

UNICEF Evaluation Management Response Template

Evaluation Title: Summative Evaluation of the EU Global Promotion of Best Practices for Children in Migration (2020-2023) Programme

Region: Eastern and Southern Africa and Latin America and Caribbean regions. El Salvador, Mexico, South Africa, Zambia

Office: ESARO (coordination office)

Evaluation Year: 2023

Person-In-Charge for Follow-up to Management Response: Nicola Brandt, Child Protection Specialist, UNICEF ESARO

Overall Response to the Evaluation:

With the set-up of an Evaluation Steering Committee (ESC; composed of UNICEF and UNHCR, Child Protection and Evaluation regional focal points from the two regions) and an Evaluation Reference Group (ERG; composed of representatives from the EU, UNICEF, UNHCR, from HQ, the two regions and four participating countries), a consensus was reached on key evaluation objectives and questions at the start of the process. Country, regional and HQ offices were closely consulted throughout the evaluation as they needed to comment on the key deliverables and to identify key informants reached through focus group discussions, interviews and online surveys. Despite the high turnover of the evaluation team members encountered throughout the evaluation process, the evaluation outcomes have been satisfactory and balanced. The ESC provided extensive comments on all evaluation products, including the methodology and data collection instruments presented in the inception report, as well as on the three draft versions of the evaluation report. A recommendations webinar was organized with the ERG to comment on and prioritize the recommendations, which contributed to their applicability and follow-up. Findings and conclusions are relevant and useful for future multi-country and multi-regional programming on children on the move; some of the recommendations provided are accepted with reservation (reasoning is detailed below).

Planned Use of Evaluation:

The evaluation outcomes will be used to inform future programming on children on the move at the country, regional and global levels, deepening the integration of the protection response to the rights and needs of migrant, refugee and internally displaced children within a system-strengthening approach. A critical focus will be to disseminate learnings and evidence, define programme sustainability and advocate for national governments' and donors' budgetary allocations. In line with the nature of the multi-country, multi-region and multi-agency programme, there have been different levels of engagement in its implementation and coordination between COs and ROs and between UNICEF and UNHCR. The same will apply to the evaluation follow-up: drawing from the present management response plan, as well as from the country-specific recommendations provided in the evaluation country briefs, the planned use of the evaluation is to be determined by each UNICEF and UNHCR office, with RO level accountability on sustained monitoring and technical assistance on children on the move as needed. This with the aim to maintain qualitative engagement, whether it is elective/targeted or broad-based, depending on the country/regional contexts.

Allowed Editor: Nicola Brandt, Child Protection Specialist, ESARO; Roberto Rodriguez Melendez, Child Protection Specialist, LACRO

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation or Issue 1: To ensure children on the move (CotM) programmes effectively address country- and region-specific issues and bottlenecks impacting children on the move, develop (or review and update) regional and country-level Theories of Change (ToCs). These ToCs should frame and prioritize CotM's needs, aligning them with UNICEF's six CotM policy asks.

- **ROs:** Ensuring that a wide migration and displacement lens considers all categories of CotM per region, by capitalizing on learnings from LACRO's ToC process to inform development and/or region-specific adaptation of ToCs.
- **COs:** Adopt a CotM lens during the development of Country Programme Documents and Situation Analysis by ensuring alignment between country level and regional strategic planning on CotM programming goals.

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: UNICEF's Global Programme Framework on children on the move (2017) and its six policy asks are currently under revision. The ToC work and below actions will rather align with the new Programme Framework (and related ToC). This recommendation is relevant to UNICEF as it makes references to UNICEF's six CotM policy asks. As UNHCR's programming is focused on forcibly displaced (Refugees and IDPs) and stateless populations, UNHCR considers refugee and stateless children moving with their parents or alone to ensure that risks associated with movements are assessed and their rights and needs are integrated into strategies and programmes. A Theory of Change is used during the multi-year planning process, and Outcome Area 5 of the UNHCR COMPASS tool is used to assess and develop narratives and plans on community-based protection services for children at risk.

Actions planned	Responsible Office	Responsible Person/position	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop a Theory of Change (ToC) for children on the move in ESAR, informed by the revised UNICEF Global Programme Framework on children on the move, the UNICEF LACRO evidence review and ToC for children on the move, and	UNICEF ESARO (Child Protection)	Nicola Brandt (Child Protection Specialist)	December 2025	Not started		

additional available evidence from the ESA region (studies, evaluations, researches)						
Roll out of the LACR ToC on children on the move	UNICEF LACRO Child Protection	Roberto Rodríguez Meléndez (Child Protection Specialist), Kendra Gregson (Regional Adviser Child Protection)	March 2024	Underway	Circulated to all staff, presented during several thematic network meetings as well as to the global UNICEF migration network	https://www.unicef.org/lac/en/reports/theory-change-and-strategic-framework-unicefs-work-children-contexts-human-mobility
Provide technical advice to Country Operations (COs) during the multiyear planning process on the specific rights and needs of children are explicitly addressed in the ToC stage of the planning. Ensuring child rights mainstreaming in UNHCR programming is in line with UNHCR Age, Gender and Diversity Policy	UNHCR Regional Bureaux (RBs) of Southern Africa and the Americas	Marina Capriola (Senior Protection Officer, Americas RB) and Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, Southern Africa RB)	June 2025	Underway for the 2025-2027 Planning PHASE	The UNHCR RBSA does not have a dedicated staff for Child Protection which therefore impacts the level of technical support that can be provided to the COs. A Regional Child Protection Workshop together with the Department of International Protection (DIP) will be taking place in May 2024 with the Objective to support the operations to develop a child protection strategic note. The Regional Bureau for America organized a child protection retreat in November 2023 to strengthen the multiyear planning process. Regular (monthly)	

					bilateral exchanges are taking place between RB and COs	
Integrate child rights lens into multiyear planning and ToC: ensure that the specific rights and needs of children are explicitly integrated into the next multiyear planning cycle and specifically at the ToC stage.	UNHCR COs	Maria Isabel Remolina (Protection Assistant, Mexico) Flor de Maria Belloso (Protection Assistant, El Salvador) Sarah Faust (Protection Officer, South Africa) and Sarah-Jane Savage (Senior Protection Officer, Zambia)	April 2026	Underway	Child protection focal points in COs in America participated in the planning phase for 2025/2026, integrating child protection consideration across Country strategies.	
COs to make use of the CotM SitAn tool in the development of their Country Programme Documents (CPDs), depending on cost implications and data availability.	UNICEF COs (Child Protection and PMR)	Emelia Allan (Chief Child Protection, Zambia), Makiba Yamano (Chief Child Protection, South Africa), Jorge Ernesto Martinez Ramos (Child Protection Specialist, El Salvador), Rocio Aznar Daban (Chief Child	April 2026	Underway	<p>Programming on CotM is reflected in the Zambia CPD (2023 – 2027) as part of CP system strengthening and as part of improving the wellbeing of vulnerable children including children on the move.</p> <p>South Africa CO has shared CotM SitAn tool with the consultant onboarded for SitAn for the new CPD 2026-2030.</p>	Children on the move Knowledge Domain - SitAn Toolkit June2019.pdf (sharepoint.com)

		Protection, Mexico)			Mexico CPD is to be done in 2025 and El Salvador in 2026	
Evaluation Recommendation or Issue 2: Support governments in developing and implementing laws, protocols, policies, and procedures that explicitly end child immigration detention and that prevent the perpetuation of detention-like practices under different names. <ul style="list-style-type: none"> - COs: Provide technical guidance and train immigration authorities as to what technically constitutes alternative care, detention, and detention-like practices. Building government awareness of children on the move rights and protection frameworks. - COs: Develop and implement plans on how to identify, deconstruct and modify detention-like situations within shelters and care centres. - COs: Support immigration authorities and/or relevant government agencies and Implementing Partners to actualize legal practices towards “alternative to detention” care models and child-friendly spaces. Promoting research and collaboration between academic institutions, government agencies, and NGOs to advance knowledge. 						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person/position	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Support Zambia government, through the development and review of legal and institutional frameworks and ad hoc monitoring systems, to take steps towards the implementation of the pledges made in the 2023 Global Refugee Forum (GRF) with regards to ending child immigration detention	UNICEF Zambia Country Office (Child Protection) and UNHCR Zambia Country Office	Emelia Allan (Chief Child Protection, UNICEF) Sarah Jane Savage (Senior Protection Officer, UNHCR)	April 2026	Underway	UNICEF Zambia has supported government to develop, review the policy, legal and institutional frameworks to reflect the protection of children including alternative options to detention of children. In this regard, the diversion framework is currently being reviewed to reflect the provisions in the children’s code (2022). These and many more frameworks already developed or being reviewed are references that can be used to follow up with government to implement	

					<p>their pledge on Global Refugee Forum</p> <p>UNHCR supports States, including Zambia and Malawi to collect data on detention over the past 2 years. In 2023, detention cases amounted 2,200 with 350 cases involving children. This forms part of UNHCR child protection monitoring system</p>	
Support training of authorities, and advocate for alternatives to child immigration detention.	UNHCR Mexico and Zambia Country Operations	Maria Isabel Remolina (Protection Assistant, Mexico) and Sarah Jane Savage (Senior Protection Officer, Zambia)	April 2026	Underway	Advocacy is conducted in partnership with IOM, ILO and UNODC in the framework of the EU funded Mixed Migration Project to address protection issues pertaining to child labour, child smuggling and alternative to detention.	
Document and disseminate good practices from different countries and regions to promote alternative or transitory care and end child immigration detention.	UNICEF ESARO and LACRO (Child Protection) and UNHCR Americas and Southern Africa Bureaux	Nicola Brandt (Child Protection Specialist, UNICEF ESARO) Roberto Rodriguez (Child Protection Specialist, UNICEF LACRO) Marina Capriola (Senior	April 2026	Underway	Compendia of good practices developed and shared (ESARO and LACRO)	Compendium of good practices_EU CotM Compendium of best practices - Final Version_LACRO

		Protection Officer, UNHCR RB Americas) Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer. UNHCR RB Southern Africa)				
Organize and facilitate coordination meetings between offices whose countries share borders, to discuss strategies to reinforce multi-stakeholder cross-border mechanisms, strengthen partnerships with immigration authorities for swift identification of Unaccompanied and Separated Children (UASC), their referrals to national child protection authorities and provision of a guardian.	UNICEF ESARO and LACRO (Child Protection)	Nicola Brandt (Child Protection Specialist, ESARO) Roberto Rodriguez (Child Protection Specialist, LACRO)	April 2026	Underway	Establishment of Regional (ESAR) Child Protection Migration Task Meeting (March 2024)	ToR of ESAR CP Migration Task Meeting

Develop guidance on transitory care, as a voluntary option for CotM and that is not detention-like.	UNICEF LACRO	Kendra Gregson (Regional Adviser Child Protection), Roberto Rodriguez (Child Protection Specialist)	Month? 2024	Underway	Guidance being finalised	
<p>Evaluation Recommendation or Issue 3: Intensify efforts to generate disaggregated data and harmonize cross-border evidence on children on the move (CotM). This enhanced data collection will provide deeper insights into the multifaceted vulnerabilities and risks these children experience in highly precarious situations.</p> <ul style="list-style-type: none"> - ROs: Work in partnership with COs to improve quality of UNICEF/UNHCR reporting mechanisms and encourage use of cross-border and established indicators to easily share and aggregate data collected; promote standardized data collection tools and methodologies; and the conduction of joint monitoring missions, where relevant (i.e., emerging migration routes and high traffic zones). - ROs: Improve current Information Management Systems, by ensuring that UNICEF/UNHCR COs collaborate to bridge data gaps, and enhance data availability, by regularly collecting, tracking, and sharing data on CotM. Taking advantage of alternative data sources, and targeting high mobility corridors, where possible. - ROs & COs: Ensure that CotM related programmes provide accurate information on trends, highlight situation of children with intersecting vulnerabilities through data disaggregation (i.e., disability, sexual orientation/gender identity, culture/ethnicity/ race/language), and where possible, target their specific needs. 						
<p>Management Response: (Agree, Partially Agree, Disagree): Partially Agree</p>						
<p>If recommendation is rejected or partially accepted, report reasons: While coordination with other agencies is important for monitoring, and efforts are/will be in place to further generate good quality disaggregated data, both UNHCR and UNICEF also have specific and non-interoperable Information Management Systems and reporting mechanisms.</p>						
Actions planned	Responsible Office	Responsible Person/Position	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Support COs to use existing relevant indicators/to uptake the data disaggregation on	UNICEF ESARO LACRO (Child Protection)	Nicola Brandt (Child Protection Specialist, UNICEF	April 2026	Underway	For UNICEF: All CSI guidance shared Two regional webinars organised in ESAR	<u>UNICEF CSIs guidance Goal Area 3 Children on the move Knowledge Domain - UNICEF-Children-on-the-</u>

<p>migration status with further guidance.</p> <p>For UNICEF: support COs to uptake data disaggregation by migration status in the annual CSI reporting of the Child Protection indicators (number: 3.6; 3.1.3.; 3.1.5.; 3.2.6.; 3.2.7.; 3.2.8.).</p> <p>For UNHCR: Support COs to collect and report on existing UNHCR child protection and education mandatory and relevant good practice indicators as part of annual planning and reporting.</p>	<p>UNHCR Americas and Southern Africa Bureaux with the support of the Department of International Protection (DIP), HQ.</p>	<p>ESARO) Roberto Rodriquez (Child Protection Specialist, UNICEF LACRO) Marina Capriola (Senior Protection Officer, UNHCR RB Americas) Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, UNHCR RB Southern Africa)</p>			<p>For UNHCR: The RBSA is currently extracting disaggregated data from PRIMES on education for refugee children, collecting data on secondary movements of refugees and asylum seekers as well as specific data on Unaccompanied And Separated Children (UASC)</p>	<p><u>move final .pdf - Folders (sharepoint.com)</u></p>
<p>Increase collection, use and reporting of age disaggregated data in line with UNHCR Age Gender and Disability (AGD) policy, by promoting the use of child protection dashboards within regions (supported by the DIP).</p>	<p>UNHCR COs and RBs</p>	<p>Maria Isabel Remolina (Protection Assistant, Mexico) Flor de Maria Belloso (Protection Assistant, El Salvador), Marina Capriola (Senior</p>	<p>April 2026</p>	<p>Underway</p>	<p>The Bureau's decision to prioritise Child Protection and Gender Based Violence (GBV) is being reinforced with specific children's data.</p>	<p><u>Child protection dashboard</u></p>

		Protection Officer, RB Americas) Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, RB Southern Africa) Sarah Faust (Protection Officer, South Africa) and Sarah-Jane Savage (Senior Protection Officer, Zambia)				
Adopt a vulnerability lens in the planned data mapping for children on the move in ESAR, including identifying data gaps on disability and gender and analysing available data.	UNICEF ESARO (Child Protection)	Nicola Brandt (Child Protection Specialist)	June 2024	Underway	Inception report developed	
In collaboration with the Issue Based Coalition (IBC) Human Mobility produce regular data sheets on the mobility situation in LAC region.	UNICEF LACRO (Child Protection)	Roberto Rodriquez (Child Protection Specialist)	December 2025	Underway	Quarterly briefs are currently developed and distributed to the RCs. An interagency web platform developed for live updates	<u>IBCs and WGs Information Website.xlsx</u> (sharepoint.com)

Evaluation Recommendation or Issue 4: As part of broader child protection systems strengthening efforts, UNICEF and UNHCR will advocate for interoperability with and within administrative data systems. This includes promoting the inclusion of CotM-specific indicators across government and civil society datasets to ensure comprehensive data collection and analysis.

- **COs:** Provide technical assistance to strengthen national information management systems to be inclusive of CotM, by building capacity of local authorities and implementing partners on disaggregated data collection and data management.
- **COs:** Promote standardization of data formats and protocols, ensuring data compatibility across different platforms and organizations. Enhancing disaggregated data collection on CotM migration patterns and trends, within national as well as civil society records.
- **COs:** Support governments in the establishment of transparent and open-access data platforms to allow relevant stakeholders to access and utilize CotM data for research and policy development. Implementing data visualization tools and dashboards to enhance data accessibility and understanding for a wider audience.
- **ROs & COs:** Advocate with governments to invest in technology and infrastructure to support efficient data collection, processing, storage, and analysis.

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person/position	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Support Country Offices in the assessment, planning, implementation and support of child protection information management systems that are inclusive of children on the move.	UNICEF ESARO (Child Protection)	Nicola Brandt (Child Protection Specialist)	April 2025	Underway	Consultancies on CPIMS technical support to UNICEF COs, and review of Child Protection Information Management Systems launched	
Advocate with authorities to responsibly disaggregate data for refugee children in line with the guidance	UNHCR COs with the support of RB and HQ (GDS) and in collaboration	Maria Isabel Remolina (Protection Assistant, UNHCR Mexico)	April 2026	Underway	For UNHCR Southern Africa most of the work on refugees is conducted with the Commissioners for Refugees and child protection agencies.	<u>Responsible Disaggregation of Data on Refugee Children, UNICEF-UNHCR Note Knowledge</u>

note on Responsible Disaggregation of Data on Refugee Children.	with UNICEF COs	Flor de Maria Belloso (Protection Assistant, UNHCR El Salvador), Marina Capriola (Senior Protection Officer, UNHCR RB Americas) Sarah Faust (Protection Officer, UNHCR South Africa) and Sarah-Jane Savage (Senior Protection Officer, UNHCR Zambia)				
In collaboration with UNICEF Division of Data, Analytics and Planning (DAPM) and the International Data Alliance for Children (IDAC), conduct a webinar for the COs on the <u>Integrated Data Ecosystem Assessment and Strengthening (IDEAS) tool</u> and	UNICEF ESARO and LACRO (Child Protection) UNHCR RBs DAPM, UNICEF	Nicola Brandt (Child Protection Specialist, UNICEF ESARO) Roberto Rodriguez (Child Protection Specialist, UNICEF LACRO)	April 2026	Not started.		

child specific migration and displacement indicators.		Danzhen You (Senior Adviser Statistics and Monitoring, UNICEF DAPM) Marina Capriola (Senior Protection Officer, UNHCR RB Americas) Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, UNHCR RB Southern Africa)				
Evaluation Recommendation or Issue 5: Champion increased budget allocation for national social and child protection services targeting CotM. This includes supporting governments in assessing financial gaps and developing resource mobilization strategies. <ul style="list-style-type: none"> - ROs: Support country-level strategies to increase public financing for CotM considering operational expenses, the potential expansion/adaptation of inclusive child protection systems and services, national budgetary constraints, and the imperative for consistent international support. - COs: Provide technical support to governments on how to develop inclusive child protection systems-specific financial sustainability plans, by identifying gaps and priorities and holistically defining long-term budgetary needs. 						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person/position	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents

Develop costing approach for social welfare workforce supporting refugees and disseminate it to UNICEF and UNHCR Regional and Country Offices through webinars.	UNHCR DIP, in coordination with UNICEF HQ	Amanda Louise Melville/successor (UNHCR Senior Child Protection Officer Geneva), and Laurent Chapuis (Senior Adviser Child Protection UNICEF HQ)	April 2026	Underway	UNICEF and UNHCR are adapting the UNICEF social welfare workforce costing tool to be used in refugee settings. The concept note is developed and funding available.	
Take concrete advocacy actions (including, produce advocacy briefs) to promote a necessary budget increase on National Social Welfare Systems and Child Protection Authorities and/or include necessary talking points when advocating with governments or engaging with budget decision makers on national resource mobilization to protect children on the move.	UNICEF Country Offices of Zambia, South Africa, El Salvador and Mexico (Child Protection)	Emelia Allan (Chief Child Protection, Zambia), Makiba Yamano (Chief Child Protection, South Africa), Jorge Ernesto Martinez Ramos (Child Protection Specialist, El Salvador), Rocio Aznar Daban (Chief Child Protection, Mexico)	April 2026	Underway	<p>In Mexico, UNICEF is supporting the Federal CPAs to identify the institutional needs of local CPAs to perform their mandate, cost their budgetary needs, and advocate for increased public allocations at federal and state levels.</p> <p>UNICEF Zambia with support from Social Policy section, has completed budget briefs for 2024 as support to the MCDSS to advocate for increased budgets. This is done on an annual basis. In addition, with support from RO, UNICEF Zambia is undertaking an investment case for the social service workforce with policy advocacy brief for increased budget allocation to increase</p>	

					<p>the number of social workers and building capacity for improved professional practice among (immigration officers, Police, social welfare officers and judiciary) whole of whom are critical to the protection of children on the move.</p> <p>In South Africa, the Government (Department of Social development) has International Social Service (ISS) under Children's Service Directorate, and does have resource allocation. The Action Plan for CotM was drafted by National DSD following the South-to-South exchange trip to Mexico, which can be costed.</p> <p>UNICEF El Salvador continues to advocate for the adoption of a new comprehensive care programme for returned migrant children and adolescents and their families by CONAPINA, whose proposal was developed as part of the Action and is one of a number of programmes currently under review. This advocacy is linked to the</p>	
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					possibility of providing additional technical support for the development of a specific financial sustainability plan for this component of the national child protection system.	
Evaluation Recommendation or Issue 6: To secure sustainable financing for inter-agency CotM strategic programming, UNICEF and UNHCR will strategically engage with international financial institutions and relevant donors to mobilize multi-year, cross-border funding. <ul style="list-style-type: none"> - ROs: Develop a roadmap that identifies strategic entry points for engaging with specific International Financial Institutions (IFIs) and donors – recognizing their respective mandates, rules and regulations, and modalities-, to leverage funding for CPSS and CotM programming’ gaps. - ROs: Strengthen information-sharing mechanisms to facilitate early warning, joint assessments, and coordinated responses; promoting cooperation between governments, international organizations, NGOs, and civil society. - COs: Profile CotM programme results with relevant national stakeholders and donors, and advocate for long-term funding solutions, prioritizing the development of joint UNICEF/UNHCR proposals. 						
Management Response: (Agree, Partially Agree, Disagree): Partially Agree						
If recommendation is rejected or partially accepted, report reasons: The engagement with IFIs for funding is primarily the responsibility of the governments and not UNICEF.						
Actions planned	Responsible Office	Responsible Person/position	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop (joint UNHCR-UNICEF) multi-country project proposals that focus on national CP systems including CotM	UNICEF ESARO and LACRO Child Protection UNHCR DIP (Child protection) Geneva with support from UNHCR Brussels Office	Nicola Brandt (Child Protection Specialist, UNICEF ESARO) Kendra Gregson (Regional Adviser Child Protection, UNICEF LACRO)	April 2026	Underway	Institution Strengthening for CotM proposal under development in LACR/Americas	

		Amanda Louise Melville/success or (Senior Child Protection Officer, UNHCR Geneva)				
Profile technical materials and good practises produced by the programme at regional and global levels and support COs to do the same at the country level, including promoting access to the EU programme virtual library	UNICEF ESARO and LACRO (Child Protection)	Nicola Brandt (Child Protection Specialist, ESARO) Roberto Rodriguez (Child Protection Specialist, LACRO)	December 2024	Underway	Compendia of good practices, library and technical brief produced	EU Global promotion of best practices for CotM - Library Compendium of good practices EU CotM EU Children on the move Technical Brief
Evaluation Recommendation or Issue 7: Support governments in respecting, protecting, and fulfilling the child's right to non-discrimination, ensuring children on the move (CotM) are free from xenophobia, discrimination, and marginalization in transit and destination countries. This will be achieved by promoting exchanges between CotM groups and host communities, alongside generating tailored messaging informed by evidence-based research. <ul style="list-style-type: none"> - ROs: Ensure that UNICEF/UNHCR communications broadcast positive depictions of CotM —their needs, their rights, and the positive impact they can have on host communities-; and amplify their voices through existing social platforms (e.g., X, Instagram, and U-report). - COs: Support social and behaviour change strategies and campaigns that promote the rights of the child in the context of migration / the rights of children on the move and mobilize government, host communities and local organizations, to protect CotM and their families. - COs: Support national and local implementing partners' initiatives that through education or sports promote participation and exchanges around CotM, and other vulnerable groups, with host communities. 						
Management Response: (Agree, Partially Agree, Disagree): Partially Agree						
If recommendation is rejected or partially accepted, report reasons: Social change requires significant long-term (+10 Years) funding beyond the life of this management response. Significant funding is also required to implement education and sports programmes so while this may be a consideration in proposal development it is not necessarily feasible.						
Actions planned	Responsible Office	Responsible Person/position	Expected completion date	Implementation stage: Not started	Actions taken	Supporting documents

				Underway Completed Cancelled		
Facilitate the broadcasting of Human Interest Stories developed by COs, infographics and videos through social media on the rights and needs of children on the move, and success achieved through UNICEF's migration programming. Promote positive examples of refugee children and families contributing to communities, including the profiling of children and their families in UNHCR's communications and campaign materials for Hope away from Home - UNHCR.	UNICEF ESARO and LACRO (Child Protection) UNHCR RBs (Americas and Southern Africa)	Nicola Brandt (Child Protection Specialist, UNICEF ESARO) Roberto Rodriguez (Child Protection Specialist, UNICEF LACRO) Marina Capriola (Senior Protection Officer, UNHCR RB Americas) Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, UNHCR RB Southern Africa)	December 2025	Underway	Video and human interest stories posted on UNICEF CO and RO social media and webpages UNHCR's campaign materials for Hope away from Home developed	https://www.unicef.org/lac/en/new-home Hope away from Home - UNHCR
Continue advocacy with authorities to promote inclusion of children on the move and promote non-	UNHCR COs with support of RB and DIP as needed	Maria Isabel Remolina (Protection Assistant, Mexico)	April 2026	Underway.	RBSA has started the initiative with the support of a consultant from the DLA Piper (Global Law Firm)	

discrimination. This may include ongoing advocacy for countries to make specific commitments to the Child Rights Pledge and/or implement existing commitments in the context of the Global Refugee Forum (GRF).		Flor de Maria Belloso (Protection Assistant, El Salvador), Marina Capriola (Senior Protection Officer, RB Americas) Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, RB Southern Africa) Sarah Faust (Protection Officer, South Africa) and Sarah-Jane Savage (Senior Protection Officer, Zambia)				
Support the two country operations (Zambia and South Africa) to conduct a legal review on the child rights legal framework.	UNHCR Regional Bureau for Southern Africa	Gloria Muleba Mukama/successor (Senior Community-Based Protection Officer, RB Southern Africa) Sarah Faust (Protection	April 2026	Underway.	RBSA has started the initiative with the support of a consultant from the DLA Piper (Global Law Firm)	

		Officer, South Africa) and Sarah-Jane Savage (Senior Protection Officer, Zambia)				
In collaboration with the Social Behaviour Change (SBC), innovation and communication sections, use the available guidance/protocols and ad hoc tools (e.g., U-report on the move) to engage with communities, local organisations, families and children and youth on the move in campaigns to inform the public, especially migrant communities, about their rights and the legal provisions in place to protect them.	UNICEF Country Offices (Child Protection, SBC and Innovation and Communication)	Emelia Allan (Chief Child Protection, Zambia), Makiba Yamano (Chief Child Protection, South Africa), Jorge Ernesto Martinez Ramos (Child Protection Specialist, El Salvador), Rocio Aznar Daban (Chief Child Protection, Mexico)	December 2025	Underway	<p>UNICEF Zambia is in the process of supporting the Government in developing a comprehensive Child Protection SBC Plan through a wide consultative approach which will include components on CotM-specific guidance and tools for engaging communities, families, and children, including migrant communities on protection rights.</p> <p>As part of a comprehensive care initiative for migrant populations in transit, UNICEF El Salvador is implementing a social behaviour change strategy that promotes children's rights in the context of migration. It aims to ensure dignified transit for migrant populations, respecting their rights and providing access to essential services and information.</p>	

					UNICEF El Salvador is also supporting programmes of national and local partners that promote participation and exchanges around CotM with transit and host communities in border areas through education and recreational activities.	
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