

Evaluation Title: Formative Evaluation of the Explosive Ordnance Risk Education (EORE) Programme in the Syrian Arab Republic, UNICEF
Region: MENA
Office: Syria
Evaluation Year: 2024
Person-In-Charge for Follow-up to Management Response: Chief of Child Protection Section
Overall Response to the Evaluation: All members of UNICEF Syria Child Protection Programme, including field staff, have been engaged throughout the evaluation process and Child Protection programme welcomed this participatory approach for the independent evaluation consultant and evaluation manager.
Planned Use of Evaluation: UNICEF Syria Child Protection Programme plans to use the evaluation to improve the design and implementation of the programme which in turn, is intended to support and address the needs and priorities of children affected by EO in Syria.

UNICEF Evaluation Management Response Template

Allowed Editor: Aya Elbizem, Safa AlKahaf						
RECOMMENDATIONS and ACTIONS:						
Evaluation Recommendation or Issue 1: Develop a programme strategy, including a theory of change that clarifies the programme objectives, the approaches to reach those objectives, the causal pathways between different levels and modes of interventions, and how they are intended to lead to a series of results.						
Management Response: (Agree, Partially Agree, Disagree):						
If the recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
1.1 Develop a programme strategy and TOC that clarifies the objective and logic of the programme.	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	March 2025	completed	The consultant followed a participatory approach to draft a strategy specific to the EORE programme, which includes a TOC, causal pathways, objective,	EORE programme strategy document

					and Results framework,	
1.2 Develop standard operating procedures (SOPs) for EORE programming in Syria.	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	December 2025	Not started	Creating a Standard Operating Procedure (SOP) for an EORE programme in Syria in coordination with stakeholders	SoP
Evaluation Recommendation or Issue 2: Strengthen the monitoring of EORE programme results by complementing the current monitoring of coverage with a monitoring of the quality of coverage, including with outcome-level indicators that can monitor change over time in terms of knowledge and the adoption of safer behaviours and practices.						
Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
2.1 Develop an M&E framework that includes indicators that measure the outputs, outcome(s) and impact(s) of the EORE interventions	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina, Joud, Aya, Taleb)	December 2025	Not started	Actions should include scanning the standard global indicators and other indicators used in other countries to improve the monitoring	M&E framework
2.2 Reflect the new indicators in the rolling work plan and indicators handbook.	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina, Joud)	November 2025	Not started	Action will include having our annual workplan which includes all updated indicators	Rolling work plan and indicators handbook.

2.3 Designing and Conducting behavioural survey survey to be implemented on annual bases.	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina, Joud)	December 2025	Not started	Action will include designing KAP and implementing it at least once	Behavioural survey Report of the survey
<p>Evaluation Recommendation or Issue 3: Contribute to improving the availability and reliability of child-focused casualty data and improve evidence-based programming through the establishment of injury surveillance systems that can help in the prioritisation of interventions.</p>						
<p>Management Response: (Agree, Partially Agree, Disagree):</p>						
<p>If recommendation is rejected or partially accepted, report reasons: While the CO agree to this recommendation in principle, yet the CO was not able to have this system considering the sensitivity of the data on children's casualties, especially with the former regime that was controlling in the time of the evaluation. However, after the fall of Al-Asad regime on the 8th of Dec 2024, the CO will explore opportunities to strengthen the system will all stakeholders including the government.</p>						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
3.1 Explore opportunities to strengthen EO injury surveillance with stakeholders including government, NGO partners and other UN agencies	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	December 2025	Not started	Action will include coordination with health sector, NGO partners and UN agencies and advocate to have injury surveillance system.	Minutes of meeting
3.2 Identify an EO injury surveillance Focal Point in the CO who will maintain, consolidate and analyze a database of EO casualties based on existing mechanisms	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	December 2025	Not started	Action will include coordination internally to identify the focal point and harmonized the system	Document to identify the process and the focal points

(IMSMA, MRM, open sources,..)						
Evaluation Recommendation or Issue 4: Leverage the existing EORE materials, reviewed in 2022, and enhance the visuals and more interactive, age-, gender, diversity, and disability-sensitive modes of delivery of the EORE sessions that consider the developmental and learning characteristics of the different groups. The EORE sessions would also benefit from complementarity with diversified, repeated, mass messaging.						
Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
4.1 Prepare a mapping to link EORE activities with incident cases and contamination area.	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina,	October 2025	Not started	Action will include coordination with mine action AOR and IM WG under Mine action to link the EORE activities with mine action area.	Mapping list
4.2 Review the EORE materials against the at-risk groups, including having materials for different ages to be more visual and interactive.	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina,	October 2025	Not started	Action will include revising our current materials and design new items to fit more with our beneficiaries.	Updated RE materials
4.3 Sensitise the revised materials with the community before finalising	Child Protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	February 2026	Not started	Action will include pre-testing the materials by developing sensitisation tool to be implemented by SBC community volunteers or TPMs	Sensitisation report
Evaluation Recommendation or Issue 5: Complement the standardised training package developed with UNMAS with a Training of Trainers (ToT) to help maximise the efficiency and sustainability of capacity-building efforts.						

Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
5.1 Review and complement the standardised training package developed by UNMAS	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	December 2025	Not started	Action will include review UNMAS training package and provide feedback to UNMAS to complement	Reviewed Training package
5.2 Strengthen capacity of UNICEF implementing partners through having master trainers including a backup list. Through ToT training (IPs)	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	February 2026	Not started	Action will include consolidating a list of IP staff to be trained, and explain the objective of the TOT and their expected role	List of attendance
5.3 Set a plan to roll out trainings and provide with coaching to all UNICEF implementing partners.	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	February 2026	Not started	Action will include developing a field office level training plan that include all IPs	Training Plan
Evaluation Recommendation or Issue 6: Strengthen the integration of EORE across UNICEF's sectoral and cross-sectoral interventions to support the programme's sustainability and scalability, and to improve connectedness with complementary and essential services for children and caregivers affected by EO.						
Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
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6.1 Beyond MoE, integrate the EORE programme with at least two other line ministries to ensure sustainability and scalability.	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	December 2025	Not started	Action will include review the ministers' mandate and exploring collaboration in at least two ministries	A pager documenting integration options with challenges and opportunities
6.2. Advocate to have a national strategy for EORE in coordination with all ministries	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	November 2025	Not started	Action will include meetings with Ministry and workshop to advocate having national strategy. UNICEF will also check the possibility of having a national workplan under the ministry leadership.	A briefing note document and MoM
Evaluation Recommendation or Issue 7: In collaboration with the Mine Action AoR and other relevant stakeholders, establish an EORE-dedicated Working Group to design and implement harmonised behavioural change communication messages, based on at-risk profiles. This Working Group can also serve to enhance joint analysis and advocacy.						
Management Response: (Agree, Partially Agree, Disagree):						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
7.1 Formalise EORE Working group with a clear TOR including the roles, responsibilities,	Child protection	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	May 2025	Ongoing	Action will include finalizing the TOR and agree about TWG action plan	TOR of the EORE working group

members, and frequency of meetings.						
7.2 Develop a communication messages and events And mainstreaming for social behaviour change on them.	Child protection (with collaboration from EORE working group)	Chief of CP section (Tech focal points: Jihad, Safa, Zina)	December 2025	Not started	Action will include design a package in coordination with communication and SBC team	List of harmonised messages per risk group Email of sharing the list with the EORE working group