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# Process Evaluation East Asia Pacific Regional Office

INCEPTION REPORT

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East Asia and Pacific

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## Abbreviations and Acronyms

CO	Country Office
CPD	Country Programme Document
CRB	Central Review Body
CRsC	Convention on the Rights of the Child
CRC	Contract Review Committee
DCO	Development Coordination Office
ERG	Evaluation Reference Group
GEROS	Global Evaluation Reports Oversight System
FGD	Focus group discussion/s
HQ	Headquarters
KII	Key Informant Interview/s
OECD/DAC	Organization of Economic Co-operation and Development/Development Assistance Committee
PBR	Programme Budget Review
PCRC	Partnership (Programme of Cooperation) Review Committee
PSB	Property and Survey Board
RHRDT	Regional HR Development Team
RMT	Regional Management Team
RO	Regional Office
RO-PE	RO process evaluation
ROJCC	RO Joint Consultative Committee
ROMP	Regional Office Management Plan
ROMT	Regional Office Management Team
RSA/BSA	Regional Staff Association/Bangkok Staff Association
TOR	Terms of Reference
UNICEF	United Nations Children's Fund
WHO	The World Health Organization

## Introduction

The EAPRO commissioned an evaluation to assess the relevance, effectiveness, timeliness, and coherence of selected RO processes, with a focus on processes that are related to supporting COs in the region. The RO process evaluation is referred to as the RO-PE.

This report is the results of the inception phase consultation and activities directed to scope the evaluation. The report provides information on the context within which UNICEF operates in the East Asia and Pacific region and specifies the evaluation methodology which thus determines the exact focus and scope of the exercise, including the evaluation questions, the sampling strategy and the data collection instruments. The inception report together with the Terms of Reference (ToR) dated 18 June 2021 will guide this evaluation. The evaluation will be conducted between September 2021 and January 2022 by a team of two consultants who were selected by UNICEF based on a competitive assessment. The consultancy team consists of Professor Mr Anguel Anastassov as Team Leader, and Ms Catalina Salazar Silva as Bangkok based Consultant, together referred to in this report as the 'evaluation team'.

The management of the evaluation is performed by Management Group comprising of selected senior staff from the Regional Office (RO) and the Regional Evaluation Advisor. A small Reference Group is established. The Evaluation Reference Group (ERG) plays an advisory function. The Reference Group provides feedback on the design of the evaluation and on the inception and draft reports to help ensure high quality products; help identify key stakeholders to be consulted; and participate in review and validation exercises at key stages. The Reference Group should also play a role in co-creating recommendations. The Country Office (CO) representatives within the ERG will have a particular role to play in acting as the "voice" of the 14 COs in the region.

The preparation of this Inception Report is based on the terms of reference ('ToR' – see Annex A) for this evaluation prepared by UNICEF, and has involved the following activities:

- An introduction of evaluation team through virtual meeting (06/09/2021); electronic correspondence between the evaluation team, the Regional Adviser (evaluation) and other UNICEF EAPRO team has regularly taken place to ensure a shared understanding of the content and scope of the ToR; review by the evaluation team of documentation relevant to the RO-PE provided by the RO; and the development of this inception report by the ET, in order to reach a shared understanding of the procedure for the planning, management and implementation of the evaluation and the division of roles and responsibilities between the evaluation team and UNICEF; and confirmation of the timings of key milestones in the project implementation.
- Essential meetings with UNICEF team members have been conducted remotely to ensure that consultants have access to all relevant information/documentation, to establish a shared understanding of the objectives and scope of the evaluation, to inform the development of the inception report and to strengthen stakeholder involvement in the project. Additional key informant interviews that had been planned for the inception phase will be conducted as part of the data collection phase of the evaluation.

## East Asia and Pacific Context

East Asia Pacific is home to one third of the world's population, including more than one-quarter of its children, and is culturally, economically, and politically diverse.

The 28 programme countries served by 14 UNICEF Country Offices in the EAP region include fast growing economies and ten least developed countries – five in the Pacific (Kiribati, Samoa, Solomon Islands, Tuvalu, and Vanuatu) and five in East Asia (Cambodia, DPR Korea, Lao People's Democratic Republic, Myanmar, and Timor-Leste). On aggregate, the region falls into the high human development category with two countries, Palau, and Malaysia, ranked as very high; 10 countries as high human development; and nine with medium human development. The Asia-Pacific region is among the world's most vulnerable regions to natural disasters, including those related to climate change. These disasters often impact children most heavily, while adolescents in the region cite climate change among their foremost concerns and are increasingly claiming their right to a more sustainable environment and climate justice.<sup>1</sup>

Today's conditions in the region place the EAPRO and COs in front of new challenges and search for innovative solutions to the most urgent needs of the children.

The new Regional Office Management Plan (ROMP) for 2022-2025 was developed at a pivotal moment, as countries attempt to balance managing the ongoing COVID-19 pandemic and vaccine rollout whilst attempting to navigate a pathway to recovery from its economic and social impact. In the region, the pandemic has claimed lives, disrupted the delivery of essential services and livelihoods, and plunged an additional 33 million children into poverty. Children were particularly affected by school closures, temporary suspension of essential primary services (including health care), increased violence and other rights violations, although to varying degrees according to the local country situation. A slow and uneven emergence from the pandemic's heavy toll has revealed underlying challenges of inequality and deteriorating mental health. Adolescent participants in a global consultation on the Strategic Plan indicated that their education situation got worse due to COVID-19 (76%) and that the most urgent need was better training for teachers and access to technology (43%); they felt responsibility to tackle climate change (76%) and that the priority action to address this was to raise awareness (43%); and that they wanted to learn more about mental health at school from professionals rather than teachers (58%).

As described in the *Enabling results for children at scale: A shared value proposition of UNICEF Regional Offices document of 2019*, the key accountabilities of Regional Offices include<sup>2</sup>:

- Leadership and representation of UNICEF in the region, advocacy to improve the situation of children and women, and collaborative work with regional partners within a mandate of UN coherence;

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<sup>1</sup> 2021, UNICEF East Asia and Pacific, Regional Office Management Plan 2022-2025

<sup>2</sup> 2021, Terms of reference, Process Evaluation of EAPRO

- Strategic planning and policy development to define regional strategies and plans in the context of global priorities;
- Technical guidance, oversight and performance monitoring of the progress, effectiveness, and relevance of country programmes, including establishing of clear governance and accountability mechanisms; and
- Oversight of management, working practices, cost effectiveness and evaluation and audit exercises.

## Evaluation purpose, objectives, and scope

After the initial round of meetings and documentation review, the evaluation team found that

- The RO stakeholders do not have a unified concept of processes;
- Most of the Regional Advisers consulted answered that there are no documents or flowcharts of their internal processes, the evaluation team did not find standardized documents on the diverse processes within the RO. The following documents were shared in the Inception Phase:
  - Guide for users of the Long Term Arrangement for Services (LTAS) for Social Protection;
  - Regional evaluation SOP;
  - Emergency Procedures;
  - Standard Operating Procedure for developing proposals and charging cross-cutting and programme support costs to ORR and ORE grants, East Asia and the Pacific Regional Office;(iii) There is a challenge in terms of planning and communication, EAPRO has a Country Support Request Platform where annual requirements from COs are included at the beginning of the year, however, throughout the year, unforeseen requirements arrive through emails and calls.

In these senses the evaluation team recommends to slightly redefine the purpose of the evaluation in the TORs, as follow:

The **purpose** of this evaluation is formative and is oriented to learning improvement. The intention is to assess the added value, strengths, and weaknesses of the RO processes (including those through which the EAPRO supports its CO's), to provide an objective and independent perspective on how the RO can improve its contribution to EAP region's CO programming for children in the coming four-year cycle. It is important to understand what is and what is not working within the RO, therefore the evaluation will be seeking evidence and perspectives from RO and CO informants.

The evaluation would have both summative and formative aspects assessing RO performance over the last four years (2018 to 2021), taking into consideration that 2020 and 2021 were years that the RO implemented support and oversight during a global COVID-19 pandemic.

The evaluation **objectives** are:

- Assessing the relevance, effectiveness, timeliness and coherence of the RO processes and activities within the processes delivered to regional partners and COs

- Analysis of the timelines and effectiveness of implementation tools, mechanisms, and methodologies that the RO implements and their appropriateness. Moreover, identify lessons and good practices that have contributed to the performance of the RO
- Identify practices/activities with low added value that can be considered for improvement
- Defining, if necessary, recommendations that can both improve the performance, as well as coordination with internal and external stakeholders

The primary audience/users for the evaluation will be UNICEF RO management and Sections. The secondary audience/users of the evaluation will include the 14 COs as they will contribute to the assessment and expect to benefit from improvements arising from the evaluation recommendations. UNICEF HQ and other ROs are also considered as secondary users.

## Scope

Timeframe to be assessed: 2018 to mid 2021 period.

RO process used by various sections have different uses, purpose and even some have different context, so the evaluation team will focus on higher level of organizational performance as an indicative consequence of various factors translating the EAPRO strategy into clear implementation programmes/working plans with milestones, process owners, metrics, and resources.

The evaluation would focus on the functions of the following sections:

- Lead sectors of child protection, education, health, nutrition, social policy, and WASH
- Key cross cutting sectors and those acting in support of other sectors – gender, disability, adolescents, climate change, early childhood development, Communications for Development (C4D), security, disaster risk reduction and management (including humanitarian action) /risk informed programming, Technology for Development (T4D);
- Planning, monitoring, reporting and evaluation
- Advocacy and general communications (as opposed to C4D)

Following key functions of the RO are **to be excluded from** the scope:

- Operations and Common Support Unit (CSU) and associated business processes which are subject to other forms of review and audit processes
- Private Sector fund raising and Business for Results. It is intended that there will be a full evaluation of the PFP functions within the next two years

The evaluation team will focus on the following practices/activities within the RO processes:

## **RO added value**

- Analysis of the organizational functions and assessment of the effects of internal and external existing analysis of processes and functions. Including implementation modalities, service delivery systems (accessibility and specification of services), and program support functions
- Identification of the factors that have contributed to the performance and results achievement by EAPRO
- Assessment of how stakeholders perceive EAPRO, the nature of client-staff interactions, and service utilization, including feedback and expectations as well as alignment of the RO with country's policies and development agendas
- Identification of good practices that contributed to the successful achievement of expected results
- Managing HQ requirements versus priority setting and priority needs at the CO level

## **Strategic planning and policy development**

- Analysis of the EAPRO planned activities between 2018 and 2021 designed to contribute towards UNICEF strategic goals
- Assessment of the results-based framework for 2018/20, 2021/24 and the relevance towards UNICEF mandate, stakeholders', and regional needs
- CPD development (including technical guidance/expertise in the development; & Quality Assurance of documents (PSN/CPDs)
- CPD approval process (i.e. submission to OSEB, and approval by ExBoard)

## **Technical guidance to CO's**

- Quality Assurance by Regional Advisors
- Operationalized technical support that COs require through an assistance by an expansive roster of institutions, academia, and consultants

## **Knowledge Management**

- Capture and sharing good practices and facilitating cross country exchange
- Developing systems for resource capture and access

## **Capacity building**

- Providing feedback and management direction to COs
- Evidence-generation initiatives<sup>3</sup>, quality assurance, management, and capacity development
- Strengthening RO-wide preparedness and capacity in risk forecasting and risk management

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<sup>3</sup> These include evaluations, research and studies that fall under the mandate of the Research Evaluation and Studies Committee (RES Com).

## Leadership, fund generation and representation of UNICEF in the region

- The process of establishing required regional leadership roles (based on agreed priorities)
- Regional resource mobilization
- Processes around the UN representation and joint initiatives – link to the United Nations Development Coordination Office (DCO) and other joint UN initiatives

The evaluation will analyse typical internal (within the RO) and external processes referred to above to achieve the objectives of the exercise. Good practices that contributed to the successful accomplishment of expected results for the reviewed period will be identified.

The evaluation will follow the ISO 9000 definition of the process, as a set of activities that use resources (people, machines, etc.) to transform inputs into outputs, in other words, the set of activities that the organization implements to fulfill its mission.

The evaluation considers an EAPRO process as a set of procedures and protocols, which draw on one or more business functions to help carry out its mission. CPD process is a typical cross-functional business process which cross the boundaries of traditional functions and various Sections of the RO work together to achieve a common goal.

Also, the evaluation team considers the standard operating procedure as established methods to be followed routinely for the performance of designated operations or in designated situations in the implementation of certain process.

Furthermore, the evaluation will look at the EAPRO internal control activities and possible functioning of an accountability framework.

In principle, these framework documents are intended to provide an enabling environment for staff at all levels to act responsibly with a full understanding and knowledge of their delegated authorities and corresponding responsibilities, as well as of the rules, regulations and procedures that govern the processes associated with their respective duties and responsibilities.

The evaluation team is going to analyze whether the current mechanism (Annex I: Excerpt from EAPRO ROMP Staffing Structure linked to Outcomes and Outputs (2018-2021) to link the current staffing structure (23 posts put in one group) with the intermediate outcomes and intermediate results (outputs) ensure the personal accountability. Another option would be to link the personal work plans with the implementation programmes of respective area of responsibility.

The evaluation team will consider an analysis of the possible introduction of a relatively innovative format of the EAPRO staff's responsibilities structured as a compact between the employer and a staff member. Compacts, which originated in the United Nations Secretariat, reflect, in principle, the objectives and expected results of an organization, which then cascade down through the workplans of successive levels to managers and staff at all levels.

These workplans become fundamental building blocks for holding senior managers and staff at all levels accountable for their performance.<sup>4</sup>

### Evaluation criteria and questions

The evaluation has been designed to generate evidence in relation to following evaluation criteria of the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC), namely: relevance, effectiveness, efficiency (timeliness) and coherence (connectedness).

The evaluation will provide answers to four aspects of performance (see Annex F. Evaluation Matrix). The following criteria will be used to assess EAPRO processes

#### Relevance:

- Responsiveness to needs - To what extent the EAPRO processes and activities within the processes responded to the needs and priorities of COs and HQ, and how well does this prove adaptable to different CO contexts, office capacities and priority setting?
- Intervention design - To what extent has the EAPRO adopted a rigorous approach to the planning of its activities such as using monitoring data, consultation with key stakeholders, consideration of national capacities, and theory of change, among others?
- Preparedness - To which extent has the EAPRO prepared its plan for, and responded to changes in internal and external conditions over time?

#### Effectiveness:

- To what extent has the processes in the RO successfully supported CO programme delivery over the 2018 – 2021 period?
- Which RO processes (or activities within processes) do stakeholders identify as the most value adding types for CO and why? What do stakeholders identify as less effective and why?
- To what extent has EAPRO processes helped it to contribute to the related national and regional strategic objectives? Moreover, which factors have contributed to the delivery of results and met overall needs in the context?
- To what extent does the RO successfully fulfil its role as a knowledge management; knowledge broker and facilitator of dissemination of important child related knowledge?
- To what extent did the EAPRO leverage the mobilization of additional resources at the national or regional level, which would not have otherwise materialized -- and did any outcomes materialized as the result of the leverage-effect?

#### Timeliness

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<sup>4</sup> Seventh progress report on the accountability system in the United Nations Secretariat: strengthening the accountability system of the Secretariat under the new management paradigm, 1 March 2018, doc. A/72/773, para. 54.

- Are the processes used contributing to the timely delivery of results and within intended timeframe?

## Coherence

- To what extent EAPRO processes are coherent with CO's?
  - What was the overall integration and synergies between EAPRO and other development partners in the region?
  - Were EAPRO processes coherent with UNICEF regional and national priorities and plans?

## Evaluation Methodology

### Data collection and analysis

The methodology adopted for this evaluation is designed to allow the identification of the successful processes attributable to the RO given the range of information and time available. The evaluation will be undertaken using the UNEG and UNICEF Evaluation Standards and Guidelines.

The evaluation will employ a mixed-methods design, drawing on both quantitative and qualitative data sources. A mixed methodology will be used to draw from the strengths of both qualitative and quantitative methods; to gather data that is rich and measurable; and, to improve the validity of results through triangulation. A mixed method approach will enable the evaluation team to collect high quality data that is both in-depth and comprehensive, conduct meaningful analysis, and ultimately, render the study of greater use for informing future RO support approaches.

Quantitative data will be used to provide a numerical measure of the level of success in which various RO processes are implemented whilst qualitative data will provide an overall description and detailed qualitative questions and specify in depth understanding of the evaluation results and help to interpret and explain quantitative findings. Qualitative data is particularly useful for exploring subjective and contextual issues, and for explaining why certain processes have turned out to be effective.

Given the formative nature of the evaluation, qualitative data analysis will feed into a process of critical reflection and learning about the relevance, effectiveness, efficiency (timeliness), of the RO processes. Qualitative research methods have greater interpretative and explanatory potential than quantitative approaches and provide the best opportunity for exploring how and why particular processes have, or have not, worked out.

### Data Collection tools

**Desk reviews:** The evaluation team will rely on already existing documentation, including the following: i) regional reports and documents; ii) country documents, evaluation reports,

performance reports and audit reports; iii) knowledge products from the RO, e.g. platforms, published reports and training materials; v) client surveys on support services provided to country offices; vi) country office reports; vii) UNICEF's corporate strategies and reports; and viii) relevant government, media, academic publications. A key aspect of the document review will be an inquiry into the information related to processes from the various evaluations which have been undertaken in the past few years.

**Stakeholder interviews:** Key informant interviews and consultations will be a relevant source of information. This will be used to complement and validate the information gathered through the desk review and inquiry into previous evaluations. The interviews will provide in-depth information for the analysis related to relevance, effectiveness, coherence, and efficiency of results. The evaluation team will conduct online interviews with relevant stakeholders and clients including staff from: i) CO's; ii) RO's iii) HQ. Focus groups will be organized as appropriate, efforts will be made to ensure a range of voices are represented covering all the categories of the stakeholder map.

**Case studies:** The evaluation team will use as a case study focused on two RO processes, namely technical assistance, and quality assurance. Regardless of the tool for process analysis (process mapping, or cause/effect analysis, etc.) the evaluation team will consider the following questions:

- o Which steps in the process create roadblocks?
- o Which step requires the most time to complete?
- o Which step causes the most delays?
- o Are there any steps that increase costs/resources without having corresponding benefits?
- o Are there any steps that have a negative effect on quality?

A flow-chart (a graphical representation of a process) can illustrate the sequences of activities and/or data that flows from one step to the next. For example, the CPD process have a clearly defined starting point, involves several steps, and ends with a final CPD.

**Survey:** A general survey, conducted to collect feedback from regional partners and CO's in the region, will also be used as a source of information for the evaluation. Other surveys, such as the Client Satisfaction Survey of EAPRO and other regions, will be considered in the analysis.

Likert-type response scales will be used to elicit stakeholders' perception regarding the role and the added value of EAPRO processes. Respondents will express their strength of agreement for several statements, typically with an odd number of response options varying from 'strongly disagree' to 'strongly agree' to identify their level of agreement.

As such, a mix of qualitative and quantitative approaches will be used to analyse data and assess the status of the outcomes of the processes. This combination of a variety of data collected will enable triangulation and a strong base to put forward findings, recommendation and conclusions based on solid evidence. Such triangulation will be based on verification of at least three sources of information from staff: perception, validation, and documentation. The methods described above will be used to validate the information and to respond to the evaluation questions through the cross-referencing of data sources.

Although, where possible, the evaluation will seek to ascertain EAPRO contribution to the planned outcomes, it is presumed that outcome achievement is a result of multifaceted efforts from various sectors, partners, and stakeholders, and their respective processes. Therefore, outcomes cannot be attributed to one single process or intervention by one sole UN organization. It is, however, valuable to determine how the EAPRO has been collaborating with other partners, how the activities are being implemented, and how these could have influenced outcomes.

## Evaluation Phases

To fulfill the purpose of the evaluation, the team proposes the following phases:

### Phase 1 – Inception Report

As part of the inception phase for the assessment, the evaluation team led a series of kick-off call, conducted a desk review, and developed this draft inception report, including meetings with the Regional Advisers, which has informed the finalization of the inception report.

The inception phase of the project has provided the evaluation team with an opportunity to gather preliminary information in relation to the RO processes and the context(s) in which they are being implemented to inform the development of this methodology. The results and learning of this phase are set out in this report. The inception report translates the ToR for the process evaluation into an operational plan and determines how the evaluation will be carried out. The inception report forms the agreement between the Evaluation Manager and the evaluation team on the operational plan for the evaluation.

**Table 1: Phase 1 – Inception Report**

Activities	Methodology
<b>Preliminary document review</b>	The preliminary list of documents to review by the evaluation team will include program performance reports, program and budget documents, strategy documents, programme reviews, among other. The evaluation team has become familiar with and understand the generalities of the EAPRO, and what the logic and relevance under such programming are. Please see Annex C for the list of documents reviewed during Phase 1.
<b>Scoping exercise: Write up of design document for approval</b>	In September 2021, held meeting with the Evaluation Adviser to review the evaluation methodology and questions, clarify expectations, exchange ideas, review several key documents and reference materials, and adjust evaluation approach, if necessary.  The purpose of this initial review was to provide context for the evaluation, as well as the necessary data for refining the methodology and establishing an evaluation matrix.

## Phase 2 - Data collection phase

After the completion and review of this inception report by the Evaluation Reference Group (ERG), the UNICEF ethical review procedures will be considered to obtain an ethical clearance (either internal or external). Subsequently, the evaluation team will begin the data collection phase of the evaluation (using the tools presented in Annex B). Given the COVID-19 situation, and the travel restriction, the data collection phase will be performed remotely.

After approval of the inception report the evaluation team will initiate the interviews with identified stakeholders and a survey will take place for CO's and RO.

The evaluation team proposes the following key actors for an interview:

- UNICEF representatives from selected CO's
- UNICEF staff from HQ, RO, CO's, mainly engaged with planning, reporting and evaluation and other key sections
- UNICEF Directors from RO's
- Regional offices of other UN agencies, such as WHO, UNDP, FAO, WIPO.

The evaluation team will conduct a thorough desk review of the required documentation. The initial literature profile comes from the documentary resources provided by EAPRO in the ToRs and in subsequent discussions. From this core list of documents, the literature search will be expanded to identify relevant sources. The search includes journal articles, books, as well as strategic plans, and policy documents of EAPRO and other UNICEF regional offices. Also, wherever possible, the desk review will include evaluations of regional offices of other UN agencies such as UNDP and WIPO.

During the data collection phase, the evaluation team will analyze the role of the ROMP in terms of strategic link between Strategic Plan, annual working plans and support to countries, and the degree the document is actively used during the ROMP period. The evaluation team may consider whether the outputs in the ROMP would need improved processes; for example an annual breakdown for better monitoring and management by the Regional Advisers and the Regional Director.

A sample analysis of the EAPRO bi-annual working plans will be performed with a view to map the respective RO processes with the planned outputs and gender, humanitarian, and climate change markers. Also, the evaluation will analyze the key EAPRO committees and mechanisms in place for governance, coordination, and implementation (Annex H).

**Table 2: Phase 2 - Data collection phase**

Activities	Methodology
<b>Interviews with key stakeholders, and partners.</b>	In October/November 2021, in depth interviews - with Regional Advisers will be held to observe first-hand progress and achievements - made, and to collect best practices/ lessons learned. During this same period, the evaluation team will consult key stakeholder and conduct interviews with CO staff. The evaluation design will use common qualitative methods (focus group discussions and semi-structured interviews) with a diverse range of stakeholders to ensure a variety of perspectives.
<b>Survey</b>	A general survey, will be conducted to collect feedback from regional partners and CO's in the region, will also be used as a source of information for the evaluation. These surveys can be found as Annex B
<b>Team wrap-up and debriefing presentation to the Evaluation Adviser and the Reference Group</b>	The team will write a zero draft of the evaluation report and will elaborate a Power Point presentation to be shared with Reference Group.

## Sampling

Due to limited resources and time, the evaluation cannot consult and interview sources from all countries within EAP region. This fact is a methodological challenge, given this situation, a rigorous prioritization is required in the selection of the countries to be consult.

The sample of CO's to be interviewed has been determined in the initial phase of the evaluation, using inputs from the initial interviews. The evaluation team has considered these inputs, along with the document review process, in the logic of obtaining vital information about the intervention and has establish a guiding criterion to select CO's to ensure that there is full participation and representation of key actors in the evaluation.

### Prioritization criteria<sup>5</sup>

- CO's size in terms of Budget Figure 1
- Interaction between RO and CO's by number of requests on the Country Support Platform, Figure 2 and 3
- Analysis of the diverse levels of UNICEF technical assistance in the region
- Type of support depending on the typology of COs, i.e. high-income countries, upper-middle income countries, etc.

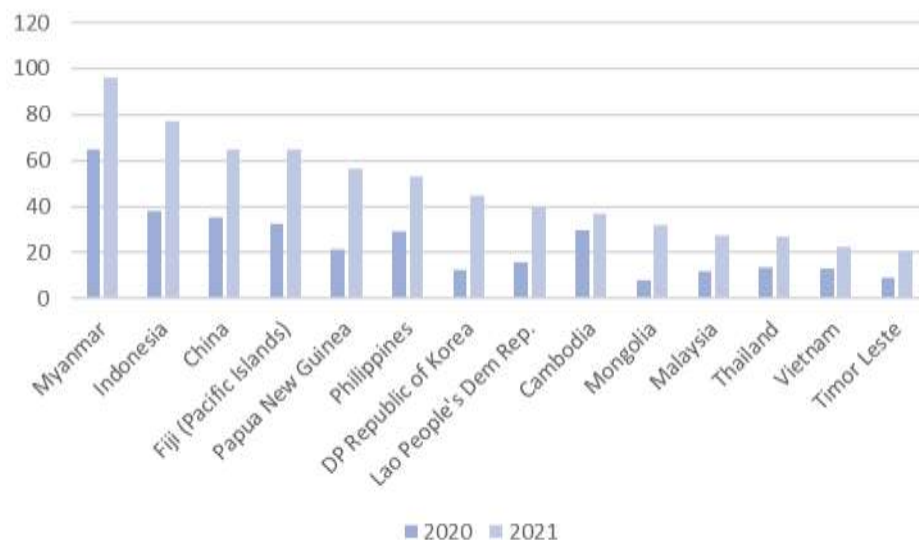
<sup>5</sup> These analyses will also be validated through consultations with the EAPRO staff.

The suggested COs are:

Figure 1. Suggested CO's to be consulted

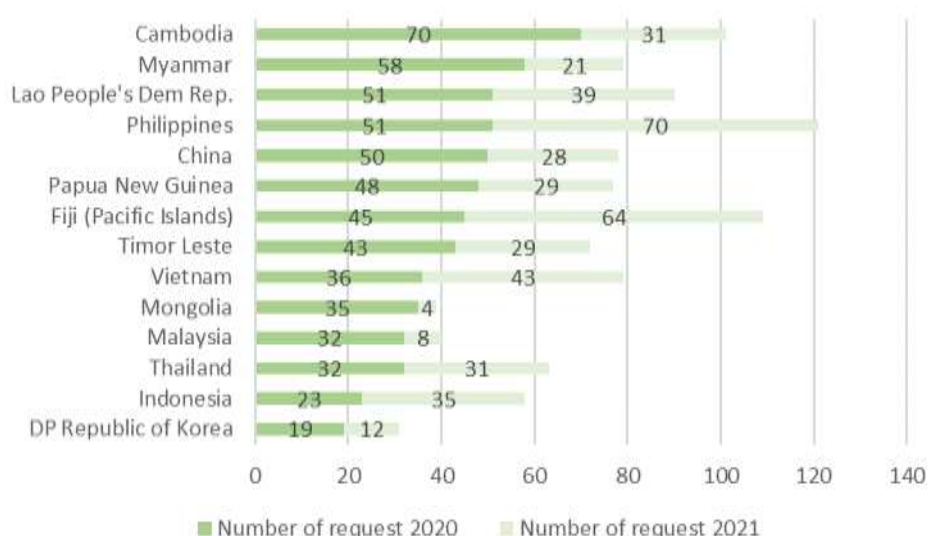
Country	Budget - Allotment 2020	Budget - Allotment 2021	Country	Number of request 2020	Number of request 2021	Total request 2020 and 2021
Myanmar	64,6	95,8	Philippines	51	70	121
Indonesia	38,2	77,2	Fiji (Pacific Islands)	45	64	109
China	35,5	65	Cambodia	70	31	101
Fiji (Pacific Islands)	32,4	64,7	Lao People's Dem Rep.	51	39	90
Papua New Guinea	21,6	56,3	Vietnam	36	43	79
Philippines	29,1	53,2	Myanmar	58	21	79
DP Republic of Korea	12,2	44,7	China	50	28	78
Lao People's Dem Rep.	15,9	40	Papua New Guinea	48	29	77
Cambodia	29,7	36,7	Timor Leste	43	29	72
Mongolia	8,2	31,9	Thailand	32	31	63
Malaysia	11,9	27,6	Indonesia	23	35	58
Thailand	13,8	27,2	Malaysia	32	8	40
Vietnam	13	22,5	Mongolia	35	4	39
Timor Leste	9,1	20,7	DP Republic of Korea	19	12	31

Figure 2. Budget - Allotment 2020 and 2021 by Country<sup>6</sup>  
(Values on Millions)



<sup>6</sup> Office Dashboard: <https://insight.unicef.org/apps01/Pages/inSight.aspx>

Figure 3. Number of requests on the Country Support Platform by CO's, 2020 - 2021<sup>7</sup>



### Phase 3 – Analysis and Reporting

After presenting and receiving feedback on initial findings, the evaluation team will conduct a systematic review and analysis of all data, identifying key themes, patterns, discourses, relationships, and explanations relevant to the research questions and indicators set out in the evaluation matrix. This will be carried out through a thorough review of interview transcripts and other materials. The evaluation matrix will be used as a framework to organize data and guide analysis and be used to establish a file presenting the Analytical Framework.

For key stakeholder interviews and focus group discussions, we will deploy a thematic analysis, with a focus on understanding how the RO processes functions and the role of the RO and COs within that. To this end, we will seek to identify both anticipated and unanticipated results of the processes and activities within the processes, good practices, challenges, levels of capacity and areas where improvements can be made.

Qualitative and quantitative/ administrative data will be triangulated considering one another to identify any inconsistencies in information. Triangulation will help ensure the accuracy of findings, analysis, and interpretation: drawing on different methods and theories will help evaluation team overcomes any biases or weaknesses associated with a particular method. Where findings appear to be incompatible or inconsistent, this may indicate either a bias or inaccuracy in (interpretations of) data, or a complexity that requires further exploration and analysis of existing data or the collection of additional information, which will be explored and reported on in the final evaluation report.

The evaluation will apply a human rights lens to data analysis, considering all research findings from a conceptual framework which is normatively based on UNICEF human rights standards

<sup>7</sup> <https://unicef.sharepoint.com/teams/EAPR/cosupport/SitePages/HomePage.aspx?siteid={82C033DC-FAFD-4273-9118-D2BB37A9FCA4}&webid={106A6530-82F8-4EE4-B4C0-EA16DD67066B}&uniqueid={CBA7C20E-9B0E-4C6D-9D49-FC4EDBE4EB30}>

and laws. The entails the consideration of inequalities and structural forms of discrimination, and the power dynamics that drive these, within the analysis of people’s ideas and experiences of the RO processes.

**Table 3: Phase 3 - Reporting**

Activities	Methodology
<p><b>Analysis and preparation of Evaluation Report</b> (the outline of the evaluation report is provided in Annex D)</p>	<p>At this stage, the team will compile and analyse all collected data on results achieved and gaps reported, if any. All the data collected will be compiled internally using an analytical framework that is based on the evaluation matrix, as the key tool for data collection and organization. This stage will include, among others, the comprehensive and statistical analysis of key relevant qualitative and quantitative data stemming from the evaluation tools.</p> <p>Building on the analysis of context, the team will document the reported achieved results, in order to: (i) confirm some qualitative and quantitative outputs and outcomes results; (ii) facilitate the interpretation of key findings and lessons learned, as well as the formulation of the subsequent preliminary conclusions and recommendations.</p> <p>The evaluation team will prepare an evaluation report following the United Nation Evaluation Group (UNEG) Norms and Standards and Quality Checklist for Evaluation Reports.</p> <p>The Office of Evaluation Adviser will share the draft Evaluation Report for comments with the ERG setup for this evaluation for feedback and comments.</p> <p>The feedback and comments from the ERG and the managers will be progressively addressed in the various drafts of the report; culminating a final report that must be approved by the evaluation managers.</p> <p>The Office Evaluation Adviser will make the Final Evaluation Report available to primary users – the UNICEF RO management and Sections; to the secondary users – 14 COs as well as UNICEF HQ and other ROs.</p>

## Timeframe

The evaluation team is committed to deliver the products on the following dates, (for more detail on the calendar see Annex G):

Start date of the evaluation: 7 Sep 2021

End date: 15 Feb 2022

Draft Inception Report submitted: 8 Oct 2021

Final Inception Report submitted: 1 Nov 2021  
 Initial evaluation findings submitted: 10 Dec 2021  
 First Draft Evaluation Report to EAPRO submitted: 23 Dec 2021  
 Final Evaluation Report submitted: 11 Feb 2022  
 PowerPoint presentation and a four-page evaluation brief submitted: 15 Feb 2022

## Identified risks and mitigation strategies

The inception phase gave the opportunity to identify and categorize possible risks that may impact the evaluation and to propose mitigation strategies.

These risks and mitigation strategies are detailed in the Tables below.

**Table 4: Data collection limitations**

Method	Limitation	Mitigation
<b>Semi-structured interviews</b>	Small number which may need to be done over the phone; this can reduce reliability of the data.	Use varied methods and triangulate the data where possible.
<b>Online survey</b>	Difficult to get a high response rate	Collect emails for direct targeting, send auto reminders and then ask EAPRO to help remind people to complete.
<b>Comparative advantage</b>	A particular comparative advantage in some cases may reflect what has attracted funding opportunities rather than reflecting objective comparative advantage	Rely on a plurality of data sources to ensure impartial representation of EAPRO' comparative advantages.

**Table 5: Sampling challenges and data gaps**

Identified Risk	Mitigation Strategy
<b>Timing</b>	Programme staff might not be always available to provide inputs. Therefore, the proposed evaluation plan has been done in collaboration with the EAPRO and activities have been planned according to the staff members' availability.
<b>Complexity of the business</b>	The EAPRO must coordinate externally and internally the requests from COs. However, it might be at times challenging to measure the performance and more specifically the effectiveness of the EAPRO considering the highly political environment in which they operate. The evaluation team will be mindful of the complex environment in which the EAPRO operates when elaborating the evaluation methodology and tools.

Identified Risk	Mitigation Strategy
<b>Size of the sample for in depth consultations with the COs</b>	Given time and resources restraints, the evaluation can only contact some of the 14 COs for in depth discussion. Nevertheless, the triangulation process involving other consultations tools and covering all COs, guaranteeing a rigorous evaluation process.
<b>Ethics</b>	<p>The evaluation team follows strict ethical guidelines in line with UNICEF ethical standards concerning informed consent, privacy, confidentiality, payments, and compensation. This means that standards and norms regarding professionalism, transparency, independence and impartiality, credibility, equity and human rights, and utility are integrated throughout the process and outputs of the evaluation.</p> <p>The evaluation team will employ the following ethical safeguards for this consultancy:</p> <ul style="list-style-type: none"> <li>• Managing expectations</li> <li>• Evaluators will carefully explain the nature and purpose of the evaluation and the role that the data will play in the research project</li> <li>• Voluntary participation: Participation in the research will be undertaken on a voluntary basis. Evaluation team will explain to participants in clear language that participants are not required to participate and that they may stop participating at any time without negative consequences</li> <li>• Informed consent: Research participants will be informed of the purpose and nature of the study, their contribution, and how the data collected from them will be used in the study, through an information and consent form, where possible and where this would be appropriate</li> <li>• Anonymity and confidentiality: Ensuring confidentiality and anonymity is of the utmost importance. The identity of all evaluation participants will be kept confidential throughout the process of data collection as well as in the analysis and writing up evaluation findings</li> </ul>
<b>COVID-19 Outbreak</b>	Certainly, the COVID-19 outbreak will put significant constraints on data collection and impossibility of organizing a possible in-person visit to UNICEF RO by the team leader. The evaluation team will explore options such as remote TEAMS and ZOOM or phone interviews, online survey, and replacing focus groups with more individual interviews should larger group gatherings not be possible.

Identified Risk	Mitigation Strategy
<b>Reporting bias</b>	<p>The evaluation may deal with sensitive issues related to the RO processes and will perhaps also involve evaluating professionals' work.</p> <p>Given these sensitivities, it is likely that the evidence gathered may be affected by a degree of reporting bias. Respondents may be reluctant or unwilling to share sensitive and personal information or about aspects of their professional experience which they may have feared might reflect badly either on them or on UNICEF. To mitigate against reporting bias, evaluation team will carefully explain to all respondents that this is a learning-based exercise, and that their anonymity will be protected, and no negative personal or professional consequences will result from the information they share.</p>
<b>Variety and availability of respondents</b>	<p>Not all informants identified by EAPRO, and the evaluation team might be available during the data collection phase. Cast the net wide in initial stages to identify all potential informants thereby ensuring that if one informant is not available, other can speak from that same perspective; provide flexibility to accommodate informants' schedules; data gaps from the interviews will be addressed through a literature review and validation workshop.</p>
<b>Limited availability of documents</b>	<p>Not all data and documents requested by the evaluation team will be available during the data collection phase. Two rounds of documentation analysis will be completed to allow for proper collection. The first round will inform the stakeholder map and the inception phase. The second round will help to answer the evaluation questions and triangulate the data. In addition, a systematic literature review will be completed, to frame the findings within global best practice.</p>
<b>A lack of clarity around definitions used by UNICEF and external respondents.</b>	<p>Spend time clarifying key terms among the evaluation team and with UNICEF to ensure alignment. The evaluation team will remain cognizant of the need to bed down definitions throughout the evaluation. The data collection instruments have been developed to include definitional discussions.</p>
<b>Data gaps with certain evaluation questions</b>	<p>In the evaluation matrix each question has at least two data sources. Those with three or more data sources are considered harder to gather (and hence, have been allocated an additional data source).</p>

## Team Members and Roles

### Evaluation Team Leader

*Evaluation Team Leader – Professor Mr Anguel Anastassov*

Role and responsibilities: As the team leader of this assignment, Professor Anastassov will be responsible for managing the evaluation process, including overall coordination of the

evaluation team, and assuring the quality and timely delivery of all evaluation products. Professor Anastassov will provide leadership in the development of all deliverables, particularly the inception report and evaluation report; in addition to contributing to their development, he will review all deliverables before submission. He will deliver the final validation workshop for the evaluation.

### **Thailand based Consultant**

*Bangkok based Consultant – Ms Catalina Salazar Silva*

Role and responsibilities: Ms Salazar Silva will be responsible for delivering all stages of the evaluation process. In the inception phase, she conducted the document review and methodology design for the evaluation and completed inception meetings. This consultant will conduct several remote interviews during the data collection phase. Finally, she will contribute significantly to the data analysis and development of the evaluation report, including the presentation and recommendations.

### Quality control, management, and communication

To ensure that all aspects the consultancy are delivered to the highest standard, and within the required time frame, the evaluation team will undertake a few measures to ensure quality control and assurance. These are as follows:

The team includes experts with a particular specialism in analyzing the UNICEF processes within their respective areas of work. This variety of perspectives helps to ensure that all findings, conclusions, and recommendations are assessed and processed through a few different lenses and increases the overall relevance and applicability, and, in the case of recommendations, helps to make them actionable on a multi-disciplinary level.

All our products and deliverables are reviewed thoroughly by the evaluation team leader, as well as the BKK based consultant, to ensure their quality before delivery. We will have a debrief call at least twice per week within the evaluation team to get updates on how the research is proceeding and make any adjustments if necessary. Weekly reports that detail the interviews that have taken place together with detailed notes on each interview will be produced to provide the evaluation team with contextual information that will allow us to give greater depth to the analysis.

Finally, all deliverables will be reviewed for quality by the evaluation's Reference Group (ERG). Feedback of the ERG will be addressed, or reason of disregard will be clearly explained and documented by the Evaluation Team.

# ANNEXES

## Annex A: ToR

### UNICEF East Asia Pacific

# Terms of Reference Process Evaluation of the East Asia Pacific Regional Office

Version of 04 July 2021

Please note documents that are underlined (but not hyperlinked) are available on UNICEF EAPRO's intranet and will be shared with consultant after contract is issued. Documents available on our external webpage have an active hyperlink.

## 1. INTRODUCTION

The UNICEF East Asia Pacific Regional Office (EAPRO) intends to commission a Process Evaluation assessing the relevance, effectiveness, timeliness, and coherence of selected Regional Office (RO) processes, with a focus on processes that are related to supporting Country Offices (COs) in the region. The RO process evaluation will be referred to as the RO-PE. This document sets out a Terms of Reference on the scope, design, and methodology for the RO-PE.

The Regional Office (RO) developed its Regional Office Management Plan (ROMP) for 2022-2025; and it has been gone through the required approval processes. Reflections have taken place on performance against the previous ROMP through statutory meetings, annual reporting and the Mid Term Review along with other regular and COVID-related review processes. This process evaluation presents an opportunity to engage the regional team and Country Offices (CO) in gathering and documenting evaluative judgement on selected RO processes.

Since early 2020, COVID-19 has had a massive impact across all of UNICEF's work in the region and has dominated the RO's work recently. The timescale for returning to "normality" remains unpredictable. Yet there is an increased optimism in recent months for a better future based on the roll-out of COVID vaccines. It is important that this RO-PE considers prospects for improvements in RO processes that are used as part of regional work prior, during and beyond the COVID-19 pandemic in the region. It is envisioned that the evaluation should contribute to defining what processes would be fit for purpose within the "New Normal", and how the region can meet organisational aspirations on **Reimagining – Not Going Back: Recover, Rebound, Reimagine**<sup>8</sup> and the vision set in "[Reimagining a better future for every child in East Asia and the Pacific after COVID-19](#)" document.

## 2. REGIONAL CONTEXT AND THE REGIONAL OFFICE

The new Regional Office Management Plan (ROMP) for 2022-2025 noted East Asia Pacific is home to one third of the world's population, including more than one-quarter of its children, and is culturally, economically, and politically diverse. The region is the world's most vulnerable region to natural disasters, including those related to climate change, which often impact children most heavily.

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<sup>8</sup> For details of our vision and goals, please refer to <https://www.unicef.org/eap/not-going-back>

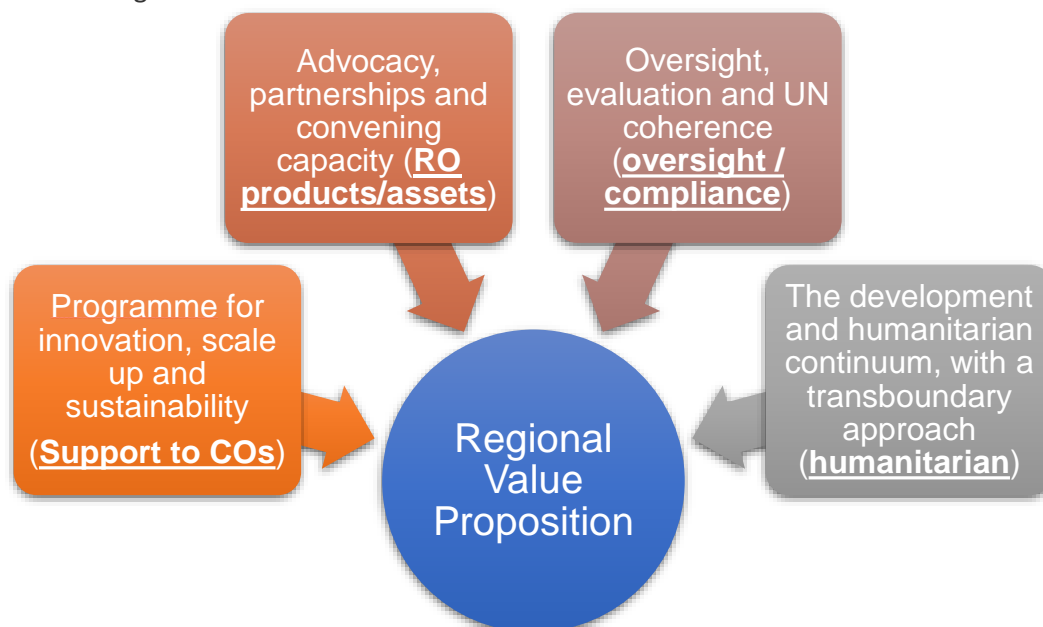
The new ROMP was developed at a pivotal moment, as countries attempt to balance managing the ongoing COVID-19 pandemic and vaccine rollout whilst attempting to navigate a pathway to recovery from its economic and social impact. In the region, the pandemic has claimed lives, disrupted the delivery of essential services and livelihoods, and plunged an additional 33 million children into poverty. Children were particularly affected by school closures, temporary suspension of essential primary services (including health care), increased violence and other rights violations; although to varying degrees according to the local country situation. A slow and uneven emergence from the pandemic's heavy toll has revealed underlying challenges of inequality and deteriorating mental health. Adolescent participants in a global consultation on the Strategic Plan indicated that their education situation got worse due to COVID-19 (76%) and that the most urgent need was better training for teachers and access to technology (43%); they felt responsibility to tackle climate change (76%) and that the priority action to address this was to raise awareness (43%); and that they wanted to learn more about mental health at school from professionals rather than teachers (58%).

### The East Asia Pacific Regional Office

As described in the *Enabling results for children at scale: A shared value proposition of UNICEF Regional Offices* document of 2019, the key accountabilities of Regional Offices include:

1. Leadership and representation of UNICEF in the region, advocacy to improve the situation of children and women, and collaborative work with regional partners within a mandate of UN coherence;
2. Strategic planning and policy development to define regional strategies and plans in the context of global priorities;
3. Technical guidance, oversight and performance monitoring of the progress, effectiveness, and relevance of country programmes; and
4. Oversight of management, working practices, cost effectiveness and evaluation and audit exercises.

The East Asia Pacific office developed following model to describe how the RO will work within its own value proposition in supporting Country Offices to fulfil their mandate and champion the rights of children in the region.



Occasionally initiatives such as Country Programme Evaluations will highlight specific issues relating to RO (and Headquarters) support. At times recommendations are developed with a view to improve RO support. As recognised in the COVID-19 regional *Real Time Assessment*, and associated reviews

and learning events, the successes, challenges and opportunities for RO support to COs tended to be influenced by the response to the pandemic.

### 3. PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

#### Purpose

The purpose of this evaluation is to obtain an independent assessment of the added value, strengths, and weaknesses of selected processes, including those through which the EAPRO supports its Country Offices. The evaluation would have both summative and formative aspects with the summative aspect assessing RO performance over the last four years (2018 to 2021), taking into consideration that 2020 and 2021 were years that the RO implemented support and oversight during a global COVID-19 pandemic. The evaluation has multiple purposes linked to Regional Office processes; they include: (i) identify successful processes; (ii) to promote simplified processes, and where heavy processes are identified, suggest paths for simplification; (iii) identify processes with low added value that can be considered for deprioritisation; (iv) identify processes that need to be retained but improved. The evaluation will be seeking evidence and perspectives from RO and CO informants.

The emphasis will be on the formative dimension of the evaluation; providing an objective, independent perspective on how the RO can improve its contribution to EAP region's CO programming for children in the coming four-year cycle. Commissioning this at the end of the 2018-2021 ROMP period provides an opportunity to take stock on the extent to which RO functions have performed and adapted in a fast-changing context and a diverse region. The evaluation will have a strong utilisation focus, and will be very much oriented to ensuring that the findings and recommendations of the evaluation will inform the ROMP 2022-2025 implementation from the second half of 2022. It should also feed into the Mid-Term review of the new ROMP. Relevant parts of this RO-PE will also inform the Phase II of the Global Real Time Assessment of UNICEF's COVID response.

#### Objectives

Based on the above stated purpose, the following overall questions have been drafted:

1. Which RO processes are successful, have worked well in providing relevant, timely, and effective support to country offices?
2. Which RO processes and approaches have met obstacles and bottlenecks, or which proved over-ambitious to the extent that they have not worked well?
3. Which RO processes are assessed to be coherent amongst sections and able to break down silos and how do these compare to processes that are undertaken in a siloed and sector specific -focused manner.
  - a. Assess whether a siloed approach is suitable for particular processes – determine if any simplifications can be formulated and suggested.
  - b. Assess how to break down the siloed approaches where an integrated, simplified process would add value in attaining eventual results for children (normally this is done through RO support to CO for improved localized implementation).
4. Which RO processes and approaches are deemed relevant and necessary, yet face obstacles and bottlenecks that hinder their good performance?

The above may be refined or modified during the Inception Phase of the work. From the findings and conclusions arising from the revised evaluative questions, the Evaluation Team (ET) is to suggest recommendations to describe how to improve processes (taking objectives one to four above into consideration) and simplify the same wherever possible to enhance relevance, effectiveness, timeliness and coherence and efficacy? Based on the findings, determine which RO support processes and approaches need to be: (a) retained, promulgated or and built on; (b) revised; or (c) deprioritised?

The above evaluation questions will be broken down and further developed during the Inception Phase of the RO-PE. In terms of standard OECD DAC criteria, the evaluation will focus **Relevance, Effectiveness, and Coherence**. With respect to efficiency, only the **timeliness** dimension should be

assessed. In this process evaluation, coherence refers largely to internal coherence within UNICEF, focused on issues such as how well the internal RO functions are well coordinated and synergistic in support of CO needs and demand.

### Evaluation Scope

The following is the proposed scope for the process evaluation.

**Timeframe to be assessed:** 2018 to mid 2021 period.

**Functional/ section scope:** the evaluation would focus on **Programme** oriented functions: these would include UNICEF's:

- Lead sectors of child protection, education, health, nutrition, social policy, and WASH,
- Key cross cutting sectors and those acting in support of other sectors – gender, disability, adolescents, climate change, early childhood development, Communications for Development (C4D), security, disaster risk reduction and management (including humanitarian action) /risk informed programming, Technology for Development (T4D),
- Planning, monitoring, reporting and evaluation
- Advocacy and general communications (as opposed to C4D)

Other key functions of the RO are **to be excluded from** the scope:

- Operations and Common Support Unit (CSU) and associated business processes which are subject to other forms of review and audit processes
- Private Sector fund raising and Business for Results. It is intended that there will be a full evaluation of the PFP functions within the next two years

As previously noted, the reason for commissioning this during 2021 is so that it can inform the implementation of the new ROMP, and contribute to any required change management required due to the implementation of the new ROMP. Assessing the processes within the following headings are proposed, but to be refined during the Inception Phase:

- **Technical guidance for COs**
  - Management of CO requests for support (identification, management, response/follow up, closing of CO requests for technical support - link to the CO Request platform)
  - Feedback from COs on the appropriateness and usefulness of the support
  - Processes related to Quality assurance
  - Managing HQ requirements versus priority setting and priority needs at the CO level
  - Regional and country Humanitarian Action for Children
- **Strategic planning and policy development at country level**
  - CPD development (including technical guidance/expertise in the development; & Quality Assurance of documents (PSN/CPDs);
  - CPD approval process (i.e. submission to OSEB, and approval by ExBoard)
- **Oversight of management, working practices, cost effectiveness, and evidence generation exercises**
  - Providing feedback and management direction to COs
  - Evidence generation initiatives<sup>9</sup>, quality assurance, management, and capacity development
  - Knowledge Management and good practice sharing
    - Capture and sharing good practices and facilitating cross country exchange
    - Developing systems for resource capture and access

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<sup>9</sup> These include evaluations, research and studies that fall under the mandate of the Research Evaluation and Studies Committee (RES Com).

- **Leadership, fund generation and representation of UNICEF in the region**
  - The process of establishing required regional leadership roles (based on agreed priorities)
  - Regional resource mobilization
  - Processes around the UN representation and joint initiatives – link to DCO and other joint UN initiatives

As noted above, responding to the COVID-19 pandemic should not dominate the process evaluation to the exclusion of pre-COVID work. Documentation on the RO After Action Review on the COVID response should be taken into consideration, but the focus should be on the learning and assessments from both pre-COVID and during COVID eras to inform the implementation of the new ROMP. The evaluation team is encouraged to highlight RO contributions and approaches that were carried out since 2018 that may offer viable and productive ways forward for the coming years and should be integrated into “new normal” processes for the RO starting in 2022.

### Key Users and Intended use

The primary users of the evaluation are the UNICEF RO management and sections. The Secondary users are the 14 COs as they will contribute to the assessment and expect to benefit from improvements arising from the evaluation recommendations. UNICEF HQ and other RO are also considered as secondary users.

Primary users and intended use	
UNICEF EAP Regional Office	<ul style="list-style-type: none"> <li>• Provide learning from the RO processes used during the UNICEF 2018-2021 ROMP period and associated RO contributions to results for children– identify successful / good practices, and areas needing improvement to inform the 2022-2025 ROMP and associated processes.</li> <li>• Inform decision-making for the RO senior management on RO management; workplan development processes, working of statutory committees and prioritisation of processes.</li> <li>• Lead to an improved set of processes to be implemented during the new ROMP period (2022 to 2025).</li> </ul>
Secondary users and intended uses	
UNICEF EAP Country Office	<ul style="list-style-type: none"> <li>• Gain insights on whole-of-office RO processes, including their functioning, strengths and weaknesses leading to improved RO-CO understanding and engagement.</li> <li>• Build on the findings and recommendations to orient support requests and prioritisation for the benefit of CO programming.</li> </ul>
UNICEF Headquarters and other Regional Offices	<ul style="list-style-type: none"> <li>• Gain insights on EAP reflections on effectiveness and added value that may be of use for other ROs and key HQ departments</li> </ul>

## 4. EVALUATION CRITERIA

The evaluation will be based on the standard evaluation criteria promoted by the Organisation for Economic Co-operation and Development (OECD), with certain criteria selected for use. For the purposes of this evaluation, the following definitions apply:

- **Relevance:** assesses the RO's added value and comparative strengths in priority areas relevant to the COs. This includes the RO's ability to identify the most relevant/appropriate approaches and processes to best meet CO needs and country level (and country context) priorities
- **Effectiveness:** assesses the extent to which the RO has achieved its objectives in supporting COs, looking at intended results and identifying the most effective processes (ways of working)
- **Coherence/connectedness:** assesses the RO's ability to be consistent, well-coordinated and synergistic in its approach to supporting COs to meet their goals. A secondary consideration is on the extent that the RO can successfully ensure that UNICEF processes are consistent with, and supportive to joint UN work at country and regional levels

Assessing Efficiency, Impact and Sustainability dimensions of the RO's work will not be included. Yet, with respect to efficiency, only the **timeliness** dimension should be assessed. "Timeliness" – in this case refers to the delivery of support occurring within a favourable timeframe for the COs receiving it and in a manner that would impact the work of the COs to deliver results with required speed.

## 5. EVALUATION FRAMEWORK

During inception the evaluation team would develop a final list of the main evaluation questions (normally 6-8 questions) under the OECD DAC criteria, along with more detailed sub-questions. The following are proposed for consultation:

### Relevance

- To what extent is RO support processes relevant to the needs and priorities of COs, and how well does this prove adaptable to different CO contexts, office capacities and priority setting?
- How does the relevance of support perceived by stakeholders vary across the programme sections and what are the reasons for this?

### Effectiveness

- To what extent has the processes in the RO successfully supported CO programme delivery over the 2018 – 2021 period?
- What do stakeholders identify as the most value adding types of RO support and why? What do stakeholders identify as less effective and why?
- To what extent does the RO successfully fulfil its role as a knowledge management; knowledge broker and facilitator of dissemination of important child related knowledge?

### Timeliness

- To what extent is RO support made available to COs within time scales that are most favourable to CO needs and priorities?
- What can be identified as the most important enablers and barriers to provision of timely support?

### Coherence

- To what extent is the support provided by the RO consistent, well-coordinated, cross-sectoral, and internally joined up for COs' needs?
- To what extent is the RO successfully coordinating with key partners and allies at regional level (including other UN agencies) towards shared aims, and is ensuring UNICEF is building on its distinctive competence and adding value to these processes? (relating to external coherence)

The evaluation team would consider these questions and propose any changes, omissions, or additions to this list during inception. The evaluation team would develop an evaluation matrix setting out the questions, more detailed sub questions, success criteria for each question, how analysis would be carried out and sources for data.

## 6. METHODOLOGY

During the Inception Phase, a short survey and a small number of meetings involving senior RO staff (senior management and section heads) to decide on what aspects of RO support functions should be assessed in details by the evaluation team.

### Evaluation Data collection methods

At minimum, the evaluation team will draw on the following methods:

1. Refine the scope based on discussions within the RO. This should take place in parallel with the desk review as set out below. (1) mapping of the ‘particular end’ (i.e. results/purpose of support processes), (2) identify the key ‘actions or steps’ (i.e. workflow); (3) define key inputs (whose involved, ways of working etc.)
2. Comprehensive desk review of available documentation – RO processes and associated reports mid-year and end-year reviews relevant to this evaluation.

#### Existing documentation that can be drawn on includes:

- Client satisfaction surveys completed by COs on EAPRO’s performance – done annually. This was not conducted during 2020 due to COVID-19 demands but calls were set up with COs to get their feedback and hear their needs.
- The RO Country Request platform set up to manage requests from COs
- ROMP documents – these reflect on the present period and set out priorities for the RO for the coming period
- Consultations with COs during the COVID-19 regional Real Time Assessment (RTA) and various After Action Review (AAR) contain some feedback from COs on strengths and weaknesses of RO support
- Regional Office Adaptive Management Review 2020
- The RO COVID-19 After Action Review included consultation with several COs to solicit their views on RO added value and areas for improvement

3. Initial consultations through **Focus Groups** with RO staff and the Reference Group to shape the inception process. Consultation with a selection of former staff members (particularly for the early years under review) should be considered and incorporated as far as possible.
4. An **online survey** should also be designed to enable engagement of all RO sections and ideally a representative from each of the 14 COs. This should be carried out in the early stage of the process and aimed at identifying key headlines on RO strengths and weaknesses. The survey should enable a more focused and efficient running of the main KII and group exercises set out below. The RO and CO survey should contain almost identical questions so that RO and CO responses can be compared.
5. **KII and Group exercises** with RO stakeholders to explore initial findings arising from the surveys in more depth.
6. **Group exercises with a selection of CO staff.** It is envisioned that 5-6 COs would be invited to take part and selected in a manner to ensure proper range of UNICEF CO country contexts, programme size and relevant criteria to be agreed upon at the Inception Phase.

As noted above, it is important that similar questions and lines of enquiry are used with RO and CO staff groups so that areas of “shared resonance” and areas of “differing perspectives” can be clearly drawn out.

It is important to note that data collection might need to be done remotely in case of travel/movement restrictions due to COVID-19 continues. Appropriate remote data collection methods need to be proposed and considered from the onset.

### Assessing and validating findings

- **A draft report** would be circulated to RO and participating CO teams for comments so that factual inaccuracies and areas needing clarification can be addressed. Conclusions will be based as far as possible on triangulation of evidence collected and reasonable judgement. Conclusions should provide insights pertinent to the object and purpose of the evaluation and will be presented in a workshop.
- **Initial findings validation workshop:** Initial findings will be presented to stakeholders in a workshop (or Webinar) to assess the validity/ accuracy of the findings. This should take place at the stage when initial findings have been developed and documented in a draft report. Feedback would be documented including where any divergent views, sensitivities, or lack of consensus on these findings arise.
- **Final report/ Recommendations workshop:** Once data analysis is finalized, a final workshop with the Reference Group and Management Team will be conducted. Focus of the workshop will be on the co-creation of recommendations that are prioritised, useful and actionable. It is suggested that preliminary and well-thought recommendations are brought as inputs, although enough space should be given for acceptance of any modifications suggested.

### Limitations

Evaluation Consultant bidders will be encouraged to identify the limitations and risks of their proposed methods and present mitigation measures in their proposal.

One significant limitation will likely be in busy stakeholders at regional and country level being able to find sufficient time to fully participate in the process – especially for those playing more time-consuming roles in the Reference Group. The Evaluation team will be asked to carefully consider time efficiencies for participants and develop a mix of methods that will maximise inputs within reasonable time allocations. Clear signalling from the Reference & Management Group (R/MG) on the importance of participation in the exercise will be important and opportunities are there for regular updates through the weekly *one hour EAPRO*<sup>10</sup> meeting.

Identifying successful and less successful *ways of working* can be challenging, given this often stems from an intangible mix of expertise and experience, working styles, communication and influencing approaches, and the levels of demand for support at different times. It will be important that evaluation methods place emphasis on evidence drawn from tangible examples; connecting how certain ways of working led to improved performance; and triangulating feedback from different stakeholders.

The Evaluation Team will be guided by [UNICEF’s revised Evaluation Policy \(2018\)](#), the [United Nations Evaluation Group \(UNEG\) Norms and Standards for Evaluation \(2016\)](#), [UNEG Ethical Guidelines for Evaluation \(2020\)](#), [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation \(2014\)](#), and [UNICEF-Adapted UNEG Evaluation Report Standards \(2017\)](#). Specific reference is made to the **UNEG Norms and Standards and Ethical Guidelines, as well as the UNICEF Procedure for Ethical Standards in Research, Evaluation and Data Collection and Analysis**

<sup>10</sup> These meetings are commonly referred to as What’s Up meetings.

and **UNICEF's Evaluation Reporting Standards**.<sup>11</sup> Note that the standards cover the need of an ethical review of the Inception Report (IR) and evaluation tools, especially when vulnerable populations are included into the data collection. Ethical review from an IRB should be considered in the proposal and in the timeline and are the responsibility of the consultant. Good practices for evaluations are always to be followed. Any sensitive issues or concerns should be raised with the Evaluation Manager as soon as they are identified.

## 7. WORKPLAN AND DELIVERABLES

The Evaluation Team would develop a detailed workplan for carrying out the evaluation, and set out the expected timeframes, and deliverables. An estimated timeframe is provided within brackets and yellow highlight below. A total of 75 working days (WD) is the estimated level of effort required from the lead and 50 WD from the national consultant.

### Evaluation Outputs and Deliverables

Evaluation products expected for this exercise are:

- 1) **An Inception Report** (in English) of approximately 30 pages (no more than 35) excluding annexes. This would confirm a mutual understanding of what is to be evaluated; provide refinement and confirmation of evaluation questions, scope, and methodology proposed (sampling, data collection methods and instruments, data analysis plan, limitations) in the ToR; timescale and workplan; a summary of the evaluation process (evaluation briefing note) for stakeholders. [20 WD after signing of contract]
- 2) **A summary of initial evaluation findings of maximum 10 pages** excluding annexes, and a PowerPoint presentation to contribute to the initial findings and consultation workshop. The report should include findings from the desk review and data collection with an initial attempt to triangulation of findings. The report should also present an evaluator's view on the quality / richness of data and insights collected so that further consultation can be factored in to address gaps. [30 WD after approval of Inception Report]
- 3) **A draft report and a final report** that fully conforms to the Global Evaluation Report Oversight System of ideally 40 pages but not more than 50 plus executive summary and annexes. The structure of the reports can be agreed during inception. The draft report will be revised until approved by the R/MG. [Draft Report 15 WD after Deliverable Two; 10 WD for feedback of R/MG; Final Report due five WD from submission of comments by R/MG]
- 4) **A Power Point presentation of the final report** to be used to share final evaluation findings and conclusions with the Reference Group in a validation workshop and updated to include final recommendations for use in subsequent dissemination events; [Five WD from approval of Final Report] and
- 5) **A four-page Evaluation Brief** that is distinct from the executive summary in the evaluation report and it is intended for a broader, non-technical and non-UNICEF audience, and should resemble an e-book or infographic as much as possible. [Five WD from approval of Final Report]

## 8. MANAGEMENT OF THE PROCESS

A **Management Group** will be established comprising of selected senior staff from the Regional Office and the Regional Evaluation Advisor. A small **Reference Group** will be established, made up of Regional Advisors and senior staff from Country Offices (COs). To keep the group manageable, it is

<sup>11</sup> See: <https://www.unicef.org/media/54796/file>

proposed that it should comprise of three RO advisors and three CO senior managers. The Reference Group will play an advisory function. Consideration can be made on including a relevant senior staff member from HQ or another region to provide some external (non EAP) insight.

The Reference Group will provide feedback on the design of the evaluation and on the inception and draft reports to help ensure high quality products; help identify key stakeholders to be consulted; and participate in review and validation exercises at key stages. The Reference Group should also help socialise the process amongst colleagues and play a role in co-creating recommendations. The CO representatives will have a particular role to play in acting as the “voice” of the 14 COs in the region.

## 9. EVALUATION TEAM COMPOSITION

The evaluation should be conducted by an experienced **senior-level expert as Team Leader**. The Team Leader will be supported by a junior consultant / researcher.

### **Team Leader skills and experience**

- A minimum of 10 years of evaluation / organisational development experience in developing countries with excellent understanding of evaluation principles and methodologies.
- Demonstrable creativity in adapting and applying a range of robust evaluation methods to suit particular tasks.
- Experience in conducting process evaluations for UN agencies preferably including UNICEF or major bilateral donor Country Programmes, and familiarity with UNEG Norms and Standards and Ethical Guidelines.
- Understanding of the roles, functions and key planning processes of Regional Offices in UN organisations is strongly preferred.
- Experience in leading and managing process evaluations with large, complex organisations, including designing, and carrying out remote method consultations.
- Diplomacy and tact in carrying out and presenting findings of evaluations.
- Excellent verbal and written communication skills.
- Strong English report writing skills and a track record of producing high quality reports.

### **National Consultant skills and experience**

- A minimum of five years of evaluation / organisational development experience in developing countries with good understanding of evaluation principles and methodologies.
- Understanding of the roles, functions and key planning processes of in a multi-national organization.
- Familiarity with UNEG Norms and Standards and Ethical Guidelines.
- Good verbal and written communication skills.
- Experience in conducting process evaluations preferable.

## Annex B: Data collection tools

1. Regional Advisers questionnaire used for semi-structured interviews in the inception phase

1. What is your main expectation from this evaluation as a Regional Advisor? How can this evaluation help your work?
2. In your opinion, what are the main processes that has helped the RO to fulfil its mission?

3. In your opinion, what are the main needs/demands or areas of support from the COs to the RO?
4. What are the specific processes in your Section to support CO based on the needs/demands you just mentioned?  
Do you have relevant documentation (flow charts) for the processes in your Section?  
Can you please share them with us.
5. Are there any other processes that are unique to your section and has helped your section to support Country Offices? If YES à  
Do you have relevant documentation (flow charts) for the processes you have mentioned?  
Can you please share them with us.
6. Is there a balance between processes or is there more emphasis on some of them? How would you rank your process from the most important one to the least important one?
7. Are there any key questions that you would like us to ask the COs and partners about the RO processes?
8. In your opinion, what is the RO added value for the COs in the region; apart from what has mentioned above?
9. Would you like to add any other comments which could be relevant for this Process Evaluation?

2. Regional Advisers questionnaire used for semi-structured interviews in the data collection phase (Draft)

<b>EAPRO Processes Evaluation</b>	
Semi-structured interviews guide Regional Adviser	
PRESENTATION-INTRODUCTION:	
<p>(Name and Surname), I am a member of the evaluation team. We are developing an evaluation that aims to explore opinions about the EAPRO intervention and processes from 2018 to 2021 The purpose of the evaluation is to learn about the successes and bottlenecks that may have hindered work. Your identity as well as the answers provided will be anonymous. The benefit of your participation is to provide information on processes used by EAPRO in the region. We appreciate your participation and your time. The important thing here is your spontaneity, there are no right or wrong answers; all opinions are valid. I reiterate that our commitment is to keep your opinion confidential.</p>	
Initial Context:	
<ul style="list-style-type: none"> <li>• Name of interviewee (s)</li> <li>• Organization / Section</li> <li>• How and when did you learn about the EAPRO Project?</li> </ul>	
RELEVANCE	
Guiding questions	Answers
Does EAPRO have any participatory process by involving UNICEF collaborators and partners at Regional level? At country level?	

<b>EAPRO Processes Evaluation</b>	
Semi-structured interviews guide Regional Adviser	
Is there an established strategy used to achieve targets and goals stipulated in your workpland?	
Have the EAPRO (Regional Advisers, Senior Staff) considered internal and external synergies with other interventions and scope for partnership in the county context?	
How responsive has the EAPRO been to new and important needs and priorities of the COs, challenges and opportunities that may have arisen in the region (at regional and country levels)?	
What analyses were conducted or used to understand needs/priorities in the region?	
<b>EFFECTIVENESS</b>	
What external (context-related) factors influenced – positively or negatively - the achievement of results?  In this regard, are there any processes that have facilitated your interaction with CO?	
What internal (intervention/implementing agency; processes or partnership-related) factors influenced – positively or negatively - the achievement of results?	
Have the RO processes successfully supported CO programme delivery over the 2018-2021 period? Please provide documented examples.	
Has the RO successfully fulfilled its role as a knowledge management, broker, and facilitator of dissemination of important child related knowledge?	
Were there any gender equality results achieved? If yes, which processes do you think assisted you in achieving these results.	
Did the support provided by EAPRO lead to any unintended effects at CO level?  Where there any specific processes in the RO that you can classify as outstanding in achieving their aims?	
<b>TIMELINESS</b>	
Has the RO support been available to COs within time scales that are most favourable to CO needs and priorities?  Are there any processes that are particularly fast? Are there any processes that are slow when responding to needs?	
Did any delays arise from internal (implementing agency- or partnership-related) or external (context-related) barriers? Did the implementation of the	

EAPRO Processes Evaluation	
Semi-structured interviews guide Regional Adviser	
EAPRO lead to any unintended effects? Can you provide us with some examples? Please focus on processes that were involved.	
COHERENCE	
Has the support provided by the CO been consistent, well-coordinated, cross-sectoral, and internally joined up with for COs needs?	
Have the coordination activities been with key partners and allies at regional level towards shared aims, and ensuring UNICEF in building on its distinctive competence and adding value to these processes? (relating to external coherence)	

### 3. Country Offices questionnaire used for semi-structured interviews in the data collection phase (Draft)

EAPRO Processes Evaluation	
Semi-structured interviews guide Country Office	
PRESENTATION-INTRODUCTION:	
<p>(Name and Surname), I am a member of the evaluation team. We are developing an evaluation that aims to explore opinions about the EAPRO intervention and processes from 2018 to 2021</p> <p>The purpose of the evaluation is to learn about the successes and bottlenecks that may have hindered work.</p> <p>Your identity as well as the answers provided will be anonymous.</p> <p>The benefit of your participation is to provide information on processes used by EAPRO in the region.</p> <p>We appreciate your participation and your time.</p> <p>The important thing here is your spontaneity, there are no right or wrong answers; all opinions are valid.</p> <p>I reiterate that our commitment is to keep your opinion confidential.</p>	
Initial Context:	
<ul style="list-style-type: none"> <li>• Name of interviewee (s)</li> <li>• Organization / Section</li> <li>• How and when did you learn about the EAPRO Project?</li> </ul>	
RELEVANCE	
Guiding questions	Answers
Did the EAPRO have a consultation process to factor the needs of internal and external stakeholders (women, men) and foster inclusiveness in the design process? And what has been the approach to reach out all key stakeholders?	
To what extent is RO support processes relevant to the needs and priorities of COs, and how well this	

<b>EAPRO Processes Evaluation</b>	
Semi-structured interviews guide	
Country Office	
prove adaptable to different CO contexts, office capacities and priority setting?	
<b>EFFECTIVENESS</b>	
Are the processes between the RO and the CO in priority areas you are working for well-defined and documented?	
To what extent have the activities in the RO processes successfully supported CO programme delivery over 2018-2021?	
Did any unintended effects occur because of the intervention, positive or negative?	
What are the obstacles, risks, or constraints the RO faced? How are they mitigating these constraints? What steps would you suggest they take, including any modifications to the processes RO colleagues presently use.	
Did the intervention miss any opportunities to generate results for children in your country / beneficiary groups /other intended stakeholders?	
Has EAPRO contributed to the strengthening capacities of your CO? If so, please state how – which processes supported Capacity Building.	
To what extent did the EAPRO support the mobilization of additional financial/non-financial contributions which would not have otherwise materialized? (financial additionally)	
<b>TIMELINESS OF RO Processes</b>	
Was the stated timeframe for support processes realistic for the achievement of intended results/support?	
To what extent is RO support made available to COs within time scales that are most favourable to COs needs and priorities?	
Can you please identify most important enablers and barriers that affected the provision of timely support? Can you estimate the extent barriers blocked the provision of timely support?	
<b>COHERENCE</b>	
To what extent is the support provided by the RO consistent, well-coordinated across it's Advisers, cross-sectoral, and internally joined up for COs' needs?	
To what extent is the RO successfully coordinating with key partners and allies at regional level (including other UN agencies) towards shared aims, and it ensuring UNICEF is building on its distinctive	

EAPRO Processes Evaluation	
Semi-structured interviews guide Country Office	
competence and adding value to these processes (relating to external coherence)?	

4. UNICEF Regional Offices questionnaire used for semi-structured interviews in the data collection phase (Draft)

EAPRO Processes Evaluation	
Semi-structured interviews guide UNICEF Regional Offices <a href="https://forms.gle/JSimqWWsu4b7miRXA">https://forms.gle/JSimqWWsu4b7miRXA</a>	
PRESENTATION-INTRODUCTION:	
<p>(Name and Surname), I am a member of the evaluation team. We are developing an evaluation that aims to explore opinions about the EAPRO intervention and processes from 2018 to 2021. The purpose of the evaluation is to learn about the successes and bottlenecks that may have hindered work.</p> <p>Your identity as well as the answers provided will be anonymous.</p> <p>The benefit of your participation is to provide information on processes used by EAPRO in the region.</p> <p>We appreciate your participation and your time.</p> <p>The important thing here is your spontaneity, there are no right or wrong answers; all opinions are valid.</p> <p>I reiterate that our commitment is to keep your opinion confidential.</p>	
Initial Context:	
<ul style="list-style-type: none"> <li>• Name of interviewee (s)</li> <li>• Organization / Section</li> <li>• Please specify any interventions you are involved that has EAPRO engagement with Country Offices.</li> </ul>	
Guiding questions	Answers
What are the main processes that has helped the RO to fulfil its mission?	
Is there a balance between processes in the RO or is there more emphasis on some of them?	
Are processes in your UNICEF RO well-defined and documented?	
Do you think that some RO processes could be revised and how?	
What are the main needs/demands or areas of support from the COs to the RO?	
How are the processes in your office changed after COVID?	

5. Evaluation Survey to assess the COs' perception on the EAPRO processes (Draft)

<b>EAPRO Processes Evaluation</b>	
Online Survey Country Office	
<p>The EAPRO Evaluation Section is currently conducting a series of consultations for the process evaluation of the East Asia Pacific Regional Office. EAPRO wishes to invite you to participate in the survey for the process evaluation. The information received through this survey will be treated confidentially with no reference to the names of the respondents or their home country.</p> <p>Your views are an essential contribution to this evaluation and will help us formulate the findings and conclusions of the evaluation in the future. The evaluation will assess EAPRO's processes and their performance (ability to assist country offices) between 2019-2021.</p> <p>Completing the survey will only take 10 minutes of your time. This survey will be available from XXXX until XXXX, 2021.</p> <p>Your identity as well as the answers provided will be anonymous. The benefit of your participation is to provide information on EAPRO processes in the region. We appreciate your participation and your time. The important thing here is your spontaneity, there are no right or wrong answers; all opinions are valid.</p>	
Select your CO (List of all CO's)	
<b>EAPRO Relevance:</b> The extent to which the EAPRO and its support were suited to the priorities and policies of the region and countries at the time of formulation.	
<p>1. In a scale from 1 to 4, where 4 is "totally agree" and 1 is "totally disagree", how would you rate the following statements:</p>	<ul style="list-style-type: none"> <li>• EAPRO is aligned with our key priorities and needs (national policy/strategic/institutional frameworks/priorities)</li> <li>• EAPRO had an adequate consultation process to provide feedback on activities in my country.</li> <li>• EAPRO's feedback has been useful in improving the CO performance.</li> </ul>
<p>2. In a scale from 1 to 4, where 4 is "Very high" and 1 is "Very low", how would you rate the following statements:</p>	<ul style="list-style-type: none"> <li>• Level of EAPRO participation in your country</li> <li>• Added value of EAPRO in my country</li> <li>• Flexibility and adaptability of EAPRO to your country context and dynamics</li> </ul>
<b>EAPRO Effectiveness:</b> Effectiveness is the extent to which the EAPRO attained its objectives and expected accomplishments. Impact are the long-term changes due to EAPRO's contribution.	

<p>3. Do you consider that the RO has decisively supported your country office in achieving results?</p>	<p>1. Totally disagree 2. Disagree 3. Agree 4. Totally Agree Don't Know/NA</p>
<p>4. How satisfied are you with the quality of the following services: Please use a scale from 1 to 4, where 4 is "Very high" and 1 is "Very low", how would you rate the following statements:</p>	<ul style="list-style-type: none"> <li>• Facilitating the link with HQ</li> <li>• Strategic Planning</li> <li>• Reviewing the CO's reports and CPDs</li> <li>• Providing proactive feed back</li> <li>• Supporting in advocacy and partnership</li> <li>• Convener of multi-country initiatives</li> <li>• Supporting COs' resource mobilization</li> <li>• Documenting and/or sharing good practices</li> <li>• Capacity Building - Trainings</li> <li>• Monitoring and reporting</li> <li>• Supporting Evaluation</li> </ul>
<p>5. Please rate your level of engagement with the following areas and your satisfaction? In a scale from 1 to 4, where 4 is "Very high" and 1 is "Very low", how would you rate the following statements:</p>	<ul style="list-style-type: none"> <li>• LEADERSHIP COORDINATION</li> <li>• PROGRAMME PLANNING AND MONITORING</li> <li>• EVALUATION</li> <li>• COMMUNICATION</li> <li>• EMERGENCY (Humanitarian Action and Disaster Risk Reduction)</li> <li>• CHILD PROTECTION</li> <li>• EDUCATION</li> <li>• HEALTH</li> <li>• NUTRITION</li> <li>• SOCIAL POICY AND ECONOMIC ANALYSIS</li> <li>• WASH</li> <li>• ADOLESCENTS</li> <li>• CHILDREN WITH DISABILITIES</li> <li>• COMMUNICATION FOR DEVELOPMENT (C4D)</li> <li>• ENVIRONMENT AND CLIMATE CHANGE</li> <li>• GENDER</li> <li>• INFORMATION AND COMMUNICATION TECHNOLOGY FOR DEVELOPMENT (ICT4D)</li> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>• PRIVATE FUNDRAISING AND PARTNERSHIPS</li> <li>• REGIONAL OPERATIONS</li> <li>• REGIONAL HUMAN RESOURCES</li> </ul>
6. In your opinion, to what extent Covid related travel restrictions have affected the support from the RO?	
<b>EAPRO's Timeliness:</b> An assessment will be performed of the outputs (qualitative and quantitative) in relation to the inputs (time)	
7. How satisfied are you with the quality of the following services: In a scale from 1 to 4, where 4 is "Very positive" and 1 is "Very negative", how would you rate the following statements:	<ul style="list-style-type: none"> <li>• Timely Response to CO request - Responsiveness</li> <li>• Timely requests by the RO</li> <li>• Communication</li> <li>• Country Support Request Platform</li> </ul>
Coherence	
8. Do you feel there is a duplication of efforts between RO and the CO? If yes, please specify.	
Additional questions	
What results, achieved with EAPRO support, would you highlight?	
Having EAPRO processes in mind; What are potential areas where EAPRO could improve its support? Any recommendations for improvement?	

## 6. Case study guideline (Draft)

As a method in an evaluation, a case study is a means of learning about a complex instance, based on a comprehensive understanding of that instance, obtained by extensive description and analysis of that instance, taken as a whole unit of analysis and within its context.

It is used through in-depth interviews or focus groups (i) when the most prominent questions are "why" and "how", (ii) to illustrate "good examples" or successful cases.

### Profile components

Title of the chosen case:

Location of the case:

### Content

#### I. Contextual location of the case study

Information about the case under study, about the situation at the time of the experience. The case could be of an EAPRO key process which must be elaborated in a very concrete way. Within this description, the evaluation team should comment on the role that EAPRO, institutions and / or strategic actors have played.

Justification of the case study - Why was it chosen?

## II. The process

This section should be the "heart of the case." In a very specific way, the essential content of how the process was given or is taking place as such, and elements for critical analysis, which are supported by documentation, information from institutions, or groups that directed the process should be mentioned.

It is relevant to record information on why the experience occurs?; What started the process? What key decisions were or are being made in the process? And how are those decisions being taken into account?

## III. Learned lessons

In this section, some of the most important lessons learned are mentioned and that are directly linked to the chosen topic and the research process.

### Annex C: Reference documents

- UNICEF Strategic Plan for 2022-2025
- Regional Office Management Plan-ROMP (2022-2025)
- EAPO ROMP (2018-2021) Bi-Annual Work Plans
- Reimagining a better future for every child in East Asia and Pacific after COVID-19
- Customer Satisfaction Surveys
- UNICEF's revised Evaluation Policy (2018)
- United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation (2016)
- UNEG Ethical Guidelines for Evaluation (2020)
- UNEG Guidance on Integrating Human ...
- Rights and Gender Equality in Evaluation (2014)
- UNICEF- Adapted UNEG Evaluation Report Standards (2017)

### Annex D: Outline of the evaluation report

- Executive Summary (up to 4 pages)
- Acknowledgements
- Table of contents
- Abbreviations and acronyms
- Introduction (3-4 pages)
  - Purpose of the Process Evaluation
  - Scope of the evaluation

- Methodology and approach to the evaluation
- Findings (15-20 pages)
- Conclusions (4-5 pages)
- Lessons (2-3 pages)
- Recommendations (3-4 pages)
- Annexes
  - Terms of Reference
  - Evaluation Matrix
  - Bibliography
  - List of key stakeholders' interview

Annex E: List of stakeholders consulted during the exploratory meetings from 22 to 29 September 2021

- Marcoluigi Corsi, Regional Director, a.i.
- Myo-Zin Nyunt, Deputy Regional Director
- Asako Saegusa, Regional Chief, Programme and Planning
- Marc Rubin, Regional Adviser, Emergency
- Rachel Harvey, Regional Adviser, Child Protection
- Akihiro Fushimi, Education Specialist
- Khin Devi Aung, Immunization and Health Systems Specialist
- Michelle Dynes, Lead Researcher, Social and Behavioral Sciences
- Roland Kupka, Regional Adviser, Nutrition
- Andrea Rossi, Regional Adviser, Social Policy and Economic Affairs
- Brooke Yamakoshi, WASH Specialist
- Seon Mi Choi, Regional Adviser, Environment and Climate Change
- Gerda Binder, Regional Adviser, Gender
- Michael Newsome, Regional Chief, Private Sector Fundraising and Partnerships
- Michelle Wong, Regional Chief, HR

## Annex F: Evaluation matrix

Questions Sub-questions	Key Factors	Desk Review Verification	Interviews EAPRO	Interviews COs	Interviews other ROs	Interviews HQ	Survey
<b>RELEVANCE</b>							
<b>Q1. Responsiveness to needs - To what extent the EAPRO processes and activities within the processes responded to the needs and priorities of COs, and how well does this prove adaptable to different CO contexts, office capacities and priority setting?</b>							
Did the EAPRO have a consultation process to factor the needs of internal and external stakeholders (women, men) and foster inclusiveness in the design process? And what has been the approach to reach out all key stakeholders?	Consultation tools applied.	X	X	X			X
To what extent is RO support processes relevant to the needs and priorities of COs, and how well this prove adaptable to different CO contexts, office capacities and priority setting?	Work plans/ strategies among other planned documents reflect the needs and priorities	X	X	X			X
What analyses were conducted or used to understand needs/priorities in the region?	Country analysis, evaluations, and audits, among other	X	X	X			
What were EAPRO comparative advantages in the region?	Value added		X	X	X	X	X
<b>Q2. Intervention design - To what extent has the EAPRO adopted a rigorous approach to the planning of its activities such as using monitoring data, consultation with key stakeholders, consideration of national capacities, and theory of change, among others?</b>							
Did the EAPRO include available learning evidence, including assessment of national capacities, consultation results, theories of change, among other?	Stakeholders analysis including needs analysis of COs, baselines, planning documents, monitoring documents, theory of change, among other	X	X	X			
What is the strategy of the EAPRO for achieving its goals? Is there a clear idea of the approach?	Detailed strategy and theory of change	X	X	X	X	X	
Have the EAPRO considered internal and external synergies with other interventions and scope for partnership in the county context?	Initiatives done in partnerships	X	X	X			

Questions Sub-questions	Key Factors	Desk Review Verification	Interviews EAPRO	Interviews COs	Interviews other ROs	Interviews HQ	Survey
Are outcomes and expected results properly defined and prioritized?	EAPRO Results framework	X	X	X			X
<b>Q3. Preparedness - To which extent has the EAPRO prepared its plan for, and responded to changes in internal and external conditions over time?</b>							
How responsive has the EAPRO been to new and important needs, challenges and opportunities that may have arisen in the region (at regional and country levels)?	Changes reflected in plans and delivery modalities	X	X	X			X
<b>EFFECTIVENESS</b>							
<b>Q4 To what extent has the processes in the RO successfully supported CO programme delivery over the 2018 – 2021 period?</b>							
And what are the most salient results achieved by the EAPRO at national and regional level under each of the focus areas?	Annual reports, midterm review	X	X	X		X	
To what extent have the activities in the RO processes successfully supported CO programme delivery over 2018-2021	Annual reports, midterm review CO's requests platform	X	X	X			
Were expected results realistic/feasible for the national/regional context?		X	X	X			X
Did any unintended effects occur because of the intervention, positive or negative?		X	X	X			X
What are the obstacles, risks, or constraints the RO faced? And how are they mitigating these constraints?	Activities for which obstacles have been reported and mitigations strategies identified	X	X	X			X
Did the intervention miss any opportunities to generate results for its children target /other intended stakeholders?	Activities for which opportunities have been missed	X	X	X			
<b>Q5. Which RO processes (or activities within processes) do stakeholders identify as the most value adding types for CO and why? What do stakeholders identify as less effective and why?</b>							
To what extent did the EAPRO contribute to meeting the scope of overall stakeholder (including children target needs in the context?) (coverage)	Stakeholders indicating that needs have been met	X	X	X		X	X
To what extent did the EAPRO contribute to the realization of national/regional priorities in the protection of the rights of the children?	Priorities EAPRO agreed to contribute vs. number of priorities EAPRO contributed in	X	X	X			X

Questions Sub-questions	Key Factors	Desk Review Verification	Interviews EAPRO	Interviews COs	Interviews other ROs	Interviews HQ	Survey
	the region and COs including the quality of the results						
How does stakeholders perceived the support by RO, does it vary across the programme sections and what are the reasons for this?		X	X	X			X
<b>Q6. To what extent has EAPRO processes helped it to contribute to the related national and regional strategic objectives? Moreover, which factors have contributed to the delivery of results and met overall needs in the context?</b>							
What external (context-related) factors influenced – positively or negatively - the achievement of results?	List of factors identified that influence the achievement of results	X	X	X			
What do stakeholders identify as the most value adding types of RO support and why? What do stakeholders identify as less effective and why?	List of factors identified that influence the most/less value adding types of RO support?	X		X			X
What internal (intervention/implementing agency or partnership-related) factors influenced – positively or negatively - the achievement of results?	What internal (intervention/implementing agency or partnership-related) factors influenced – positively or negatively - the achievement of results?	X	X	X			X
<b>Q7. To what extent does the RO successfully fulfil its role as a knowledge management; knowledge broker and facilitator of dissemination of important child related knowledge?</b>							
Are there best practices emerging from the implementation?		X	X				
Has EAPRO contributed to the strengthening capacities of regional partners and CO's?	List of Trainings	X		X			X
Were any opportunities missed to achieve results?	List missed opportunities and lessons to be learned	X	X	X	X	X	
<b>Q8. To what extent did the EAPRO leverage the mobilization of additional resources at the national or regional level, which would not have otherwise materialized? and did any outcomes materialized as the result of the leverage-effect?</b>							
To what extent did the EAPRO support the mobilization of additional financial/non-financial contributions which would not have otherwise materialized? (financial additionally)	Estimate of resource mobilization e.g. technical assistance, technology transfer, management input etc.	X	X	X		X	
To what extent did results materialize because of any such additional contributions, which would not	Results vs. overall expected results that did materialize with the support of additional contributions	X	X	X			X

Questions Sub-questions	Key Factors	Desk Review Verification	Interviews EAPRO	Interviews COs	Interviews other ROs	Interviews HQ	Survey
have otherwise materialized? (development additionally)							
<b>TIMELINESS</b>							
<b>Q9. Are the processes used contributing to the timely delivery of results and within intended timeframe?</b>							
To what extent were the intervention's intended results achieved within the stated timeframe?	Activities and results delivered according to work plans	X	X	X		X	X
Was the stated timeframe realistic for the achievement of intended results, considering the conditions of the surrounding context/nature of the implementing agency/partnership?	Activities with realistic/ unrealistic timeframe	X	X	X		X	
Did any delays arise from internal (implementing agency- or partnership-related) or external (context-related) barriers?	Activities that were confronted with barriers	X	X	X			
How well were any such delays managed/mitigated?	Stakeholders that indicated that delays were managed in an efficient manner	X	X	X			
To what extent is RO support made available to COs within time scales that are most favourable to COs needs and priorities?	Stakeholders that indicated that the RO support was made available within favourable time scales	X	X	X			X
To what extent the most important enablers and barriers affect the provision of timely support?	Stakeholders that indicated that the most important enablers and barriers affect the provision of timely support	X	X	X			
<b>COHERENCE</b>							
<b>Q10. How EAPRO interventions are compatible with the interventions of other key players at regional and country level?</b>							
To what extent is the support provided by the RO consistent, well-coordinated, cross-sectoral, and internally joined up for COs' needs?	Stakeholders that indicated that the RO support is consistent and well-coordinated and cross-sectoral	X	X	X			X
To what extent is the RO successfully coordinating with key partners and allies at regional level (including other UN agencies) towards shared aims, and it ensuring UNICEF is building on its distinctive competence and adding value to these processes (relating to external coherence)?	Stakeholders that indicated that the RO successfully coordinating with key partners and allies at regional level	X	X	X			



## Annex H: EAPRO Management and Coordination Mechanisms

The key committees and mechanisms in place for governance, coordination and implementation include the following:

### Regional Office Coordination

N	Acronym	Composition, agendas
1	ROMT (Regional Office Management Team)	The Regional Director continues to manage the office with the support of the ROMT, which meets bi-monthly. Membership of the ROMT constitutes 12 staff including a Staff Association nominee. Standing agenda items include: a review of action points, Management indicators, audit status and operations issues.
2	PMT (Programme Management Team)	The PMT/Expanded PMT meetings chaired by the DRD coincide with the Regional Office non-travel weeks and are attended by Programme and Operations Advisors. Agendas revolve around: the development and monitoring of implementation of currently relevant Planning processes; the review of CO progress and prioritization of technical support and development of strategic directions for the region.
3	Weekly “What’s up” Meeting	The RD’s open “What’s up” meeting provides an opportunity for Management and staff to share information on recent and upcoming events. This information sharing encourages transparency, a common vision and further coordination among staff.
4	RSA/BSA (Regional Staff Association)	The EAPRO and Thailand CO office have one staff association representing both offices.
5	PSB (Property and Survey Board)	The PSB reviews cases related to the disposal of assets, shortages, overages, damage and impairment to inventories, property, plant and equipment (PP&E) and/or intangible assets. This is a statutory committee and provides an oversight as well as implementation mechanism to managing office assets. Membership is 7 including Staff Association nominee and meets at the minimum once per year.
6	CRC (Contract Review Committee)	CRC reviews and recommends contract awards for goods and/or services above the financial limits of US\$100,000, excluding Project Cooperation Agreements (PCAs) - which must be reviewed by PCRC. Additionally, any proposed contract award recommendation that includes major portions of information and/or communication technology goods or services must be reviewed and endorsed by the Information Technology Review Board (ITRB)
7	PCRC (Partnership Review Committee)	The Partnership Cooperation Review Committee (PCRC) makes informed, objective and transparent recommendations to the Head of Office on whether proposed partnerships with Civil Society Organizations (CSOs) are in the best interests of UNICEF and achieving results for children. Proposals submitted exceed a total budget over US\$100,000
8	CRB (Central Review Body)	The CRB advises on the appointment and promotion of national professional and GS staff. Membership is 10 including one Staff Association nominee and meets as needed.
9	PRC (EAPRO Publications Review Committee)	The PRC oversees the publication review process and is responsible for the initial strategic review at the time a publication is proposed, ensuring the final document meets UNICEF branding and editorial guidelines. Considers linkages and potential

		overlap with existing publications; Evaluates how the proposed publication will contribute to larger RO goals; and encourages coordination across sections as appropriate. The PRC also assesses any potential risks the proposed publication may hold for advocacy, fund-raising or programmatic efforts, and suggests how to manage them.
10	Greening Focal Team	The EAPRO office has a strong commitment to greening the office, (guided by the SDG 13). A task team reporting to the RD is overseeing plans to complete a turn-key office renovation project at the EAPRO/TCO compound in 2017-2018. The new premises will enhance energy efficiency, be eco-compliant and yield savings among other targets.
11	Common Services Unit (shared with Thailand CO)	EAPRO has efficient operations, including sound financial resource management, and sound internal controls implemented under the CSU structure.

### Regional Coordination

1	Regional Management Team (RMT)	The RD chairs the RMT made up of all the Country Representatives in the region, Regional Staff Association Chair and selected Regional Advisors. The RMT sets regional strategies and priorities, reviews progress and exchanges on global issues. The regular RMT meetings are scheduled twice per year with ad hoc meetings as necessary.
2	Technical Network Meetings	Most Technical Sectors have established regional networks that meet mostly annually or every 18 months. These networks are designed to encourage strategic visioning and discussion, regional planning, technical development and exchange of good practices.
3	TRT/PBR Committee (Programme Budget Review)	This is scheduled twice per year as mandated by HQ. The PBR is managed and implemented by the RO. Membership to the TRT is RO office based and ensures quality control while providing guidance on submissions to the PBR. The PBR is composed of the RD, DRD and 3 Representatives plus alternates (designated annually). Additional members may be co-opted as necessary.
4	RHRDT (HR Development Team)	This team reviews the staff training requirements of countries in the region – and may sometimes recommend funding allocation for certain countries. Membership may be co-opted from countries in the region for better representation. The purpose of the Development/training coordination team is to ensure that training needs are aligned with Global/country objectives and funds are accordingly allocated to improve staff capacity. Membership is 10 including 2 Staff Association nominees.

5	RJCC/ROJCC	<p>The EAPRO/ /TCO Joint Consultative Committee is a forum where staff and management representatives meet formally to discuss and exchange in a frank and transparent manner, views and ideas on matters relating to staff welfare, working conditions and any other matters of general concern to staff. The exchange of such idea and views are expected to contribute to strengthening staff/management relations as well as improving channels of communication. This in turn is expected to contribute to the maintenance of a healthy and harmonious working environment. The staff association is represented in JCC. Membership is 5 including Staff Association nominee and meetings are quarterly.</p>
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