



Evaluability Assessment

of the UNICEF Latin America and Caribbean Regional Office Management Plan

October 2023

Preface

The Regional Office Management Plan (ROMP) 2022–2025 is a critically important document that should guide the United Nations Children’s Fund’s (UNICEF’s) Latin America and Caribbean Regional Office (LACRO) in implementing its mission to advocate for the protection of children’s rights, to help meet their basic needs and to expand their opportunities so they can reach their full potential.

In the last few years, global and regional geopolitical shifts as well as emerging threats facing children have changed the landscape and challenged the relevance of UNICEF and the United Nations System. In this new context, it is important for UNICEF LACRO to ensure that the ROMP is fit-for-purpose to contribute to accelerating the achievement of the Sustainable Development Goals and to ensure that no child is left behind in Latin America and the Caribbean.

Evaluation can play a critical role in guiding UNICEF LACRO’s implementation of the ROMP, informing any strategic shifts required. The purpose of this evaluability assessment of the ROMP, commissioned during its second year, was precisely to complement the upcoming midterm review of the ROMP and to generate learning that helps improve the ROMP’s evaluability, implementation and monitoring as well as the ROMP’s utility as a planning and management instrument.

The current evaluation presents an assessment of the ROMP as a strategic guiding tool, offering relevant and actionable recommendations that have already informed the midterm review of the ROMP. The evaluation will also inform and strengthen the second term of the ROMP, and will prove useful for future evaluations of UNICEF LACRO programming. This exercise was managed by the UNICEF LACRO Evaluation section, with the support of three external senior-level staff of the three levels of the UNICEF evaluation function (country office, regional office and UNICEF Headquarters).

Evaluations can only be useful if we learn from them and take action. To effectively integrate the evidence presented in this evaluation, we must ensure that the management response to the recommendations informs the UNICEF LACRO ROMP moving forward, all with the aim of accelerating the achievement of the Sustainable Development Goals for every child across the region.



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Acknowledgements

This evaluability assessment was prepared by the Evaluation section of the United Nations Children's Fund (UNICEF) Latin America and Caribbean Regional Office (LACRO), led by Tom Pellens and Carlos Rodriguez-Ariza (Multi-Country Evaluation Specialists of LACRO), with critical support from Fernando Jambrina (Monitoring and Evaluation Specialist of the UNICEF Nicaragua Country Office), Laura Olsen (Evaluation Specialist of the UNICEF Evaluation Office) and Samuel Bickel (Consultant of the UNICEF Evaluation Office).

This evaluability assessment was accompanied by a reference group with representation from LACRO, country offices and UNICEF Headquarters. The reference group provided feedback on the inception note, preliminary findings and this final report in order to strengthen the relevance, accuracy, and hence credibility and utility of the evaluability assessment. We are grateful to the members of the reference group for their participation and advise: Garry Conille, (LACRO Regional Director), Anne-Claire Duffay (LACRO Deputy Regional Director), Rada Noeva (LACRO Regional Chief of Programme and Planning), Ralph Midy (LACRO Regional Adviser Immunization), Ruth Custode (LACRO Education Specialist), Alban Nouvellon (LACRO WASH Specialist), Carolina Da Costa (LACRO Planning Officer), Bastiaan van t' Hoff (UNICEF Honduras Representative), Luisa Brumana (UNICEF Argentina Representative), Francisco Benavides (UNICEF Uruguay Representative), Kerry Albright (Principal Adviser, Evaluation Office) and Joseph Barnes (Chief of Monitoring, Division of Data Analytics Planning and Monitoring).

This exercise included consultation among a wide array of LACRO colleagues as well as representatives of other UNICEF regional offices, country offices in the region and UNICEF Headquarters. We would like to extend special thanks to LACRO colleagues of the Planning, Monitoring and Data section, whose constructive collaboration was critical for contributing to the utility of the evaluability assessment, especially for the Regional Office Management Plan (ROMP) midterm review.

In conclusion, we are very thankful to those who provided their time, knowledge and insights. These contributions ensured the timely and high-quality completion of this important exercise in order to improve the ROMP evaluability, implementation and monitoring as well as its utility as a planning and management instrument.

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Acronyms

AWP(s)	Annual work plan(s)
CCCs	Core Commitments for Children
EA	Evaluability Assessment
EA	East Asia and Pacific
EAPRO	East Asia and Pacific Regional Office
IRRF	Integrated Results and Resources Framework(s)
KII(s)	Key informant interview(s)
LAC	Latin America and Caribbean
LACRO	Latin America and the Caribbean Regional Office
M&E	Monitoring and evaluation
MTR(s)	Midterm review(s)
OMP(s)	Office Management Plan(s)
PAHO	Pan American Health Organization
RBM	Results-based management
RMT	Regional management team
ROMP(s)	Regional Office Management Plan(s)
ROMT	Regional office management team
SDG(s)	Sustainable Development Goals(s)
TOC(s)	Theory(ies) of change
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WASH	Water, sanitation and hygiene
WCARO	West and Central Africa Regional Office



Executive summary

Introduction and purpose

The Regional Office Management Plan (ROMP) outlines how the regional office will fulfil its respective roles and functions to enable the realization of the United Nations Children's Fund's (UNICEF's) Strategic Plan 2022–2025. During mid-2023 UNICEF's Latin America and Caribbean Regional Office's (LACRO's) 2022–2025 ROMP has gone through a midterm review (MTR). In order to improve its utility as a management instrument and ensure its fitness for purpose to accelerate results during 2024–2025, LACRO commissioned an independent review of the ROMP as a lead-in to the MTR when adjustments, if needed, can be made.

Methodology

The exercise was conducted by an independent team comprising LACRO's two evaluation specialists supported by two people from the Evaluation Office of UNICEF Headquarters and a monitoring and evaluation officer based at a country office on full-time stretch assignment. The evaluability assessment (EA) methodology was employed, examining the clarity and coherence of the ROMP design, the relevance of the monitoring framework, and how well the ROMP is being used to drive collective action within LACRO and with the country offices. The EA employed document review and stakeholder interviews as main data sources. It was conducted over the period of April–August 2023 and accompanied by a reference group consisting of representatives of LACRO, country offices and UNICEF Headquarters.

Findings

Dimension 1: Regional Office Management Plan design

Broadly, the LACRO ROMP is well-aligned with UNICEF's Strategic Plan – most visibly in the focus of its Goal Areas and the inclusion of the change strategies/enablers/cross-cutting issues listed in the Strategic Plan – and adheres to UNICEF's guidance on Office Management Plans (OMPs). Elements of concern are the inconsistent attention to addressing systemic changes as called for in the Strategic Plan, limited commitment to articulating efforts with other United Nations organizations and underdeveloped intentions in some areas (e.g., resource mobilization). Several of the weaknesses are partially attributable to gaps in the guidance issued by UNICEF Headquarters.

The OMP guidance requires a regional office to state how its work will contribute to the systemic changes sought by the Strategic Plan on the basis of the specific functions it performs. While the LACRO ROMP discusses changes sought and implementation strategies, the articulation of how LACRO will generate change is often vague and incomplete, and not systematically grounded in the functions of a regional office.¹ The functions are much more present in annual work plans (AWPs), making them more useful than the ROMP and its integrated results and resources framework (IRRF) in understanding LACRO's functional work.

¹ The LACRO ROMP specifies four functions for itself, which differ slightly from the 2022 UNICEF Accountability System: (i) support to country programmes; (ii) regional advocacy and strategic partnerships; (iii) regional oversight and accountability; and (iv) ensuring a continuum between humanitarian and development.

These have been reformulated during the 2023 MTR of the LACRO ROMP.

Some parts of the IRRF, which is the primary instrument for articulating and monitoring the results, do not capture the work of a regional office well, particularly in the Goal Areas. Programme outcomes and outputs are generally defined at levels of attribution that are too high from a regional office perspective.

All OMPs are expected to integrate the Core Commitments for Children in Humanitarian Action. Broadly, humanitarian action is well-mainstreamed across the Goal Area results statements, indicators and implementation modalities. Regarding other cross-cutting commitments, gender and climate change are relatively well-integrated in the ROMP (although the ROMP is not a driving force of integrating gender transformative programming across regional programming), while resilience, disability and peacebuilding are less well-integrated.

The OMP guidance indicates that the ROMP should prioritize results and the associated resource commitments. LACRO's ROMP states five multisectoral regional priorities.² However, the regional priorities remain mostly at the aspirational level rather than being a 'spine' for coordinated action. Apart from the priority on humanitarian action, the regional priorities are weakly mainstreamed across Goal Areas and change strategies, and their coordination has not been results-oriented. More generally, the ROMP does not manifest any consistent prioritization criteria based on comparative advantage, causal analysis, country office priorities and capacities, or lessons learned.

Dimension 2: Monitoring framework

The ROMP monitoring framework includes 121 indicators incorporated in the IRRF (16 outcome indicators and 105 output indicators). Most of the indicators are established core standard indicators. These have proven validity, permit aggregation and comparability, and have an established technical support system. They have defined baseline values and targets, which should permit progress measurement.

The monitoring framework has five main weaknesses:

1. Most critically, a majority of the ROMP indicators/targets of the Goal Areas are defined at a different result level than they should be from a RO perspective: 88 per cent of the outcome indicators are really at the impact level, and 70 per cent of the output indicators are at the outcome level, which leaves a void in information around LACRO's immediate results.
2. Important change strategies and enablers are not covered in the monitoring framework, such as innovation and digital transformation/technology for development, operational efficiency, and governance and oversight.
3. In regional office function terms, the great majority of the actual output level indicators address technical support and oversight of country offices, with very few related to advocacy, partnerships, resource mobilization and knowledge building.
4. The target countries for measuring indicator progress are not consistently linked to the prioritized countries of a specific Goal Area or change strategy.
5. Targets were developed by each responsible section through their own logic rather than any unified approach. Their realism is hard to assess, but there is major doubt about their realism as the targets are not visibly linked to LACRO's available resources.

² The five regional priorities are: (i) elimination of violence against children; (ii) early childhood development; (iii) tackling the migration crisis; (iv) effective humanitarian action according to the Core Commitments for Children in Humanitarian Action; and (v) secondary education, digital learning and adolescent/youth skills.

Dimension 3: Use of the Regional Office Management Plan

During its design and implementation, the ROMP was not used as the core guiding tool to manage and adapt LACRO interventions and resources based on regional office accountabilities. As a result, it neither fully tracks the performance of these accountabilities, nor contributes to creating a LACRO 'common agenda'. The ROMP was widely perceived as a short-term, corporately required exercise that secures funding.

The ROMP also did not function as a tool for multisectoral integration and collaboration at regional office level, nor for coordinating with country offices. It was not clear who acts as the ROMP backbone support (entity/team) that assures and fulfils coordination, facilitation, accountability and results management roles for the collective effort of LACRO. The ROMP was mostly designed at regional office level although the level of involvement and consultation with the country offices has varied among the different sectors.

The ROMP-defined goals, indicators and targets are supposed to guide actions, allocations and reviews. Monitoring mechanisms are in place to facilitate the review of progress (e.g., annual reviews/MTRs), and ROMP indicators are incorporated in the AWP. However, no strong ROMP monitoring 'system' exists, and ROMP monitoring data is little used in the programming process. Neither is there an evidence plan specific to LACRO or the ROMP that integrates the different evidence functions (planning, monitoring, data, evaluation, research, knowledge management and innovation) into a coordinated approach.

The ROMP has not been a tool to integrate budget, programmes, advocacy and resource mobilization. There is no ROMP resource mobilization strategy to fund the 49 per cent of the proposed integrated ROMP budget that is meant to come from 'other resources'. Therefore, many sections are highly uncertain about their resource base beyond the assured global funds. Further, there does not seem to be a clear process for adjusting targets or making reallocations during periodic reviews.

An underlying issue detected in the EA exercise was the lack of a common vision within LACRO about the role a regional office can play in driving social development change. Further, the regional office shows an unsteady grasp of its comparative advantages. Therefore, the EA team developed a theory of change focused on LACRO that is grounded in regional office accountabilities, which is derived from the 2022 UNICEF Accountability System and adjusted to the LACRO context. Furthermore, the EA team identified a set of regional office comparative advantages that can help the regional office better position itself to realize its full potential.

LACRO counts on corporate guidance and processes, sectoral theories of change, existing fundraising partnerships and strategies, etc. It is important to clarify that LACRO is not facing a void in these several areas of practical utility. UNICEF in the Latin America and Caribbean region shows intent and principled action in all these areas. But the ROMP has not catalysed further improvements or changed the regional office's programming or management trajectories. In that sense, it has not had practical impact as a strategic instrument.

Recommendations

The following eight recommendations were independently developed by the EA team and validated with the reference group and the regional office management team:

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| 1 | Establish a common basis of understanding on LACRO's strategic planning approach, and assign a unit or team within LACRO as the backbone support/leadership role for ROMP accountability and results management. |
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| 2 | Integrate the functions (accountabilities) that the regional office performs more systematically in the results and major strategies of the ROMP. Make sure the strategies and interventions that LACRO commits to reflect the comparative advantages of a regional office. |
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| 3 | Review the approach employed by LACRO to prioritize ROMP results, action and resources, and then apply that revised approach in designating an updated set of ROMP priorities. |
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| 4 | Ensure that outcome and output statements and their related indicators and targets are more closely aligned to the appropriate results levels from a regional office perspective. Analyse and carefully select the targets for each indicator according to resources, staff, partnerships and the capacities of the country offices involved. |
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| 5 | Develop or modify the existing Latin America and Caribbean regional fundraising strategy to help fill LACRO's own funding gaps, with the commitment/involvement of UNICEF Headquarters/private fundraising and partnerships, and with a complementarity and mutual reinforcement of country office efforts. Monitor fundraising progress and employ periodic reviews to adjust targets or strategies in response to funding availability. |
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| 6 | <p>To achieve the necessary integration, strategic coordination and collaboration around cross-cutting issues:</p> <ul style="list-style-type: none"> ■ Reflect cross-cutting commitments within each LACRO programme area's plans. ■ Activate coordination and accountability mechanisms that the ROMP already committed to. ■ Pay attention to the quality of strategic coordination around cross-cutting issues during periodic reviews. |
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| 7 | Develop a ROMP evidence plan that clarifies roles and responsibilities, capacities, quality expectations and priorities for generation, communication and use of evidence. |
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| 8 | Discuss the needs for improved global guidance and support about the development and monitoring of ROMPs based on regional office accountabilities with other regional offices. Join with other regional offices in presenting these needs to UNICEF Headquarters' technical sections and senior management. |
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Introduction



Introduction

As of 2022, according to the most recent data, in the Latin America and Caribbean (LAC) region, only 20 per cent of child-related targets of the Sustainable Development Goals (SDGs) are on track to being met by 2030 or have been met,³ which calls for accelerating results towards the SDGs. The Regional Office Management Plan (ROMP) of the United Nations Children's Fund's (UNICEF's) Latin America and Caribbean Regional Office (LACRO) was developed in 2021 to articulate key shifts and programme realignment that were required for such acceleration of results for children in the LAC region over the period 2022–2025. For the ROMP to function as a strategic and useful instrument to support the acceleration of results, it must enable managing for results, ensuring that LACRO's contribution and accountabilities to the achievement of results are clearly defined, and that results can be monitored and periodically assessed to adapt strategies and resourcing in line with their progress.

In 2023, LACRO's new senior management commissioned this evaluability assessment (EA) of the ROMP with the aim to strengthen the utility of the ROMP as the framework for results-based management and accountability. It was determined that an EA, which typically assesses an intervention's design and monitoring framework, would be an appropriate exercise to clarify to what extent the current ROMP is an instrument that is fit for purpose.

Furthermore, as the end of 2023 marks the midpoint of the ROMP and UNICEF's Strategic Plan, LACRO decided to conduct a midterm review (MTR) of its ROMP during the second half of 2023. The purpose of the MTR is to:

- Review the progress towards the planned results.
- Consider whether regional priorities should be adjusted for the 2024–2025 period.
- Ensure that the office structure and budget are fit for purpose to best support these priorities across the LAC region for all children.

The EA complements the MTR in the sense that the EA provides inputs to support the review process and strengthen ROMP evaluability in the future.

LACRO Regional Office Management Plan

Following the development of UNICEF's new Strategic Plan 2022–2025, LACRO developed its ROMP at the end of 2021 in the context of the end of the COVID-19 emergency and several changes in regional office senior management. According to corporate guidance (UNICEF, 2021d), regional offices are required to develop a four-year Office Management Plan (OMP), which outlines how the regional office will fulfil its respective roles and functions to enable the collective achievement of the results in the Strategic Plan 2022–2025. All OMPs must include an integrated results and resources framework (IRRF) that links resources to results. IRRFs include result statements, indicators, baselines, targets and means of verification. The OMP and IRRF are meant to be the basis for elaboration of annual work plans (AWPs) and annual management plans.

LACRO's ROMP presents the results to be achieved as well as the major strategies that will be employed according to five interconnected Programme Goal Areas,⁴ nine key change strategies,⁵ and a management and oversight component (corresponding to enablers).⁶ Furthermore, the ROMP identifies five multisectoral regional priorities and highlights that LACRO will strengthen its oversight of gender results in the region.

³ LACRO analysis based on UNICEF global databases – SDG assessment.

Additionally, it outlines core implementation strategies that are to be operationalized across three key dimensions:

1. Ensuring clear value proposition for LACRO focused along the core regional office accountabilities.
2. Supporting programme excellence and effectiveness through a regional office structure that is fit for purpose.
3. Integrated and cross-cutting programme support mechanisms that enable the delivery of results at scale in country offices.

The ROMP also provides a summary of risks to UNICEF's work in the region and how they will be managed and mitigated, as well as an analysis of financial and human resource needs to achieve planned results. The ROMP proposes an integrated budget of US\$137 million for the period 2022–2025, funded 42 per cent through institutional budget resources, 3 per cent through regular resources, and 55 per cent from other resources and private sector fundraising and partnerships, which must be secured through fundraising approaches.

The LACRO ROMP is accompanied by an IRRF and outlines the mechanism and processes to monitor and evaluate its implementation and results. In line with the results structure presented in the ROMP, the IRRF includes five programme areas (corresponding to the five programme goals) as well as programme effectiveness and management areas. Every area has an outcome statement and some outputs. Change strategies are structured as outputs under the programme effectiveness outcome, while enablers are organized under the management outcome.

The main ROMP document was based on a series of outcome and output narratives (referenced in this report as the 'narratives') prepared by different LACRO sections. The narratives outlined the strategic focus/ programme rationale, implementation modalities and strategies, and a preliminary results framework for each Goal Area, change strategy or enabler.⁷

Purpose, objectives and scope of the evaluability assessment

An EA is a quality assurance tool for good programme design. It is defined as a tool to help managers bring early adjustments and corrections to programme design and implementation as needed. The EA of LACRO's ROMP will prepare the conditions for future reviews and evaluation, in terms of capability to be evaluated and to be better prepared for its performance and results. A premise for this to occur is that all the agents involved understand the ROMP's intent in the same way, that there is a common understanding of its practical utility and that all the programme management tools of the plan are performing as expected.

The primary purpose of this assessment is to generate learning that helps improve the ROMP evaluability, implementation and monitoring, as well as the ROMP's utility as a planning and management instrument. It is primarily formative in nature. It is less concerned with making judgments about the ROMP's performance in the past and will instead look at how the ROMP should be shaped to be as evaluable and useful as possible. As mentioned above, its secondary purpose is to complement the upcoming MTR of the ROMP. Although both exercises will provide elements to adjust the ROMP, the EA will not assess progress towards the expected results as stated in the ROMP or review changes in the programming context, which is more the focus of the MTR. Instead, the EA will assess the ROMP as an instrument.

⁴ Survive and thrive; learning and skills; child protection; safe and resilient WASH and sustainable climate and environment; and social protection.

⁵ Advocacy and communications; community engagement, social and behaviour change; data, research, evaluation and knowledge management; digital transformation; gender equality programming for transformative results; innovation; partnerships and engagement: public and private; risk-informed humanitarian and development nexus programming; and systems strengthening to leave no one behind.

⁶ Accelerated resource mobilization; agile, responsive business model; decentralized and empowered internal governance and oversight; dynamic and inclusive people and culture; and strategic internal communication and staff engagement.

⁷ Narratives were not drafted for all Goal Areas, change strategies and enablers. See Annex 2 for an overview.

The specific objectives of the exercise are as follows:

- To assess the ROMP's evaluability in principle by investigating the clarity and coherence of its design.
- To assess the ROMP's evaluability in practice by analysing the extent to which it has been translated into the monitoring framework.
- To assess the extent to which the ROMP has been useful in planning and management for LACRO.

Objectives one and two coincide with established practices for evaluability assessments (UNICEF, 2019) and to achieve these objectives, this exercise

will borrow approaches and methods from EA literature. Typically, EAs also investigate the utility of a potential evaluation. This exercise will instead investigate the utility of the ROMP itself, with a view to strengthening it. For this objective, the team will borrow more from formative evaluation methods.

Structure of this report

This report is structured as follows. After this introductory chapter, chapter 2 summarizes the evaluation approach and methodology used for this EA. Chapter 3 presents the EA findings organized according to the three dimensions of the EA framework. Chapter 4 presents the conclusions and recommendations.





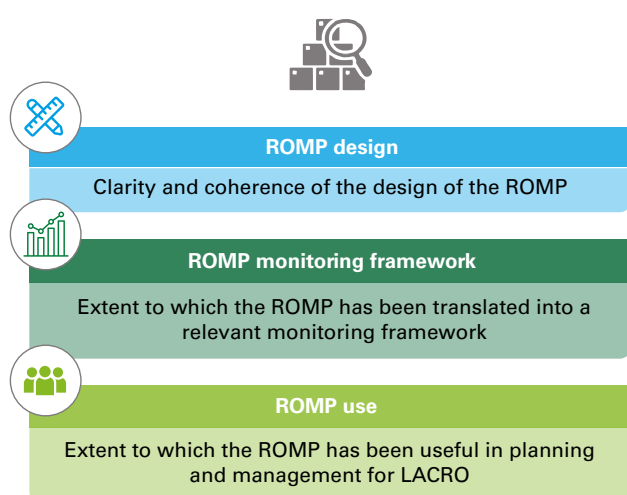
Approach and methodology



Evaluability assessment framework

In correspondence with its objectives, the EA is based on a study framework structured around three dimensions (see Figure 1). Per dimension-specific evaluations, questions were defined during the inception phase, drawing on the questions included in the Terms of Reference (see Annex 1). An evaluation matrix was developed to provide further indications of how each question would be addressed (see Annex 4). The EA inception note further defines the study framework and explains the scope of the three dimensions.

Figure 1: EA framework



The EA framework was mainly used to assess the LACRO ROMP and its IRRF. To enrich the analysis, particularly with an objective of identifying good peer practices, the OMPs of a selection of other UNICEF regions and one other United Nations organization were also reviewed. The EA conducted a comparative review of the ROMPs of

UNICEF’s West and Central Africa Regional Office (WCARO), UNICEF’s East Asia and Pacific Regional Office (EAPRO), the United Nations Development Programme’s (UNDP’s) Regional Programme Document for Latin America and Caribbean (2022–2025), and the Regional Bureau for Latin American and Caribbean Integrated Work Plan of UNDP (Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, 2021).⁸

Methodology

The methodology responds to the formative nature of the exercise with a reflective and prospective focus aimed at obtaining useful elements for the improvement of programming. The evaluation is participatory, trying to provide different points of view from different stakeholders. It used a mixed methods approach by drawing on different data collection methods that allow for triangulation and complementarity of information. For this reason, the evaluation contains the following methodological elements:

- Documentary review. Key documents and data that were reviewed are the LACRO ROMP, its IRRF (and dashboard), the supporting narratives and relevant guidance documents of UNICEF (see Annex 2 for a full list).
- 28 key informant interviews (KIIs) (17 men and 11 women) to collect a wide range of information (see Annex 3).
- Group discussions with LACRO management and the planning, monitoring and data section.

⁸ WCARO and EARPO were selected because the team sought comparators that were both similar to and different from LACRO. EAPRO’s budget is similar in size and breakdown as LACRO’s. Additionally, like in the LAC region, the EAP region comprises lower- and upper-middle-income countries, and in the last five years, both regions have experienced relatively fewer Level 2 and Level 3 emergencies. Conversely, WCARO’s budget is considerably larger. On average, countries in the West and Central Africa region are poorer and have experienced more emergencies in the last five years than those in the LAC region.

Regarding plans of other United Nations organizations, initially UNDP, the Pan American Health Organization (PAHO) and the United Nations Population Fund (UNFPA) were proposed because of their regional architecture and similarity in approaches to decentralized structures. However, in the end, the EA team only could access the UNDP regional plan.

- Information compilation, processing and analysis in order to provide responses to the evaluation questions.
- Triangulation and validation of findings with the reference group, regional office management and specialized staff.
- Internal discussions from the evaluation team for providing conclusions and recommendations.

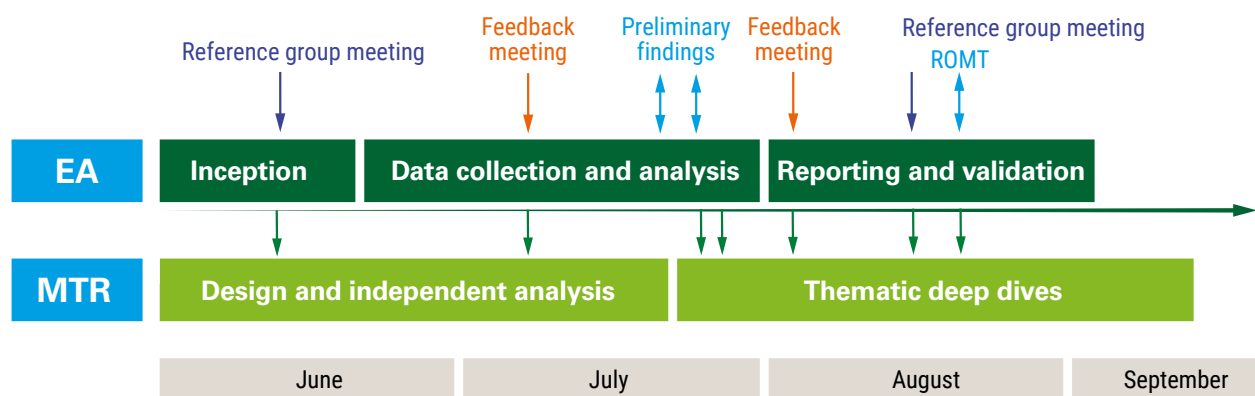
As part of dimension 3 of the EA framework, the EA team constructed a theory of change (TOC) that underpins the work of a UNICEF regional office. The TOC was reconstructed based on the stated and implicit content in the LACRO ROMP, with additional ideas generated from other regional ROMPs, the UNICEF Strategic Plan TOC and UNICEF’s 2022 Accountability System.

Evaluability assessment process

The EA was conducted over the period April–August 2023, starting with the design of the Terms of Reference in May, an inception phase in June, data collection and analysis during July and August, and reporting and validation during the second half of August up to early September (see Figure 2). The short time frame was a challenge as it circumscribed the scope and depth of the data collection and analysis. However, it contributed to the utility of the exercise as it allowed the provision of ongoing inputs into the MTR process of the ROMP. The validity and use of the EA was further optimized through periodic moments of feedback from LACRO management as well as several moments of presentation/validation of preliminary and advanced findings among LACRO staff.

An inception note was delivered at the end of the inception phase, while this report is the second and final deliverable. The EA was accompanied by a reference group consisting of representatives of LACRO, country offices and UNICEF Headquarters. The reference group provided valuable feedback on the inception note and this final report. Furthermore, this final report was reviewed by the members of the LACRO management team.

Figure 2: Overview of the EA process





Findings

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3.1. Dimension 1: Regional Office Management Plan design

This section examines evaluability in principle, which looks at the clarity of the conceptual underpinnings and design of the intervention, including the underlying TOC and how it has been translated into the intervention results framework (UNICEF, 2019). Specifically, this section looks at the extent to which the ROMP aligns with corporate priorities and guidance, and to what extent it expresses the functions and accountabilities of a regional office. It also assesses the coherence of the intervention logic and results chain, and the extent to which cross-cutting themes and prioritization were integrated into the ROMP's design.

3.1.1. Alignment with the Strategic Plan and Office Management Plan guidance

The EA analysed the extent to which LACRO's ROMP aligns with the current Strategic Plan. Regional offices, according to the 2022 UNICEF Accountability System, are to provide 'a strategic link to global-level guidance and policy' (UNICEF, 2022b). This is echoed more explicitly in guidance to regional offices about the preparation of management plans, which states the purpose of a ROMP is "to outline how each organizational unit fulfils its respective roles and functions to enable the collective achievement of the results in the Strategic Plan 2022–2025" (UNICEF, 2021d).

Broadly, LACRO's ROMP is well-aligned with the Strategic Plan. Like the Strategic Plan, the ROMP is organized around five Goal Areas.⁹ The changes from the previous Strategic Plan (2018–2021) to

its current iteration are also reflected in the ROMP, particularly in the organizational programme areas. For example, disability, gender and adolescent empowerment, which in the previous Strategic Plan were under Goal Area 5, are now mainstreamed across all Goal Areas. Additionally, in the new Strategic Plan and in LACRO's ROMP, Goal Area 4 has an explicit focus on climate action. All change strategies and enablers are present in the ROMP, although some of the enablers remain underdeveloped. The ROMP does not clarify how resource mobilization will be accelerated beyond indicating that a regional partnerships and resource mobilization strategic action plan will be developed. Also, governance and oversight, while briefly mentioned in the ROMP, remains vague in terms of who is responsible for oversight and how governance of the ROMP will be organized.¹⁰

Despite this broad alignment, there are two areas that are emphasized in the Strategic Plan that are somewhat less present in LACRO's ROMP. First, the Strategic Plan emphasizes focusing UNICEF's efforts on systemic changes that address the underlying causes of children's mortality, poverty, vulnerability, gender inequality and exclusion (UNICEF, 2021e). These include, for example, leveraging financing for children, supporting rights-based policies and legislation, and influencing social behaviours and norms, which only sparsely feature as key bottlenecks or issues to address in the Goal Area narratives.¹¹ Second, the Strategic Plan emphasizes working with other United Nations organizations, in accordance with the Quadrennial Comprehensive Policy Review and General Assembly Resolution 72/279. It states, "collaboration with United Nations entities is a cornerstone of UNICEF work".¹² The EA found a solid mainstreaming of the theme of partnerships

⁹ Please note that although there is broad alignment, early childhood development is an exception. In the Strategic Plan, early childhood development is most clearly articulated in Goal Area 1. In LACRO, Goal Area 1 covers early childhood development, but this theme is more explicitly considered under Goal Area 2. This has implications for monitoring and reporting.

¹⁰ For example, the role of the regional management team (RMT) in ROMP governance is not clarified, although the Terms of Reference of the UNICEF LAC RMT indicates that a function of the RMT is to contribute to the development, review and endorsement of regional programme, advocacy and management priorities as defined in the ROMP.

¹¹ Financing for children is recognized as a critical area of Goal Area 5, but given resource constraints, it would be supported on demand from country offices. Other Goal Areas sometimes implicitly reference it as part of a systems strengthening approach, but it is not highlighted as a key area to address.

While social and behaviour change is recognized as a change strategy in the ROMP, it is only referenced as an area of intervention for Goal Area 2 and Goal Area 5.

Work on rights-based policies or legislation, or explicitly promoting a rights-based approach is only referenced under Goal Area 2 and Goal Area 3 (promoting rights of migrant children). However, the lack of references to the promotion of a child rights approach in the Goal Area narratives may be due to the fact that this is considered core to UNICEF's work and does not require stating.

¹² The UNICEF Strategic Plan lists the following agencies as key partners: UNDP (and the United Nations Sustainable Development Cooperation Framework); UNFPA; United Nations Entity for Gender Equality and the Empowerment of Women (UN Women); World Health Organization; World Food Programme; World Bank; International Organization for Migration; Office of the United Nations High Commissioner for Refugees; United Nations Human Settlements Programme; and United Nations Department of Economic and Social Affairs.

throughout the different ROMP documents (narratives, ROMP document, IRRF, AWP), but the references to the articulations with other United Nations organizations are limited.

The EA also assessed the extent to which the ROMP is consistent with the Procedure on Development of Office Management Plans of Headquarter Divisions and Regional Offices, which provides direction on the preparation of OMPs. The procedure has two specific instructions:

1. Instruction 1 provides instructions on how to approach OMPs and guidance about aligning resources to the various Goal Areas, change strategies and enablers.
2. Instruction 2 provides guidance about the structure and content of the OMP.

Largely, the EA found alignment with the procedure. The ROMP contains most of the elements that are required (Instruction 1) with the exception of value for money, and they are presented as required (Instruction 2).¹³ It should be noted, however, that the procedure is vague in providing how to execute some of its requirements.

For example, apart from the instruction that cross-cutting priorities must be mainstreamed across “all Goal Areas with corresponding results and indicators”, UNICEF’s guidance on OMP development does not provide more specific instructions for how this should be done. Instead, these cross-cutting themes have stand-alone guidance.

3.1.2. Accountabilities and functions

The purpose of the ROMP, according to the procedure, is to outline how LACRO will fulfil its respective roles and functions. The procedure itself, prepared in 2021, outlines three functions:

1. Provision of technical, quality assurance and oversight support to country offices.

2. Global, region-wide or multi-country support for evidence generation and dissemination, advocacy and campaigns, leveraging resources and partnerships, and fostering the United Nations working together.
3. Effective and efficient functioning of the organization and well-being of its staff.

Since the procedure was published and the ROMP was developed, UNICEF has updated its accountability system, which describes a slightly expanded scope of work for the regional offices (see Box 1).

Additionally, the new framework outlines six accountabilities for regional offices.¹⁴

These are:

1. Leadership, advocacy and representation.
2. Strategic planning and policy.
3. Country programme support.
4. Performance monitoring, data, evaluation and reporting.
5. Resource mobilization and leveraging, partnerships and strategic engagement.
6. Management, oversight and administration.

LACRO’s ROMP specifies four functions for itself, which differ slightly from the corporate guidance above.

These are:

1. Support to country programmes.
2. Regional advocacy and strategic partnerships.
3. Regional oversight and accountability role.
4. Ensuring a continuum between humanitarian and development.

¹³ The Procedure makes explicit reference to consider value for money in the preparation of the OMPs in line with the UNICEF Strategic Plan 2018–2021, which promoted efforts to mainstream value for money considerations related to programmes and management. It should be noted that the Strategic Plan 2022–2025 does not include reference to value for money anymore.

¹⁴ The six accountabilities are for the Regional Director, understood to mean the regional office.

Roles of the regional office as described in UNICEF's Accountability System

Box 1

41. The regional office serves as a mechanism for guidance, support, technical assistance, oversight, including quality assurance, and coordination of country offices and area based and multi-country programmes within the region. It undertakes trend analysis of commonalities and diversities, flexibly managing resources within the region to support individual countries. The regional office is the key facilitator of the process of peer review and exchange among UNICEF offices within each region so that decisions at country and regional level are informed by the rich experiences and draw on the capabilities of UNICEF staff and partners.

42. The regional office provides frontline technical support to country offices in development and humanitarian settings, including in the formulation, implementation, review and evaluation of country programmes of cooperation, in policy dialogue, negotiation and advocacy of child rights, and in the leveraging of resources and partnerships.

43. The regional office engages in and manages regional partnerships for the delivery of regional public goods that enable the acceleration of results, including those best addressed through cross-border, multi-country approaches.

44. Regional offices are the lead UNICEF offices responsible for formally agreed technical assistance to governments by UNICEF in high-income countries, in partnership with other United Nations agencies, National Committees for UNICEF, or through the UNICEF Global and Regional Programme.

The EA analysed how clearly the ROMP outlines how LACRO will fulfil its self-stated functions to enable the collective achievement of the results in the Strategic Plan. The ROMP and IRRF are currently structured around five Goal Areas and outcome-specific outputs.

While the ROMP specifies four functions, they do not form the basis to explain the results that the regional office expects to achieve and they are not well-reflected in the IRRF. Nonetheless, the functions are to a varying degree woven into the implementation modalities that the ROMP and its supporting narratives propose, although inconsistently across areas and not comprehensively covering all functions.¹⁵ Most evident are references to LACRO's role to support country offices as well as advocacy and partnership efforts, and to a certain extent, its oversight and accountability role. It is less obvious how LACRO will ensure a continuum between humanitarian and development programming.

The functions of the regional office are not the basis for organizing the ROMP or IRRF. As a result, these functions are not immediately clear to the reader. However, in the AWP's developed by all sections, the functions are much more present. AWP's are structured into four themes that coincide with the four functions of the regional office as identified in the ROMP. This means that the AWP's are more useful than the ROMP and IRRF for understanding LACRO's work according to its functions.

It is worth noting how other regions describe how they will fulfil their functions. EAPRO's ROMP identifies four functions for itself: **i)** enhancing programming excellence; **ii)** generating, promoting and leveraging public good; **iii)** application of normative rights-based approaches; and **iv)** strengthening organizational management effectiveness and efficiency.

¹⁵ Overall, the change strategies focus more than the Goal Areas on changes they will contribute to on the basis of the functions the regional office performs. This is logical since they represent the operational strategies that UNICEF prioritizes to achieve its goals. Also notable is that Goal Area 3 on child protection specified how its strategies are aligned with regional office accountabilities, which other Goal Areas do not present. It organizes its work around programming excellence at scale, regional partnerships, innovation and evidence, and compliance and oversight, which represent another slightly differently formulated set of regional office functions.

Like LACRO, EAPRO is organized around Goal Areas. However, their functions broadly correspond to the outcome and output statements in the IRRF. All output statements for the Goal Areas are identified as either programme excellence or public goods. The third function, advancing rights-based approaches, has a dedicated outcome, as does management effectiveness and efficiency. This does not mean that EAPRO automatically tracks progress against each of these functions. However, because it has mapped the functions against its outcomes and outputs, should analysis of this kind be needed, it could be done easily.

3.1.3. Intervention logic and results chain

The EA analysed the coherence of the ROMP intervention logic, meaning the extent to which the ROMP expresses clearly how LACRO's efforts will contribute to systemic changes in the region. Notably, the ROMP is not based on an explicit TOC that defines what should change to address the underlying causes of child rights deprivations and how the regional office will catalyse that change.¹⁶ While the ROMP text and narratives do discuss the changes that LACRO aspires to as well as implementation strategies that are meant to contribute to such change, the EA finds that the articulation of how LACRO will generate change is often vague and incomplete. Certain functions or change strategies appear in one or several parts in the ROMP, but not in others where it would be expected. As noted, some of the Strategic Plan change strategies and cross-cutting approaches are not present or not very visible. Those that are present do not add up to the relatively simple TOC presented in section 3.3.2.

Some parts of the IRRF, which is the primary instrument for articulating and monitoring the results, do not capture the work of a regional office well, particularly in the Goal Areas. Some of this stems from the level at which IRRF results statements are formulated. LACRO's results statements for the Goal Area outcomes mirror the

long-term results UNICEF identified in the Strategic Plan (see Box 2 for examples), which reflect UNICEF's ambition to achieve the SDGs by 2030. In the Strategic Plan's TOC, these results statements are expressed at the level of impact and, if achieved, will mean the realization of the rights of every child, per the United Nations Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination Against Women and the United Nations Convention on the Rights of Persons with Disabilities. Although the Strategic Plan is ambitious, it is clear that its work throughout the 2022–2025 period is focused on helping to achieve these higher-level results. These impact statements serve to orient UNICEF's efforts for the long-term, but should not be used as outcome statements.¹⁷

According to UNICEF guidance on results-based management (RBM), outcomes should instead reflect medium-term changes in behaviour or performance of targeted institutions or individuals (UNICEF, 2017).¹⁸ They typically cannot be achieved by UNICEF alone, but rather are shared among development partners. This means that UNICEF contributes to outcome-level results, but ultimately, they are outside the sphere of UNICEF's control.

Similarly, LACRO's output statements of the Goal Areas are often not formulated according to standard RBM definitions. Outputs should identify shorter-term changes in capacities of individuals or institutions (including skills, resources, motivation and authority to undertake a specific action), and they typically have a high degree of attribution to LACRO action. Most of the outputs for LACRO Goal Areas 1, 2, 4 and 5 are formulated more at the outcome level, aspiring change at the level of the country's systems, policies and service delivery/access, which can be considered within the sphere of control from a country office perspective, but have a low degree of attribution from a regional office perspective.¹⁹ On the other hand, the output statements of the change strategies generally focus more on changes in the capacity of country offices and regional offices, which is at the adequate RBM level from LACRO's perspective.

¹⁶ Furthermore, the TOC is also meant to capture where UNICEF interventions depend on other actors (UNICEF, 2022d).

¹⁷ It should be noted that the IRRF only allows for outcomes and outputs to be included. Hence, any reference to impact-level change would need to be integrated in the outcome statements.

¹⁸ The more recent guidance on programming and programme planning (UNICEF, 2022c), which is available on PPPX (UNICEF's Programme Policy and Procedure Site, an internal UNICEF SharePoint website), include similar outcome definitions.

¹⁹ The outputs of Goal Area 3 and the early childhood development output of Goal Area 2 reflect change at the level of regional and national stakeholders. To the extent that LACRO directly works with these stakeholders, they reflect a change in capacity that has a high degree of attribution to LACRO action.

Results chains should show how inputs will be used to create outputs and how those outputs will contribute to outcomes, and ultimately to impacts for children. By formulating some outcome statements at the level of impact and some output statements at the level of outcomes, LACRO's actual outputs are not clear, consistent or specified. This makes it challenging to determine how the regional office will contribute to results as well as to what extent it is responsible for the results. Additionally, when outputs are formulated at a level above changes that LACRO has direct influence over and cannot be well-linked to its functions, it makes it difficult to identify and allocate the appropriate resources and amount of funding required to achieve them.

As part of the comparative analysis, the EA analysed how results statements are expressed in other

regions' IRRFs. It found that EAPRO's outcome and outputs statements are formulated according to standard RBM levels. For example, instead of stating that every child, including adolescents, learns and acquires skills for the future (LACRO's outcome statement), EAPRO formulated its outcome statement in terms of "countries in EAP have strengthened capacity and commitment" to ensure every child learns and acquires skills for the future. While this is still outside the sphere of the regional office's control, it is within its sphere of influence. Instead of focusing on results for children, EAPRO's outcome statements focus the region's efforts on governments and their partners in the region. It follows the 'if, then' statement implied by EAPRO, which is 'if countries have strengthened capacity and commitment, then children will learn and acquire skills for the future.'

Excerpts from UNICEF's Strategic Plan and LACRO's IRRF

Box 2

UNICEF's 2030 ambition in Goal Area 2 is "every child, including adolescents learns and acquires skills for the future".

LACRO's outcome statement for Goal Area 2 is similar: "every child and adolescent learns and acquires skills for life, personal empowerment, active citizenship, employability and entrepreneurship".

UNICEF's 2030 ambition in Goal Area 4 is "every child, including adolescents, has access to water, sanitation and hygiene and lives in a safe and sustainable climate and environment".

LACRO's outcome statement for Goal Area 4 is "every child, including adolescents in LAC, use safe, resilient water, sanitation and hygiene services and lives in a safe and sustainable climate and environment".



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EAPRO's IRRF also has well-formulated output statements. For example, one output for Goal Area 4 is "EAP country offices have strengthened capacity to increase safe and sustainable access to, and utilization of, water, sanitation and hygiene (WASH) services that deliver results for the most disadvantaged boys and girls in development and humanitarian situations." The regional office will seek change among country offices in the East Asia and Pacific (EAP) region, which is appropriate for a regional office. It is a regional office accountability to provide country programme support, and this is well within its sphere of control.

This does not imply that all regional office outputs must identify country offices as the locus of change in its outputs. There are other regional office accountabilities that do not seek change among country offices, such as advocacy and resource mobilization (although they would need coordination with country offices). EAPRO's output statements for this kind of work are all within UNICEF's control. For example, one output statement for Goal Area 4 is "UNICEF EAP benefits from better quality evidence, partnerships to advocate for and leverage, resources and engagement from public/private sectors to sustain and strengthen inclusive and equitable WASH outcomes for children." The locus of change is UNICEF EAP, which is appropriate.

3.1.4. Cross-cutting priorities

This subsection reviews how well the ROMP mainstreams cross-cutting priorities, such as the humanitarian action and cross-cutting priorities highlighted in the Strategic Plan.

Humanitarian Action

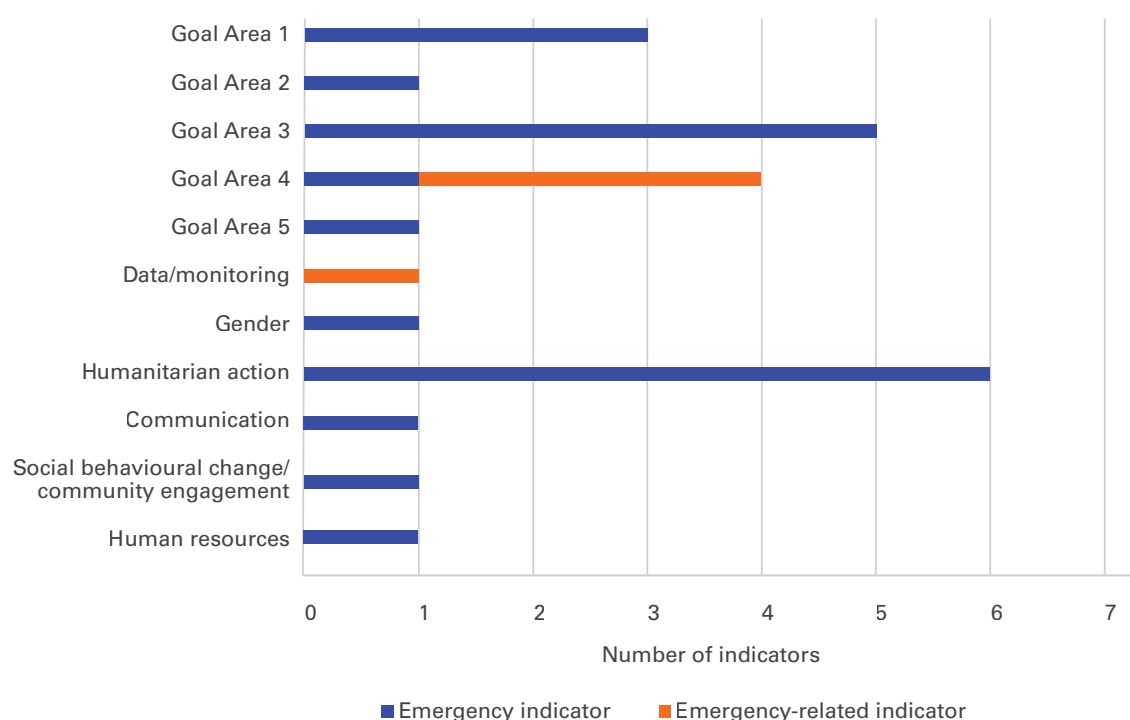
All OMPs are expected to integrate the "Core Commitments for Children (CCCs) in humanitarian action and the recommendations of the humanitarian review where applicable" (UNICEF, 2021d). LACRO's ROMP also specifies that for the region, "effective humanitarian action according to the CCCs" is a regional priority.²⁰ Broadly, the EA found that humanitarian action is well-integrated in the ROMP, the supporting narratives and IRRF:

- All Goal Areas indicate a commitment to emergency preparedness or response in the text.
- Humanitarian action is mainstreamed in Goal Area results statements in the IRRF, usually specifying changes will occur "in both humanitarian and development settings".
- An output dedicated to humanitarian action is foreseen in the results structure under programme effectiveness.²¹
- There are numerous indicators to measure emergency-related work, and they are found in all Goal Areas (see Figure 3). Furthermore, the five acceleration strategies identified in the ROMP to boost humanitarian action in the region are aligned with UNICEF's 2020 Humanitarian Review (UNICEF, 2020) and are well-aligned with regional office accountabilities.

²⁰ It should be noted that while LACRO's regional priority is effective humanitarian action, its self-identified regional accountability is ensuring a continuum between humanitarian and development. The EA found that emergency preparedness and response is well-integrated, while the continuum between humanitarian action and development is less well-integrated. For more on this, please see the discussion about resilience and peacebuilding in this report.

²¹ The output aims to ensure that "country offices and LACRO are better equipped to timely and effectively analyse the situation, design, implement and monitor multisectoral humanitarian action according to the new CCCs in collaboration with national and local governments, civil society and international organizations, enabling UNICEF timely and quality humanitarian action at scale in LAC."

Figure 3: Number of indicators by outcome in LACRO's IRRF that capture emergency or emergency-related efforts



Source: Calculations based on LACRO ROMP IRRF.

Note: All four indicators related to migration under Goal Area 3 (migration output) are categorized as emergency indicators, as these activities are mainly financed through emergency funding. The indicator about the roll-out of the COVID-19 vaccine under Goal Area 1 was similarly identified as an emergency indicator. The indicators related to disaster risk reduction under Goal Area 4 and the indicator about monitoring systems, including humanitarian programme monitoring under the data/monitoring output are considered emergency-related indicators.

As part of the comparative analysis, the EA analysed how other regions integrate humanitarian action into their ROMPs and IRRFs. In the West and Central Africa region where emergencies are more frequent and emergency funding makes up a more significant proportion of the regional office's budget, the ROMP has integrated humanitarian action more profoundly. Like LACRO's ROMP, WCARO's ROMP has an output dedicated to humanitarian action under programme effectiveness: "By 2025, all country offices have the capacity to implement a robust preparedness strategy, deliver an adequate and innovative humanitarian responses and perform field monitoring, with robust

information management systems, towards the fulfilment of UNICEF's CCCs, including by linking humanitarian and development, leveraging resources and partnerships and cross-country learning and evidence generation." Additionally, and unlike LACRO, in WCARO, four of the five outcomes about Goal Areas have outputs dedicated to emergency work, each with one to four indicators to measure them. Should LACRO want to integrate humanitarian action more profoundly and have more indicators to measure this, it might consider creating dedicated outputs for humanitarian action within relevant Goal Areas, as WCARO has done.

Other cross-cutting themes

The Strategic Plan outlines five cross-cutting priorities that must be mainstreamed across all Goal Areas. These are climate, gender, disability, peacebuilding and resilience.

Apart from the instruction that these cross-cutting priorities must be mainstreamed across “all Goal Areas with corresponding results and indicators”, UNICEF’s guidance on OMP development does not provide more specific instructions for how this should be done in the framework of a ROMP.

The EA shows that gender is relatively well-integrated in the ROMP. The ROMP recognizes the regional office’s oversight role of gender results, includes gender as a separate output under programme effectiveness in its IRRF, and proposes the establishment of a Gender Equality Task Force as a coordination and monitoring mechanism.²² Furthermore, elements of the gender priorities proposed in the UNICEF Gender Action Plan 2022–2025 are mainstreamed in the ROMP Goal Areas²³ and a considerable number of indicators related to gender and the Gender Action Plan are included in the IRRF.²⁴ However, KIIs indicate that the ROMP does not drive how gender transformative programming is integrated across the different areas of regional programming.

Climate programming, in line with the Strategic Plan, has received specific focus in the ROMP 2022–2025 as part of a new Goal Area 4, ‘Climate, Environment and WASH’, including a dedicated output (output 3), and has to some extent been mainstreamed across other Goal Areas.²⁵ Goal Area 4 also emphasizes

climate resilience, making the linkage with resilient education and health systems. While not all other Goal Areas or change strategies explicitly reference resilience as a cross-cutting theme, there is a general emphasis on systems strengthening and, to various degrees, the strengthening of individuals and communities to prepare for, prevent, respond to and recover from crises and change.²⁶ Resilience is an important element of the CCCs. As such, the ROMP, by promoting humanitarian action according to the CCCs, is also integrating resilience through its humanitarian action output. However, strategies to strengthen resilience through humanitarian action and making relevant linkages with other Goal Areas (e.g., around resilience to climate change) could be made more explicit.

Finally, disability and peacebuilding are less well-integrated in the ROMP. While people with a disability are sometimes referenced as part of the vulnerable groups to support, the ROMP does not present specific strategies focused on disability, apart from making social protection systems more inclusive to children with disabilities (as part of Goal Area 5). References to peacebuilding, conflict sensitivity or humanitarian-development-peace approaches are mostly absent from the ROMP documents.

²² While a gender coordination mechanism is foreseen in the ROMP and its establishment discussed, it is yet to start functioning.

²³ Goal Area 1 addresses maternal health care, adolescent pregnancies and HIV prevention. Goal Area 2 aims to promote, among others, gender-equitable quality education opportunities, gender-responsive education sector policies, plans and budgets, and combatting gender-based violence. Goal Area 3 aims to pay attention to ending sexual violence, including gender-based violence. Goal Area 4 mentions gender as an emphasis as part of its WASH programming. Goal Area 5 includes a focus on family care policies.

²⁴ Twenty LACRO IRRF indicators are included in the indicator matrix of the UNICEF Gender Action Plan 2022–2025 (UNICEF, 2021b). An additional 6 indicators are gender-related.

²⁵ Goal Area 1 aims to respond to the effects of climate change as part of adolescent health. Goal Area 2 identifies as key change strategy strengthening education sector preparedness, response and disaster risk reduction including climate change. Goal Area 5 does not explicitly integrate climate in its strategies, but its focus on strengthening social protection systems that improve the resilience of children and families can be linked to responsiveness to climate-related risks. Goal Area 3 does not make reference to climate.

²⁶ Goal Area 1 includes a focus on mental health as well as nutrition, which according to the TOC of the UNICEF Strategic Plan are key contributors to an outcome of strengthened resilience. The early childhood development work of Goal Area 2 has a focus on strengthening the capacity of caregivers for nurturing care (including focus on mental health). Goal Area 3 strengthened its focus on the prevention of child protection risks and expanding options for migrant children and families. Goal Area 5 aims to strengthen social protection systems to improve resilience of children and families. The social and behavioural change strategy aims to strengthen community engagement, among others, to build social capital, foster trust, social cohesion and resilience within communities.

3.1.5. Prioritization

The EA assessed the extent to which there is evidence of prioritization in the ROMP. The OMP guidance indicates that a ROMP should prioritize results and related resource requirements, as well as change strategies and enablers that have the greatest potential but does not further specify how to prioritize.²⁷

The ROMP identifies five multisectoral regional priorities (see Box 3). These are anchored in the ROMP result structure as outputs under specific Goal Areas or as a change strategy, which gives them visibility as results areas (including through indicators) and facilitates resource allocation. However, the other Goal Areas and change strategies only partially integrated them in their strategies and monitor their progress through indicators.²⁸ The regional priorities were meant to be poles of collaborative efforts from different LACRO sections coordinated by task teams that would guide, oversee and mainstream the priorities. However, while the task teams were established in some form or another and offered a platform to coordinate specific actions, key informant interviews indicate that they have not functioned as a mechanism to steer or oversee the delivery of results.²⁹

Apart from the identification of regional priorities, the ROMP documents and interviews indicate that no common approach to prioritize results, strategies, enablers and countries was systematically applied. While the narratives demonstrate some level of prioritization of results and implementation modalities, each area (Goal Areas and change strategies) followed its own approach, which is not consistently based on a systematic analysis of underlying causes of child rights deprivations, country office priorities or capacities, the added value of LACRO compared with partners or lessons learned from past interventions. Each area followed its own prioritization approach.

The ROMP includes a geographic prioritization at output level (although not all outputs include a country prioritization), which is also translated in indicators and targets. Where specific countries have been targeted, this is based on a variety of criteria (e.g., level of deprivation, scale-up potential, fragility of the context, need for technical support) with different areas applying different approaches to country office prioritization. KIIs indicate that country offices were generally not involved in this prioritization,³⁰ which would assure coherence of priorities at regional offices and country offices, and establish joint ownership of goals and targets.

Box 3

LACR ROMP's regional priorities

1. Elimination of violence against children.
2. Early childhood development.
3. Tackling the migration crisis.
4. Effective humanitarian action according to the CCCs.
5. Secondary education, digital learning and adolescent/youth skills.

²⁷ UNICEF guidance on country programme planning (UNICEF, 2022d) includes an approach to prioritization, and therefore can be a good reference (although it would need to be adapted to regional office level).

²⁸ For example, the early childhood narrative proposes indicators related to early childhood development to be considered by other areas. None of these indicators were actually used by other areas. Furthermore, besides the integration of humanitarian indicators (see subsection on humanitarian action above), none of the change strategies have specific indicators related to the regional priorities, except an indicator on gender-based violence as part of the gender change strategy.

²⁹ The reasons why are diverse: some task forces were not created; lack of common ownership; scope of work of the task force does not focus on steering and accounting for results; and an inadequate internal communication with different levels of participants.

³⁰ The approach of country offices for defining prioritized countries was done using previous sectoral analyses and the personal knowledge of regional experts. An exception is for Goal Area 3, whereby a consultation process was conducted with country offices to determine geographic prioritization for different key interventions.

3.2. Dimension 2: Monitoring framework and indicators

This section examines the coherence of the ROMP’s monitoring framework by reviewing how well the expected changes, at different levels of the results chain, proposed in the ROMP are translated in its monitoring framework. Furthermore, this section assesses the validity of the indicators,³¹ and to what extent baseline measures and targets are clearly defined. Good practices of other regions’ monitoring frameworks are presented when useful.

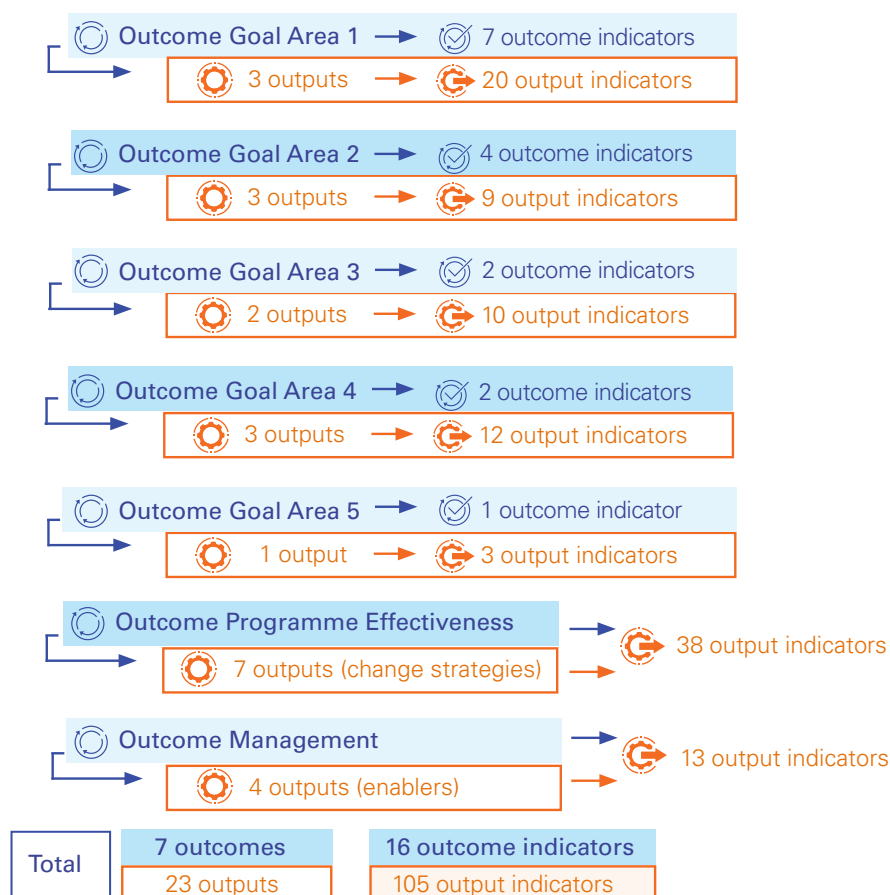
3.2.1. Translation of the Regional Office Management Plan’s expected changes into its monitoring framework

The ROMP’s monitoring framework consists of the 121 indicators incorporated in the IRRF

(16 outcome indicators and 105 output indicators), which are organized according to the ROMP’s results structure (see Figure 4: on average, 3 indicators per Goal Area outcome and 5 indicators per output, but with considerable variation across outcomes and outputs). Overall, the indicators reflect the expected outcomes and outputs presented in the ROMP and the narratives.

Unfortunately, the outcomes and outputs of the Goal Areas are often not defined at an adequate level from the perspective of a regional office and its functions (see dimension 1). Consequently, the Goal Area indicators are also often not defined at a level that corresponds with their appropriate RBM level. As a consequence, the monitoring framework as presented in the IRRF, is not well set up to measure LACRO’s pathway to results, particularly LACRO’s immediate results, such as a country office’s enhanced capacity to address key bottlenecks in their countries. This makes it challenging to use the monitoring data to evaluate LACRO’s contribution to results.³²

Figure 4: ROMP results and indicator framework



³¹ The EA team understands validity to mean the extent to which an indicator is an accurate measurement of the stated output or outcome (Kopper and Parry, 2022).

³² The LACRO ROMP monitoring dashboard also includes for the Goal Area outputs narrative reports per country office from the results assessment module, country office annual reports and gender programme reviews. These qualitative data can provide insights into a country office’s performance. However, given that these data are reported at country office level, do not make a link with LACRO’s contribution.

Besides Goal Area indicators, the monitoring framework also includes indicators that measure the outputs of the programme effectiveness and management outcomes of the ROMP. These reflect outputs that are meant to be directly delivered by the change strategies and enablers respectively. Compared to the Goal Area indicators, the indicators of the change strategies and enablers represent more strongly the outputs that the regional office itself delivers with respect to its own functions. Nonetheless, some important change strategies and enablers are not covered in the monitoring framework: innovation and digital transformation/information and communication technology/technology for development; operational efficiency; and governance and oversight.³³

Particularly noteworthy is that despite digital transformation being part of the regional priorities, no indicators measure its contribution to the ROMP's results. Furthermore, some change strategies are measured by a high number of indicators (e.g., gender), while others have few dedicated indicators (e.g., social and behavioural change indicators related to evidence functions).³⁴

The change strategies and enablers are meant to support the programme components to achieve results. The monitoring framework includes few 'integrated indicators' that reflect a contribution of a change strategy or enabler to a Goal Area. Some integrated indicators do exist, particularly related to humanitarian action (see section 3.1.4), but also other change strategies (see Box 4). Furthermore, the ROMP indicates that change strategies support

both at the country office level as well as regional level. However, most change strategy indicators focus on support provided at country office level.

Figure 5 presents more detailed analysis of the RBM levels at which the indicators are formulated. For the different outcomes and outputs in the IRRF (according to Goal Areas, change strategies and enablers), it indicates the actual RBM level at which the EA team assesses the indicators to be formulated. It should be noted that there is no clear guidance about how outcome and output indicators for a regional office should be defined. Therefore, Figure 5 reflects an interpretation of the EA team based on UNICEF RBM guidance. Box 5 describes the interpretation that the EA team used for the analysis.

As Figure 5 shows, most of the indicators (88 per cent) used to measure the outcomes of the Goal Areas can be categorized as impact indicators, while most of its output indicators (70 per cent) are actually outcome indicators from a regional office perspective as they measure changes at the level of the countries in the region, which is the immediate purview of the country offices. As mentioned before, the output indicators of the change strategies mostly measure at the adequate level, although a considerable proportion (29 per cent) are defined at the outcome level. Finally, many of the output indicators of the enablers (62 per cent) are formulated at activity level, measuring activities such as providing guidance to country offices or implementing performance management.

Box 4

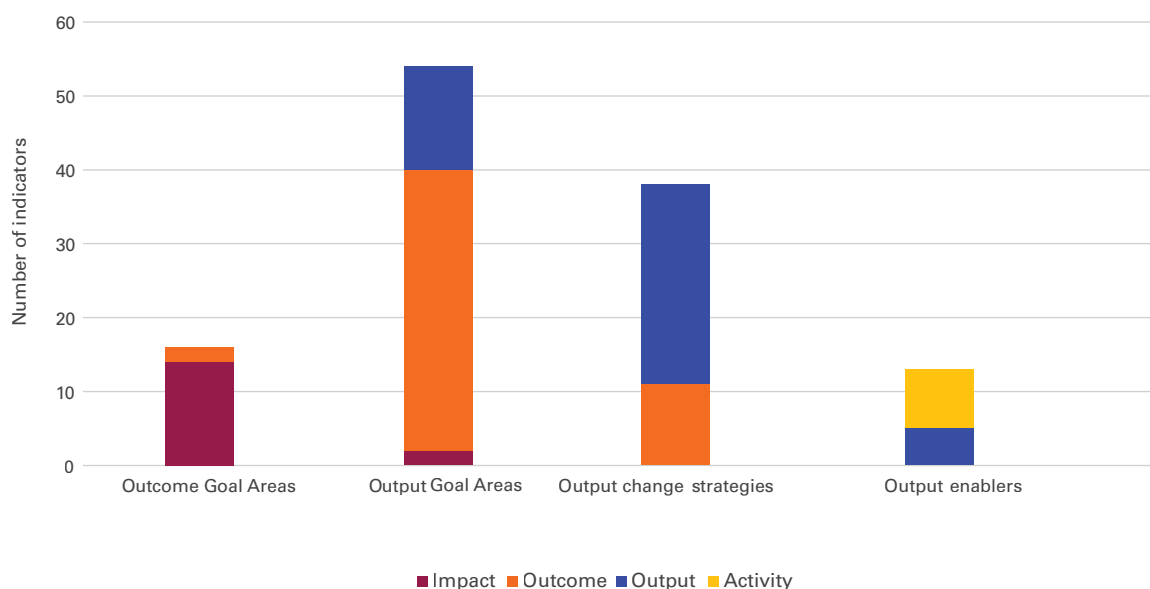
Examples of integrated indicators in LACRO's IRRF

1. Number of countries supporting programmes that aim to improve availability and quality of data on violence against children [...] – *linking change strategy related to data to Goal Area 3.*
2. Number of countries with a media/event-based national campaign on addressing menstrual health needs [...] – *linking change strategy related to advocacy/communication to Goal Area 4.*
3. Number of countries with social protection systems, including cash transfer capacities, that are able to effectively and rapidly respond to humanitarian crises – *linking change strategy related to humanitarian action to Goal Area 5.*

³³ The LACRO IRRF includes indicators for the operational efficiency output, but these solely focus on security risk management.

³⁴ The gender change strategy is measured through nine indicators, while only two indicators cover social behavioural change, no indicators and two indicators focus on evaluation. No indicators are related to research. While research is not a separate output in the ROMP result structure, it is highlighted in the ROMP as part of the change strategies.

Figure 5: ROMP IRRF indicators at the regional office level



Source: Calculations based on LACRO IRRF.

Interpretation of indicator levels for a regional office

Box 5

Impact indicators measure changes at the level of child well-being or families'/children's improved use of services.

Outcome indicators measure change at the level of countries (governments' capacities and systems) and public/private/civil society actors' behaviour.

Output indicators measure: a) country office capacity and performance of its functions, and b) regional office delivery of knowledge/advocacy/communications outputs (and their reach), resources mobilization support and regional partnerships strengthening.

Activity indicators measure LACRO activities related to its functions.



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When just considering the indicators that are formulated at output level from a regional office perspective (i.e., actual regional office output level), most are geared towards the regional office's function of providing technical support and oversight, while only a few are related to other regional office functions such as advocacy, partnerships, resource mobilization and knowledge generation.

When doing regional comparison, EAPRO provides a good peer practice. EAPRO's outcome indicators measure a mix of impact level as well as outcome-level achievements, which is appropriate especially for areas of work in which UNICEF can be expected to make a substantial contribution to impact level changes. For example, its work in Goal Area 5 on social protection is measured by both the proportion to total government spending on essential services and the percentage of children in multidimensional poverty. This allows EAPRO to track the broad changes its work has influenced at both the outcome and impact level. Also at the output level, EAPRO's IRRF provides some examples of indicators that measure the country office capacity and performance rather than changes at country system level. For example, EAPRO measures some of its work around early childhood development with "number of UNICEF country offices that have integrated key early childhood development interventions into sectoral programming". This contrasts with LACRO's output indicator "number of countries that have integrated early childhood development in primary health care", which measures at a higher achievement level.

3.2.2 Validity of the Regional Office Management Plan indicators

Many indicators used in the LACRO IRRF are UNICEF's core standard indicators³⁵ or other Strategic Plan indicators, which are encouraged by the organization. The core standard indicators rely on country-level data and provide country offices with 'country-relevant versions' of Strategic Plan indicators that can be used to measure their programme results, which allows for rationalizing and aligning country programme and Strategic Plan monitoring. They have been designed, documented and validated by UNICEF Headquarters with thematic networks and rolled out across country offices in the region with LACRO's support. This means that they are based on reliable means of verification and offer good measurability.

Overall, the indicators also provide an accurate measurement of the outcomes and outputs as stated in the results framework. As the ROMP outcomes and outputs are well-aligned with the Strategic Plan and often, validated Strategic Plan indicators are used for their measurement, there is a close relationship between results statements and indicators. However, as indicated above, the challenge for LACRO is that these indicators are not well-grounded in LACRO's functions. Goal Area output indicators in particular do not accurately describe LACRO's actual outputs. In sum, while the reliance on corporate-wide validated indicators has advantages in terms of efficiency, measurability and reliability, complementary indicators are needed to comprehensively monitor the outputs of what LACRO does and is directly accountable for.

Box 6

Example of mismatch between result statement and indicator

Outcome statement: Enhanced regional environment for at-scale delivery of evidence-informed programmes through effective national child protection systems for the prevention and response to violence, abuse and exploitation against children, in all settings and contexts.

Indicator: Child homicide rates per 100,000 population.

³⁵ Formerly standard monitoring questions.

Other smaller points of attention are that some indicators measure at too low or too high a level in the results chain compared with the output/outcome statement (Box 6 provides an example of an indicator that measures the result of the outcome rather than the outcome itself). Also, some indicators measuring regional averages (e.g., neonatal mortality rate) can be influenced by strong achievements in a few countries, which does not reflect a focus on leaving no one behind.³⁶

3.2.3 Regional Office Management Plan indicator baseline values, targets and disaggregation

Almost all of the indicators have baseline values and targets defined,³⁷ which supports the evaluability of the ROMP.

Many of the indicators, in line with the definitions of the core standard indicators, measure 'number of countries' that achieve something. The countries that are targeted for progress on the indicators are often not well-defined and are not consistently linked to the prioritized countries for a specific Goal Area or change strategy. For example, for the output on learning and skills development (Goal Area 2), 12 countries are prioritized as focus countries.³⁸ However, two indicators aim for an increase in the number of countries beyond the 12 countries, which makes it worth clarifying how this ambition will be reached.³⁹

The main challenge with the targets is that there was no common, consistent methodology used for the target setting.⁴⁰ Each LACRO section determined targets based mainly on the technical knowledge of advisers and specialists, supported by documents review (sectoral or by country) and, in some cases, a meeting for discussion around the targets (e.g., survive and thrive), but this was not a standard for all sections. This makes it hard to assess how realistic the targets are. Furthermore, targets were not based on LACRO's available resources, which is not surprising since overall results were not defined with respect to its own functions and resources at its disposal (see dimension 1). This puts in doubt how realistic the targets are, which is also the general feedback from

the KIs. Finally, the EA did not identify any common mechanism that aligned the ROMP targets and the targets at country office level, nor a stated strategy to bring them into alignment over the one to three years once the ROMP commences.

Indicator disaggregation is mostly according to countries. There is very limited indicator disaggregation according to dimensions related to gender or other equity, such as different marginalized groups (e.g., Indigenous, disability). This is not surprising because most of the output indicators measure 'number of countries', which does not lend itself to disaggregation by equity dimensions. The education outcome indicators that measure at the level of the child are disaggregation by gender, but other child-level indicators do not foresee any disaggregation. This makes it challenging to measure to what extent LACRO is contributing to an equity and inclusion agenda.

3.3 Dimension 3: Use of the Regional Office Management Plan and a theory of change centred on the regional office

3.3.1 Use of the Regional Office Management Plan

This section addresses to what extent the ROMP supports the core functions of LACRO and is a driver for the LACRO collective action that supports the region as well as country offices to accelerate progress on the SDGs. For this to happen, the ROMP should have provided a clear framework for collective action, including:

- A clear understanding and orientation of the ROMP as a strategic management tool.
- The space/opportunity to foster a common agenda, measurement/monitoring system and coordination processes.

³⁶ For example, instead of (or complementary to) using the regional neonatal mortality rate as an indicator, the number or percentage of countries achieving their SDG target for neonatal mortality could be used.

³⁷ 93 per cent of indicators have a baseline value and 92 per cent have targets defined. Targets are missing for the outcome indicators of Goal Area 2, and baseline and targets are missing for public partnership output.

³⁸ See LACRO ROMP monitoring dashboard.

³⁹ For example, LACRO aims to increase the number of countries implementing policies or programmes to assess and improve learning outcomes from a baseline of 4 to a target of 20.

⁴⁰ For example, considering what is needed to accelerate progress on SDG indicators.

This section builds on the findings developed in the previous chapters. The document review and interviews have provided complementary analysis.

Common understanding and agenda of the Regional Office Management Plan

Common understanding

As a starting point, during the ROMP design and implementation, there was not a clear understanding and orientation of the ROMP as a strategic management/RBM tool to guide LACRO's functions and performance. The ROMP was mostly understood by LACRO staff as a short-term instrument to justify the funds required and the structure of the office. This implied less clarity of the ROMP's purpose as a multi-year strategic management tool, and less capacity for developing and implementing a plan to help LACRO achieve its goals and objectives, including the design of strategies, planning LACRO functions, resource allocation, leading change, and controlling processes and resources. Also, the ROMP was mostly designed at regional office level, with low interaction with country offices on average as the level of involvement and consultation with the country office varies among the different sectors. Without enough dialogue to agree on coordinated action, the division of roles within LACRO and between LACRO and the country offices lacked clarity.

Common agenda

Given the low degree of orientation of the ROMP to be a practical management tool, its value to leadership/management and teams in taking strategic decisions is limited. The document review and interviews, together with the findings of previous chapters around clarity of the regional office functions, results articulation, prioritization, cross-cutting themes integration and monitoring framework indicate that the ROMP did not fully contribute to creating a LACRO 'common agenda'. A common agenda is defined or considered to be a framework with a shared vision for change that includes:

- A common understanding of what success looks like.

- A common understanding of the LAC region's bottlenecks/problems/capacities to make progress towards the SDGs in the region.
- Joint approach(es) to solving them through agreed roles and responsibilities, resources and actions.

This ROMP's common agenda should have entailed:

- Broader engagement of teams in the LAC region and country offices.
- Clearer definition of the problems/bottlenecks/prioritization being addressed and of the resources, capacities and data/information needed to address these problems.
- More harmonized/detailed tools for defining/assessing/tracking (with a RBM perspective) bottlenecks, capacities, roles and responsibilities, budget and actions.
- Clearer setting of the combined effect focus of the regional office and the country office.
- Clearer evidence on sectoral convergence.

The ROMP did not detail the functions/accountabilities that would guide the results and budget planning, implementation and review processes. If it had done so, there would be evidence of a much greater standardization and systematization of the programming process under a common vision, which would have helped avoid the fragmentation seen, and would have facilitated sectoral convergence. Even so, most of the sectoral AWP are structured around functions,⁴¹ but the review does not engage in discussion and analysis structured around these functions. Section 3.1.3 on dimension 1 indicated that identifying how LACRO will generate change is often vague and incomplete. Even adding the current sectoral AWP together still does not generate a common agenda in which convergence is an organizing factor, and the sectors' work is clearly designed to reach the larger LACRO/regional goals.

⁴¹ The AWP activities are organized around the functions: (a) technical support for programme excellence, innovation, scale-up and sustainability; (b) advocacy, partnerships and convening capacity; (c) oversight, management and evaluation; and (d) the development and humanitarian continuum.

Something that the MTR could clarify is how to strengthen the consistency of the different AWP, with the strategic direction of the ROMP, and if there is a related need to develop an overarching LACRO AWP (or if there is a related need of a process to make sure that the different strands of AWP are linked well to one another and combined consistently towards the ROMP priorities or the lower ROMP RBM levels).

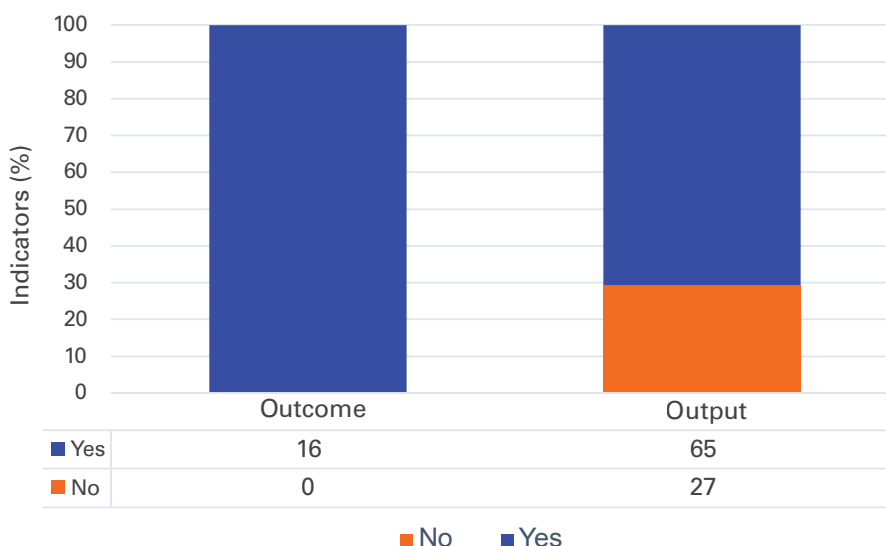
Usefulness of the Regional Office Management Plan for monitoring, evaluation and learning

While dimension 2 reviewed the ROMP monitoring framework, this section examines how monitoring and evaluation (M&E) were actually used for periodic progress review, annual planning, reporting and learning.

Besides the set of indicators included in the IRRF, M&E mechanisms are in place to facilitate the review of progress of results (e.g., annual reviews/ MTRs). Furthermore, the ROMP indicators are also incorporated in the AWP, although there are some ROMP output indicators that do not match with those in AWP or there are new output indicators in the AWP (see Figure 6).

However, there is no evidence that a strong ROMP monitoring system exists,⁴² or that the monitoring framework that is used across the LACRO programming process is based on the ROMP. A ‘systems’ orientation means the use of the monitoring indicators to sequentially and progressively: (i) track performance; (ii) track progress towards results according to results-based budgeting; (iii) catalyse action and enable coordination/collaboration; (iv) learn what works and what does not work, and correct course; and (v) make evidence-informed decisions related to the support to country offices, the management of knowledge and the development of partnerships.

Figure 6: ROMP output indicators that match with AWP



Source: Calculations based on LACRO IRRF and LACRO AWP.

⁴² Apart from the consideration that the monitoring capabilities and systems of country offices is a complementary factor to the regional office monitoring system. For example, having stronger, more timely and more frequent indications from the country level on which bottlenecks are most frequently impacting programme implementation across programmes and contexts would help to reorientate the focus of regional office support.

Therefore, the ROMP monitoring system does not fully measure the real outputs of LACRO, that is, the immediate results of the functions it performs, and is not used to adapt/prioritize LACRO capacities and work according to country office needs and the identification of funding gaps.⁴³

Neither is there a ROMP evidence plan that integrates the different evidence functions (planning, monitoring, data, evaluation, research, knowledge management and innovation) into a coordinated approach. As a result, the ROMP does not clarify what the evidence generation priorities are or how indicators/results framework/M&E evidence will be financed, generated, quality assured, communicated and used on an ongoing basis. The existing programme monitoring approach – which uses the globally mandated tools and is well-institutionalized across UNICEF and in the region – is largely alone in supplying monitoring evidence and should be complemented by other monitoring evidence types.⁴⁴ Also, as one of the evidence plan weaknesses, the ROMP does not include an evaluation strategy and/or a costed evaluation plan, nor incentives to strengthen evaluation use. For example, 1 per cent of the allocation of LACRO funds for evaluation (as mandated by the evaluation policy) is not operationalized through specific guidelines.

Some reasons for the challenges with the monitoring system are described in dimensions 1 and 2 (e.g., gaps in the definition of LACRO functions related to the logic of intervention, unclear attribution/contribution causal relations and in the development of related indicators). A complementary structural problem is discussed below, namely the need for a strong backbone that supports and orients the ROMP implementation and monitoring system.

Regional Office Management Plan lessons

The ROMP-based tracking processes and evidence-informed decision-making should show a clear application of enhanced learning and adaptive management. This should include a periodic review of core issues highlighted in the lessons/recommendations section of the ROMP itself. This section from the previous cycle of the ROMP (2018–2021) clearly highlighted five important lessons:

1. Accountabilities in the LAC region between the regional office and country offices have not always been clear in the 2018–2021 ROMP.
2. Strategic focus, and multisectoral and multi-level programming have been inconsistent.
3. The added value of the regional office to support a country office is inconsistent.
4. LACRO has been reactive and country offices have become risk-averse.
5. Resources have decreased and partnerships have not been explored to their full potential.

The EA reviewed the 2022–2025 ROMP (see Table 1) to see if there is appropriate awareness of these lessons and revised processes to correct them.

The MTR could clarify how the ROMP programme monitoring should work (design and adaptation of M&E processes and tools) in terms of optimizing: (a) the use of the LACRO AWP and sectoral AWP end-of-year reviews oriented to the ROMP; (b) the production and use of evidence and knowledge; (c) the LACRO capacities according to country office need; and (d) the identification of funding gaps.

⁴³ If the ROMP budget had the premise of mobilizing 51 per cent of resources, it is important to monitor the level of mobilization of resources in practice and the implications of the funding gaps for results achievement.

⁴⁴ A general ROMP monitoring tool follows up the performance of some indicators. Most of the information for this tool is coming from a core standard indicator platform. But this information could still be better used for decision-making.

Table 1: Review of uptake of expected adjustments in the ROMP 2022–2025 based on lessons from the previous cycle (2018–2021)

	ROMP learning from previous cycle (2018–2021)	Adjustments that were expected to be included in the 2022–2025 ROMP to correct the problems based on the previous cycle (2018–2021)	Are the expected adjustments present in the ROMP 2022–2025⁴⁵
1	Accountabilities in LAC between the regional office and country offices have not always been clear in the 2018–2021 ROMP.	Once agreed, vision, scale and outputs should be shared among the different regional office sections with clear accountabilities and understanding of individual teams' roles and contributions. There is a need to spell these out in the new ROMP with a clear offer of technical support and continual assistance to the country offices.	No
2	Strategic focus and multisectoral and multi-level programming has been inconsistent.	LACRO should be clear on what, where and how it should focus its programme intensity efforts. Once agreed on, it needs to consistently strengthen country office commitments, programme framework, resources and capacity to consolidate priorities in the region and the countries.	No
3	The added value of the regional office to support a country office is inconsistent.	LACRO ROMP should help country offices position themselves and overcome challenges in delivering core outcomes and strategies through oversight, guidance, quality assurance and technical assistance. LACRO's support to country offices should be regularly evaluated by the country offices and point to areas for improvement.	No
4	LACRO has been reactive, and country offices have become risk-averse.	LACRO should become predictable and champion adaptive management, creating a safe space for learning with iterative feedback loops and help country offices identify and mitigate risks.	No
5	Resources have decreased, and partnerships have not been explored to their full potential.	The focus on programme intensity should be combined with resolute fundraising efforts with prioritization for regional thematic and country-related priorities.	MTR could respond to this question

Source: Evaluability assessment based on ROMP 2022–2025.

⁴⁵ 'Expected adjustments present' means the lesson is already learned and there is an appropriate management response and internalization in the ROMP 2022-2025.

The 2018–2021 ROMP lessons have not been fully internalized ('learned') for the improvement of the new cycle (2022–2025), so these lessons continue to be valid recommendations to improve the current 2022–2025 ROMP (and they are consistent with the EA recommendations). There are still some core issues that LACRO needs to address in the 2022–2025 ROMP (and which could be addressed by the MTR). These issues relate to the ROMP's: (a) roles, responsibilities and accountabilities; (b) prioritization; and (c) partnerships and resource mobilization.

To increase the rigour and usefulness of the lessons that will feed into the next ROMP cycle (and its learning section), it is relevant to have evaluations directly linked to the ROMP through a ROMP costed evaluation plan, which could also be co-financed by some interested country offices.

The MTR should review the lessons learned in the 2022–2025 ROMP in order to identify actions that can resolve them and keep them from appearing again in the next ROMP (2026–2029). It could be relevant in future ROMP learning exercises – including this EA – to specify (as it is done in UNICEF evaluations) how and when the management response to recommendations will be taken into consideration.

Usefulness of the Regional Office Management Plan for coordination, advocacy and resource mobilization

If the ROMP is truly designed to be a strategic and management tool,⁴⁶ it needs the regional office management team (ROMT) and regional management team (RMT) (or other entity) to act as the strong backbone that fulfils coordination, facilitation, accountability and results management

roles for the LACRO collective effort. These ROMP governance mechanisms should be the key drivers within LACRO and between country offices:

- For assuring the correct incentives for implementation.
- For playing the role to move the culture of UNICEF in the LAC region in the correct direction.
- For providing administrative and programme support and coordination between all LACRO teams and LAC country offices to overcome obstacles and to promote collective action, rather than working in silos.

In practice, the roles and responsibilities to ensure the consistency and coherence of the ROMT and RMT (or other entity) as the ROMP backbone were not clearly defined, and are dispersed among different LACRO teams (e.g., RBM responsibilities (integrating programme results and budget results are fragmented between planning, operations and other enabling teams). Given the relevance of a ROMP backbone entity, as a result, the ROMP has not become a tool for multisectoral integration and collaboration. Even though – as indicated in dimension 1 – some diverse mechanisms of cross-cutting approaches/collaboration/coordination were identified (e.g., task forces), their specific coordination roles and responsibilities could be more consistently defined. Also, the weak level of ROMP coordination has failed to optimize LACRO's power to add value and harmonize similar functions across sections (e.g., to share 'models/pilots to scale' technical assistance approaches, or to link knowledge management frameworks and products).

The ROMP could also have better fostered, with the coordination with country offices, the identification of advocacy priorities and resource mobilization gaps. There is little evidence that the ROMP has been a tool to integrate budget, programmes, advocacy and resource mobilization strategies.

⁴⁶ Regional office strategic management is the process of formulating and implementing initiatives to achieve the overarching regional office strategy. The primary goal of strategic management is resource allocation – creating the ROMP for how the regional office will budget resources to leverage its competitive advantage and achieve its goals. Strategic management also involves measuring the success of the ROMP over time and making strategic decisions that align the regional office's strategy with its core competencies. Strategic management tools are needed to determine exactly where LACRO is going during the 2022–2025 cycle and beyond, and how to get there (allocation of resources and staffing, based on regional office functions and results).

There is no ROMP resource mobilization strategy, while the ROMP should mobilize 49 per cent of other resources. Furthermore, there is no evidence of a clear process for adjusting targets or making reallocations of resources during periodic reviews, nor agreed principles of cost-sharing with country offices for ROMP efforts at the regional level.

This sense of a missed opportunity extends to ROMT/RMT strategic oversight and exchange around a common agenda, as the ROMP is not a framework that systematically orients ROMT/RMT discussions and decisions.

Question for the MTR: How can the ROMT and RMT (or other entity) be positioned as the ROMP backbone that can ensure the clarity of regional office/country office accountabilities and incentives, and fill the gaps in communication/support/coordination/adaptation/reinforcing activities?

3.3.2 Theory of change of the Regional Office Management Plan

An underlying issue detected in the EA exercise was the lack of a common vision within LACRO about the role a regional office can play in driving social development change. A helpful tool for immediate and future use is a TOC centred on the regional office. A good TOC illuminates pathways of change, acts as a planning guide to ensure all the necessary

elements are covered, prompts the search for partners and guides M&E efforts.

UNICEF has no standard TOCs centred on the regional office though it does have impact and long-term outcomes in the Strategic Plan, which can serve as the highest-level goals for LACRO and UNICEF's work in the LAC region.⁴⁷

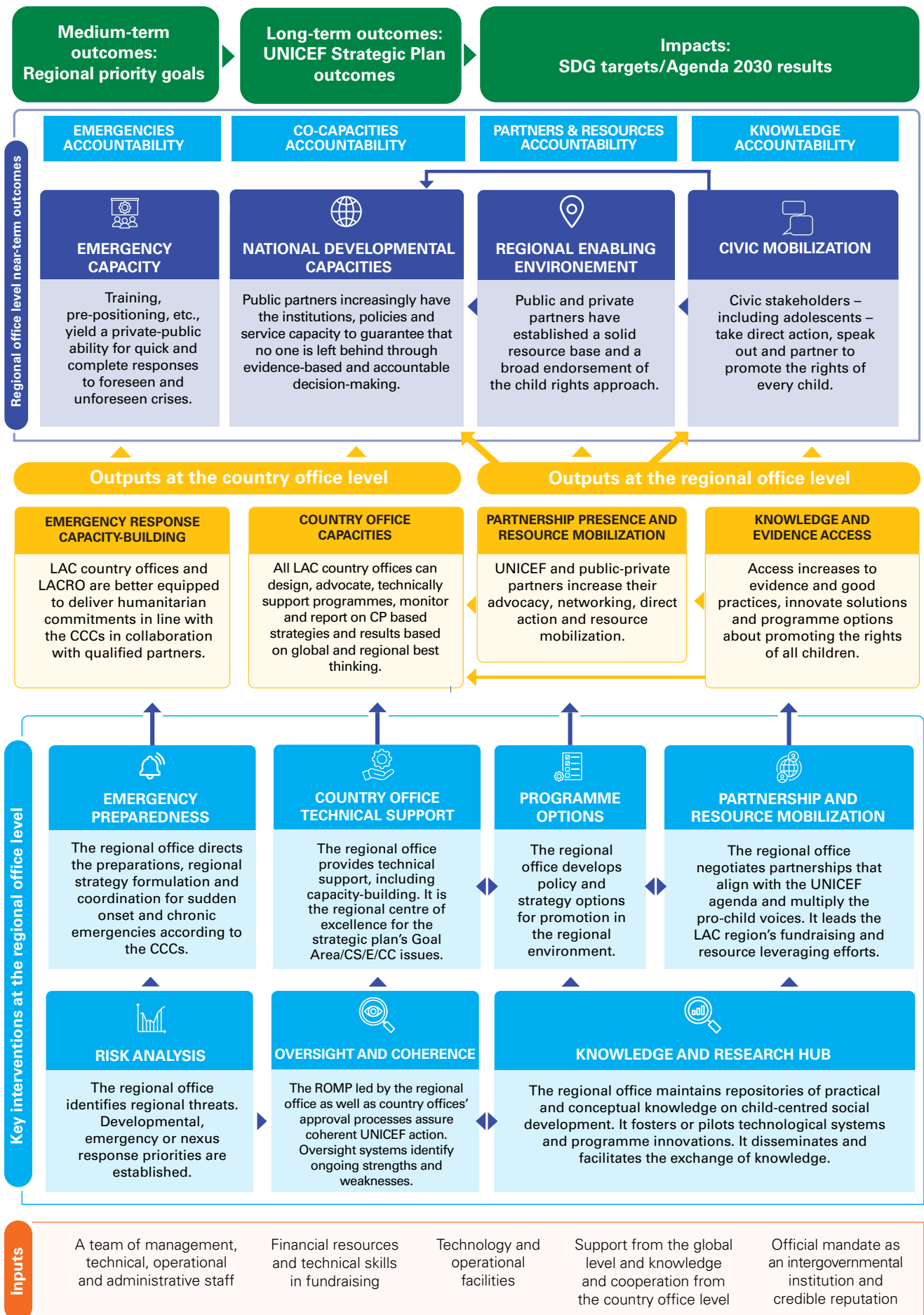
Figure 7 and Figure 8 present a LACRO-focused TOC, which the EA team constructed based on the stated and implicit content in the LACRO ROMP, with additional ideas generated from other regional ROMPs, the UNICEF Strategic Plan's TOC and the 2022 Accountability System. Like all TOCs, it is organized by RBM logic. All the ROMP-authorized efforts aggregates inputs and converts them into disciplined effort via the key interventions that can be attributed to LACRO alone. These efforts and associated work by UNICEF country offices and implementing partners deliver the outputs for which they are collectively accountable, and these affect the broader world to deliver near-term outcomes. These cannot be attributed to UNICEF alone given the many other forces at work, but a skillful TOC centred on the regional office will find points of leverage to heighten the likelihood of success. These outcomes influenced by the regional office help deliver the regional and UNICEF Strategic Plan goals, which are higher-level outcomes contributing to the global impacts targeted with the SDGs and 2030 Agenda for Sustainable Development.



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⁴⁷ The UNICEF Strategic Plan does provide programmatically defined TOCs centred on the change strategies, cross-cutting approaches and goal areas. These are not linked to action at the regional office level, however.

Figure 7: TOC centred on the regional office, and regional office outputs and near-term outcomes



Given the absence of a standard TOC centred on the regional office, the selection of the near-term outcomes is up to each regional office. LACRO senior management has identified four near-term outcomes it commits to, and these are reflected in the four vertical columns in Figure 7, with the strongest links across them indicated with arrows. These are similar to, but vary slightly from, the stated roles/outcomes in the ROMP and represent how thinking has evolved since 2020–2021. It is helpful to align these with the regional office roles defined in UNICEF's 2022 Accountability System. That exercise defined six roles for the regional office

and/or regional director, which for accountability purposes means the regional office as a whole. The LACRO vision clusters them into three functions. LACRO – like some other regional offices – adds an accountability not isolated in the UNICEF framework, which is that of emergency preparedness and response. LACRO also highlights the centrality of the country programme as a focus of action for two of its accountabilities and the regional level for two others. The bottom line is that there is a strong alignment, and LACRO would meet corporate expectations if it organizes its effort around the four accountabilities.

Table 2: Comparison between regional accountabilities defined in UNICEF's 2022 Accountability System and regional office accountabilities proposed by LACRO

UNICEF Accountability System/Regional office accountability	Modified LACRO/Regional Director accountabilities	Primary scale of action
Not an item in the UNICEF Accountability System	Emergency preparedness and response	
Management oversight and administration	Oversight, management and technical support	National level, principally via support to the UNICEF country office and country programme
Strategic planning and policy formulation		
Country programme support		
Resource mobilization, leveraging partnerships and strategic engagement	Advocacy, partnership, resourcing and convening	Regional level, principally by direct action from the regional office
Leadership, advocacy and representation		
Performance monitoring, data, evaluation and reporting	Knowledge management and evidence	

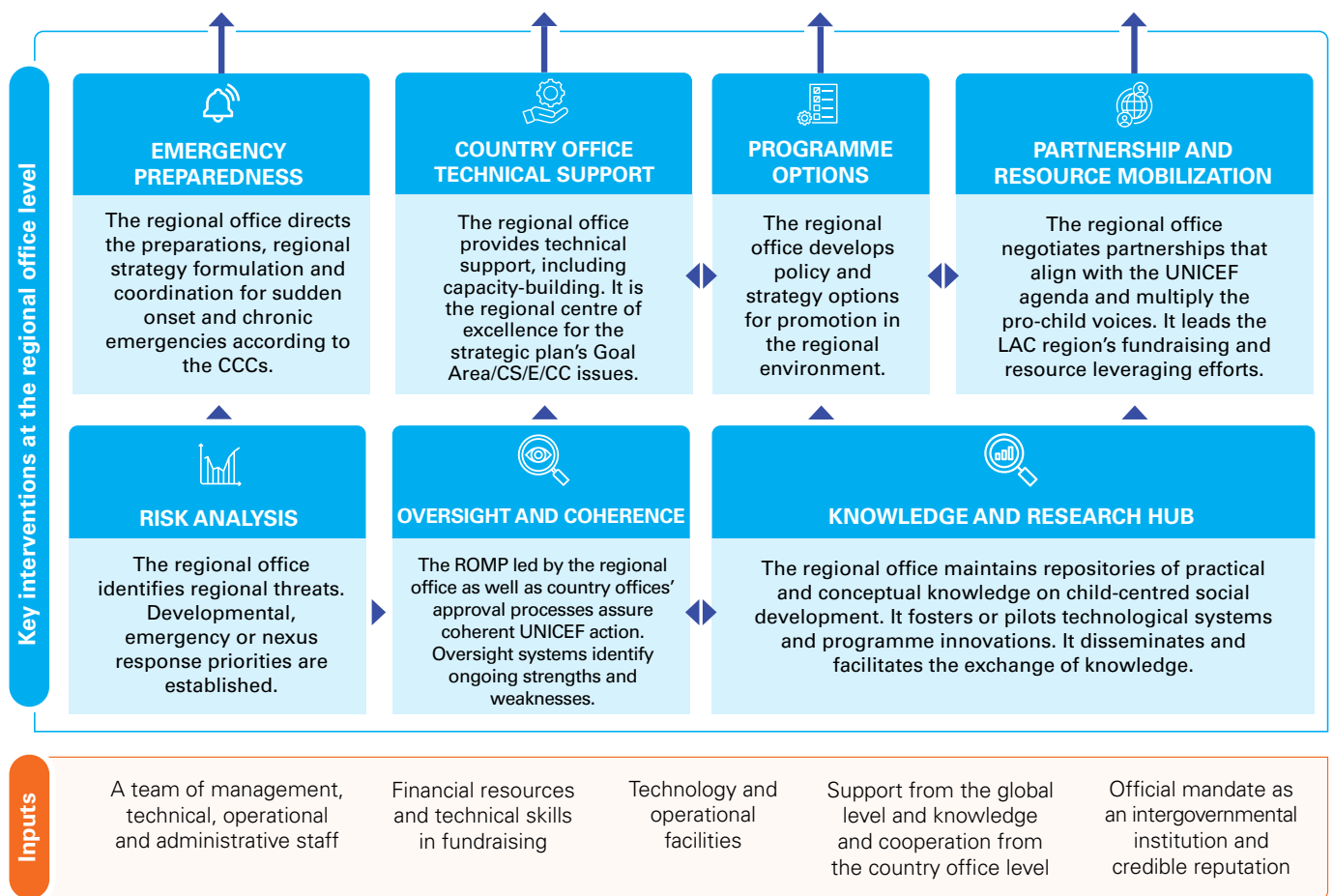
Locating the power of the regional office to drive changes requires a focus on the key intervention level. Figure 8 indicates the seven key interventions, where the regional office is best positioned to drive regional-level changes. Some of these are completely expected, such as technical support and partnership engagement. Others are less well-known but vital, including the importance of intellectual leadership by the regional office. That underlines regional office leadership in risk analysis and in developing policy options, both of which are strong drivers of success for both the country programme level and regional level outputs.

This set of regional office key interventions is not based on theoretical deductions from the accountabilities scheme noted earlier. Rather, they are visible within the present LACRO ROMP across

the ROMP text, the IRRF and the narratives. In short, these are making visible what can be called the ROMP's implicit TOC. Organized in the same accountability pillars as in Figure 7, they connect easily and concretely to create a holistic TOC.

The resources level of the TOC is not simply a collection of abilities and funds to generate change. This level should be conceived of as a collection of advantages that the regional office possesses. The TOC should be conscious of where the regional office has comparative advantages that make it the ideal point within the entire UNICEF ecosystem to undertake certain roles. Space limits meant the resources level of the TOC could not be fully visualized in Figure 8. Figure 9 conveys and summarizes them in another way.

Figure 8: TOC centred on the regional office, and regional office key interventions and inputs



The regional office's comparative advantages are based on:

1. Its concentration of senior-level human resources and advanced technical resources.
2. Its central position, especially within knowledge networks, that enables it to exercise the intellectual leadership that propels several of the key interventions.
3. Its formal position that gives access to and credibility with partners not available to other parts of UNICEF.

It is likely that the LACRO team and others interested in the role of the regional office could add to this list. Making it available for community

updating would be a good knowledge management strategy.

A final caution must be added. This TOC is naturally highly simplified. When employing it, users will want to keep these warnings and opportunities in mind:⁴⁸




- Like all RBM results frameworks and general logic, it is wise to list the assumptions and risks that can affect the TOC's success considering the context in which LACRO operates.
- The highly constrained resource environment means not every potential line of action can or should be undertaken. Aligning resource allocations with priorities will yield a results framework that is tighter and more focused than the potentials seen in the broad TOC.
- Aspects of the TOC can be expanded (e.g., creating a detailed TOC for advocacy work supported by the regional office).
- There are feedback loops that connect levels that are not visualized in the TOC.
- There are many contingencies, such as sufficient partner interest, that if not met, will lead to revised strategies or adjusted targets. The ability to adapt to evolving circumstances is crucial.
- Periodic reviews should check if the TOC is still valid or needs revision.



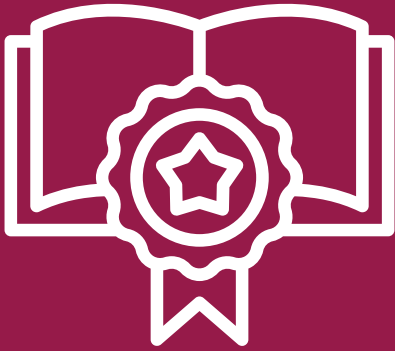
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⁴⁸ For more on TOC creation, use and the necessary cautions, please see Davies, 2018.

Figure 9: Regional office comparative advantages

 Human and technical resources advantage			 Geographic advantage			 Structural advantage		
Based on the concentration and levels of expertise in the regional office, both in terms of persons and in installed and accessible technology.			Based on its 'central' position in the region and its connectivity to resources across the region.			Based on its formal position in the UNICEF hierarchy and its match with structures of governments and partners.		
Weighing innovations and technical leadership to adopt them	Creating context-specific programming options	Emergency cluster leadership	Discerning the regional relevance of lessons learned	Conducting regional situation analysis/emergencies risk analysis	Establishing help desks to foster cross-country learning	Advocacy role in regional forums	Ability to negotiate region-wide partnerships	Oversight systems leadership due to impartiality
Verifying consistency with UNICEF doctrine	Forecasting impact/value-for-money projections	Technology clustering in a central location	Regional reviews, studies, surveys and evaluations	Monitoring popular and media sentiment; early warning	Fostering programming pacts across country offices and sectors	Annual addresses to the Executive Board	Often acts as Secretariat of regional bodies	Foster consistent country programme quality expectations
Skills in capacity-building	Political 'antenna' and threat analysis	Big data application skills	Connections to global knowledge networks	Tacit knowledge-gathering		Greater 'immunity' in sensitive settings	Convening power based on partner respect	Regional role in United Nations System coordination





Conclusions and recommendations

4

4.1. Conclusions



The ROMP was only partially conceived and executed as a strategic planning exercise and management instrument, and the ROMP backbone entity was not clear.

In one major sense, the ROMP was an effective strategic planning exercise. If the UNICEF Strategic Plan is considered the ‘North Star’, then OMPs should be oriented well with it. Broadly, the LACRO ROMP is well-aligned with the Strategic Plan, most visibly in the strong sector/Goal Area focuses and in the identification of the change strategies listed in the Strategic Plan that the region will emphasize. However, this good orientation towards Strategic Plan goals was not well-converted into an effective plan. The document review and KIs show that the regional priority concept remains at the aspirational level rather than being a ‘spine’ for coordinated action. Also, the ROMP was not used as the core guiding tool to manage and adapt LACRO’s intervention and resources based on regional office accountabilities, nor was it used for tracking performance of these accountabilities.⁴⁹ This is expected, as the ROMP was widely perceived as a short-term, corporately required exercise that secures funding, but was not in itself a major intellectual or planning exercise. Most tellingly, the ROMP-derived goals and targets are not equal to the task assigned to them, as discussed next. Finally, it was not clear who acts as the ROMP backbone entity that assures and fulfils the roles of coordination, facilitation, accountability and results management for the LACRO collective effort and comparative advantage.



The results and targets the regional office committed to deliver do not well-reflect what the regional office is accountable for and what can be attributed to it.

The goals and targets embedded in or derived from the ROMP are supposed to guide actions, allocations and reviews. Intended and actual results are at the very core of UNICEF’s RBM doctrine and accountability systems. The indicator/result analysis shows a weak alignment with the RBM levels that UNICEF defines. Programme outcomes

and outputs are generally defined at too high levels of attribution from the perspective of a regional office, and consequently, indicators and targets are similarly set at a level that does not correspond with their actual RBM level. This implies that how the regional office will achieve change and what it is accountable for remains unclear. Furthermore, while LACRO well-aligned its ROMP indicators with corporate indicators, which enhances measurability and reliability, the ROMP indicators do not measure LACRO’s pathway to results well. Also, there is no mechanism described that aligned the ROMP targets and the targets at the country office level, nor is there a stated strategy to bring them into alignment over the one to three years once the ROMP commences. The result is a high degree of uncertainty about the regional office’s actual goals, a weak monitoring system to measure them and a structural disconnect – at the level of strategic planning – from country office level action.



The vital role of a regional office remains poorly defined, and thus the potential is under-realized.

Within the narratives especially, but also in the ROMP itself, there is positive commitment to UNICEF’s approach centring on enhancements of national systems across the government, media, private sector, civic society, etc. UNICEF also works in the civic mobilization and social behavioural change spaces around the access to and use of these systems in a comprehensive way that partners find very valuable, and does so from the initial creation of ideas to scale-up, review and sustainability. But the ROMP/narratives/AWPs do not express a consistent or strong view centred on the regional office of how it drives change by itself, with country offices, with UNICEF Headquarters or through partnerships within this systems vision. The articulation of how LACRO will generate change is often vague and incomplete, and not systematically grounded in the functions that the regional office performs. Further, the regional office shows an unsteady grasp of its comparative advantages, and thus is not positioned to realize its full potential. This includes its action in support of the country offices and in an underdeveloped regional-level focus or agenda for children to be pursued with regional partners. The rethinking of LACRO’s core accountabilities as part of the 2023 ROMP MTR process is a clear indicator that more needs to be done in this domain.

⁴⁹ See Table 2 for an overview of the accountabilities.



Resourcing issues interact with strategic planning

issues and create uncertainty. A near-permanent structural problem in UNICEF is present in the ROMP and LACRO work plans and targets. There is a general disparity between the accepted goals and targets and the resources available. Even if the necessary resource needs were correctly defined (an unlikely assumption given UNICEF's limited attention to modelling costs and making value for money assessments), a robust resource mobilization strategy coordinated with the country offices would be required to fund the 49 per cent of the proposed integrated ROMP budget that is meant to come from other resources. The fundraising strategy for LACRO is under-defined, with many sections highly uncertain about their resource base beyond the assured global funds. Further, there does not seem to be a clear process for adjusting targets or making reallocations during periodic reviews, nor agreed principles of cost-sharing with UNICEF Headquarters or country offices for regional-level efforts. Partially counteracting this is the fact that UNICEF is among the best organizations for living with uncertainty. It is repeatedly cited in global reviews like the Multilateral Organisation Performance Assessment Network for its organizational adaptability, quick response and resilience. But these recovery mechanisms have their limits, and the structural disconnect in resources available versus commitments made is very likely to reach those limits.



Energizing new commitments and cross-cutting approaches is a permanent challenge.

The Strategic Plan makes bold new commitments across the enablers, change strategies and cross-cutting functions. The new commitments – as well as some like 'gender' that are several Strategic Plan generations old – frequently suffer from weak definition, overlapping remits, low resourcing and uncertain institutional leadership. Emergencies, not new but always unpredictable, has a strong UNICEF Headquarters cadre and a good funding base while presenting many scenarios to fully prepare for. A regional office, with fewer resources, is asked to absorb these challenges and adapt them to its region.

The traditional answer has been to try to mainstream the new efforts within the existing structures based on a Goal Area/sector. But these have a history, integrity and advanced networking relationships that their owners want to guard against the uncertainties of new approaches that are sometimes perceived as distant from the Strategic Plan impact objectives. The term 'silos' captures this dilemma. While coordination around humanitarian action has functioned relatively well, overall LACRO coordination mechanisms designed to support cross-cutting mainstreaming across the Goal Areas have been seen to have weak functionality. Collectively, this is all unsurprising in that it repeats the findings in many reviews and evaluations. It calls for innovative thinking about how to create convergence/integration/mainstreaming if, as is likely, resource constraints compel the coexistence of strong structures focused on Goal Areas alongside the institutionally weaker bodies charged to build capacity for the newer commitments.



Evidence, data and reviews are a significant source of unrealized value.

The critical role played by evidence/knowledge/data for UNICEF's success cannot be overestimated. It is the focus of one of the three clusters of regional office comparative advantages. As seen in the TOC, it feeds into every other driver. Technical support relies on knowing what to recommend and implement. Advocacy depends on advanced policy positions based on global, regional, and national scoping and internal knowledge management. In some ways, the potential is being realized. The knowledge management networks within sectors are strong, and UNICEF's Strategic Plan commits to innovation in data. Yet the EA repeatedly finds this to be a weakness rather than a strength despite the high level of stated commitment in the ROMP, narratives, AWP, etc. The deficiencies are seen in the monitoring strategies, which target an incomplete set of or mislocated RBM-level indicators. The absence of an evidence plan that connects the research/data/evaluation/studies efforts makes every part of the TOC weaker than they should be. Key informants and document review indicate that the reviews are not carefully assessing the quality of the evidence approaches. Given UNICEF's central role in information and evidence networks and the relatively low cost needed to exploit this trove of data and information, it is a self-limiting bottleneck worth targeting for quick improvement.



Important strengths and weaknesses originated at the global level. The ROMP and LACRO must always be seen within their full organizational context. The strong corporate direction given in the Strategic Plan and the existence of well-resourced regional offices capable of meeting their assigned mission show excellence in global leadership. But in other major dimensions, the ROMP/strategic issues reflect global-level shortcomings. The three that most affected the LACRO ROMP process were:

1. The absence of effective prioritization guidance in choosing among competing demands for scarce resources.
2. Very limited recognition and guidance about the regional office/regional role within the entire UNICEF effort, including any necessary adaptive RBM guidance on how to define outcome and output indicators grounded in regional office functions.
3. The failure to identify the issues with the ROMP through a global programme budget review process. Elements 1 and 2 were highlighted in the 2022 global Evaluability Assessment and Formative Evaluation of the Strategic Plan (UNICEF, 2023b), as were some of the other points made in this report. Their consequences within the LACRO exercises are therefore somewhat expected. However, the almost certain weaknesses in the programme budget review process means there exists a gap in global procedures that needs addressing. The larger point is that LACRO and UNICEF in the LAC region cannot address the full set of issues on their own. They need help, and part of that help is for the global level to improve its own performance as part of its global leadership and accountability.

4.2. Recommendations

The recommendations were independently developed by the EA team based on the findings and conclusions. Their initial versions were presented at the reference group and ROMT meetings for feedback.

1. Establish a common basis of understanding on LACRO's strategic planning approach in these four dimensions:
 - i. On the purpose and use of the ROMP.
 - ii. On the regional office accountabilities, based on the 2022 Accountability System as contextualized to the LAC region.
 - iii. On a general regional office/LAC region TOC showing how those accountabilities can be achieved and what success looks like.
 - iv. On the comparative advantages of a regional office within the UNICEF systems, and of LACRO within the LAC regional context.

A person or unit within LACRO has to be assigned the backbone support/leadership role to assure that the ROMP is fit for purpose and that the proper accountability and results management roles are in place for this critical collective effort.

2. Within a revised ROMP and/or other strategic planning approaches, integrate the functions (accountabilities) that the regional office performs more systematically in the results and major strategies of the ROMP. Make sure the strategies and interventions that LACRO commits to reflect the comparative advantages of a regional office.
3. Review the approach employed by LACRO to prioritize ROMP results, actions and resources, and then apply that revised approach in designating an updated set of ROMP priorities. To include action in at least these dimensions:
 - Check that the approach is fully taking account of the analysis of needs and causes/bottlenecks in the countries/region, capacities and needs of all country offices (using the Country Programme Document when planning documents of analysis), resources of the regional office, and obligations under the Strategic Plan and the Accountability System.

- Decide whether the concept of regional priorities will be used, and if so, on what basis they will be decided.
 - If regional priorities are retained, then identify the programmes, processes and incentives that need reinforcing to make them the 'spine' of action across the region.
- 4.** During the next revision of the ROMP, IRRF and AWP, ensure that outcome and output statements and their related indicators and targets are more closely aligned to the appropriate RBM level from a regional office perspective. Given that these summarize the intentions of a regional office, the results and indicators must be reflective of a regional office's actual ability to generate change. Analyse and carefully select the targets for each indicator according to resources, staff, partnerships and the capacities of the country offices involved.
- 5.** Develop or modify the existing LAC regional fundraising strategy to help fill LACRO's own funding gaps, including the clarification of roles and responsibilities for LACRO fundraising. This strategy should have the commitment and involvement of UNICEF Headquarters and private fundraising and partnerships to guarantee that this is an effort across the whole organization and avoid inefficiencies. Make this strategy complementary and mutually reinforcing of country office efforts. Monitor fundraising progress and employ periodic reviews to adjust targets or strategies in response to funding availability.
- 6.** To achieve the necessary integration, strategic coordination and collaboration around cross-cutting issues, improve the management approaches in these three ways:
- i. Consistently reflect the cross-cutting and cross-sectional ROMP commitments within each LACRO programme area's plans to achieve commonly agreed results.
 - ii. Activate the coordination and accountability mechanisms that were called for in the ROMP.
 - iii. Pay specific attention to the quality of strategic coordination around cross-cutting issues during periodic reviews.
- 7.** Develop a ROMP evidence plan that clarifies roles and responsibilities, capacities, quality expectations and priorities for generation, communication and use of evidence. This evidence plan should include action or content in these dimensions:
- It builds on already existing systems and accountabilities contained in the revised UNICEF evaluation policy and other corporate guidance.
 - It integrates monitoring, research, studies, data and evaluations, and links them to outcome and impact evidence needs over the life cycle of the ROMP and the Strategic Plan.
 - It further defines the use of monitoring information by the regional office to oversee progress, inform discussion and decide on adjustment of strategies and resources (including the spaces for review and decision-making).
 - It is harmonized with evidence plans at the country office level to ensure mutual accountability, learning, support and efficiency. It is likewise harmonized with the variety of knowledge management and advocacy/communication efforts undertaken across the LAC region.
 - It contains resource requirements and a realistic resourcing plan.
- 8.** Discuss the needs for improved global guidance and support about the development and monitoring of ROMPs based on regional office accountabilities with other regional offices, and join with other regional offices in presenting these needs to the technical sections and senior management of UNICEF Headquarters.



Annexes

Annex 1: Terms of Reference

Terms of reference of the evaluability assessment of the LACRO Regional Office Management Plan 2022–2025

(5 May 2023)



1. Context and introduction

The United Nations Children’s Fund (UNICEF) Regional Office for Latin America and Caribbean (LACRO) is guided by the LACRO Regional Office Management Plan (ROMP). The current ROMP was developed in 2021 for the period 2022–2025 and was programmatically structured around the five Goal Areas of the UNICEF Strategic Plan 2022–2025. A midterm review (MTR) of the ROMP is planned at the end of 2023. Given that the MTR will assess progress on results and adapt accordingly, and the new LACRO management is setting out its vision on regional office roles and accountabilities, there is opportunity to support these processes with an evaluability assessment (EA) of the ROMP to inform/support the design of the MTR, to examine to what extent the ROMP design and monitoring framework are fit for purpose, and how this can be improved to guide management decision-making and implementation of LACRO’s core functions.



2. Purpose, objectives and scope of the evaluability assessment

The primary purpose of this EA is to generate learning that helps improve the ROMP as a planning and management instrument of LACRO’s performance in its core functions, particularly support to the country offices. It aims to inform the LACRO management team and the ROMP MTR on how to strengthen the ROMP implementation and monitoring.

To fulfil this purpose, the EA will examine the suitability of the ROMP design, its monitoring framework, and implementation and accountability arrangement, with the aim to understand and learn about the adequacy of the LACRO ROMP for RBM, review and evaluation.



3. Evaluability assessment framework and questions

The EA will be based on a number of questions covering three dimensions:

1. Programme design
2. Monitoring and data
3. Management and accountability

For each group of questions, corresponding objectives have been clearly identified.

See Table A1.1 for the assessment’s objectives and questions.

Table A1.1: EA dimensions and questions

1. ROMP Design
Objective:
Assess the adequacy of ROMP's design for guiding and assessing performance, as well as its alignment with UNICEF's Strategic Plan and planning practices and organizational guidelines.
Questions:
Does the ROMP present a consistent and commonly understood scope?
How well are expected results identified and are the proposed steps towards achieving these results clearly defined? (Is success and its pathways well defined?)
How consistent is the ROMP across its components in terms of how strategies, priorities and expected results are presented?
Are the intended direct and indirect target groups of strategies and interventions proposed in the ROMP clearly identified?
How is the ROMP aligned with the Strategic Plan, organized in line with ROMPs of other regional offices and organizational guidelines?
2. ROMP monitoring framework and data
Objective:
Assess the adequacy and usefulness of the monitoring framework to monitor the ROMP's results and guide decision-making.
Questions:
Are relevant and valid indicators used to monitor the expected results?
To what extent are data available to estimate all indicators annually?
To what extent are the required disaggregated data available?
To what extent are baseline data available?
Is indicator/monitoring data easily available for management monitoring?
How useful is the monitoring framework for:
<ul style="list-style-type: none"> ■ Understanding and accounting for progress on LACRO/LAC expected results and LACRO's contribution? ■ LACRO annual planning and management decision-making?
3. ROMP management and accountability (use and usefulness)
Objective:
Assess the ROMP's use and usefulness to manage and plan LACRO interventions.
Questions:
Are the roles and responsibilities of the regional office and country office clearly defined?
Have assumptions about the roles of external actors been made explicit?
How does the definition of roles and responsibilities compare with practices in the ROMPs of other regional offices?
What is the ROMP mainly used for within LACRO?
What are its strengths and weaknesses in terms of usefulness?
How well is the ROMP translated into operational plans such as AWP's?
Does it guide resource allocation?
How well does the ROMP guide and incentivize intersectoral work and the integration of transversal dimensions in programming (gender, disability, communication, advocacy, planning, M&E)?



4. Methodology

The EA will strongly draw on the review of existing documents and data, supplemented with mainly qualitative primary data collection (e.g., some interviews or group discussion). Potentially, a short survey among ROMP stakeholders/users could be considered, for example, about the usefulness of the ROMP and its monitoring framework.

Key documents and data to review are:

- LACRO ROMP, its results framework, and outcomes and output narratives
- LACRO ROMP monitoring dashboard and data
- LACRO AWP for 2022 and 2023
- LACRO results assessment module reporting in 2022 and 2023
- LACRO ROMP design documents (e.g., presentations, minutes of design workshops)
- Minutes of LACRO's ROMT and other committee meetings during which the ROMP is discussed
- ROMPs of other regional offices and UNICEF global guidance on ROMPs

The document review will include a comparative analysis with the ROMPs of regional offices and assess if or not the ROMP is consistent with organizational guidelines.

The review of the ROMP monitoring framework will include an analysis of the entire set of indicators to assess their relevance, data availability and access. But to assess their validity (i.e., extent they reflect reality), a more sample-based, deeper analysis of the underlying data may be required.

Primary data collection among ROMP stakeholders will be defined based on a short stakeholder analysis. The sampling strategies to determine the stakeholders to be included in the EA will be agreed upon by the EA team and LACRO during the EA's inception phase.



5. Management, governance arrangement and team

EA management

The EA will be managed by the LACRO evaluation section that will:

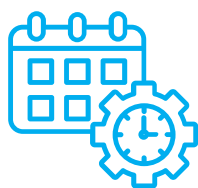
- Be the focal point for the EA team, and guide and supervise them to ensure quality and useful deliverables.
- Facilitate and coordinate the EA's activities and communication between the EA team, LACRO and stakeholders.
- Be responsible for approving the deliverables envisaged as part of this assignment in consultation with senior management.

EA governance

An EA reference group comprising relevant LACRO staff will be formed to provide strategic guidance to the assessment, review and provide technical input to the EA, and ensure high-quality deliverables. The group members will also facilitate access to the ROMP documents and informants.

EA team

The EA will be undertaken by a professional with extensive evaluation and UNICEF experience. We envision a stretch of LAC M&E officials with strong evaluation expertise. The professional will be responsible for the assessment's methodological design (with support from the LACRO evaluation section), implementing the assessment and analysis, and drafting a short report. Potentially, the professional can be supported by a senior evaluation specialist from the Evaluation Office (with extensive experience in UNICEF across regions).



6. Schedule of tasks, deliverables and timeline

The EA implementation will last for **3 months** between June 2022 and August 2023. Table A1.2 below describes the assessment's stages, deliverables and time frame. The EA team is expected to propose a detailed work plan in the inception phase.

Table A1.2: Work plan

Work plan activities	Deliverables	Time frame
Team recruitment (stretch assignment)		April–May 2023 Starting by 29 May
<p>Inception Activities</p> <ul style="list-style-type: none"> ▪ Kick-off meeting and EA initial plan ▪ Consultations meeting with the UNICEF team and reference group members ▪ Stakeholder analysis ▪ Compilation and review of documents ▪ Articulating the EA approach and methodology ▪ Developing instruments for the EA ▪ Drafting of short inception note including methodology and work plan ▪ Presenting methodological note and work plan to reference group 	<ul style="list-style-type: none"> ▪ Inception note ▪ Presentation of inception note 	Inception by 9–16 June 2023
<p>Desk review and data collection</p> <ul style="list-style-type: none"> ▪ Document review and data analysis ▪ Interviews with stakeholders ▪ Compilation of emerging findings 	<ul style="list-style-type: none"> ▪ Presentation of preliminary findings 	14 July 2023
<p>Report writing and validation of findings</p> <ul style="list-style-type: none"> ▪ Prepare short EA draft report ▪ Reference group meeting to validate the EA findings ▪ Finalize the EA report based on feedback from the reference group 	<ul style="list-style-type: none"> ▪ Short draft report (10 pages) ▪ Presentation of the EA report ▪ Final EA report 	Draft report by 4 August 2023 Final report by 25 August 2023
Workshop with the UNICEF team to validate the EA	<ul style="list-style-type: none"> ▪ EA validation/dissemination ▪ Inputs for the ROMP MTR 	By 31 August 2023

Annex 2: References

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LACRO ROMP internal documents:

- *LACRO ROMP 2022–2025*.
- *LACRO Integrated Results and Resources Framework*, 2021.
- Reports on Outcomes and Output Narratives.
- LACRO ROMP monitoring dashboard and data.
- *LACRO Annual Work Plan*, 2022.
- *LACRO Annual Work Plan*, 2023.
- LACRO ROMP design documents (e.g., presentations, minutes of design workshops).
- Minutes of LACRO ROMT and other committee meetings during which ROMP is discussed.
- ROMPs of other regional offices.
- *UNICEF LAC Regional Management Team (RMT): Terms of Reference*.

Annex 3: List of key informants consulted

LACRO Regional Advisers and Chiefs	
Maaïke Arts	Regional Adviser, Survive and Thrive
Alessio Brocca	Regional Security Adviser
Maryvonne Christ	Regional Chief of Operations
Marc Connolly	Senior Adviser, Public Partnerships
Italo Dutra	Regional Education Adviser
Laurent Duvillier	Regional Chief of Communication
Kendra Gregson	Regional Adviser, Child Protection
Renan Lizano	Regional Chief of Human Resources
Reis Lopez Rello	Regional Adviser, Climate Change
Michele Messina	Regional Adviser, Emergency Humanitarian Action
Ralph Midy	Regional Adviser, Immunization
Rada Noeva	Regional Chief of Programme and Planning
Monica Rubio	Regional Adviser, Social Policy
Denise Stuckenbruck	Regional Adviser, Gender and Development
LACRO Specialists	
Cassia Ayres	Social and Behaviour Change Specialist
Janita Bartell	Monitoring Specialist
Ruth Custode	Education Specialist
Merijn De Smet	Planning and Knowledge Management Specialist
Yannig Dussart	Early Childhood Development Manager
José Ramón Espinoza	Planning Specialist
Antonio Marro	Emergency Manager
Alban Nouvellon	WASH Specialist
UNICEF country offices	
Bastiaan van t' Hoff	Representative, UNICEF Honduras
Luisa Brumana	Representative, UNICEF Argentina
Francisco Benavides	Representative, UNICEF Uruguay
UNICEF Headquarters	
Joseph Barnes	Chief Monitoring, Division of Data, Analytics, Planning and Monitoring
UNICEF in other regions	
Asako Saegusa	Regional Chief of Programme and Planning, EAPRO
Myo-Zin Nyunt	Deputy Regional Director, EAPRO

Annex 4: Evaluation matrix

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
1.1	How well is the ROMP aligned with the Strategic Plan 2022–2025 and how consistent is it with the Procedure on Development of Office Management Plans of Headquarter Divisions and Regional Offices?	How well is the LACRO ROMP aligned with the Strategic Plan?	<p>Alignment between the Strategic Plan and the LACRO ROMP according to procedures for OMPs and elements that are relevant to LAC priorities will be sought along the following dimensions:</p> <ul style="list-style-type: none"> ▪ Goal Areas and medium-term results The ROMP clearly articulates the results to be achieved in support of Strategic Plan Goals Areas, medium-term results and regional offices' contribution to these. ▪ Principles and cross-cutting programmes The ROMP has thoughtfully selected which principles (access, accountability, etc.) and cross-cutting priorities (climate action, disability and gender-integrated programming, nexus, peacebuilding, resilience) to emphasize, and has then mainstreamed this commitment across the ROMP lines of effort (with corresponding results). ▪ Change strategies and enablers The ROMP clearly articulates what change strategies and enablers the regional office will support, how it will do so and with what expected result. ▪ Partnership and the United Nations working together The ROMP supports the reinvigoration of partnerships and amplification of resources towards regional priorities, and it specifies how this will be done and with what expected result. 	<p>Strategic Plan and ROMP documents, and the UNICEF Procedure on Development of Office Management Plans of Headquarter Divisions and Regional Offices.</p> <p>KIIs (Planning section in LACRO, Advisers and the Division of Data, Analytics, Planning and Monitoring [DAPM]).</p>	<p>Planning section in LACRO</p> <p>LACRO Advisers</p> <p>DAPM Division Headquarters</p>	<p>Outcomes and outputs will be analysed.</p> <p>A matrix will be created for the comparison under the proposed criteria in column 3.</p> <p>Information will be collected and triangulated from document research and KIIs.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
1.1		<p>How consistent is the LACRO ROMP with relevant corporate guidelines (UNICEF Procedure on Development of Office Management Plans of Headquarter Divisions and Regional Offices; Report of the Accountability System of UNICEF)?</p> <p>What can be learned about the usefulness of the corporate guidelines to develop the ROMP?</p>	<p>Evidence of consistency between the LACRO ROMP and the relevant corporate guidelines will be sought along the following dimensions:</p> <ul style="list-style-type: none"> ▪ Instruction 1 – Preparation of OMPs in terms of: <ul style="list-style-type: none"> ▪ Contribution to outcome-level change ▪ Integration of CCCs ▪ Organizational improvement initiatives ▪ Prioritization ▪ Value for money (funding categories) considerations ▪ Coordination and collaboration ▪ Risk management ▪ UNICEF values and staff participation ▪ Instruction 2 – Structure and content of the OMP: <ul style="list-style-type: none"> ▪ Context ▪ Results and major strategies ▪ Planned results, risks and mitigating actions ▪ Resource needs and management structure, monitoring and evaluation ▪ Instruction 3 – Structure and content of the IRRF. ▪ Whether there is anything essential missing in the corporate guidelines, based on the impact that removing things not mentioned in the guidelines would have. 	<p>ROMP document and IRRF, as well as outcome and output Narrative reports and Corporate Guidelines</p> <p>Interviews with Planning Section in LACRO, Regional Advisors, Management Board, DAPM Division</p>	<p>Planning section in LACRO</p> <p>Regional Advisors</p> <p>DAPM Division HQ</p>	<p>Outcomes and outputs will be analysed.</p> <p>A matrix will be created for the comparison under the proposed criteria in column 3.</p> <p>Information will be collected and triangulated from document research and interviews with KIs.</p> <p>Information will be analyzed, and conclusions will be contrasted inside the evaluation team and outside with the P&M section in LACRO.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
1.2	How coherent is the ROMP in its intervention logic as expressed in the results chain?	To what extent are expected results and pathways to achieve those results coherently articulated in the frame of an implicit TOC?	<p>According to the one or several implicit (consulted and validated) TOCs/results chains of a ROMP, there is evidence that:</p> <ul style="list-style-type: none"> ▪ ROMP components are clearly relevant to the needs of the target group as identified by any form of situation analysis, baseline study or other evidence for prioritization. ▪ The intended beneficiary group is clearly identified . ▪ The elements of the ROMP's programme structure is clearly identified and the proposed steps towards achieving are clearly defined. ▪ There is a continuous causal chain in the ROMP's programme structure connecting outputs and outcomes to the final impact of concern. ▪ Assumptions about the roles and strengths/capacities of other actors including those outside of UNICEF are explicit. ▪ Assumptions along the results chain are identified. ▪ Results chain starts off/clarifies what a regional office itself can deliver with its own resources (human, financial and partnerships). ▪ Implementation strategies clarify the role of country offices and are aligned with regional office functions (this would contribute to results being achievable). 	<p>ROMP document and IRRF, as well as outcome and output narrative reports and corporate guidelines.</p> <p>KIIs (Planning section in LACRO, Regional Advisers and Specialists, Management Board in LACRO).</p> <p>Comparison between country office (sample) results and regional office results.</p>	<p>Planning section in LACRO</p> <p>Regional Advisers and Specialists</p> <p>Management Board in LACRO</p>	<p>Results and pathways to achieve those results will be referenced for the analysis.</p> <p>Outcomes and outputs will be analysed.</p> <p>A matrix has been created for the comparison under the proposed criteria in column 3.</p> <p>Information will be collected and triangulated from document research and KIIs.</p> <p>Information will be analysed, and conclusions will be contrasted inside the evaluation team and outside with the P&M section in LACRO.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
1.3	How well does the ROMP mainstream cross-cutting and regional priorities and multisectoral programming?	<p>To what extent does the ROMP take into account:</p> <ul style="list-style-type: none"> ▪ Regional priorities ▪ Multisectoral approach (this is about efforts to reduce the silo effect) ▪ Cross-cutting themes (gender, nexus) 	<p>Extent to which prioritized themes for LACRO ROMP (Goal Areas) are articulated:</p> <ul style="list-style-type: none"> ▪ Violence ▪ Early childhood development ▪ Migration ▪ Humanitarian action ▪ Etc. <p>Extent to which multisectoral programming is operationalized for comprehensive approaches to multiply effects:</p> <ul style="list-style-type: none"> ▪ New technologies to support ▪ Reach children left behind ▪ Evidence generation and use ▪ Partnerships with private sector <p>Extent to which cross-cutting themes are mainstreamed (description of how this will be done and expected results).</p>	<p>ROMP documents and IRRF, output and outcome narratives, and corporate guidelines.</p> <p>KIIs (Planning section in LACRO, Advisers and Specialists, Management Board in LACRO).</p>	<p>Planning section in LACRO</p> <p>Advisers and Specialists</p> <p>Management Board in LACRO</p>	<p>Results and pathways to achieve those results will be referenced for the analysis.</p> <p>ROMP's outcomes and outputs will be analysed.</p> <p>A matrix has been created for the comparison under the proposed criteria in column 3.</p> <p>Information will be analysed, and conclusions will be contrasted and triangulated inside the evaluation team and outside with the P&M section in LACRO.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
1.4	<p>What good practices from other ROMPs or other United Nations organizations' regional bureaux's planning could be used to improve the design of the LAC region's ROMP?</p>	<p>To what extent is the LACRO ROMP similar/different to those of other regions and other organizations?</p> <p>What good practices from other ROMPs and other organizations can be used to improve the LAC region's ROMP?</p> <p>How do other United Nations organizations organize their regional management plans?</p> <p>How does this differ from UNICEF and what innovations can be identified?</p>	<p>Compare LACRO ROMP with other OMPs (past and current) from UNICEF and other United Nations organizations in terms of:</p> <ul style="list-style-type: none"> ▪ Regional management approach (management planned results and resources) towards reaching regional priorities and contribution to Strategic Plan (or for other agencies, their global plans) results. ▪ Way of thematic and geographic prioritization of management actions. ▪ Way of approach for multisectoral programming. ▪ Way of integration of CCCs (or similar core thematic approaches). ▪ Integration of cross-cutting themes. ▪ Level of specificity of regional office lines of action/targets. ▪ Degree of expected coordination and common understanding across the regional offices, country offices, global-level and external partners. 	<p>Other regions' ROMP documents and IRRFs (WCARO, ECARO and EAPRO, past and current).</p> <p>Regional management plans of:</p> <ul style="list-style-type: none"> ▪ UNDP ▪ UN Women ▪ OPS/OMS PAHO ▪ UNFPA <p>KIIs (Planning section in LACRO, UNICEF Headquarters Division of DAPM, P&M sections in regional offices of UN Women, UNDP and UNFPA).</p>	<p>Planning section in LACRO</p> <p>UNICEF Headquarters Division of DAPM</p> <p>Planning, Monitoring, Evaluation and Management sections in the regional offices of UN Women, UNDP, UNFPA, etc.</p>	<p>A matrix has been created for the comparison between the three organizations and UNICEF LACRO's ROMP's implicit TOC, under the proposed criteria in column 3.</p> <p>Information will be analysed, and conclusions will be contrasted and triangulated inside the EA team and outside with the P&M section in LACRO.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
2.1	How well is the ROMP's implicit TOC translated into the monitoring framework?	How well is the LACRO's ROMP implicit TOC translated into IRRF?	<p>Evidence that the monitoring framework reflects the intended activities and the actual targets for the outputs, outcomes and goals described or implied in the ROMP.</p> <p>Evidence that the monitoring framework is examining steps in the results chain that may not be described in the ROMP.</p>	<p>ROMP documents.</p> <p>Outcome and output narratives.</p> <p>IRRF of LACRO ROMP.</p> <p>LACRO ROMP Monitoring Dashboard (Microsoft Power BI).</p> <p>KIIs (Advisers and Specialists, LACRO's P&M section, LACRO's Management Board).</p>	<p>Advisers and Specialists</p> <p>LACRO's P&M section</p> <p>LACRO's Management Board</p>	<p>The TOC will be created, consulted and validated.</p> <p>A purposive sample of outcomes and outputs will be selected for the analysis.</p> <p>A matrix will be created for the comparison under the proposed criteria that indicates if the necessary elements are not present, partially present, largely present or fully present.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
2.2	To what extent are the indicators valid?	<p>To what extent are the indicators accurate measures of the stated outputs and outcomes, and the logic of intervention proposed in ROMP?</p> <p>To what extent are indicators reliable?</p> <p>Are the targets duly measured taking into account the resources, staff and partnerships available?</p>	<p>Indicators are accurate and focused to measure the concept expressed in the output and outcome.</p> <p>There are enough indicators measuring the outputs, outcomes, and goals of the ROMP that there are no remaining important gaps.</p> <p>The means of verification will consistently provide accurate measurements of the targeted indicators with no variations in the forms of measurement.</p> <p>Targets have been defined realistically in terms of available resources, staff and partnerships capacities.</p>	<p>ROMP documents.</p> <p>Outcome and output Narratives.</p> <p>IRRF of LACRO ROMP.</p> <p>LACRO ROMP Monitoring Dashboard (Microsoft Power BI).</p> <p>KIIs (Advisers and Specialists, LACRO's P&M section).</p>	<p>Advisers and Specialists</p> <p>LACRO's P&M section</p>	<p>A sample of indicators has been selected for the analysis (Annex 5). All the indicators planned for:</p> <ul style="list-style-type: none"> ▪ Two Outcomes (survive and thrive, and education) ▪ Two outputs (nutrition, and learning and skills development) ▪ Two outputs form effectiveness outcome (gender and humanitarian) <p>A matrix will be created for the comparison under the proposed criteria (in column 3) that indicates if the existing indicators are completely valid, partially valid, etc., and if there are gaps where targets are not linked with sufficiently valid indicators.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
2.3	To what extent are the targets and indicators provided with disaggregated baselines and data?	<p>Has the baseline measure been provided?</p> <p>Has the source/system to collect the data been well-defined and is it accessible?</p> <p>Is disaggregated (as needed: gender, age, ethnicity, etc.) data available?</p>	<p>The baseline measure is provided.</p> <p>The source/system to collect the data is clearly defined and accessible.</p> <p>Disaggregated data is available or is in the process of being collected.</p>	<p>ROMP documents.</p> <p>Outcome and output Narratives.</p> <p>IRRF of LACRO ROMP.</p> <p>LACRO ROMP Monitoring Dashboard (Microsoft Power BI).</p> <p>KIIs (Advisers and Specialists, LACRO's P&M section).</p>	<p>Advisers and Specialists</p> <p>LACRO's P&M section</p>	<p>A sample of ROMP indicators and targets will be selected for the analysis.</p> <p>A matrix will be created for the comparison under the proposed criteria in column 3.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
2.4	What M&E framework good practices from other regions' IRRFs or other United Nations organizations can be incorporated into the LAC region's IRRF?	<p>In what ways do other IRRFs from other regional offices or other United Nations organizations differ from LACRO's?</p> <p>Which of these differences represent M&E framework good practices that could be relevant for LACRO?</p>	<p>The analysis of a sample of other UNICEF ROMPs and IRRFs identifies relevant management approaches (according to the guidelines) not considered in LACRO's ROMP.</p> <p>Good practices that would benefit LACRO are identified.</p> <p>The analysis of a sample of ROMPs and IRRFs from other United Nations organizations identifies relevant management approaches not considered in LACRO's ROMP.</p>	<p>ROMP and IRRF documents from other United Nations organizations:</p> <ul style="list-style-type: none"> ▪ UNDP ▪ OPS/OMS PAHO ▪ UNFPA <p>KIIs (LAC regional Planning, Monitoring and Evaluation (PM&E) sections of UNDP, OPS/OMS PAHO, UNWomen and UNFPA).</p>	LAC regional PM&E sections of UNDP, OPS/OMS PAHO and UNFPA.	<p>A matrix has been created for the comparison under the proposed criteria in column 3.</p> <p>The way comparators set targets and construct their M&E approaches is contrasted with LACRO's approach.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
3.1	To what extent is the ROMP a useful tool?	<p>Is there a common understanding of the ROMP's purpose and scope?</p> <p>To what extent is the ROMP useful as a management tool?</p>	<p>There exists evidence of a common understanding of the ROMP's purpose and scope from KIIs. This understanding leads the regional office and country offices to a spirit of working under the same planning, towards the same purposes and under a shared logic of intervention towards some agreed priorities and goals, taking as a reference the implicit TOC.</p> <p>The common understanding manifests itself in terms of:</p> <ul style="list-style-type: none"> ▪ Understanding the purpose of the ROMP. ▪ Understanding the roles and functions of the regional office. ▪ Understanding the accountabilities of the Regional Director. ▪ Understanding the scope and limits of the ROMP regarding the accountabilities of the other levels (country offices and UNICEF Headquarters). ▪ Understanding the programme structure of the ROMP. <p>The ROMP is or will be useful for managing decision-taking:</p> <ul style="list-style-type: none"> ▪ The end-of-year reports, the MTRs and the end of term reviews are evaluative moments where performance is analysed against ROMP results, priorities and indicators, and decisions are taken. ▪ At UNICEF Headquarters level, performance of the ROMP is analysed, and decisions are taken. ▪ At country office level, performance of the ROMP (indicators at regional/ subregional level) are analysed, and decisions are taken. ▪ There is adequate flexibility in the programme cycle. 	<p>Interviews with LACRO's management team, Advisers and Specialists, and Operations section.</p> <p>Short survey of LACRO staff to assess knowledge, attitudes and practices (utility) around ROMP.</p>	<p>LACRO Planning and Monitoring section</p> <p>LACRO management</p> <p>LACRO Operations section</p> <p>Advisers and Specialists</p> <p>Country offices' Representatives and Deputies</p> <p>DAPM Division Headquarters</p>	<p>The TOC will be created, consulted and validated.</p> <p>The KIIs will constitute the qualitative approach, and the survey to the general staff the quantitative approach.</p> <p>A matrix has been created for the comparison under the proposed criteria in column 3.</p>

	(1) OVERARCHING QUESTIONS	(2) SUB-QUESTIONS	(3) JUDGMENT FORMATION	(4) SOURCES OF INFORMATION	(5) STAKEHOLDERS	(6) METHODOLOGY AND TOOLS
3.2	To what extent does the ROMP guide and support the core functions/roles of the regional office?	To what extent does the ROMP help the regional office to fulfil its functions?	<p>Triangulated evidence (perceptions, planning documents, monitoring approaches) that the ROMP is helping the regional office to fulfil its functions:</p> <ul style="list-style-type: none"> ▪ Leadership, advocacy and representation. ▪ Strategic planning and policy guidance. ▪ Country programme support. ▪ Performance monitoring, data, evaluation and reporting. ▪ Resource mobilization and leveraging, partnerships and strategic engagement. ▪ Management oversight and administration. <p>Specifying the division of roles between the regional office and country offices, expressed in guidance documents on accountability and based in the common practice of regional offices</p>	<p>Interviews with country office Representatives/Deputies.</p> <p>Interviews with LACRO's management, Advisers and Specialists.</p> <p>KIIs (LAC regional Planning sections of UNDP, OPS/OMS PAHO and UNFPA).</p>	<p>LACRO P&M section</p> <p>LACRO management, Advisers and Specialists</p> <p>Country office Representatives / Deputies</p> <p>LAC regional Planning sections of UNDP, OPS/OMS PAHO and UNFPA</p>	<p>The TOC will be created, consulted and validated.</p> <p>A Strengths, Weaknesses, Opportunities and Threats analysis will be done, considering the proposed criteria in column 3.</p> <p>A sample of relevant countries will be used, looking for alignment between ROMP's priorities and country programme documents.</p>



Evaluability Assessment of the UNICEF Latin America and Caribbean Regional Office Management Plan

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