UNICEF Evaluation Management Response

Evaluation Title: Country Programme Evaluation – UNICEF Office for the Eastern Caribbean Area (ECA), Barbados
Region: Latin America and Caribbean (LAC)
Office: LACRO
Evaluation Year: 2026
Person-In-Charge for Follow-up to Management Response: Representative, ECA
Overall Response to the Evaluation: UNICEF largely accepts the findings and recommendations of the evaluation. The evaluation concludes that:

- The multi-country delivery model is conceptually sound and appropriate for the Eastern Caribbean context.
- Performance is strong at regional and upstream levels, especially in convening, policy influence, and crisis response.
- Effectiveness, coherence, and equity outcomes are constrained by uneven implementation, limited local presence, fragmented partnerships, and output-focused monitoring rather than by flaws in strategic intent.

Overall, UNICEF agrees with the evaluation's assessment and recognises the need for structural partnership and RBM reforms to translate strong regional influence into sustained, nationally owned results.

Planned Use of Evaluation: Primarily, the evaluation will be used to inform the design of the next Caribbean Multi-Country Programme (2027–2031), including the transition to a Jamaica-based Multi-Country Office (MCO), and recalibrating country typologies and differentiated engagement models. It will help to shape a unified Caribbean partnership and governance model, consolidating OECS, CARICOM, CDEMA, UWI, IFI and CSO engagement into multi-year, results-oriented frameworks. The evaluation will also help to strengthen Results-Based Management by developing a single multi-country Theory of Change, having stronger outcome-level and equity-driven monitoring, and moving RBM from compliance reporting to decision-support and adaptive management. Lastly, it will help to guide organisational learning on multi-country programming, contributing evidence to UNICEF's global learning on regionalisation, upstream programming, and SIDS contexts.

Allowed Editor: Tashana Providence-Forde
RECOMMENDATIONS and ACTIONS:
Evaluation Recommendation 1: Establish a Differentiated Multi-Country Engagement Model
Management Response: Agree
If recommendation is rejected or partially accepted, report reasons: The Caribbean Multi-Country Office agrees with the recommendation. Recognizing the diversity of contexts across the Caribbean, the MCO will adopt a differentiated engagement model that aligns UNICEF support with country needs, capacities, and opportunities for impact. The MCO will strengthen internal collaboration, technical coordination, and organizational capacities to ensure efficient delivery of high-quality support across programme countries. Enhanced knowledge sharing, regional expertise, and integrated planning mechanisms will enable the MCO to maximize synergies, improve effectiveness, and strengthen UNICEF's contribution to regional and national development priorities.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Action 1. Develop and implement a differentiated country engagement framework that tailors UNICEF support according to country context, needs, capacities, vulnerabilities, programme scale, and opportunities for systems-level impact.	MCO	Representative	End 2027	Not Started	Action forthcoming in 2027	
Action 2. Strengthen internal coordination, knowledge sharing, and technical collaboration across the MCO.	MCO	Representative	End 2027	Not Started	Action forthcoming in 2027	
Action 3. Build workforce capacities and technical support mechanisms to enhance programme quality, surge support, and regional engagement.	MCO	Deputy Representative	End 2027	Underway	Technical Secretariat for MCPD development and approval	
Evaluation Recommendation: **2: Institutionalize Inclusive and Locally Anchored Planning Across All 12 States** **4: Strengthen Country-Level Anchoring through Hybrid Presence Model**						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons: The Caribbean MCO will strengthen country-level ownership, responsiveness, and relevance by institutionalizing inclusive planning processes and implementing a differentiated hybrid presence model. This approach will ensure that programme priorities are informed by national contexts and stakeholder engagement while leveraging regional expertise and efficiencies to support sustainable results for children.						
Actions planned	**Responsible Office**	**Responsible Person**	**Expected completion date**	**Implementation stage:** Not started Underway Completed Cancelled	**Actions taken**	**Supporting documents**

Action 1. Institutionalize inclusive country programme planning and review processes that systematically engage governments, children and young people, civil society, communities, and other stakeholders to ensure programme priorities reflect national needs and local realities.	MCO	Deputy Representative	End 2027	Not Started	Initial stakeholder consultations conducted during MCPD development. Guidance for inclusive planning under development.	Stakeholder consultation reports
Action 2. Implement a differentiated hybrid presence model that combines country-based capacities, regional technical support, and flexible surge mechanisms to provide timely, context-specific support across all programme countries.	MCO	Representative/Deputy Representative	End 2027	Underway	Hybrid presence model being defined. Initial mapping of country needs and capacity completed.	Staffing and structure analysis
Action 3. Strengthen country-level coordination, partnership, and policy engagement mechanisms to enhance UNICEF's visibility, influence, and contribution to national development priorities while ensuring effective linkage between country and regional programming.	MCO	Representative	End 2027	Underway	Ongoing engagement with national governments and partners (CARICOM institutions, and development partners) regionally and at the national level.	Meeting records Partnership frameworks
Evaluation Recommendation 3: Develop a Unified Multi-Country Programme Logic and Results Framework						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons: The Caribbean Multi-Country Office agrees with the recommendation. The MCO will strengthen its results-based management architecture by establishing a coherent multi-country programme logic and results framework that supports strategic decision-making, accountability, and learning across all programme countries. Greater emphasis will be placed on outcome-focused monitoring, equity analysis, adaptive management, and the systematic use of evidence from administrative systems, MICS, evaluations, and research. The MCO will also strengthen cross-country learning and knowledge management to improve programme effectiveness and accelerate progress towards sustainable results for children across the Caribbean.						

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Action 1. Develop and operationalize a unified Multi-Country Results Framework and programme logic that clearly articulates pathways to change, common outcome indicators, and country-specific contributions to regional results.	MCO	Deputy Representative	End 2027	Not Started	Action forthcoming in 2027	
Action 2. Strengthen integrated monitoring, reporting, and learning systems by enhancing the use of disaggregated data, outcome monitoring, periodic reviews, and evidence generation to support adaptive management and course correction.	MCO	Deputy Representative	End 2027	Not Started	Action forthcoming in 2027	
Action 3. Establish a Multi-Country Learning and Knowledge Management Platform to facilitate cross-country exchange, dissemination of good practices, evaluation findings, innovations, and lessons learned across the Caribbean.	MCO	Representative	End 2027	Not Started	Action forthcoming in 2027	
Evaluation Recommendation 5: Consolidate Partnerships into a Multi-Year Caribbean Partnership Framework with clear deliverables.						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons: The Caribbean Multi-Country Office agrees with the recommendation. Recognizing that sustainable results for children require collective action, the MCO will strengthen its partnership ecosystem through a more strategic, coordinated, and results-oriented approach. UNICEF will leverage its convening role to foster stronger collaboration among governments, regional organizations, civil society, development partners, international financial institutions, academia, and the private sector. A multi-year partnership framework will guide engagement, clarify roles and contributions, promote mutual accountability, and support the achievement of systems-level and sustainable results for children across the Caribbean.						

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Action 1. Develop and implement a Caribbean Multi-Year Partnership Framework that defines priority partnerships, expected results, roles, responsibilities, and accountability mechanisms across governments, regional institutions, civil society, academia, IFIs, UN agencies, and the private sector.	MCO	Representative	June 2028	Not started	Action forthcoming in 2028	
Action 2. Conduct periodic partnership mapping and analysis to identify strategic partners, partnership gaps, and opportunities for joint programming, resource mobilization, innovation, and advocacy at national and regional levels.	MCO	Representative	June 2028	Not Started	Action forthcoming in 2028	
Action 3. Strengthen government leadership and ownership of partnerships by embedding collaborative initiatives within national and regional policies, plans, coordination mechanisms, and financing frameworks to support sustainability and scale.	MCO	Representative	June 2028	Not Started	Action forthcoming in 2028	
Evaluation Recommendation 6: Institutionalise Equity, Gender and Inclusion within the Multi-Country Results and Accountability System						
Management Response: Agree						

If recommendation is rejected or partially accepted, report reasons: The Caribbean Multi-Country Office agrees with the recommendation. Equity, gender equality, disability inclusion, climate resilience, and Leave No One Behind principles will be positioned as core drivers of programme effectiveness and results for children across the Caribbean. The MCO will strengthen accountability for equitable outcomes through integrated planning and monitoring systems, enhanced use of disaggregated data and evidence, and strengthened capacities of governments and partners. Particular attention will be given to addressing the needs of girls, boys, children with disabilities, indigenous peoples, rural communities, migrants, and other vulnerable populations to ensure that no child is left behind.						
Actions planned	**Responsible Office**	**Responsible Person**	**Expected completion date**	**Implementation stage:** **Not started** **Underway** **Completed** **Cancelled**	**Actions taken**	**Supporting documents**
Action 1. Integrate equity, gender equality, disability inclusion, climate resilience, and LNOB standards into programme design, planning, implementation, monitoring, evaluation, and quality assurance processes across all programme areas.	MCO	Deputy Representative	End 2027	Completed	MCO Structure includes dedicated human resources for equity, gender and inclusion	
Action 2. Strengthen national and regional data and evidence systems, including MICS and administrative data, to generate disaggregated information and monitor outcomes for girls, boys, children with disabilities, indigenous populations, rural communities, migrants, and other vulnerable groups.	MCO	Representative	End 2027	Not Started	Action forthcoming in 2027	
Action 3. Establish accountability mechanisms and strengthen capacities of governments, partners, and UNICEF personnel to deliver inclusive and gender-transformative results.	MCO	Deputy Representative	End 2027	Not Started	Action forthcoming in 2027	