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Formative Evaluation of the UNICEF Country Programme (2017- 2021)

HAITI

This Brief presents the results of the Formative Evaluation of the UNICEF Country Programme in Haiti (CPE), 2017-2021 conducted by an Independent Evaluation Team from Universalia.
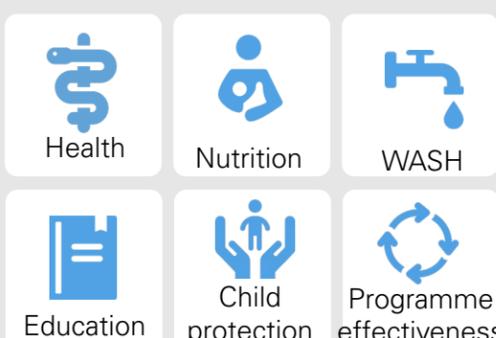
INTRODUCTION

Haiti is one of the 13 states with the most fragile contexts in the world. All this poses multiple development challenges in Haiti that have a considerable impact on the living conditions of Haitians, especially women and children.

UNICEF Country Programme (CP) 2017-2021

USD 168.625 million

With 6 sectoral components:

- Health
- Nutrition
- WASH
- Education
- Child protection
- Programme effectiveness

WHAT THE EVALUATION FOUND OUT

Relevance

unicef for every child — **Relevant to** — Country and target populations

Country Programme

- **consistent** with changing global and national priorities
- **Flexible**: responded to the ever-changing context in Haiti.
- **aligned** with the national, UNDAF and SDGs.

Effectiveness

UNICEF has been able to improve access to:

- maternal and newborn care
- WASH services
- nutrition
- child immunization
- child protection

and contributed to the **transformation of social norms and behaviour change** for the benefit of children's rights.

UNICEF also reinforced governement capacities for:

- Emergency response
- Generation of data
- Information systems

GOVERNMENT

- And contributed to improve of the policy and legislative frameworks

The work needed to coherently address people's vulnerability before, during and after crises is often done as silos, instead of a continuum.

Gender equality

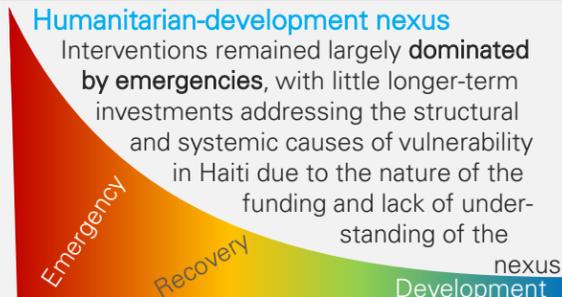**Taken into account** in the design and implementation of the CP.

Youth and adolescent participation integrated into a clear strategy.

But there is need to work more with **women's rights organizations**.

Humanitarian-development nexus

Interventions remained largely **dominated by emergencies**, with little longer-term investments addressing the structural and systemic causes of vulnerability in Haiti due to the nature of the funding and lack of under-standing of the nexus.

Emergency — Recovery — Development

Coherence

Despite the willingness of the Country Office to work within a multisectoral coordination framework, and the implementation of some activities aimed at synergy, objectives and results in each sector have been defined and their monitoring carried out in **silos**.

UNICEF has made **good contributions** through **joint projects** with other UN Agencies, but each of the Agencies has continued to follow its **own operating logic**.

What rests to be done

Recommendations will be carefully considered by the CO Management Team and a *Management Response* will be elaborated providing a summary of the actions that UNICEF will take to address the recommendations contained in the evaluation report.

1 **Conditions** must be created to move towards effective implementation of these frameworks, including a **political commitment** to **increase the allocation of resources** to basic services.

2 The **institutionalization** of strengthened capacities is still fragile and needs to go through the **structural adjustment of the vulnerability of Haitian systems** (e.g., consolidation of public administration, staff motivation).

3 A **large-scale** and **long-term** implementation is necessary to create the desired social impact.

RECOMMENDATIONS ON DESIGN

1. **Break with the project-based approach** (short-term and limited scale) in favor of development interventions

Short term
Long term

4. Continue to advocate for the **humanitarian-development nexus** approach

Emergency — Recovery — Development

2. Increase development, management, and use of knowledge to continue **advocacy work for children's rights**, and **capacity building**.

5. Work more on programme **integration** to address the challenges faced by Haitian children in a holistic and cross-sectoral manner.

3. Engage more in the areas of "**public policies**", "**social protection**", "fight against **urban violence**" and "**protection** against sexual exploitation and abuse"

6. Mainstream the gender dimension and youth participation in the development and implementation of all interventions. **Women's rights organizations** in Haiti should receive long- term support.

RECOMMENDATIONS ON IMPLEMENTATION

7. **Replicate the successful experiences** on a large scale and/or focus on interventions that have the potential to be replicated on a large scale.

8. Strengthen **regional presence** and maintain geographical choices, while continuing to work closely with the Government **at the decentralized level**.

9. Continue supporting to **overcome the challenges of the COVID-19** crisis.

10. Operationalize the **resource mobilization strategy**.