting among children under five? What are the greatest challenges to sustaining and bringing UNICEF programmes to reduce stunting to scale? What opportunities exist to address these challenges? [evidence of institutional sustainability]

2.1 What contributions and commitments are being made by the Government to prioritize and impact the reduction of stunting in (fill in the name of the country)?

2.2 Are the contributions, investments and commitments an increase or decrease from the year before? Can you show me the multi-year plan that is in place for host country Government incremental increase of investments for stunting reduction? [evidence of financial sustainability]

2.3 Are real outcomes being assessed (i.e., results for annual anthropometric nutrition surveys) to guide the prioritization of commitments and investments?

2.4 What opportunities exist to build capacity within the Government [refer to lead line ministry for nutrition] (e.g., supply management, staffing, training)? What factors impede capacity building?

2.5 What challenges has UNICEF encountered in advocating for upstream policies for stunting reduction? What factors have contributed to these obstacles?

2.6 What challenges have presented in supporting stunting reduction policies in the field (downstream)?

3.1 What processes are in place to build national and sub-national partners capacities to sustainably address the reduction of stunting among children under five years of age? [evidence of technical sustainability]

3.2 What contributions and commitments are communities making to prioritize and impact the reduction of stunting in their respective areas?

4.1 How is climate change impacting your sector of implementation? How is the impact of climate change being assessed and mitigated by the Nutrition Section?
EQ6 Management/Operations

1.1 What type of engagement do you have with the other Sections? [Joint planning? Joint implementation? Same geographical / community or household targets but different avenues for implementation? Shared goals and objectives?]
   - 1.2 Can you share an example of an integrated approach or interventions that are underway that are demonstrating or hold promise for a positive impact on stunting at the community level?
   - 1.3 To what extent do non-nutrition Section Chiefs and technical staff see stunting reduction as an issue that requires integrated approaches?
   - 1.4 What facilitators of integrated programmes exist?
   - 1.5 What challenges exist?
   - 1.6 Do CO staff agree on the key determinants of stunting and ToC for reduction of stunting in this country context?

2.1 To what extent do to the Country Representative and Deputy Country Representative see stunting reduction as important?
   - 2.2 What evidence is there that stunting reduction efforts are being integrated across section action plans?

3.1 What skills sets are vital for UNICEF staff to effectively fulfill their roles? How does UNICEF support staff to develop these skill sets? (i.e. leadership, technical excellence, advocacy/policy impact, coordination, programme development) [Do they share technical capacity building exercises across development partners or utilize south to south opportunities or online resources?] To what extent have CO human resources facilitated or limited stunting reduction efforts?
   - 3.2 Are HQ/Regional Office guidance and technical support related to stunting reduction adequate?
   - 3.3 Have you or your team members benefited from capacity building initiatives or technical support provided from the Regional Office or other source? What type of support was provided and how did it equip you to improve your work performance?
   - 3.4 What skill sets are critical for UNICEF staff to be effective in serving in the leadership role/ coordination capacity? How is UNICEF building the capacity of its staff to be effectively provide leadership?

4.1 How does the Section strive to make the most of the resources it has available? How does the Nutrition Section improvise when human, financial, technical, and other resources are inadequate to meet the existing needs?

EQ7 Knowledge/data generation and use

1.1 How does UNICEF encourage use of data for intervention selection and prioritization, geographical targeting, conducting advocacy, and tracking results for its nutrition interventions?
   - 1.2 What data does UNICEF collect at the various levels (community, district, provincial, global) to guide and adapt its programmes for improved outcomes? How does UNICEF build capacity for the timely collection and use of quality relevant data among its staff and counterparts? Are data collection systems parallel to or integrated/ synchronized with existing data systems? What is the community component of the data collection and use that enables local problem solving and ownership of activities?
   - 1.3 How does UNICEF and its partners define, track or map equitable coverage?
   - 1.4 How does UNICEF, in collaboration with country partners, use these data for early and effective emergency response?

2.1 What is the process for utilizing and sharing data?
2.2 What platforms, partnerships, or meetings exist to utilize and share data at the sub-national, national, and regional levels?
2.3 Can you give an example of how data was used to re-direct investments and re-target interventions to realize improved outcomes?
2.4 Can you give an example of how data was used to bring about change within advocacy efforts?
2.5 What measures are in place to maintain and improve data quality, accuracy, relevancy and timely use of data?
3.1 What challenges exist around disseminating and using data (e.g., partner capacity to interpret data, concerns about data reliability)?

**General Conclusion:**

1.1 If you could change one thing with regard to UNICEF what would it be?
Interviewer Guide for UNICEF Non-Nutrition Staff Interviews

Background:
UNICEF’s Evaluation Office commissioned ICF International to conduct a comprehensive evaluation of UNICEF’s strategies and programme performance in reducing stunting in children under five years of age. The evaluation began in January 2016 and will conclude in December 2016.

The evaluation is the first formal attempt to assess UNICEF’s strategies and programme performance in reducing stunting among children under five at the global, regional, and country levels. The focus of the evaluation is in contributing to improving UNICEF’s accountability and generating learning to guide future programmes and strategies.

The evaluation involves data collection from 24 countries. Among the 24 countries, 6 case study countries were selected to explore programmes in varying contexts. Although they are intended to represent diverse program implementation circumstances and outcomes, the selected case study countries are not intended to represent all UNICEF stunting reduction programs globally. The six case study countries are: Cambodia, Haiti, India, Mozambique, Niger, and Rwanda.

The findings from the evaluation will steer UNICEF’s future strategic plans and programmes to reduce stunting at the global, regional, and country levels. Findings will focus on key evaluation domains and cross-cutting issues to contribute to improving UNICEF’s accountability for its performance and results and generate evidence and learning to guide effective action towards sustainable reduction of stunting in the near future. The findings of the [insert name of country] Case Study will be compiled in a report which will be shared with you by UNICEF [insert name of country] as a participant in the evaluation.

You have been asked to participate in this interview as a staff person in UNICEF’s [insert name of country] Office familiar with UNICEF’s programme to reduce stunting in [insert name of country]. Your participation is voluntary. Your decision of whether or not to participate will not affect your involvement in UNICEF’s programmes in any way. You may choose not to answer particular questions during the discussion without penalty. You may also choose to discontinue the interview at any time for any reason. Your responses to the interview are private. This interview is not meant to evaluate you; rather it is meant to gain insights into UNICEF’s stunting reduction programme in [insert name of country].

This discussion will take no more than 60 minutes.

This discussion is strictly confidential, which means that only the members of the project team will be able to connect your name directly with the information you provide. We will include your name and your role/title as a participant in the acknowledgements section of our report but will not attribute any information shared directly to you. However, there is a small chance that you could be identified based on the description of your role and your responses to our questions. In this regard, we believe that the risk of exposure is minimal, given that the information that we are asking you about is related to the UNICEF programme activities and is not personal information.

Your participation will not result in any direct benefits to you. However, your input may contribute to improvements to UNICEF’s strategies and programmes to reduce stunting that may be implemented in the future.
If you have any questions about the study, you can contact Rachel Kagel, the evaluation project director, at Rachel.Kagel@icfi.com or at +1.303.279.7897.

Permission to Record Interview:
We would like to get your permission to record this interview to ensure that we accurately capture details that you provide. However, if you do not agree to be recorded, we will not record the interview. If you agree to be recorded, only ICF evaluation staff will be able to use the recording. To protect your privacy, we will keep the notes and recordings in private files and only ICF study staff members will be allowed to use them. At the conclusion of the evaluation, all recordings will be destroyed. Do I have your permission to record the interview?

☐ YES  
☐ NO  

Questions for Country Representative/Deputy Country Representative:
- How do you support integrated programming to achieve the COs designated stunting reduction goal?
- How has the Strategic Plan 2014-2017 informed strategic priorities for this CO? How do you reconcile the national and sub-national needs identified through Situation Analysis with global guidance to reduce stunting in (fill in name of country)?
- How does the CO strive to make the most of the resources it has available?
- What skills sets are vital for UNICEF staff to effectively fulfill their roles? How does UNICEF support staff to develop these skill sets? (i.e. leadership, technical excellence, advocacy/policy impact, coordination, programme development) [Do they share technical capacity building exercises across development partners or utilize south to south opportunities or online resources?] To what extent have CO human resources facilitated or limited stunting reduction efforts?
  - Are HQ/Regional Office guidance and technical support related to stunting reduction adequate?
  - Have you or your team members benefited from capacity building initiatives or technical support provided from the Regional Office or other source? What type of support was provided and how did it equip you to improve your work performance?
  - What skill sets are critical for UNICEF staff to be effective in serving in the leadership role/coordination capacity? How is UNICEF building the capacity of its staff to be effectively provide leadership?
- How is UNICEF held accountable for stunting outcomes at the country level? (Are they?) What are the accountability criteria and consequences?
- How does UNICEF foster a community-centered approach that empowers communities with the knowledge and tools to address their own nutrition issues?

Questions for Nutrition Sensitive Sector Staff (WASH, Health, Early Childhood Education/Early Childhood Development ECD, Social Protection):
- What interventions does this section currently implement or support that contribute to the goal of reducing stunting in (fill in name of country)?
  - How does improvement in your sector related indicators relate to improvements in child and household nutrition, including the reduction of stunting among young children?
- For non-nutrition technical staff: To what extent do the Country Representative and Deputy Country Representative see stunting reduction as important? To what extent do non-nutrition Section Chiefs and technical staff see stunting reduction as an issue that requires integrated approaches and attention or inputs from their own sector? [Probe for an example of their commitment and prioritization of stunting reduction]
• To what extent do sections within the UNICEF (fill in name of country) CO collaborate to achieve development goals and the reduction of stunting in particular?
  o Is there an example of multi-sectoral work within this CO?
  o What has helped multisector planning move forward in this CO and/or among development partners in this country?
• What challenges to integrated or multisectoral work are faced by Sections in this CO?
• What opportunities exist to work in a more integrated or convergent manner in this CO? What processes would support such approaches?
• Social Protection Section: What activities are you implementing that help households/communities better prepare for and mitigate against the potential harms of natural disasters / climate change/ market changes (i.e., resiliency)?
• Social Protection and Early Childhood Development Section: Who are the vulnerable groups that have been targeted for your activities? [If not mentioned, see if children with disabilities are part of the vulnerable group]
• Education and Early Childhood Development Sections: How is UNICEF building the capacity of its partners at all levels to recognize and address inequities, gender imbalances and vulnerabilities (nutritional as well as other), including the protection of vulnerable children?
• How is UNICEF held accountable for stunting outcomes at the country level? [Are they?] What are the accountability criteria and consequences?
• How does UNICEF foster a community-centered approach that empowers communities with the knowledge and tools to address their own nutrition issues?
• If you could change one thing with regard to UNICEF what would it be?

Questions for Communications Staff:
• How do Communications (Advocacy and Communication and Communications for Development) support the stunting reduction agenda in (fill in name of country)? How does the Communications Section collaborate with the Nutrition and other Sections to reduce stunting?
• What successes have emerged from such collaboration?
• What challenges exist?
• What opportunities exist?
• How is UNICEF held accountable for stunting outcomes at the country level? [Are they?] What are the accountability criteria and consequences?
• How does UNICEF foster a community-centered approach that empowers communities with the knowledge and tools to address their own nutrition issues?
• If you could change one thing with regard to UNICEF what would it be?

Questions for Planning, Monitoring & Evaluation Staff:
• How does the PME/PPE Section support the reduction of stunting in (fill in name of country)?
• How does UNICEF encourage use of data for intervention selection and prioritization, geographical targeting, conducting advocacy, and tracking results for its nutrition interventions?
  o What data does UNICEF collect at the various levels (community, district, provincial, global) to guide and adapt its programmes for improved outcomes? How does UNICEF build capacity for the timely collection and use of quality relevant data among its staff and counterparts? Are data collection systems parallel to or integrated/ synchronized with existing data systems? What is the
community component of the data collection and use that enables local problem solving and ownership of activities?
  - How does UNICEF and its partners define, track or map equitable coverage?
  - How does UNICEF, in collaboration with country partners, use these data for early and effective emergency response?

- What is the process for utilizing and sharing data?
  - What platforms, partnerships, or meetings exist to utilize and share data at the sub-national, national, and regional levels?
  - Can you give an example of how data was used to re-direct investments and re-target interventions to realize improved outcomes?
  - Can you give an example of how data was used to bring about change within advocacy efforts?
  - What measures are in place to maintain and improve data quality, accuracy, relevancy and timely use of data?

- What challenges exist around disseminating and using data (e.g., partner capacity to interpret data, concerns about data reliability)?
- How is UNICEF held accountable for stunting outcomes at the country level? [Are they?] What are the accountability criteria and consequences?
- How does UNICEF foster a community-centered approach that empowers communities with the knowledge and tools to address their own nutrition issues?
- If you could change one thing with regard to UNICEF what would it be?
UNICEF Country Office Survey

CONSENT

On behalf of UNICEF’s Evaluation Office, ICF is conducting a comprehensive evaluation of UNICEF’s strategies and programme performance to reduce stunting among young children.

There are seven interrelated areas which are of core interest for this evaluation:

| Relevance, appropriateness, adequacy, and coherence of strategies and plans: assess how well UNICEF’s strategies provide guidance for establishing country programmes that make progress towards stunting reduction. |
| Effectiveness in addressing stunting reduction outputs: assess the extent to which country programmes have attained their objectives in terms of stunting reduction. |
| Efficiency of management and operations: look at the utilization of resources available, including staff and funds, to achieve programme outputs. |
| Sustainability and scale up: look at how country programmes are designed and implemented to enhance the possibility of benefits continuing after donor funding has been withdrawn. |
| Leadership and leveraging partnerships: assess UNICEF’s role as a leader in improving coordination mechanisms for inter-sectoral collaboration, and building capacity to implement nutrition interventions. |
| Equity and reach of disadvantaged children: assess to what extent vulnerable groups (those who are worst off or most impacted by poor stunting levels) were efficiently, equitably, and sustainably targeted and reached. |
| Knowledge, data generation and use: assess real-time data collection, analysis and use in collaborations can help prioritise, target and monitor interventions. We will assess the generation, management and use of data to achieve objectives in all other evaluation areas. |

We are contacting you because your country is one of the 24 countries included in this evaluation (as per the previous communication by the Evaluation Office). Your response to the questionnaire and the accuracy of the information provided are extremely valuable to us.

This survey will take approximately 45 minutes and includes the following six sections:

- Respondent information
- Questions about UNICEF
- Questions about UNICEF’s relationship with the government
- Questions about UNICEF’s relationship with non-governmental stakeholders
- Questions about UNICEF’s leadership and knowledge management and dissemination
- Wrap-up questions
Here are some details regarding the survey:

**Procedures:** We are conducting surveys with a total of 24 Country Offices (COs) that have been selected to take part in the evaluation. The survey questions will concern your country programme/CO’s efforts to reduce stunting, including the relevance of global and regional stunting reduction strategies, the effectiveness of the country programme in reducing stunting, UNICEF’s role in leading and leveraging partnerships in this country, the sustainability and scale up of stunting reduction efforts, UNICEF’s management and operations, and UNICEF’s role in knowledge and data generation and use. We are an external team; your answers, whether positive or negative, will be kept confidential and used only for the purpose of the evaluation.

**Benefits:** Your inputs to the evaluation will contribute to improvements to UNICEF’s stunting reduction efforts and other related programmes that may be implemented in the future.

**Confidentiality:** All responses will be kept completely confidential. Identifying information such as your name and contact information will not be disclosed to anyone but the evaluation team from ICF conducting this evaluation. These individuals have signed a data confidentiality agreement.

**Contact information:** If you have any questions regarding the evaluation or any specific questions, you may contact the ICF project director, Rachel Kagel, (e-mail: rachel.kagel@icf.com).

**RESPONDENT INFORMATION**

**SM#: 1 Required**

**UNICEF CO location (select one)**

- Bolivia
- Burundi
- Cambodia
- Egypt
- Ethiopia
- Ghana
- Guatemala
- Haiti
- India
- Indonesia
- Mali
- Mozambique
- Myanmar
- Nepal
- Niger
- Nigeria
- Pakistan
- Rwanda
- Somalia
- Sudan
- Tajikistan
- Timor Leste
- Turkmenistan
- Yemen
SM#: 2 Required

Key contact person preparing response

Name: __________________________

SM#: 3 Required

Title (select one):

- [ ] Chief of Nutrition
- [ ] Chief of Health
- [ ] Chief of Health and Nutrition
- [ ] Nutrition Specialist
- [ ] Health Specialist
- [ ] Health and Nutrition specialist
- [ ] Other (Please specify): ______________________________________

QUESTIONS

SM#: 4 Required

1. Does the CO have an overarching strategy or framework on stunting as part of the current Country Programme?

- [ ] Yes

If yes SM#5,

a. Please provide more detail and share relevant documents or frameworks with the evaluation team by email: rachel.kagel@icf.com.

_____________________________________________________________________

_____________________________________________________________________

[b] No

SM#: 6 Required at least 1 row

2. In which Country Programme areas is stunting reduction integrated. Please check all that apply and describe integration (e.g., considered in all activities and interventions, included in a specific activity).

<table>
<thead>
<tr>
<th>Area</th>
<th>Stunting reduction is integrated</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition</td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>Maternal and Child Health</td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>Other health</td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>Health systems strengthening</td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>Water, Sanitation and Hygiene</td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>[ ]</td>
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<td>Gender equity</td>
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<tr>
<td>Policy advocacy</td>
<td>[ ]</td>
<td></td>
</tr>
<tr>
<td>Child protection</td>
<td>[ ]</td>
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</tr>
</tbody>
</table>
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF’s strategies and programme performance – Global synthesis report: Annexes - Volume II

<table>
<thead>
<tr>
<th>Description</th>
<th>Stunting reduction is integrated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infectious Disease</td>
<td>□</td>
</tr>
<tr>
<td>Communication/Advocacy</td>
<td>□</td>
</tr>
<tr>
<td>Supply and procurement</td>
<td>□</td>
</tr>
<tr>
<td>Other (1); please specify:</td>
<td>□</td>
</tr>
<tr>
<td>Other (2); please specify:</td>
<td>□</td>
</tr>
</tbody>
</table>

SM#: 7 Required at least 1 row

3. What are the top three vulnerable populations/groups that are disproportionately affected by stunting in the country? In this context, vulnerable populations/groups can be defined as those who are more likely to be affected by stunting due to physical, psychological, or social factors. Vulnerabilities are specific to the country context and may be related to geography, religion, gender, poverty, ethnicity, disability, disease, mental conditions, or other factors.

1.
2.
3.

SM#: 8 Required at least 1 row

4. What is UNICEF doing to address stunting related needs of vulnerable children in its Country Programme?

____________________________________________________________________________

____________________________________________________________________________

SM #9

5. Did the Country Programme experience any challenges in working to address stunting related needs of vulnerable children?

☑ Yes

If yes, SM #10

a. What were the top 3 challenges?

1.
2.
3.

☑ No

SM #11, Required at least 1
6. What are the top five activities/interventions of the UNICEF Country Programme to address stunting among young children in recent years, especially since 2013?
   1. 
   2. 
   3. 
   4. 
   5.

SM #12, Required at least 1

7. What are the COs main strengths in term of its ability to address stunting?
   1. 
   2. 
   3.

SM #13, Required at least 1

8. In the CO’s assessment, are there any major challenges/constraints that the Country Programme is facing (in recent 2-3 years) in effective implementation of its strategies/interventions to address stunting among under 5 children?
   ☐ Yes

If yes, SM #14

Please list/describe top three challenges/constraints that the Country Programme is facing in recent years?
   1. 
   2. 
   3.
   ☐ No

SM #15, Required

9. On a scale from 0 to 5 (with 0 being “not at all” and 5 being “fully”), to what extent is current staffing of the CO sufficient to meet the demands and needs related to Country Programme objectives to address stunting? (Select one).
   ☐ 0 (not at all)
   ☐ 1
   ☐ 2
   ☐ 3
   ☐ 4
   ☐ 5 (fully)
SM #16, Skipped to from SM#15 if answer was 0-4 (NOT 5) Required

a. If current staffing is NOT sufficient to meet the demands and needs related to Country Programme objectives to address stunting (i.e., your previous answer was NOT 5), please describe the insufficiencies.

______________________________________________
___________________________________________________________________

SM #17, Required at least 1 row

10. Are staff outside of the nutrition section integrated into the CO’s efforts toward the Country Programme’s effort to address stunting?

☐ Yes
If yes, SM #18

a. Please indicate the activities in which staff outside of the nutrition section are integrated into the CO’s efforts toward the Country Programme objective to address stunting. (Select all that apply)

☐ Planning stages
☐ Monitoring and Evaluation framework development
☐ Implementation
☐ Measurement of nutrition-specific indicators
☐ Measurement of nutrition-sensitive indicators
☐ Reporting and dissemination
☐ Policy development or advocacy
☐ Other; please specify: ___________________
☐ No

SM#19, Required

11. On a scale from 0 to 5 (with 0 being “not at all” and 5 being “fully”), is the CO facing challenges in involving all relevant sections/staff in efforts to address stunting?

☐ 0 (not at all)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5 (fully)

SM#20, Skipped to from SM#20 if answer was 1-5 (NOT 0) Required at least 1

a. If the CO faces challenges (i.e., your previous answer was NOT 0), please describe the main challenges (up to 3).

1.

2.

3.
SM#21 Required

12. On a scale from 0 to 5 (with 0 being “not at all” and 5 being “fully”), in the CO’s opinion, to what extent does the CO team have the necessary knowledge and skills among its staff to respond to the Country Programme needs and demands to address stunting? (Select one)

☐ 0 (not at all)
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5 (fully)

SM#22 Skipped to from SM#21 if answer was 1-4 (NOT 0) Required

a. If staff experience gaps in knowledge and skills needed to address stunting, please describe the top 3 areas.

1.
2.
3.

SM#24, Required at least 1 year

13. By year, what was the shortfall in the CO budget required to meet the needs and demands of the Country Programme to address stunting since 2013?

<table>
<thead>
<tr>
<th>Year</th>
<th>Not applicable (no shortfall)</th>
<th>&lt; 20%</th>
<th>20-39%</th>
<th>40-59%</th>
<th>60-79%</th>
<th>&gt;80%</th>
</tr>
</thead>
<tbody>
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<td>2013</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
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<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
<td>❑</td>
</tr>
</tbody>
</table>

SM#24, Required at least 1

a. If there is a shortfall, list the top 3 unfunded areas that you regard as essential to addressing stunting that are not sufficiently funded.

1.
2.
3.

SM#25, Required

14. Did the CO receive support from UNICEF’s Regional Office as part of Country Programme efforts to address stunting during last 3 years?

☐ Yes

If yes, SM #36

a. Please describe the support (top 5) the CO received that assisted Country Programme efforts to address stunting.

1.
2.

3.

4.

5.

☐ No

SM#27, Required at least 1

15. List the top three ways the CO could further benefit from support from UNICEF’s Regional Office.

1.

2.

3.

SM#28, Required

16. Does the CO benefit from support from UNICEF Headquarters to address stunting? 
   (Select one)

☐ Yes

If Yes SM #29, Skipped to from SM#28 if answer was 1-5 (NOT 0) Required

How has support from UNICEF Headquarters benefited your Country Programme’s efforts to address stunting?

____________________________________________________________________________

☐ No

SM#30, Required at least 1

17. List the top three ways the CO could further benefit from support from UNICEF Headquarters.

1.

2.

3.

SM#31 Required

18. In the CO’s opinion, are there any potential risks (e.g., funding, technology, institutional capacity) to the sustainability of the contributions UNICEF is making to address stunting through the Country Programme?

☐ Yes
If yes, SM#32 Skip from above (yes), Required

a. What are the top 3 risks/issues related to the sustainability of the contributions UNICEF is making to address stunting through the Country Programme?
   1.
   2.
   3.

☐ No

SM#33 Required.

19. What are the top five initiatives to develop capacity of national counterparts/institutions by the Country Programme in its efforts to address stunting since 2013? These may include training (at all levels of government), supportive supervision, or other capacity/system building efforts. Please describe.
   1.
   2.
   3.
   4.
   5.

SM#34, Required

20. Please specify 3-5 key counterpart institutions (Govt, NGO, Other) with which the CO collaborates to implement the Country Programme interventions to address stunting
   1.
   2.
   3.
   4.
   5.

SM#35, Required at least 1

21. Does the CO support nutrition sensitive approaches as part of the Country Programme’s efforts to address stunting?
   ☐ Yes
If yes, SM #36

   a. Please list the top five institutions the CO collaborates with for nutrition sensitive approaches as part of the country programme’s efforts to address stunting.
      1.
      2.
22. In the CO’s opinion, are there any potential challenges to scale up UNICEF supported interventions to address stunting?
   ■ Yes

If yes SM #38
   a. Please list the top 3 challenges to scale up of UNICEF supported interventions to address stunting.
      1.
      2.
      3.

   ■ No

SM #39, Required

23. Has the CO documented any innovations, good/best practices, or locally contextualized tools related to efforts to reduce stunting since 2013?
   ■ Yes

If yes, SM #40
   a. Please provide more detail, the name of documents, and hyperlinks (if available)

   ■ No

SM #41 Required

24. Did the UNICEF CO lead, convene or support national coalitions, alliances, or networks related to nutrition or stunting reduction initiatives since 2013? (Select one)
   ■ Yes

If yes SM #42
   a. Please list up to five coalitions, alliances or networks related to nutrition or stunting reduction that the CO has led, convened or supported since 2013
      1.
      2.
      3.
4. SM #43
   a. Please specify CO’s role and years active for each coalition/alliance/network from the previous question:

<table>
<thead>
<tr>
<th>Coalition 1</th>
<th>UNICEF CO’s Role (drop down with options)</th>
<th>Years active (drop down with options)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coalition 2</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Coalition 3</td>
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<tr>
<td>Coalition 4</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coalition 5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   ❑ No

SM#44 Required

25. Is there one or more information system(s) responsible for collecting and sharing nutrition and stunting related data in place in the country? *(Select one)*
   ❑ Yes

*If Yes, SM# 45 Required if skipped to*
   a. On a scale from 0 to 5 (with 0 being “not at all” and 5 being “fully”), to what extent is the information system adequate in terms of meeting information needs?

   ❑ 0 (not at all)
   ❑ 1
   ❑ 2
   ❑ 3
   ❑ 4
   ❑ 5 (fully)

SM#46 Required if skipped to
   a. How has UNICEF supported the information system in the past 3 years?

   ______________________________________________________________
   ______________________________________________________________

   ❑ No

SM#47 Required

26. In the CO’s opinion, are the available data related to stunting related outcomes and outputs sufficient to meet the data needs in the country? *(Select one)*
   ❑ Yes

*If yes SM# 48Skip above, required*
   a. What are the top three data gaps/needs of the country in relation to stunting?
      1.
      2.
3. No

SM# 49 Required at least 3

27. In the CO’s opinion, what are the top (up to five) challenges/constraints in fulfilling data needs for the Country Programme in relation to stunting?

1. 
2. 
3. 
4. 
5. 

SM# 50 Required at least 1

28. List the key actors/institutions the CO regards as important to addressing stunting reduction that are not part of the current partnerships and platforms to contribute to Country Programme efforts to address stunting.

<table>
<thead>
<tr>
<th>Government Ministries</th>
<th>NGOs</th>
<th>Donor Organizations</th>
<th>Research Institutions</th>
<th>Private Sector</th>
<th>Others (incl. other UN agencies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
<td>1.</td>
<td>1</td>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
<td>2.</td>
<td>2</td>
<td>2.</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td>3.</td>
<td>3.</td>
<td>3..</td>
<td>3.</td>
<td>3.</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR PARTICIPATION!
External Stakeholder Survey

Please indicate the language which you would prefer to use for completing this survey. *(Select one)*

- English
- Español
- Français
- Português
- Русский

CONSENT

On behalf of UNICEF’s Evaluation Office, ICF International is conducting an evaluation of UNICEF’s strategies and programmes to reduce stunting among young children since 2010. The study is called *Reducing Stunting in Children Under Five Years of Age: A Comprehensive Evaluation of UNICEF’s Strategies and Programme Performance*. We would like to ask you some questions to better understand the extent to which UNICEF leads and leverages partnerships to reduce stunting.

We are contacting you because your colleagues in UNICEF identified you/your organization as an important stakeholder working to improve child nutrition. Your opinions and thoughts are extremely valuable to us.

This survey should take no more than an hour to complete. If you agree to participate, here are some things you should know:

**Procedures:** We are conducting surveys with a total of up to 120 stakeholders from 24 countries. The survey questions will concern your work and your assessment of UNICEF’s role in addressing stunting in young children. The ICF team has been recruited as independent evaluators. We are an external team; your answers, whether positive or negative, will be kept confidential and used only for the purpose of the evaluation.

**Risks:** This survey poses few, if any, risks to you. You may choose to stop the survey at any time or not answer a question, for whatever reason.

**Benefits:** Your inputs to the evaluation will contribute to improvements to UNICEF’s stunting reduction efforts and other related programmes that may be implemented in the future.

**Confidentiality:** All responses will be kept completely confidential. Identifying information such as your name and contact information will not be disclosed to anyone but the ICF evaluation team conducting this evaluation. These individuals have signed a data confidentiality agreement.

**Compensation:** You will not receive compensation for participation in this survey.

**Contact information:** If you have any questions regarding the research project, you may contact the project director, Rachel Kagel, 3 Corporate Square, Suite 370, Atlanta, GA 30329 (Tel: +1 (303) 279-7897, e-mail: rachel.kagel@icfi.com)

Do you declare that you have read the informed consent form, or that it has been read to you, and that you understand its contents?
Please click the "I CONSENT" box below to proceed to the survey.

- I CONSENT
- I DO NOT CONSENT

RESPONDENT INFORMATION

As you respond to the survey, please respond based on your work in the country where UNICEF invited you to participate in the survey.

1. Please specify the country in which you work where UNICEF invited you to participate in the survey (select one)
   - Bolivia
   - Burundi
   - Cambodia
   - Egypt
   - Ethiopia
   - Ghana
   - Guatemala
   - Haiti
   - India
   - Indonesia
   - Mali
   - Mozambique
   - Myanmar
   - Nepal
   - Niger
   - Nigeria
   - Pakistan
   - Rwanda
   - Somalia
   - Sudan
   - Tajikistan
   - Timor Leste
   - Turkmenistan
   - Yemen

2. Please specify the main type (or types) of organization(s) with which you are affiliated with in your country. (Select all that apply)
   - Ministry of the national government (central level)
   - Sub-national government (for example: state, province, or district government)
   - Local government (for example: town or village government)
   - International non-governmental, civil society or faith-based organization
   - Local non-governmental, civil society or faith-based organization
   - Private sector
     - University/Academia
     - Donor agency or foundation
     - Other (Please specify): ____________________________

3. Please indicate your primary area(s) of work/expertise. (Select all that apply)
   - Nutrition
   - Newborn, Child, and Maternal Health
   - Reproductive Health
   - HIV/AIDS
   - Health, not otherwise listed
   - Health systems strengthening
- Water, Sanitation and Hygiene
- Agriculture/food security
- Education
- Gender equity
- Early Childhood Development
- Regulatory or trade
- Social protection
- Child protection
- Emergency response
- Humanitarian Aid/Relief
- Private sector
- Other (Please specify)

**QUESTIONS**

4. What are your organization’s top three areas of focus related to addressing stunting in your country?
   1. 
   2. 
   3. 

5. In your opinion, please indicate your agreement with the following statements on a scale from 0 to 5 (with 0 being “completely disagree” and 5 being “completely agree”):

<table>
<thead>
<tr>
<th>Statement</th>
<th>0 (completely disagree)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 (completely disagree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is sufficient political/national commitment in the country to address stunting in the country.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Policies and action plans exist and they are well-coordinated across partners/key players</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There is adequate capacity among key partners (govt. and others) to address stunting in young children.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>There is adequate evidence available regarding the strategies/interventions that are needed to reduce stunting in the country, especially of those who are most vulnerable and disadvantaged.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>UNICEF’s strategies with respect to nutrition specific/focused interventions are adequate.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>UNICEF’s strategies with respect to nutrition sensitive interventions are adequate</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>UNICEF’s technical staff capacity in your country is adequate to make a significant contribution to address stunting.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Sectors within UNICEF work in a coordinated and coherent manner for addressing stunting in your country.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
6. In your view, what are the top five contributions UNICEF has made to address stunting in your country since 2013? Please explain.
   1.
   2.
   3.
   4.
   5.

7. In your opinion, what additional areas (up to 5) could UNICEF contribute to in order to address stunting in your country?
   1.
   2.
   3.
   4.
   5.

8. In your country, what are the top three vulnerable populations/groups that are disproportionately affected by stunting? In this context, vulnerable populations/groups can be defined as those who are more likely to be affected by stunting due to physical, psychological, or social factors. Vulnerabilities are specific to the country context and may be related to geography, religion, gender, poverty, ethnicity, disability, disease, mental conditions, or other factors.
   1.
   2.
   3.

9. Does UNICEF work to address stunting related needs of vulnerable children?
   - Yes
   If yes,
   a. What are the top three contributions UNICEF makes to meet stunting related needs of vulnerable children in your country?
      1.
      2.
      3.
   - No
10. In your opinion, what are the key challenges to addressing the stunting related needs of vulnerable children in your country?
   1.
   2.
   3.

11. Has UNICEF provided any support to your organization to address stunting in your country since 2013?
   ☐ Yes
   If yes,
   a. Please list the top (up to five) ways UNICEF has supported your organization in your country to address stunting since 2013.
      1.
      2.
      3.
      4.
      5.

   Proceed to 10
   ☐ No
   If no
   a. Please list the top (up to five) ways UNICEF could improve their support to your organization in your country to address stunting.
      1.
      2.
      3.
      4.
      5.

Skip to 11

12. In your opinion, can UNICEF better utilize your organization’s expertise, capabilities or position to improve efforts to address stunting?
   ☐ Yes
   If yes,
   a. List up to 3 ways UNICEF can better utilize your organization’s expertise, capabilities or position to improve efforts to address stunting
      1.
      2.
3.

☐ No

13. In your opinion, what are UNICEF’s key strengths in leveraging partnerships around stunting reduction in your country (up to 3)?

1.

2.

3.

14. In your opinions, what are UNICEF’s key challenges/constraints in leveraging partnerships around stunting reduction in your country (up to 3)?

1.

2.

3.

15. In your opinion, does UNICEF lead, convene or support national coalitions, alliances, or networks related to nutrition or stunting reduction initiatives in your country since 2013? (Select one)

☐ Yes

If yes

a. Please list up to five coalitions, alliances or networks, specify UNICEF’s role, and indicate years active:

<table>
<thead>
<tr>
<th>Coalition, alliance or network</th>
<th>UNICEF’s role</th>
<th>Years active</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Convene</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other: please describe</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Convene</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other: please describe</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Convene</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other: please describe</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Convene</td>
<td></td>
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<tr>
<td></td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other: please describe</td>
<td></td>
</tr>
</tbody>
</table>
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF’s strategies and programme performance – Global synthesis report: Annexes - Volume II

<table>
<thead>
<tr>
<th>Coalition, alliance or network</th>
<th>UNICEF’s role</th>
<th>Years active</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Lead</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Convene</td>
<td></td>
</tr>
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<td></td>
<td>Support</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other: please describe</td>
<td></td>
</tr>
</tbody>
</table>

- No

16. In your opinion, are there any potential challenges to scale up UNICEF supported interventions to address stunting in your country?

- Yes

If yes
a. Please list the top 3 challenges to scale up of UNICEF supported interventions to address stunting.
   1.
   2.
   3.

- No

17. In your opinion, are there any potential risks (e.g., funding, technologies used, institutional capacity related, other) to the sustainability of the contributions UNICEF is making to address stunting in your country?

- Yes

If yes,
SM#39 Skip from above (yes), Required
a. What are the top 3 risks related to the sustainability of the contributions UNICEF is making to address stunting in your country? Please explain.
   1.
   2.
   3.

- No

18. Please describe UNICEF’s role in generating and/or promoting use of evidence through applied research and evaluation related to addressing stunting in your country below.

____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
____________________________________________________________________________
19. In your opinion, please indicate your agreement with whether UNICEF should be advancing efforts to develop/improve information systems for stunting-related data to address stunting on a scale from 0 to 5 (with 0 being “completely disagree” and 5 being “completely agree) in each of the following ways.

<table>
<thead>
<tr>
<th></th>
<th>0 (completely disagree)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5 (completely agree)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data collection and analysis</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Data reporting and use of data for advocacy, policy formulation/improvement, monitoring</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Support for development of information systems</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Support for improvement of information systems</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Support for training of statisticians/M&amp;E staff</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Other (please specify):</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

20. In your opinion, what could UNICEF do to better advance efforts to develop/improve information systems for stunting-related data in your county (up to 3)?

1.

2.

3.

THANK YOU FOR YOUR PARTICIPATION!
Interviewer Guide for Global Stakeholders Interviews

Background:
UNICEF’s Evaluation Office commissioned ICF to conduct a comprehensive evaluation of UNICEF’s strategies and programme performance in reducing stunting in children under five years of age. The evaluation began in January 2016 and will conclude in March 2017.

The evaluation is the first formal attempt to assess UNICEF’s strategies and programme performance in reducing stunting among children under five at the global, regional, and country levels. The focus of the evaluation is in contributing to improving UNICEF’s accountability and generating learning to guide future programmes and strategies.

The evaluation involves data collection from 24 countries. Among the 24 countries, 6 case study countries were selected to explore programmes in varying contexts.

The findings from the evaluation will steer UNICEF’s future strategic plans and programmes to reduce stunting at the global, regional, and country levels. Findings will focus on key evaluation domains and cross-cutting issues to contribute to improving UNICEF’s accountability for its performance and results and generate evidence and learning to guide effective action towards sustainable reduction of stunting in the near future. The findings of the evaluation will be compiled in a report which will be shared with you by UNICEF as a participant in the evaluation.

You have been asked to participate in this interview because you have been identified you as an important stakeholder working to reduce stunting. Your participation is voluntary. Your decision of whether or not to participate will not affect your involvement in UNICEF’s programmes in any way. You may choose not to answer particular questions during the discussion without penalty. You may also choose to discontinue the interview at any time for any reason. Your responses to the interview are private. This interview is not meant to evaluate you; rather it is meant to gain insights into UNICEF’s stunting reduction programme.

This discussion will take between 30 and 60 minutes. This discussion is strictly confidential, which means that only the members of the project team will be able to connect your name directly with the information you provide. We will include your name and your role/title as a participant in the acknowledgements section of our report but will not attribute any information shared directly to you. However, there is a small chance that you could be identified based on the description of your role and your responses to our questions. In this regard, we believe that the risk of exposure is minimal, given that the information that we are asking you about is related to the UNICEF programme activities and is not personal information.

Your participation will not result in any direct benefits to you. However, your input may contribute to improvements to UNICEF’s strategies and programmes to reduce stunting that may be implemented in the future.

If you have any questions about the study, you can contact Rachel Kagel, the evaluation project director, at Rachel.Kagel@icfi.com or at +1.303.279.7897.

Introduction/ General Information

- In your opinion, what is UNICEF’s current role in efforts in improving the nutrition situation?
- What is UNICEF’s role and approach
  - Partners
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF's strategies and programme performance – Global synthesis report: Annexes - Volume II

- Technical strategies
  - nutrition-specific
  - nutrition-sensitive
- How does your organization interact with UNICEF around nutrition efforts?

EQ2 Effectiveness in addressing stunting
- In terms of UNICEF approaches and commitments in nutrition, does UNICEF accomplish what it sets out to do?
  - Where is UNICEF doing a particularly good job?
  - Where could UNICEF do better in terms of fulfilling its current commitments?

EQ1 Relevance/appropriateness/coherence global, regional, country approaches and activities
- In the global context, do you think UNICEF is focusing on the right activities?
  - What should UNICEF be doing that they are not?
    - Are there gaps in global approaches that UNICEF would best be suited to fill?
  - Is there anything UNICEF is doing that you believe would be better performed by others?

EQ4 Leadership/leveraging partnerships
- How has UNICEF led nutrition efforts or leveraged partnerships to improve the nutrition situation?
  - What has been UNICEF's most critical contributions to improving the nutrition situation?
  - What opportunities exist for further collaboration?
  - How could UNICEF better engage and be better engaged with partners to improve the nutrition situation?

EQ5 Sustainability and scale-up
- How is UNICEF supporting partners and policies to ensure that nutrition progress is maintained?
  - What are the risk to sustaining achievements?
    - What can be done to address those risk?
- What is UNICEF doing to identify and support opportunities to scale up successful nutrition efforts?
- What global barriers exist that inhibit progress towards achieving SDGs related to stunting?
  - How could or should UNICEF be doing to help address these barriers?

EQ7 Knowledge/data generation and use
- What are UNICEF strengths in data and knowledge generation and dissemination?
- What are UNICEF weaknesses in data and knowledge generation and dissemination?
- What do you view as the most important gaps in data or knowledge that are necessary for improving the nutrition situation?
  - What do you think could or should be UNICEF’s role in addressing these gaps?
EQ6 Management/Operations
- In your opinion, what could UNICEF do better in terms of their own capacity (whether physical, human, technical, financial or other capacity) to improve the nutrition situation?

EQ3 Equity and reaching disadvantaged children
- In terms of equity issues related to nutrition:
  o Is UNICEF clear in defining disadvantaged and vulnerable populations?
  o Is UNICEF clear in its approach to addressing inequities?
  o What else could or should UNICEF do to improve equity in nutrition outcomes?

General Conclusion
- Is there anything you would change about how UNICEF addresses issues around nutrition?
- Is there anything you would like to add to our discussion today that we have not already addressed?

THANK YOU FOR YOUR TIME!
Reducing Stunting in Children under 5 Years of Age: A comprehensive evaluation of UNICEF's strategies and programme performance – Global synthesis report: Annexes - Volume II