UN WOMEN SYRIA PROGRAMME
PHASE II EVALUATION

ANNEX FINAL REPORT

APRIL 2024

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ANNEX 1: SYRIA PROGRAMME'S ALIGNMENT TO STRATEGIC FRAMEWORKS

The UN Women Strategic Plans (2018-2021[1]and 2022-2025[2]) and the Regional Office for Arab States (ROAS) Strategic Notes (2018-2021 and 2022-2025) are the main planning documents guiding UN Women Syria Programme's programmatic direction and interventions. The Syria Programme is aligned with these strategic frameworks as follows:

UN Women Strategic Plan 2022-2025 impact area 4	**Impact area 4:** Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action	
UN Women Regional Office for Arab States Strategic Note 2022-2025	**Impact 10** More women and girls in the Arab States contribute to, and have influence in, building sustainable peace and resilience, and benefit equally from the prevention of conflicts and disasters, and from humanitarian action, leading to more peaceful and gender-equal societies in the region	**Output 10.3.1** Syrian women leaders are supported to meaningfully participate in the political process and discussions on the future of Syria. **Output 10.3.2** Syrian women's civil society organizations at the local level have increased capacity, access to financial and technical resources and ability to influence stakeholders operating on all tracks of the political process as well as key decision-makers in their communities)
	Outcome 10.3 Women and women's organisations lead, participate and advocate effectively in the Syrian political process from a gender and women's rights perspective	**Output 10.3.3** Local, national and international stakeholders have access to high quality knowledge products that improve understanding and inform programme design on gender equality, women's rights, political participation, and socio-economic issues in the context of Syria **Output 10.3.4** International stakeholders working on the political participation of women in Syria improve coordination and information-sharing on programming and policy interventions on gender equality and women's rights

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[1] UN Women (2017), UN Women Strategic Plan 2018-2021 <https://www.unwomen.org/en/digital-library/publications/2017/8/un-women-strategic-plan-2018-2021>

[2] UN Women (2021), UN Women Strategic Plan 2022-2025 <https://www.unwomen.org/en/un-women-strategic-plan-2022-2025?gclid=Cj0KCQjwhsmaBhCvARIsAIbEbH4ka-xEQ3_kT3Y0Jc5Vq-XHDFAHWg9emp4JdsrQfnNF7f6p6-9wvtoaAtfpEALw_wcB>

UN Women Strategic Plan 2018-2021 Outcome 5	Outcome 5 Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action	Output 13: More commitments on women, peace and security are implemented by Member States and the UN system, and more gender equality advocates influence peace and security processes. Output 14: More women play a greater role and are better served by humanitarian response and recovery efforts. Output 15: More women play a greater role in and are better served by disaster risk management processes.
UN Women Regional Office for Arab States Strategic Note 2018 – 2021, Outcome 6.6	Outcome 6.6: More commitments on women, peace and security are implemented by member States and UN entities in the Arab States region, and more gender equality advocates influence peace and security processes	Output 6.6.1: Accountability to gender equality commitments in Women Peace and Security and Humanitarian Action is enhanced through supporting dialogue and advocacy, and generating evidence-based research

The Syria Programme also contributes to enabling UN Women to deliver on its triple mandate and advancement of gender equality and women's empowerment through the production, analysis and use of sex-disaggregated data, knowledge and research. In line with UN Women's commitment to Results Based Management (RBM), a Development Results Framework (DRF) was developed with performance indicators. The evaluation is expected to use this to assess the programmatic performance.

ANNEX 2: SUMMARY OF PAST EVALUATION

Recommendations of the Mid-Term Evaluation of UN Women's Supporting Syrian Women's Engagement in the Syrian Political Process – Building a Homegrown Constituency for Peace Programme, 2019[3]

RECOMMENDATIONS

Based on in-depth review, the mid-term evaluation identified the following recommendations to UN Women to assist in shaping the next phase of the programme. Recommendations have been organised into overall themes and sub-set recommendations.

1. Inclusion and representation

a. Increase the number of consultations and linkages with grassroots actors inside and outside Syria over the long term, including identifying opportunities for connection of grassroots activities, activism and opinions, with the formal peace process and other Track I and II initiatives. Utilise existing grassroots bodies, networks and platforms to avoid duplication of efforts, ensure relevance, and build relationships and trust with actors beyond the Programme.

b. Use consultations with participants and stakeholders to test the relevance of the topics that are intended to be tabled for dialogue in the WAB and ensure that the programme assumptions are tested in these consultations and remain in line with participants' and stakeholder priorities.

c. Seek to add more young women, emerging grassroots leaders and underrepresented groups to the WAB and/or enable them to be connected to the activities of the WAB and SWIPD through developing methods for participation and consultation specifically for people who are unable to travel or officially participate in the WAB or SWIPD.

2. Transparency and accountability

a. Continue to increase communication and transparency around the recruitment and selection process for WAB members. Do this by updating and sharing ToR for the WAB and the selection procedures with all relevant stakeholders on a regular basis.

b. Aim for internal clarity on the trade-offs between diversity and credibility of members and reflect these trade-offs in the design process for Phase 2 and articulate it in project documentation and DMEL frameworks.

c. Focus on developing ways to improve the relationship and communication between the SWIPD and WAB. Adopting some of the recommendations under the sections on 'Conflict sensitivity' and 'Do No Harm' could go towards this.

3. Conflict sensitivity

a. Update the programme ToC to ensure that it takes into account the limitations that the structural barriers and political complexity of the operating environment impose on the programme activities and objectives; also ensure that the ToC acknowledges the difficulty in achieving a common agenda while simultaneously prioritising diversity and the need for credibility in the WAB. Consult with the WAB and SWIPD on a reworking of the ToC.

b. In programme design and implementation, explore the causes of gender inequality and structural discrimination that women encounter in the Syrian context. This activity could also potentially build

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[3] UN Women, Mid-Term Evaluation: Supporting Syrian Women's Engagement in the Syrian Political Process – Building a Homegrown Constituency for Peace Programme (2019) <https://gate.unwomen.org/Evaluation/Details?EvaluationId=11410>

solidarity between WAB and SWIPD members and raise awareness of internalised mechanisms of restricting women's power and agency.

4. Do No Harm

The following recommendations relate to mitigating the risks of women's participation in and association with the programme, including safety and security concerns.

a. Develop a clear protocol on planning conferences, events and activities to be more constructive and safer, documenting how they are responding to participants' needs, including the safety and security concerns faced by many of the Syrian women who take part in programme initiatives. Ensuring that practical and security concerns around planning of events are addressed is crucial to ensure some level of accessibility and protection for all.

b. Update, share and enforce the existing code of conduct for ensuring safe space for WAB and SWIPD participants.

5. Further training and capacity-building

a. Ensure training and capacity-building focus on preparing women at all levels to participate in decision-making arenas. Specific topics for training mentioned by participants included legal issues and frameworks, constitutional issues, planning and management, and decentralisation. Continue to prioritise and expand upon the training and capacity-building provided to WAB members on cross-cutting technical skills, such as mediation, negotiation and conflict resolution.

b. Deliver further training and project activity opportunities that link the WAB with interests and messages from grassroots groups. Increase investment in training and capacity-building more women and building better networks and constituencies.

c. Ensure that over 50% of the participants of training workshops undergo a needs assessment prior to training and that curricula are adapted to the needs assessment and that examples and content are made directly relevant to the Syria context.

ANNEX 3: EVALUATION MATRIX

#	Evaluation Questions	Indicators	Means of Verification	Sampling, Sources
Relevance				

#	Evaluation Questions	Indicators	Means of Verification	Sampling, Sources
	Relevance: Are we doing the right things?			
	Alignment			
1.	1. To what extent is the Syria Programme aligned with UNSCR 1325 and international gender and human rights instruments? 2. To what extent can the programmebe aligned and contribute to the UN Strategic Framework (UNSF) and the Humanitarian Response Plans (HRPs)? 3. To what extent has the Syria Programme adapted to the contextual changes including the political process and in the changing context of Syria, and continued to be "fit for purpose"?	Evidence of adherence to each international reference framework; UNSCR 1325, UN Strategic Framework and Humanitarian Response Plans. Feedback from evaluation stakeholders on relevance, alignment and adaptation to contextual changes	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, donors, UN and INGO Programme partners
	Efficiency: Is UN Women getting the most out of limited resources?			
	Organizational Efficiency			
2	1 Have strategic partnerships been optimally developed and utilized to contribute towards the programme results? 2 To what extent does the programme management structure support UN Women's collaboration and partnership with the UN entities and CSOs in Syria? 3 What have been some of the lessons of such operational arrangement that can be shared across UN Women?	Presence of leadership that guides the CO with effective management practices that support collaboration and partnership with UN entities and CSOs Feedback from stakeholders demonstrating coordination and mechanism for partnership working contributing towards programme results. Evidence of how strategic partnerships were developed and optimally utilized by the Country Office	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, implementing partners.
	Effectiveness and sustainability: What extent has UN Women contributed to achieving planned outcomes and mitigating negative externalities. The extent to which positive outcome(s) can be maintained and advanced independently by local actors?			
	Achievements			
3	1 Are interventions contributing to the expected outcome? For whom? What unexpected outcome(s) (positive and negative) have been achieved? What are the main enabling and hindering factors of observed outcome(s)? 2 What is UN Women's comparative advantage in this area of work	Evidence of expected outcomes disaggregated by beneficiary/target group Evidence of unexpected (positive and negative) outcomes disaggregated by beneficiary/target group	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government and international partners, CSOs, donors, joint UN programme partners

	compared with other UN entities and key partners?	Feedback on project hindering factors and how they were addressed by the Country Office Evidence of enabling factors and how they were optimally utilized by the Country Office Evidence of CO's comparative advantage, convening and leadership role vis-à-vis other key players		

UN Coordination

4	1 What contribution is UN Women making to improve the coordination of programming and policy interventions between the international stakeholders such as the UN entities, other development players through its partnership with Office of the Special Envoy of the Secretary-General for Syria.	Evidence of the contribution UN Women making to policy and programme coordination between international stakeholders – UN entities and international partners Evidence on coherence between UN Women and joint programmes with other relevant UN entities/international partners	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, international partners, joint UN programme partners

Normative

5	1 What contribution is UN Women making to implement global norms and standards for gender equality and the empowerment of women in the context of Syria?	Evidence of the contribution the Country Office is making to changes in legislation, policy and implementation to promote gender equality and women's empowerment	Document analysis, Surveys, Semi-structured interview	CO staff, government partners, UNCT, donors

Evidence, learning and knowledge management

6	1 How effective are its monitoring, evaluation, learning and knowledge management strategies and practices? 2 What are some of the key lessons learned that can be shared with other UN Women Country Offices and/ Thematic work within UN Women and beyond?	Evidence of strategies and implementation for learning and knowledge management Results monitoring systems in place and utilized Evidence of a learning culture in the Country Office Feedback from CO providing key lessons learned to support thematic work on WPS	Document analysis, Surveys, Semi-structured interview	RO, CO staff, UNCT, donors

Capacity and systems development

7	1 Does the programme have an exit or transition strategy? To what extent were capacity and systems developed to facilitate the programme transition and to ensure sustainability of the programme efforts and results?	Evidence that programming, office structure and resource mobilization has clear systems in place to facilitate an exit and transition strategy.	Document analysis, Surveys, Semi-structured interview	RO, CO staff, partners, CSOs

Localization/Ownership

8	1 Are different parts of the Syria Programme effectively localized on the ground (taking into account the programme presence being outside Syria)?	Evidence that the Syria Programme is effectively localised on the ground Evidence of consultation of CSOs both inside and outside Syria in design and development of the programme Evidence of engagement, support and resourcing institutional capacities of CSOs both inside and outside Syria	Document analysis, Surveys, Semi-structured interview	RO, CO staff, partners, CSOs

Human Rights and Gender Equality				

Leave No One Behind			
9	1 To what extent the interventions are informed of gender, human rights and disability inclusion approaches and other intersectionality concerns and contributing towards gender transformative changes to advance and sustain gender equality and women's empowerment? 2 To what extent the Syria Programme interventions are adhering to the principles and standards of Leaving no one behind and targeting and benefitting traditionally excluded women and girls?	Evidence of strategies and actions that demonstrate interventions of the CO identifies the most marginalized groups and individuals, assesses and addresses their differential needs in a systematic way. Evidence of the extent the gender equality and women's empowerment is mainstreamed through UN interventions Evidence of the extent the gender human rights and disability inclusion is mainstreamed through UN Women interventions	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

ANNEX 4: EVALUABILITY ASSESSMENT

In line with UN Women's commitment to Results Based Management, the programme an evaluability assessment was conducted by the evaluation team based on a review of programme indicators using SMART[4] and RBM[5]best practices to guide the assessment. The evaluability assessment was also informed by consultations with key UN Women personnel during scoping interviews. Findings are presented below:

1. **Completeness of the performance framework and availability of data (prepared by the Evaluation Team from Country Office Annual Work Plans)**

Year	Presence of Baselines	Presence of Targets	Performance framework Completeness
2020	100%	100%	Strong
2021	100%	100%	Strong
2022	100%	100%	Strong

2. Results and Indicators Quality Check
A quality assessment of the outcomes, outputs and indicators was conducted, using SMART and RBM best practices and the following evaluability assessment grading guidance
developed by UN Women IEAS:

Grading Guidance[6]		
Weak = few attributes (~1-3)	**Adequate** = some attributes (~4-6)	**Strong** = many attributes (~6+)
Where limited feedback is written, assess based on provided feedback.		
Outcomes	**Outputs**	**Indicators**
UN Women can influence or contribute to change	Within control of UN Women or partners (responsible party)	Clearly measures change (outcome) or potential for change (output)
Intermediate-level scope of change	Immediate-level change (during programme)	Logical direct (preferred) or proxy (acceptable) indication of change
Change in behavior, institutional performance, attitude, beliefs	Change in any of the following, among others: skills, abilities, knowledge, awareness, capacity, accountability; availability of products, data, or services; something created, built or repaired; Institutional arrangements, leadership, efficiency; advocacy or dialogue mechanisms.	Clearly aligned to output(s)
Singular Focus	Uses change language (not action language)	Specific (Sets precise criteria for success)
Specific	Specific (Sets precise criteria for success)	Singular Focus

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[4] SMART signifies Specific, Measurable, Achievable, Realistic, and Time-bound.
[5] UN Women Training Centre eLearning Campus, *Results-Based Management Guidance* (2017), Available from: https://trainingcentre.unwomen.org/enrol/index.php?id=184
[6] This rating table was replicated from another UN Women Country Portfolio Evaluation conducted in Cambodia, and should be credited to that CPE's evaluation team: Dr. Sovith Sin, National Evaluation Consultant, Lilia Ormonbekova, Evaluation Consultant, Truong Thi Hong Nhu, Junior Evaluation Consultant, and Sabrina Evangelista, UN Women Regional Evaluation Specialist, Asia Pacific.

Measurable	Singular focus	Plain language
Achievable		Valid / Reliable

Summary: Outcomes, outputs, and indicators assessment by level of the results framework

	Strong	Adequate	Weak
Impact indicator (1)	1 (100%)		
Outcome (1)	1 (100%)		
Outcome Indicator (8)	7 (87.5%)	1 (12.5%)	
Output (3)	3 (100%)		
Output Indicator (24)	16 (66.6%)	6 (25%)	2 (8.3%)

	Outcomes/Outputs/Indicators	Quality Score
Impact 4	More women and girls in the Arab States contribute to, and have influence in, building sustainable peace and resilience, and benefit equally from the prevention of conflicts and disasters, and from humanitarian action, leading to more peaceful and gender-equal societies in the region	
Indicator 4.2	Percentage of women mediators, negotiators, and signatories in major peace processes (Desk Review)	**Rating**: Strong Pros: measurable, singular focus, valid, reliable; data available, well specified definitions
Outcome 1	Syrian women and women's organizations lead, participate and advocate effectively in the Syrian political process from a gender and women's rights perspective	**Rating**: Strong Pros: clear role of institution and behavioral change of individuals defined
Indicator	Number of instances where the concerns/issues/recommendations put forward by women's civil society are addressed in outcome documents or statements related to the political process or other high-level discussions on the future of Syria	**Rating**: Strong Pros: measurable, valid
Indicator	Number of new or updated position papers and knowledge products undertaken by supported women leaders	**Rating**: Strong **Pros**: measurable, singular focus, valid, precise, measures change
Indicator	Number of **new** joint actions, statements, activities, programming, position papers etc. undertaken by supported women leaders **and organizations**	**Rating**: Strong Pros: measurable, valid, measures change Cons: scope to specify "etc"
Indicator	Percentage of stakeholders and beneficiaries indicating relevance of UN Women interventions in advancing women's rights and gender equality in the Syrian context	**Rating**: Strong pros: measurable, clearly defined, cons:
Indicator	Percentage of engaged stakeholders report that use UNW products to inform coordination, programming, and diplomatic efforts	**Rating**: **Strong** **pros**: measurable
Indicator	Number of women participating as delegates to formal peace negotiations or mediation processes	**Rating**: Strong pros: measurable, singular focus, reliable
Indicator	Level of confidence of women regarding their participation in the political process	**Rating**: Strong pros: cons: reliability is questionable as the

		subjectivity of "level of confidence" is high and measurement error likely to arise
Indicator	Level of influence of civil society organizations working on gender equality and women's empowerment, including women's organizations, in key normative, policy and peace processes (CO, RO, HQ)	**Rating**: Adequate pros: cons: unclear how "influence" will be measured.
Output 1.1	Syrian women leaders have increased access to the political process and discussion on the future of Syria	**Rating**: Strong Pros: clear role of institutions and behavior of individuals defined, measures potential for change
Indicator SN 10.3.1A	Percentage of WAB meetings that are convened in parallel to official talks	**Rating**: Adequate **pros**: measurable, singular focus, valid **cons**: reads more like an activity, does not indicate changes at output level
Indicator SN 10.3.1B	Number of Security Council statements on Syria that reference gender equality and women's rights issues Additional measurement: Number of Syrian women briefers to the Security Council	**Rating**: Strong **pros**: measurable, singular focus
Indicator SN 10.3.1C	Percentage of WAB members reporting increased capacity to influence political process and discussions on the future of Syria / Phase II Donor Reports: Percentage of women leaders surveyed that report improvement in technical capacity (thematic or strategic)	**Rating**: Strong **pros**: measurable, singular focus
Indicator SN 10.3.1D	Percentage of WAB members who report deepened knowledge on key issues affecting the future of Syria	**Rating**: Strong pros: measurable, clearly measures change, clearly defined terms cons:
Indicator SN 10.3.1E	Percentage increase in high-level meetings conducted by the WAB	**Rating**: Strong pros: measurable, clearly measures change, valid, precise cons:
Indicator	Number of meetings between WAB and international stakeholders	**Rating**: Adequate pros: measurable, valid, precise **cons**: More like an activity than output level change
Indicator	Number of WAB meetings convened that seek to deepen its knowledge on themes and/or strategic engagement on the political process	**Rating**: Adequate pros: measurable, valid, precise **cons**: More like an activity than output level change
Output 1.2	Syrian women's civil society organizations have increased knowledge, financial and technical resources and ability to influence political and decision-making processes	**Rating**: Strong Pros: clear role of institutions and behavior of individuals defined, measures potential for change
Indicator SN 10.3.2B	Per centage of civil society beneficiaries reporting increased knowledge on topics related to political processes, gender equality and women's rights	**Rating**: Strong Pros: clearly measures potential for change
Indicator SN 10.3.2C	Percentage of civil society beneficiaries reporting increased access to stakeholders involved in political processes	**Rating**: Strong Pros: clearly measures potential for change
Indicator	Percentage of civil society beneficiaries reporting increased connection and access to the political process	**Rating**: Strong Pros: clearly measures potential for change

Indicator SN 10.3.2D	Percentage of organizations supported reporting increased organizational capacity	**Rating**: Strong Pros: measurable, clearly measures change
Indicator SP 0.5.d:	Number of civil society organizations working on gender equality and women's empowerment, especially women's organizations, that have strengthened capacity to exercise their leadership role towards the achievement of gender equality and women's empowerment (CO, RO, HQ)	**Rating**: Strong Pros: measurable, clearly measures change
Indicator	Number of women participating in trust building dialogue forums or workshops	**Rating:** Adequate Pros: measurable, measures change Cons: suggest disaggregating from LNOB lens
Indicator	Number of local women's organizations supported	**Rating**: Weak Pros: measurable Cons: not specific (women led organizations or organizations that advocate/support women's rights), support in what capacity?
Output 1.3	Local, national and international stakeholders have enhanced access to high quality knowledge products on gender equality, women's rights, political participation, and socio-economic issues in the context of Syria	**Rating**: Strong Pros: clear role of institutions and their performance defined, potential to measure change
Indicator SN 10.3.3B	Level of use of analytical products by stakeholders	**Rating**: Strong **Pros**: measurable, categorized well, measures change Cons: might consider adding the estimated number of times products have been used for clarity
Indicator SN 10.3.3C	Number of stakeholders that receive UN Women analytical products	**Rating**: Strong Pros: measurable, singular focus, measures change
	Number of analytical products produced	**Rating**: Strong Pros: measurable Cons: not specific (what type of knowledge products?)
Indicator	Number of instances per year of use of analytical products by partners and donors, disaggregated by type of use, including for programme design	Rating: Strong Pros: measurable, categorized well, may qualify as an intermediate outcome rather than an output
Indicator SP 0.6.c:	Number of gender statistics and sex-disaggregated data collection initiatives, including in emerging areas conducted or analyzed (CO)	**Rating**: Strong Pros: measurable Cons:
Indicator SN 10.3.4B	Number of responsive meetings convened to leverage policy windows	**Rating:** Strong Pros: within control of UN Women, measures change **Cons:** scope to measure end result envisaged rather than number of meetings convened
Indicator SN 10.3.4C	Percentage of stakeholder respondents that report higher level of understanding of gender equality dimensions of the Syrian conflict.	**Rating:** Strong Pros: singular focus, measurable Cons:
Indicator Output 1.4: SP 0.7.a:	Number of thematic interagency mechanisms/teams that effectively address gender mainstreaming in priority areas (CO, RO, HQ)	**Rating**: Weak Pros: Cons: not specific (priority areas?); Effectively address is vague (what are the reference points to ascertain that gender mainstreaming has been adequately addressed?)

Indicator	Percentage of Syrian women civil society actors that report increased information sharing and coordination with other relevant groups and individuals	**Rating: Adequate** **Pros:** measurable **Cons:** include "Percentage of Syrian women civil society actors targeted by the programme". Define other relevant groups and individuals.
Indicator	Number of coordination meetings per year	**Rating**: Adequate Pros: clearly measures change, measurable, available Cons: scope to measure end result rather than the number of meetings

ANNEX 5 LIST OF STAKEHOLDERS CONSULTED

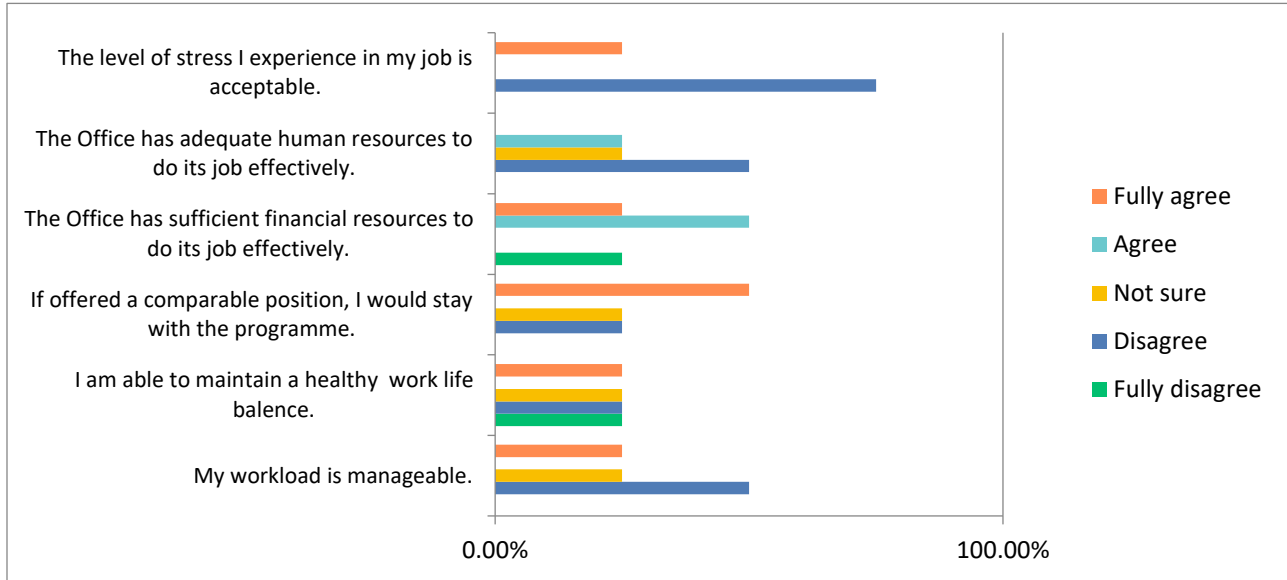| No	Institution	Position	Gender
Government			
1	Government of Finland	Head of Cooperation	Female
2	Government of Finland	Ambassador to Syria	Female
3	Government of the Netherlands	Deputy Special Envoy	Female
4	Government of Norway	First Secretary	Male
5	European Union	Crisis Response Planner	Female
UN Entities			
6	UN Women	Deputy Chief, Peace and Security	Female
7	UN Women	Syria Programme Manager	Male
8	UN Women	Syria Programme Monitoring and Evaluation Officer	Female
9	UN Women	Syria WPS Programme Analyst	Female
10	UN Women	Syria Programme Analyst/Civil Society Manager	Male
11	UN Women	Arab States Regional Director	Female
12	UN Women	Arab States Deputy Regional Director	Female
13	UN Women/OSE	Syria Gender Analyst	Female
14	UN Women	Syria Humanitarian Coordination Specialist	Female
15	UN Women	Arab States Chief of Communications Unit	Female
16	UN Women	Policy Specialist Women Peace and Security	Male
17	UNFPA	Previous Resident Coordinator's Office Team Leader	Male
18	World Food Programme	Gender Advisor	Female
19	OHCHR	Human Righst Advisor to the RC/HC	Male
20	ESCWA	Programme Manager	Female
21	OSE	Gender Advisor	Female
INGOs			
22	Kvinna till Kvinna	Syria Programme Officer	Female
23	Care International	Syria Country Director	Female
24	Sema International	Protection Manager	Male
Implementing Partners			
25	Basmeh Zaytooneh	Programme Manager	Male
26	CCSD	Programme Manager	Male
27	Impact	Director	Female
28	SFCG	Programme Manager	Female
29	MIdmar	Programme Manager	Female
Syrian Stakeholders and CSO Representatives			
30	Consultant	WAB Facilitator	Male
31	Consultant	WAB Facilitator	Male
32	Women Focused Organisation	CSO Representative,	Male
33	Women Focused Organisation	CSO Representative	Female
34	Women Focused Organisation	CSO Representative	Female

35	Women Focused Organisation	CSO Representative	Female
36	Women Focused Organisation	CSO Representative	Female
37	Women Focused Organisation	CSO Representative	Female
38	Women Focused Organisation	CSO Representative	Female
39	Women Focused Organisation	CSO Representative	Female
40	Women Focused Organisation	CSO Representative	Female
41	Women Focused Organisation	CSO Representative	Female
42	Women Focused Organisation	CSO Representative	Female
43	Women Focused Organisation	CSO Representative	Female
44	Women Focused Organisation	CSO Representative	Female
45	Women Focused Organisation	CSO Representative	Female
46	Women Focused Organisation	CSO Representative	Female
47	WAB	WAB Member	Female
48	WAB	WAB Member	Female
49	WAB	WAB Member	Female

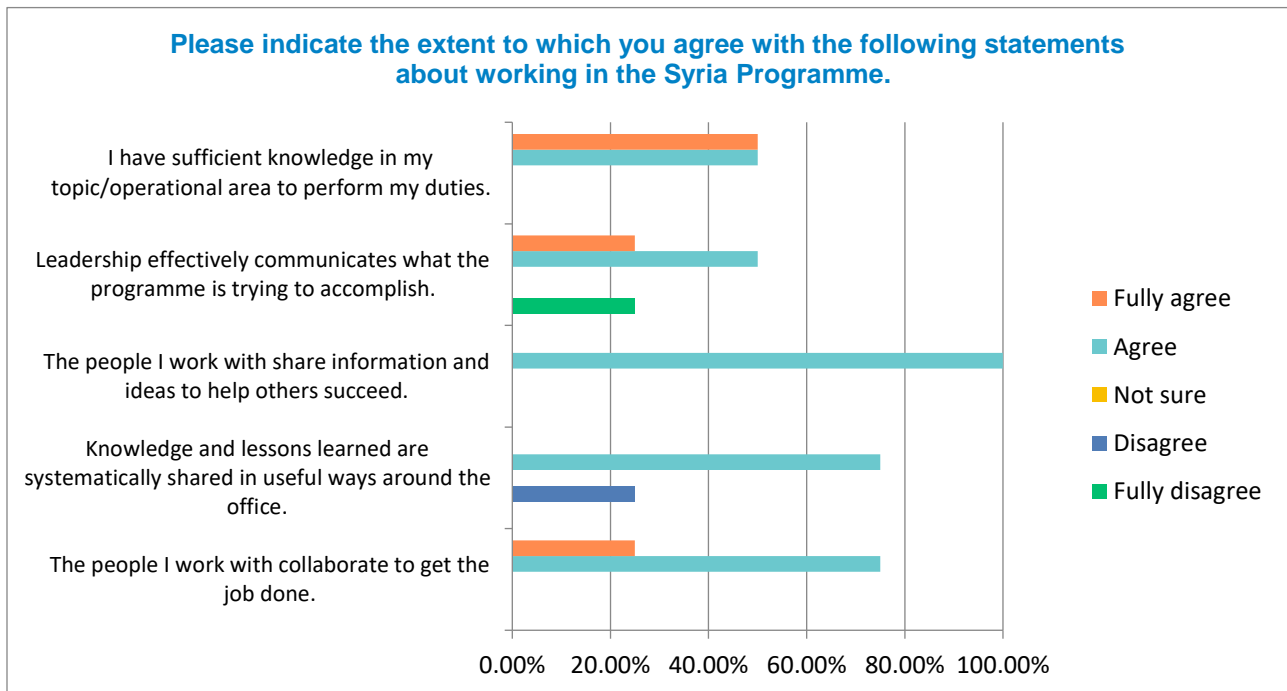|	Government Occupied Syria	Northeastern Syria	North-west Syria	Outside Syria
KIIs	5	4	6	34
Female	4	4	6	22
Male	1	0	0	12

ANNEX 6: SURVEY RESULTS

SYRIA PERSONNEL SURVEY

Q1: Motivation and Engagement

Q2: Collaboration and communication

Q3: Innovation and agility

**Please indicate the extent to which you agree with the following statements about working in the Syria Programme.**
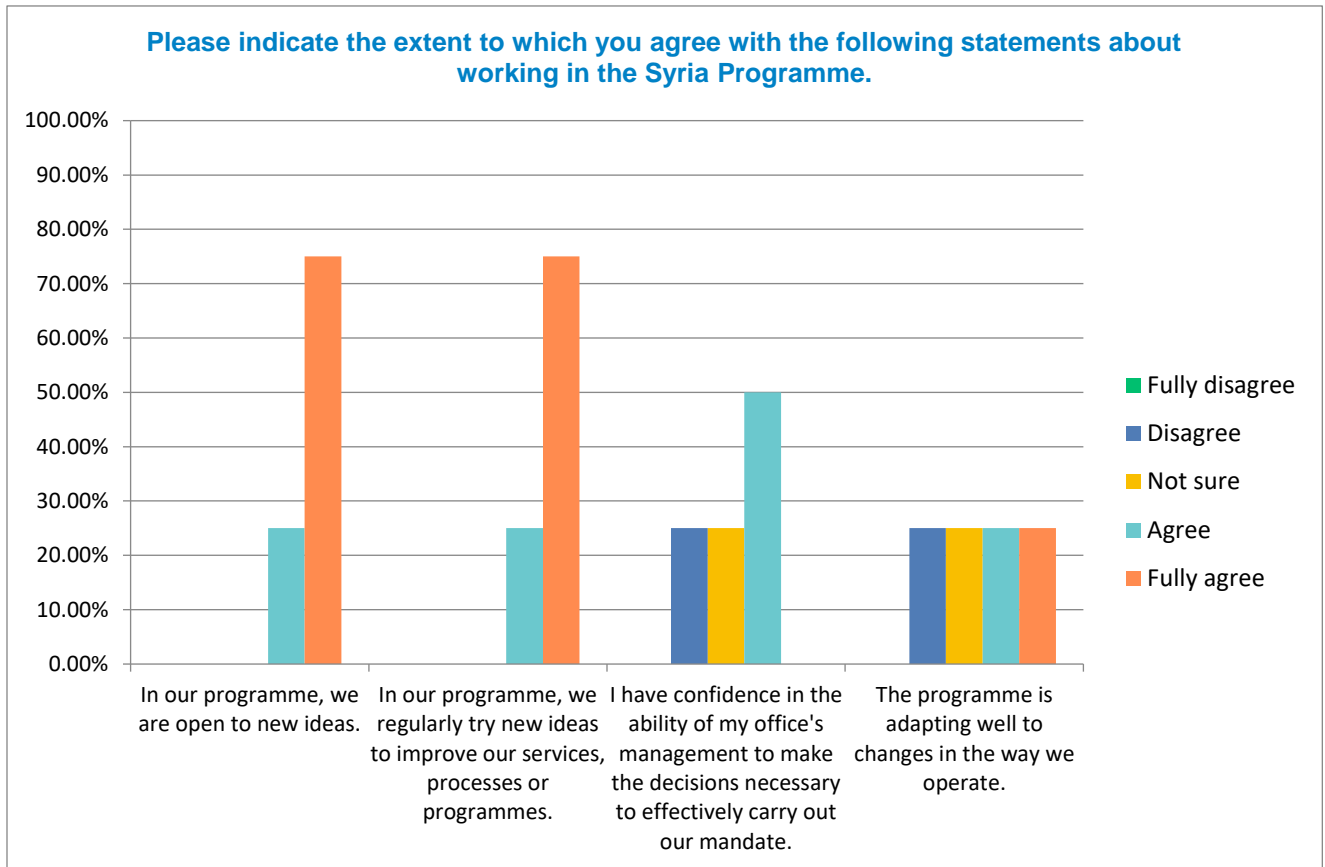

Training opportunities staff had participated in since 2020: Atlas, Quantum training, One All, operational and programme management training. One respondent note that they gained continuous learning through meetings, workshops and consultations. Another respondent noted that one challenge was that there is not a complete list of training opportunities and that staff do not receive training/learning opportunities unless it is channeled by operations colleagues.

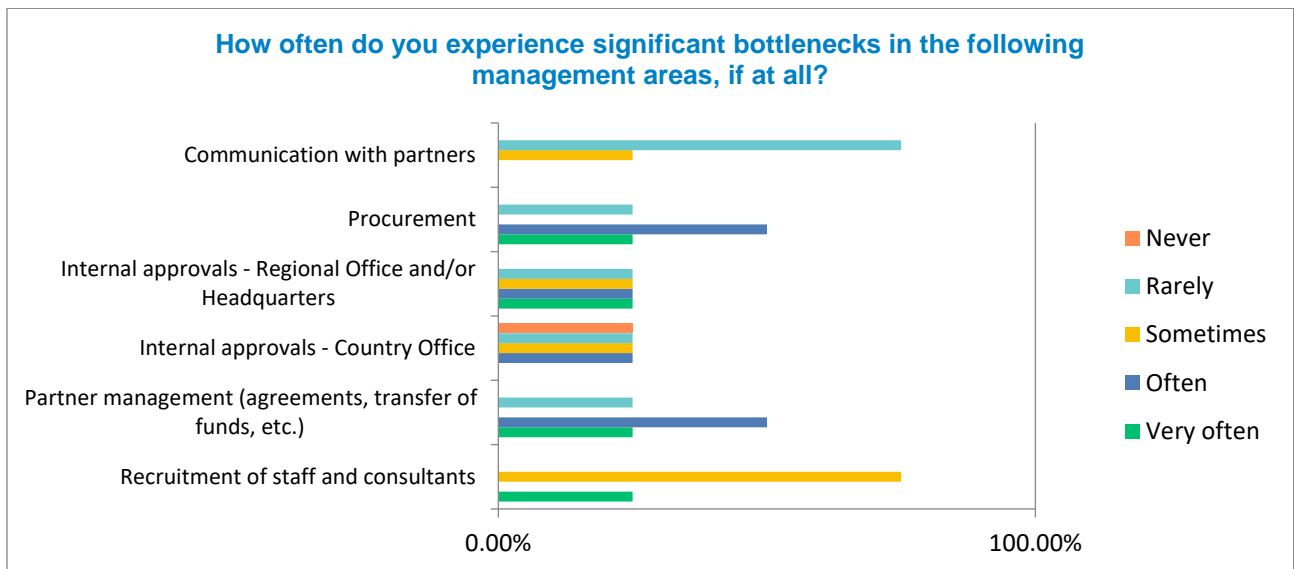## Q4 : Areas you often seek support in your work
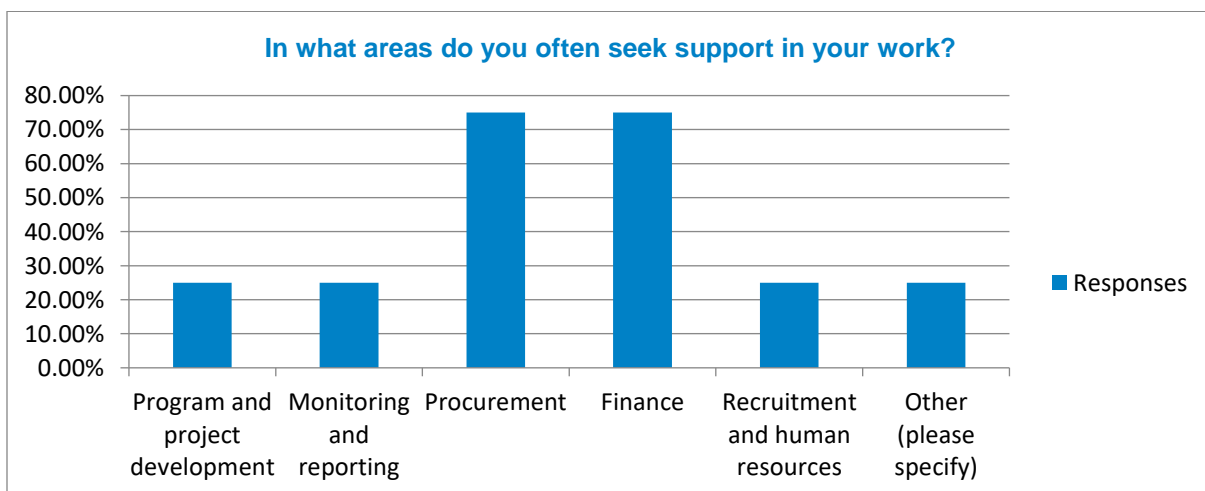
Q5: Level of satisfaction with support by UN Women

Please rate your level of satisfaction with the support provided by the UN Women offices listed below.
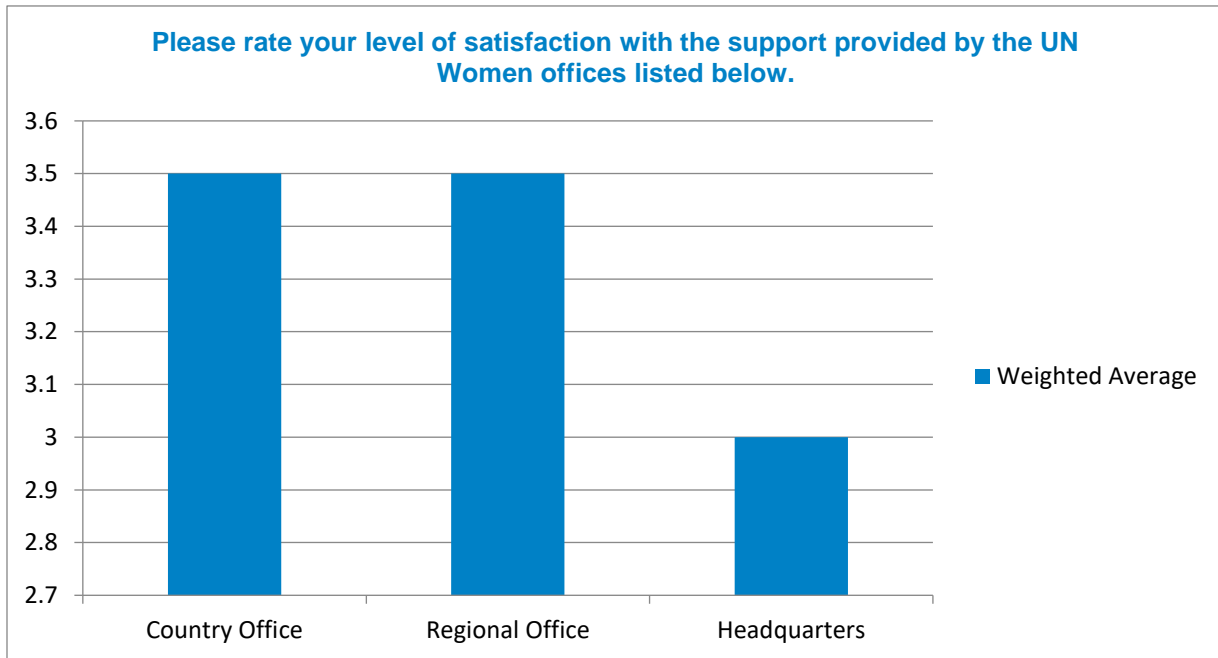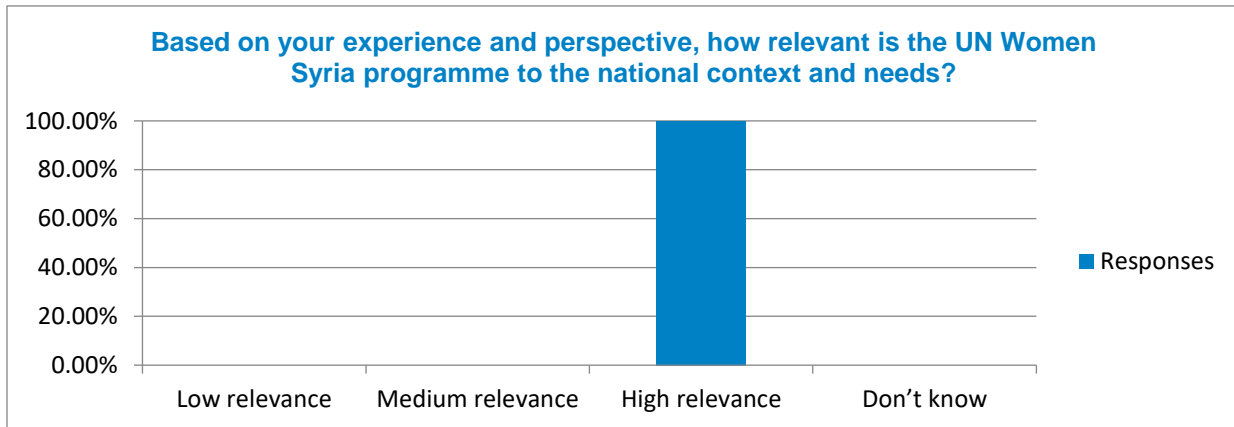

Comments on ways support could be improved included:
- timely trouble shooting of issues related to Quantum as it has direct impact on the activities implementation   enhancing our fast track procedures to be more efficient and relevant to operating in crises affected contexts
- support related to M&E and on matters related to strategic advice.
- The Regional Office could offer more support as requested.

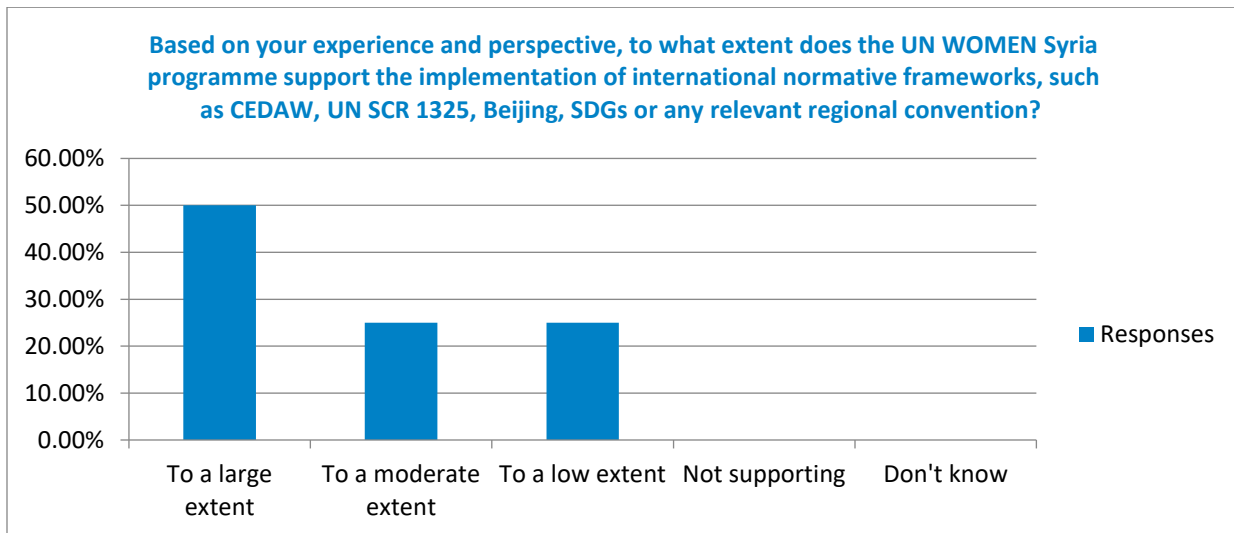**Q6: Significant bottlenecks across management areas**

How often do you experience significant bottlenecks in the following management areas, if at all?

Q7: Relevance of Syria Programme

Based on your experience and perspective, how relevant is the UN Women Syria programme to the national context and needs?

(Bar chart showing responses across categories: Low relevance, Medium relevance, High relevance, Don't know. High relevance = 100.00%)
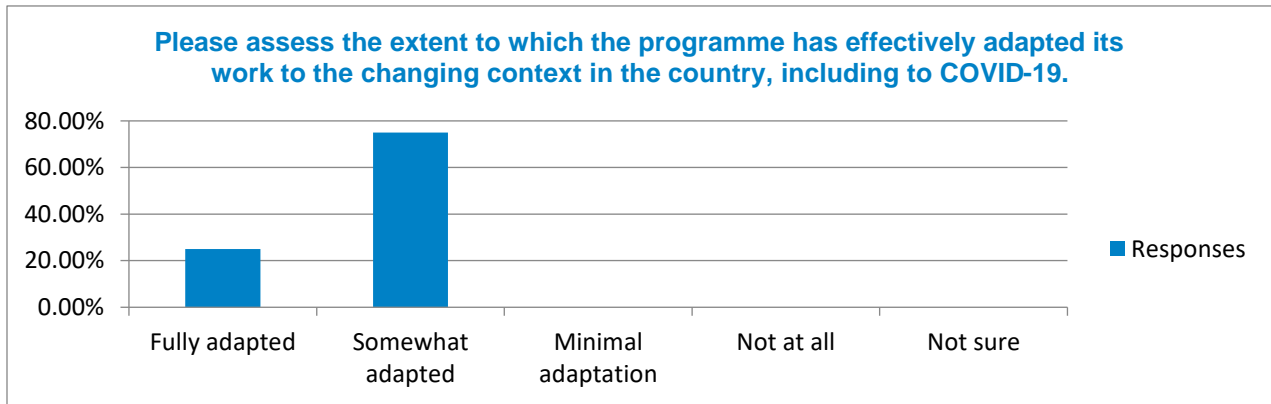
Legend: ■ Responses

Personnel commented on the positive impact of the programme on Syrian women as a result of the expansion and increased level of engagement of Syrian women through the civil society pillar. One respondent highlighted how, relevance was achieved through the programme being built around ongoing and real-time consultation and adaptation with partners, beneficiaries and key stakeholders which allows for ongoing revision and adaptation together with strongly linkages to the political process.

Q8: Alignment to international normative frameworks

Based on your experience and perspective, to what extent does the UN WOMEN Syria programme support the implementation of international normative frameworks, such as CEDAW, UN SCR 1325, Beijing, SDGs or any relevant regional convention?

(Bar chart showing responses across categories: To a large extent = 50.00%, To a moderate extent = 25.00%, To a low extent = 25.00%, Not supporting, Don't know)

Legend: ■ Responses

One respondent commented on programmes direct alignment to UNSCR 1325 and 2254 and that the Programme is exerting all efforts to ensure the political empowerment of Syrian women on all tracks.

Q 10: Extent to which the programme has effectively adapted

Please assess the extent to which the programme has effectively adapted its work to the changing context in the country, including to COVID-19.
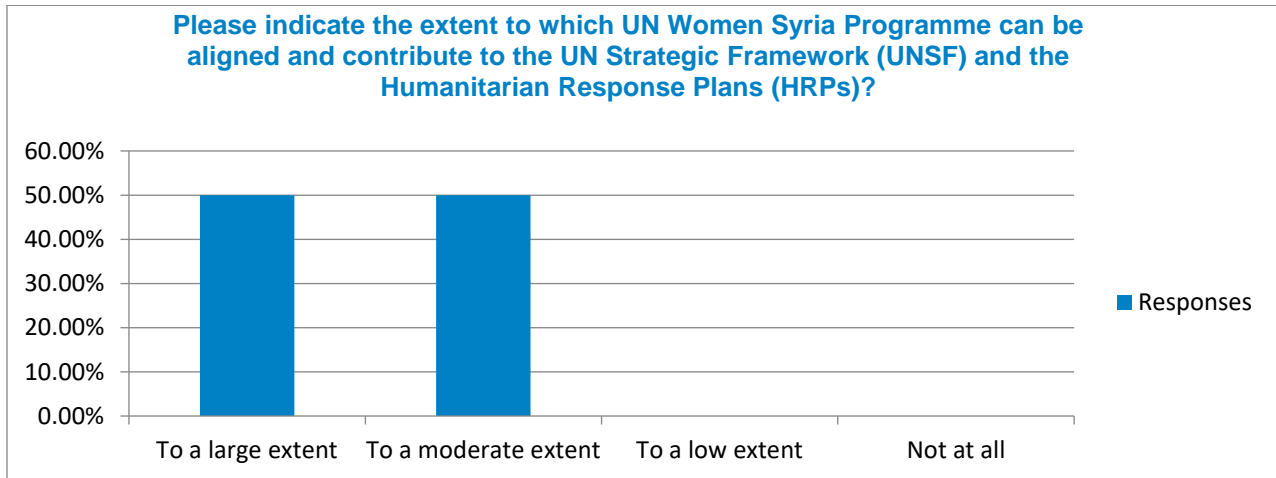

Comments highlighted that the political process pillar was hit the hardest by Covid-19 given that it was based on physical convenings. However, the team adapted well moving meetings to virtual sessions and despite challenges in attaining the same level of outputs, over time virtual meetings had major outcomes. Working from home modalities equipped staff with needed measures to enable effective working from office for core staff. Another respondent noted that partner agreements' and action plans had to be reshaped to factor such in Covid-19 restrictions.

Q 11: UN Women's added value

Please rate the level of value added by UN Women Syria programme in the areas listed below.
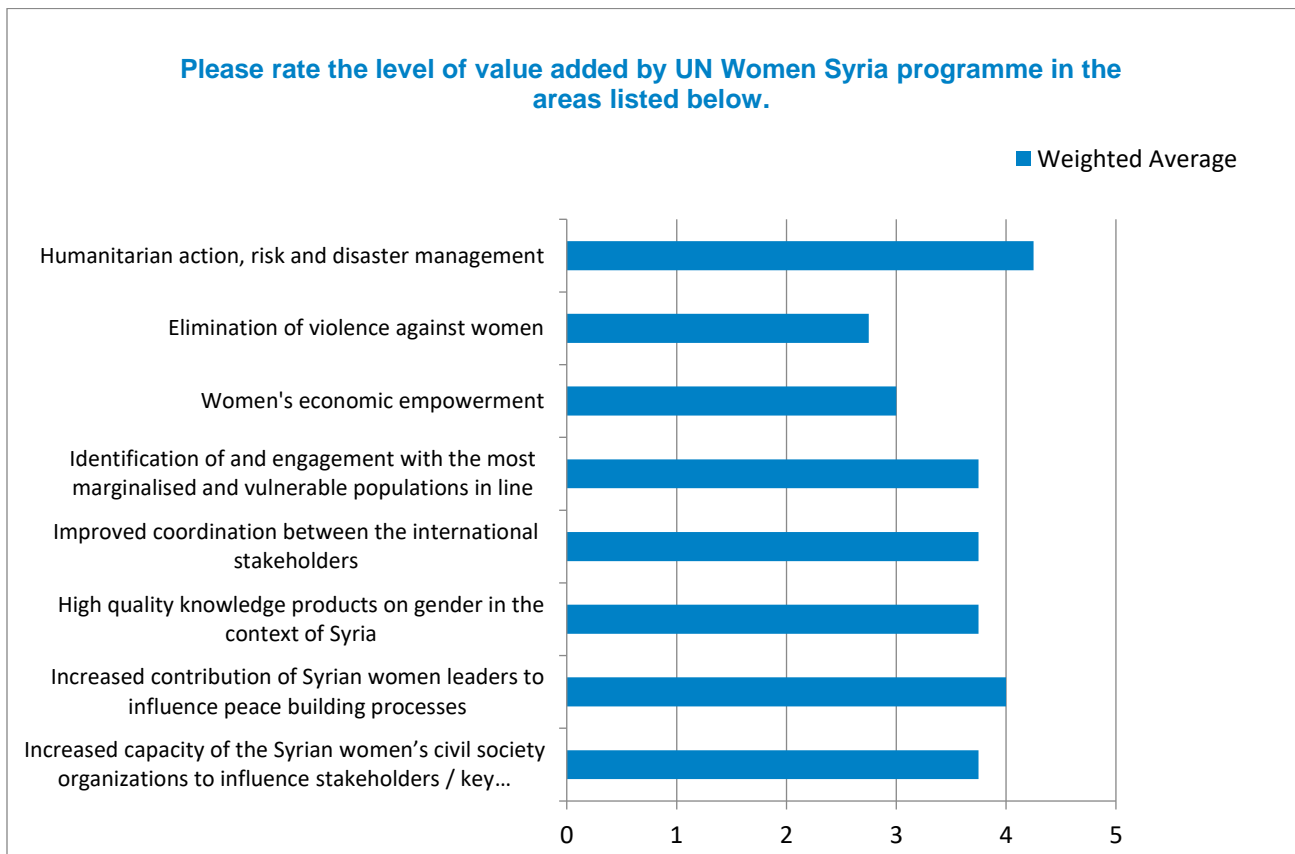
One respondent noted that more diverse Syrian women are being impacted by the civil society pillar.

Q12: Alignment to UNSF and HRPs

Please indicate the extent to which UN Women Syria Programme can be aligned and contribute to the UN Strategic Framework (UNSF) and the Humanitarian Response Plans (HRPs)?
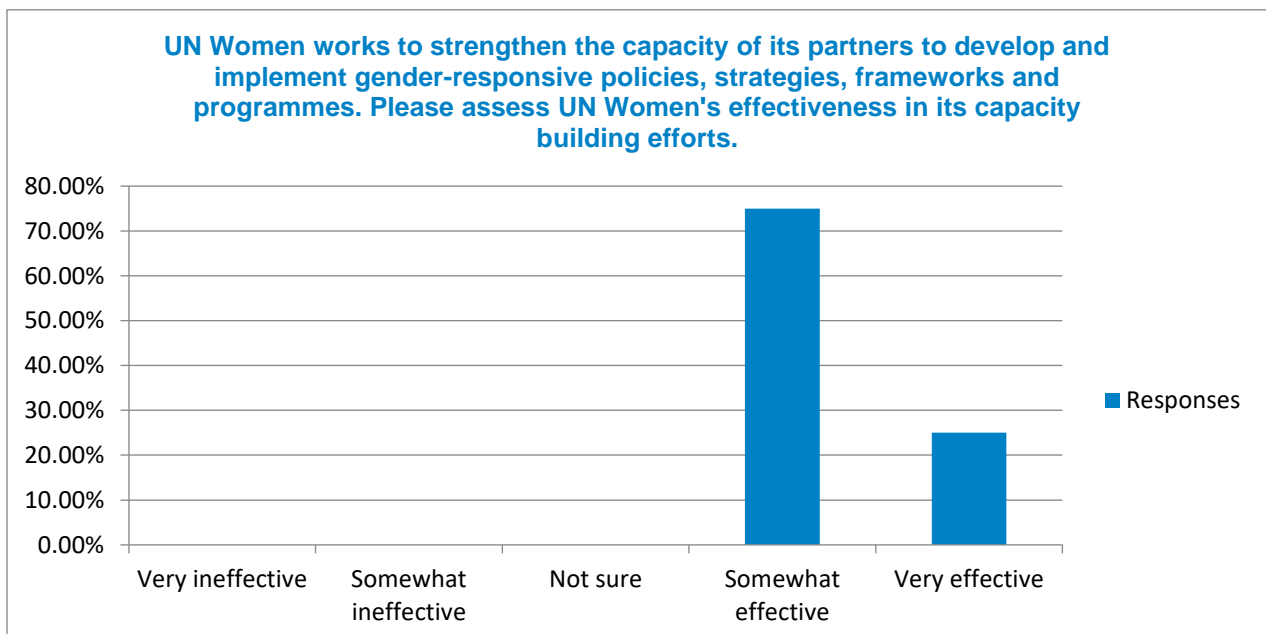

One comment highlighted the need for more information on the UNSF/HRPs highlighted in interviews/induction.

Q13: Please share three results of the Syria programme Phase II that you are most proud of?
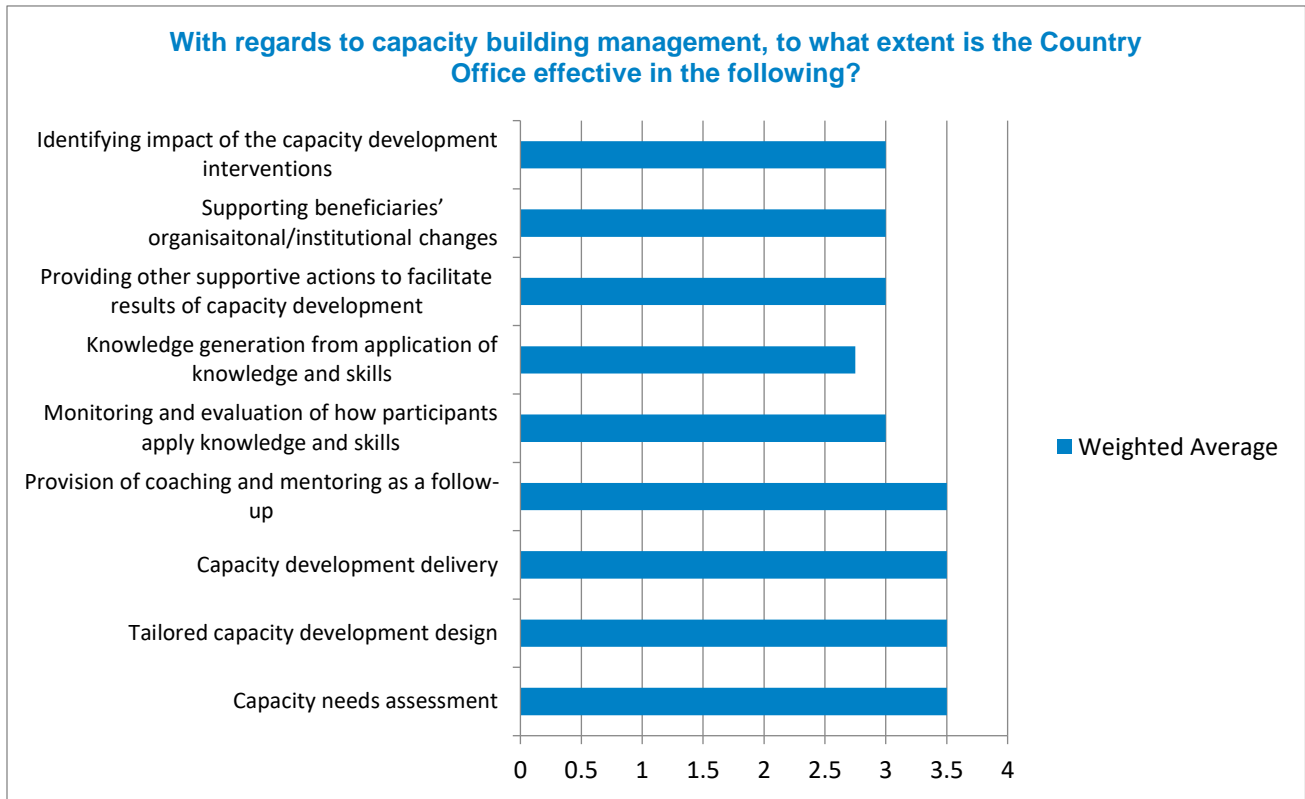
Responses highlighted the following results:
- The support to the Women Advisory Board and WAB meetings consistently convening in parallel to the CC talks (currently stalled) as well as high-level engagement
- Increased focus on knowledge management and research as well as coordination with other UN agencies
- The post Earthquake Gender Analysis
- Consultations with women leaders
- Larger civil society portfolio covering all Syrian geographies

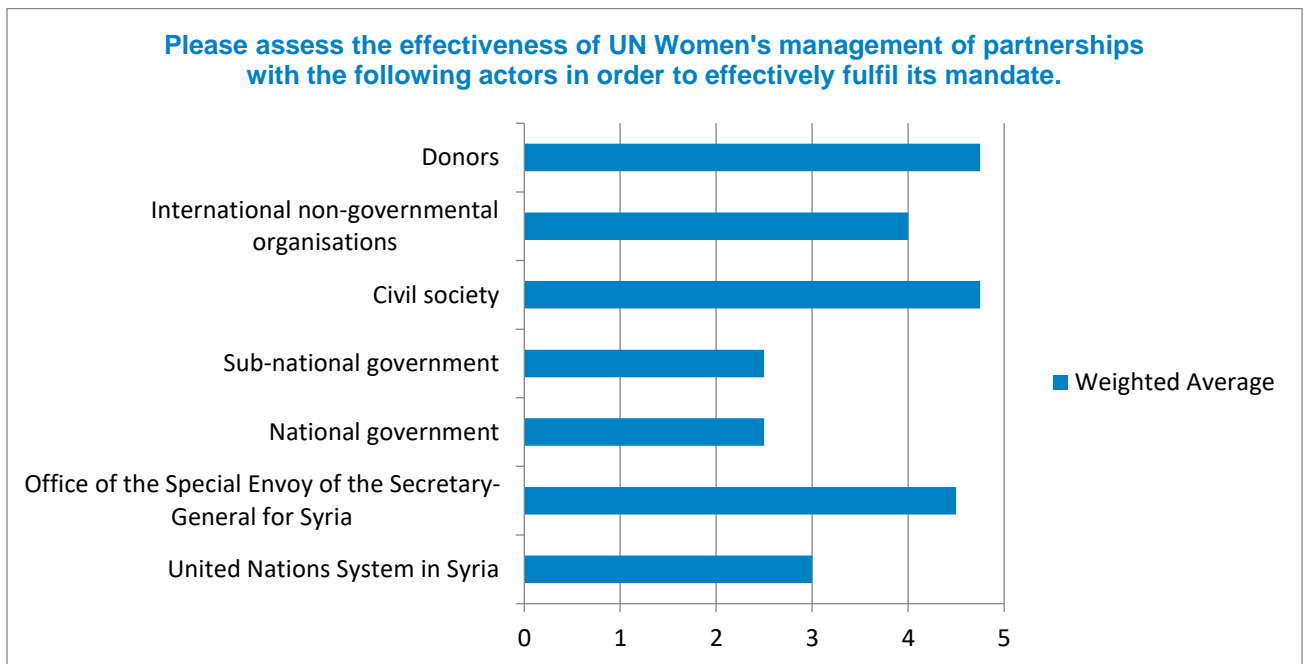**Q14: Capacity Building**

UN Women works to strengthen the capacity of its partners to develop and implement gender-responsive policies, strategies, frameworks and programmes. Please assess UN Women's effectiveness in its capacity building efforts.

Q15: Capacity building management

With regards to capacity building management, to what extent is the Country Office effective in the following?

Identifying impact of the capacity development interventions

Supporting beneficiaries' organisaitonal/institutional changes

Providing other supportive actions to facilitate results of capacity development

Knowledge generation from application of knowledge and skills

Monitoring and evaluation of how participants apply knowledge and skills

Provision of coaching and mentoring as a follow-up

Capacity development delivery

Tailored capacity development design

Capacity needs assessment

■ Weighted Average

0   0.5   1   1.5   2   2.5   3   3.5   4

Q16: Partnership Management

Please assess the effectiveness of UN Women's management of partnerships with the following actors in order to effectively fulfil its mandate.

Donors

International non-governmental organisations

Civil society

Sub-national government

National government

Office of the Special Envoy of the Secretary-General for Syria

United Nations System in Syria

■ Weighted Average

0   1   2   3   4   5

Q17: What areas, if any, require more attention from UN Women to advance its mission for the Syrian women's empowerment and gender equality?

Suggestions provided included: HDP Nexus; Engaging men and boys; Providing technical advise on gender issues; The diversification away from the political process and expand the engagement in civil society support and other T2-T3 interventions; More coordination with other UN agencies.

Q18: Please highlight 1 or 2 of the main risks and mitigation strategies that you have identified during the implementation of the current phase of the Syria programme, if any.

The key risks highlighted related to the stalled political process and ensuring that the WAB continues to remains relevant to the process given the current stalemate and does not resul in increased donor fatigue and demotivation of Syrian women leaders. One respondent highlighted that mitigation is required to ensure that women's participation in the political process remains a top priority for OSE and donors, and that the programme establishes ways of working and activities that could enhance the participation of women once the peace process restarts.

Q19: Are there any funding challenges that the programme is facing?

Whilst one respondent noted that the Programme has funding pipeline till 2025 with soft pipeline opportunities, other respondent highlighted the needs to expand and identify new sources of funding in order to increase the impact and capitalise on the growing network of CSOs, and credibility among women CSO actors.
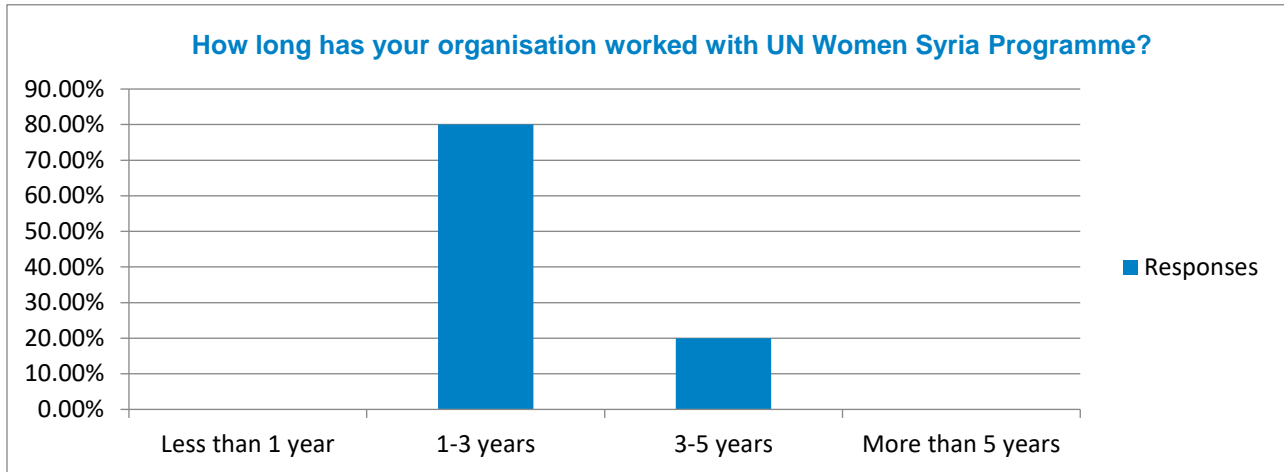
Q20: Please use this space to suggest 2-3 actions for UN Women regarding its approach to achieving gender equality and women's empowerment in the country.

Actions noted the need to ensure the involvement of more diverse Syrian women in Track I and II and support more diverse civil society partners (Track III) in Syria as well as enhancing current coordination mechanisms with greater links to other UN agencies operating on Syria.
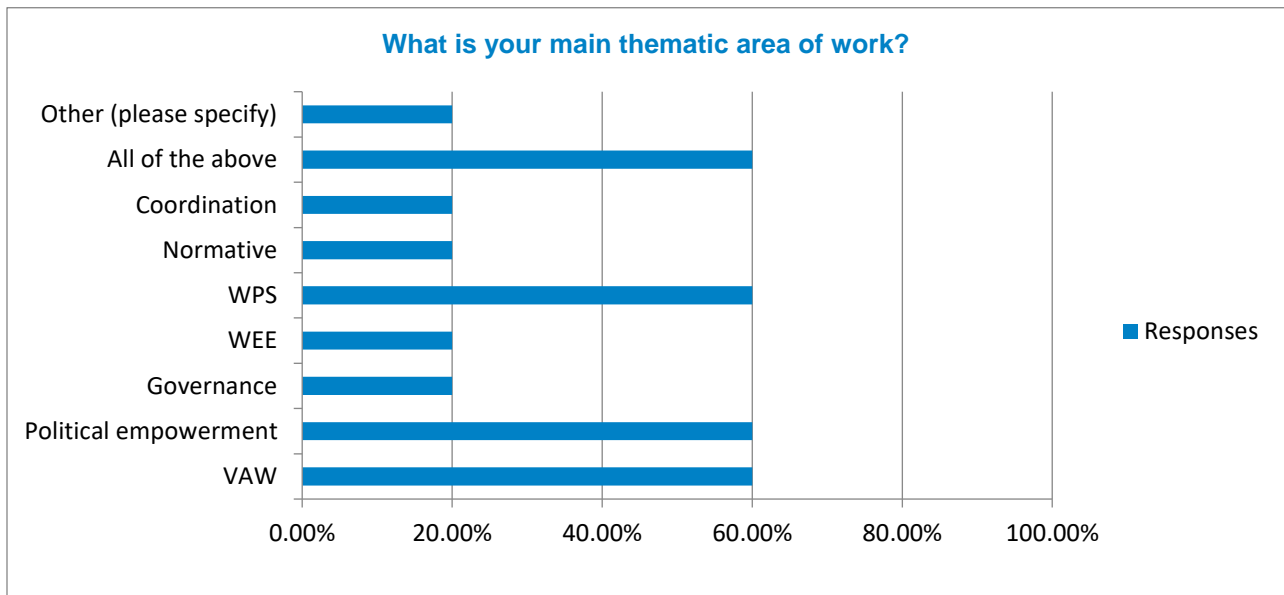
IMPLEMENTING PARTNERS SURVEY

There were five respondents to the partner survey, representing four Implementing Partners
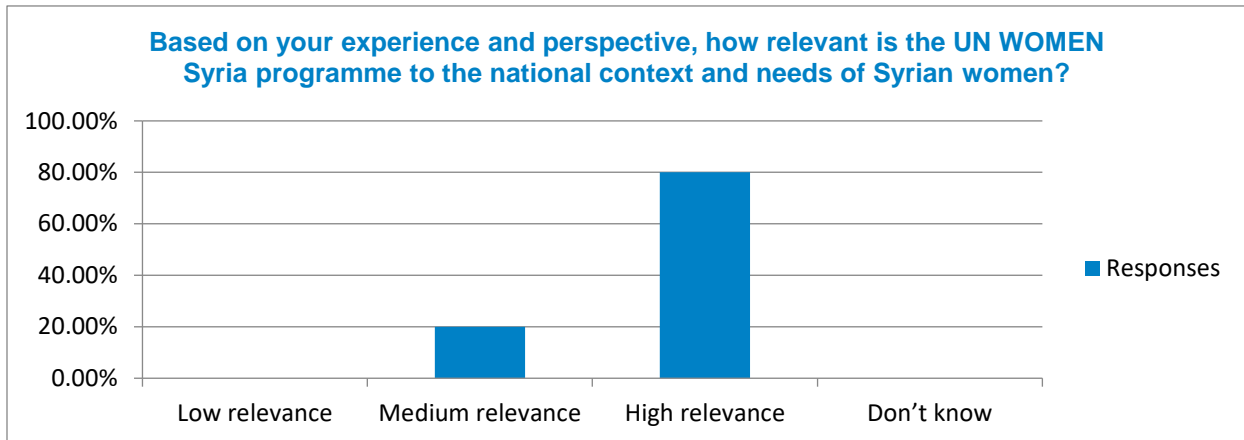
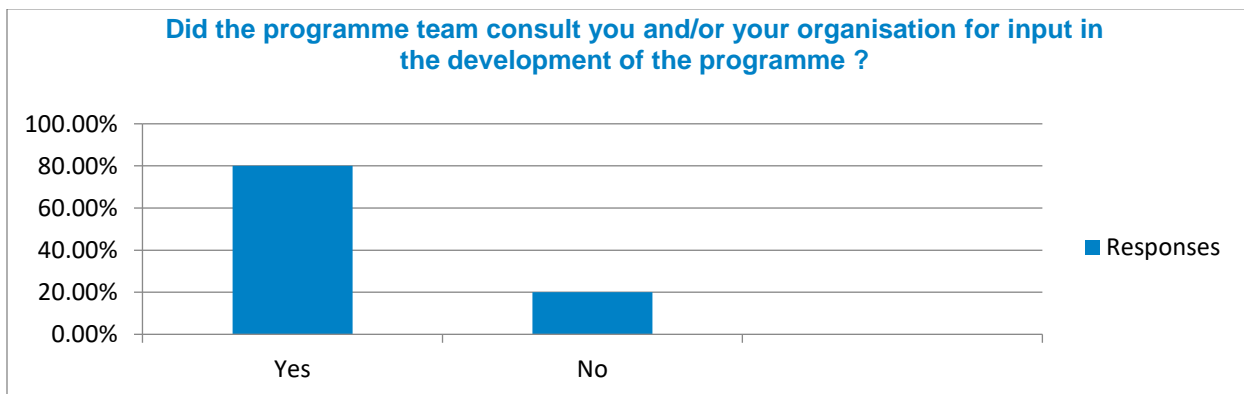**Q1: How long has your organization worked with UN Women**

How long has your organisation worked with UN Women Syria Programme?

(Bar chart. Y-axis: 0.00% to 90.00%. Categories on X-axis: Less than 1 year, 1-3 years, 3-5 years, More than 5 years. Legend: Responses)

- Less than 1 year: 0.00%
- 1-3 years: 80.00%
- 3-5 years: 20.00%
- More than 5 years: 0.00%

Q2: Main thematic areas of your work

What is your main thematic area of work?

(Horizontal bar chart. X-axis: 0.00% to 100.00%. Legend: Responses)

- Other (please specify): 20.00%
- All of the above: 60.00%
- Coordination: 20.00%
- Normative: 20.00%
- WPS: 60.00%
- WEE: 20.00%
- Governance: 20.00%
- Political empowerment: 60.00%
- VAW: 60.00%

Q3: Relevance of UN Women Syria programme

Based on your experience and perspective, how relevant is the UN WOMEN Syria programme to the national context and needs of Syrian women?

Chart showing percentages for categories:
- Low relevance: 0.00%
- Medium relevance: 20.00%
- High relevance: 80.00%
- Don't know: 0.00%

Legend: Responses

Q4: Please explain how can the UN WOMEN Syria programme improve its relevance to the national context and needs of Syrian women? Please provide some suggestions

Four respondents (80 per cent) rated the Syria programme as highly relevant and one respondent (20 per cent) rated the programme as medium relevance. When asked to explain their answer respondents referred to need for constant adaptation to context and need to maintain relevance. This included desire for greater focus on younger women who had grown up through the conflict, focus on legal issues affecting women and positive masculinity. Another highlighted the need to increase effective feedback mechanisms between Track 1- III women as key to sustainability and impact.

Q5:Programme Consultation

Did the programme team consult you and/or your organisation for input in the development of the programme ?

Chart showing percentages for categories:
- Yes: 80.00%
- No: 20.00%

Legend: Responses

**Q6: How did the programme team obtain your feedback during the implementation of the programme?**

When asked about how the project had consulted them, all respondents commented on their satisfaction with the programme and that they felt there had been good levels of consultation.

Q7: Rate of communication and coordination

How do you rate the communication and coordination mechanisms between UN Women and your organization?
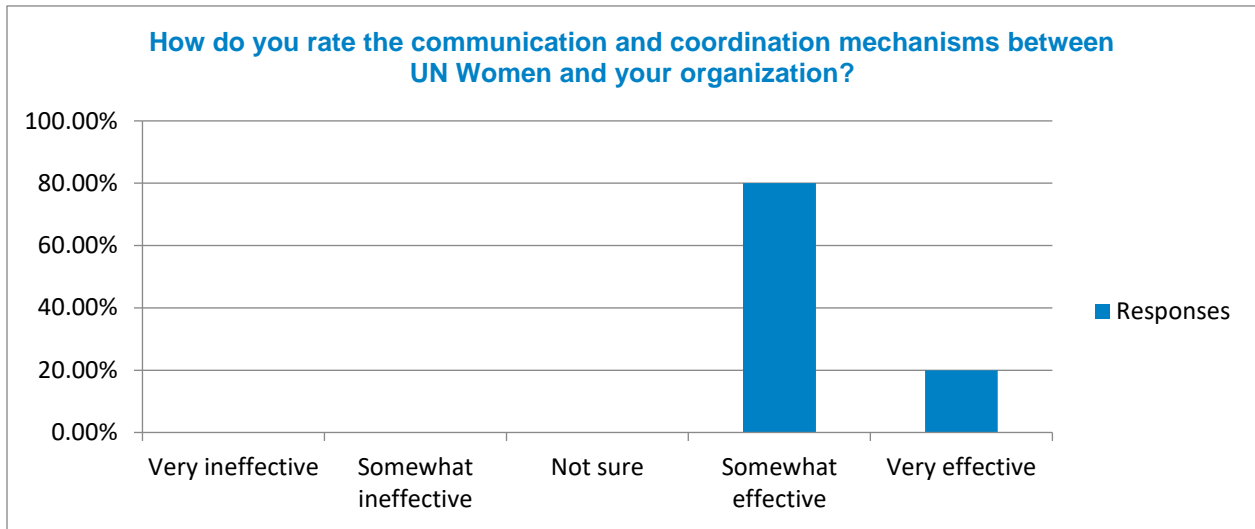

All respondents reported good and open communication with the programme team but feedback on what could be improved referred to better communication with those in the field and more rapid feedback on quarterly reports, as well as using their connections to further support the programme.
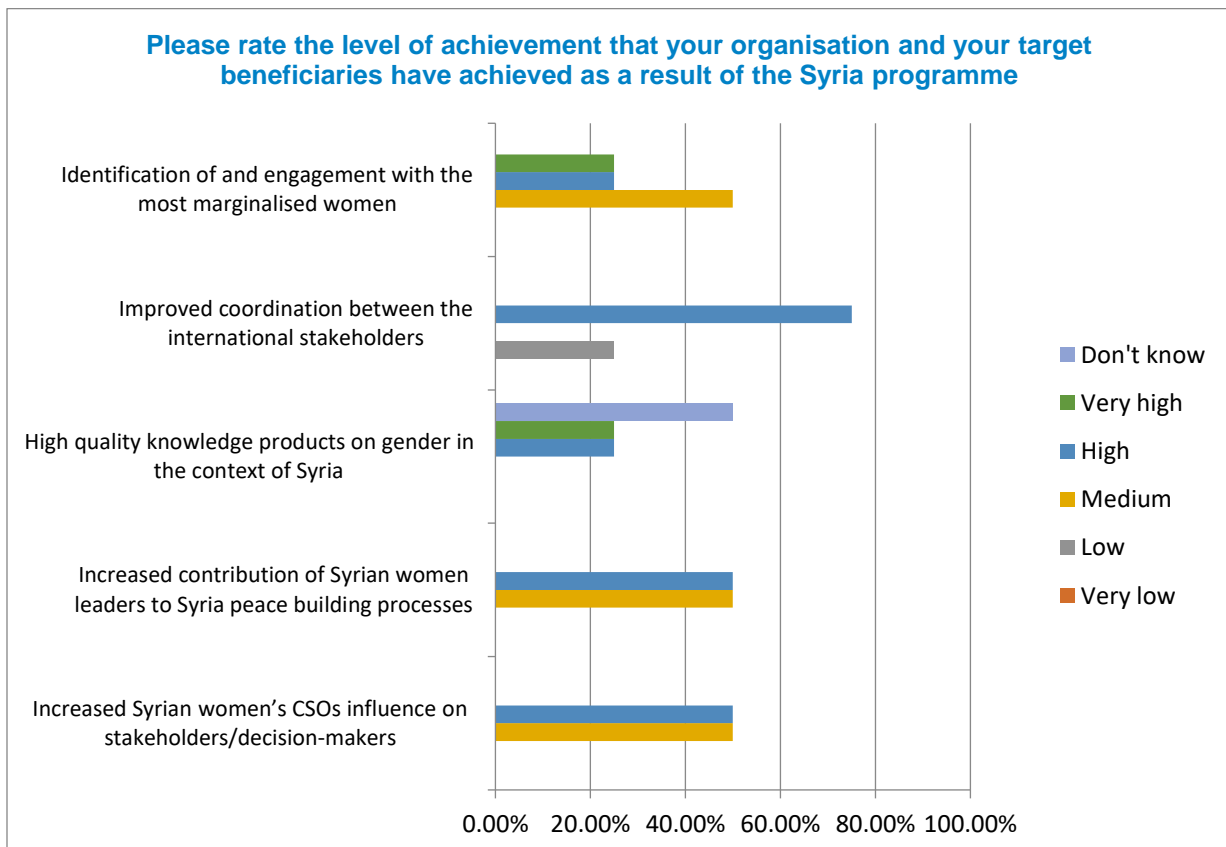
Q8: Have women and girls lives improved

Have the lives of women and girls around you been improved by the work of UN Women?
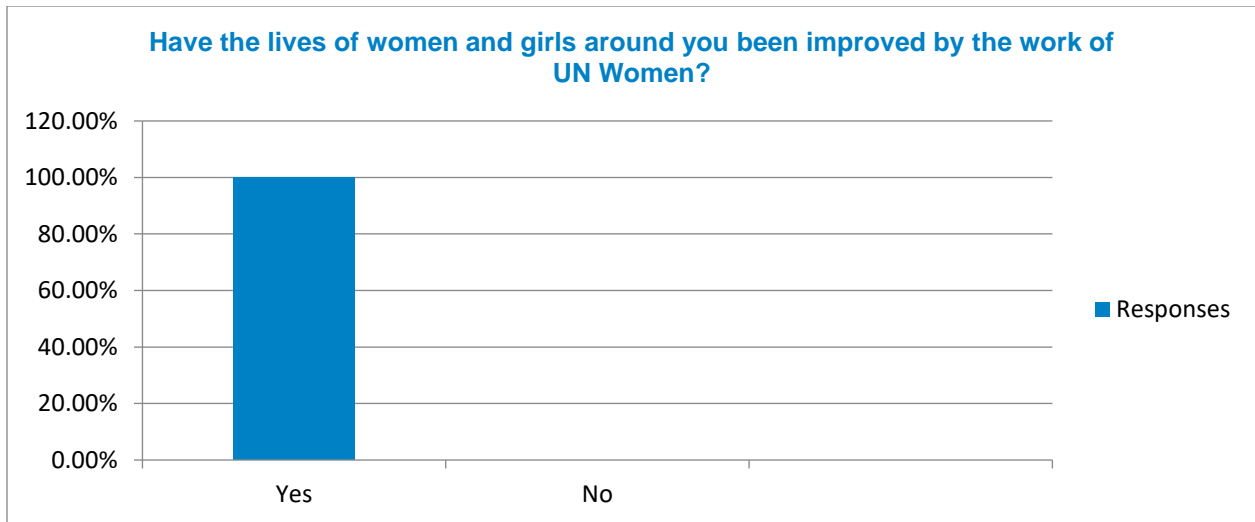
Respondent felt interventions had had good Impact on beneficiaries reached through the programme including increasing organizational capacity, awareness of women's rights and creating safe spaces for women across different backgrounds to come together. One respondent highlighted the need for greater focus on Women's economic empowerment.

Q9: To what extent have UN Women work helped to strengthen the capacity of your organization

To what extent have UN Women work helped to strengthen the capacity of your organization to develop and implement gender-responsive policies and programmes
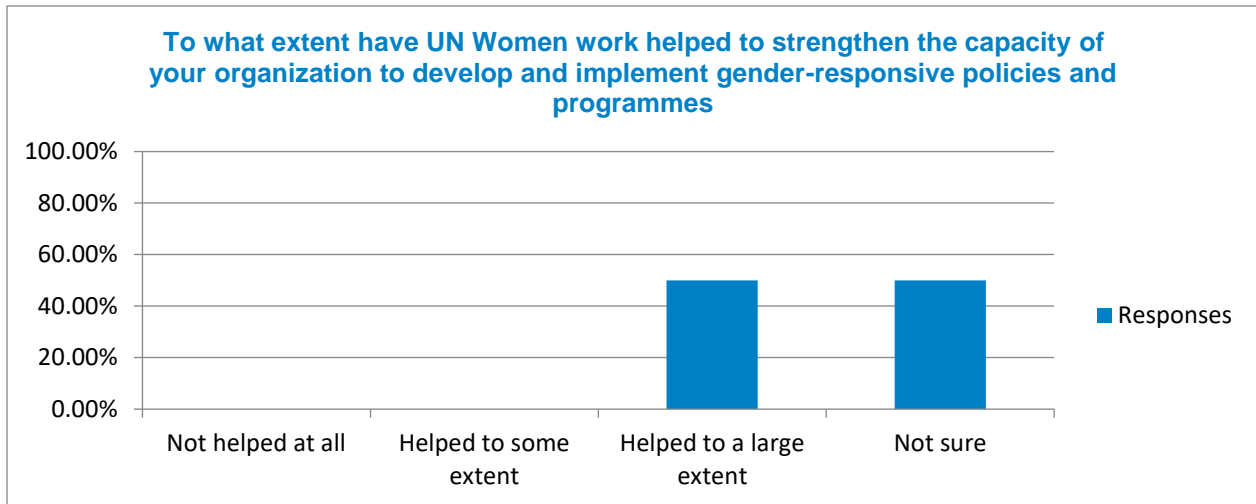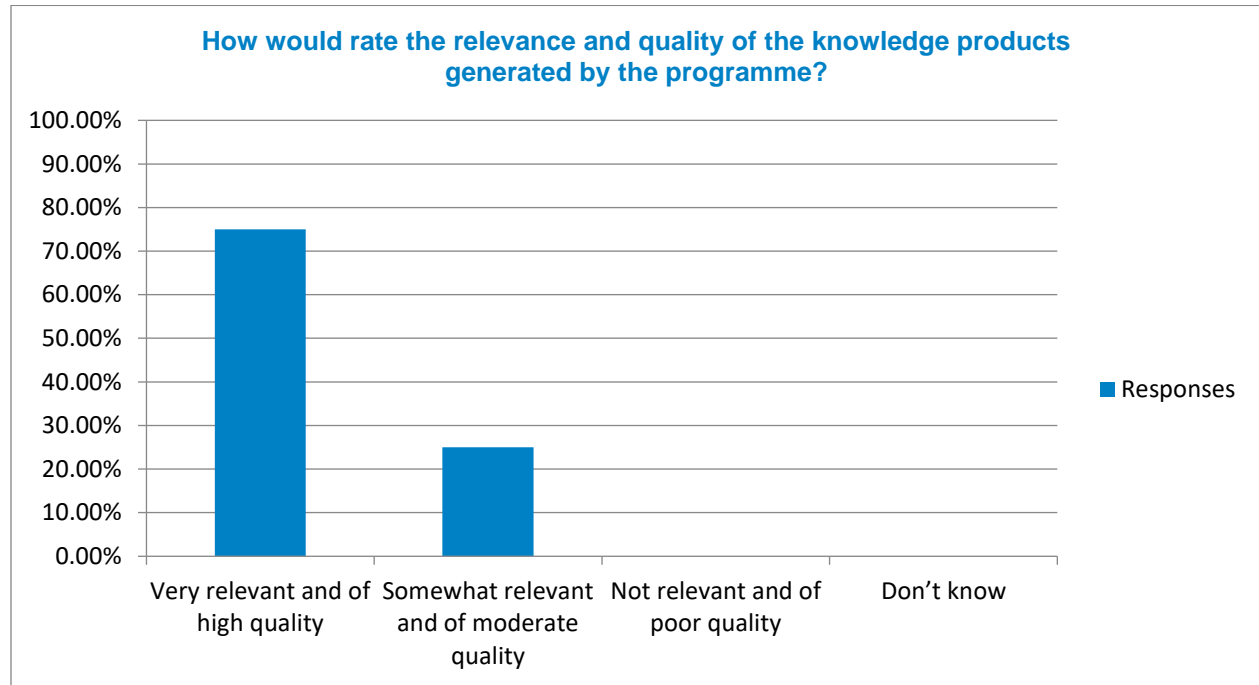

Areas that could be strengthened included greater coordination across projects and other work carried out by UN women with the WAB. One IP felt they had received limited support but that this was due to the existing high capacity of the organization. Another commented on how UN women support had helped them reach marginalized conflict affected groups and achieve greater coordination across CSO women.

Q10: Level of achievement as a result of the Syria Programme

Please rate the level of achievement that your organisation and your target beneficiaries have achieved as a result of the Syria programme

One IP commented on the impact has been achieved through community sessions. Another noted the lack of knowledge products produced in country (only our mapping, baseline and evaluation).

Q11: Rate of relevance and quality of Knowledge products generated.

How would rate the relevance and quality of the knowledge products generated by the programme?

[Bar chart showing: "Very relevant and of high quality" at 75%, "Somewhat relevant and of moderate quality" at 25%, "Not relevant and of poor quality" at 0%, "Don't know" at 0%. Y-axis from 0.00% to 100.00% in 10% increments. Legend: Responses]

IPs commented on how they had been able to contribute to UN Women's mapping studies as well as how UN women had helped them to analyze the needs of women in Syria and identify solutions to improve policies and interventions. One IP noted how the programme had provided them with practical templates for proposal writing, financial and narrative reporting, MEAL and work plans. Another highlighted how they had developed well-being policies for WFOs through the programme.

Q12: What are some examples of the gender-responsive policies, strategies, frameworks and programmes that your organization has developed

One IP noted programmes targeted with conservative communities and working across geographies another targeted a minimum of 10 per cent of women with disabilities.

Q13: What areas, if any, require MORE ATTENTION from UN Women to advance its mission for the empowerment of Syrian women and for gender equality?

When asked about areas that require more attentions suggestions included :
- Greater focus on economic empowerment of women,
- further engagement of women in North East and North West Syria,
- multi-track engagement, engaging men allies and deconstructing harmful gender norms,
- more support to WFOs, women human rights defenders, activists and journalists,
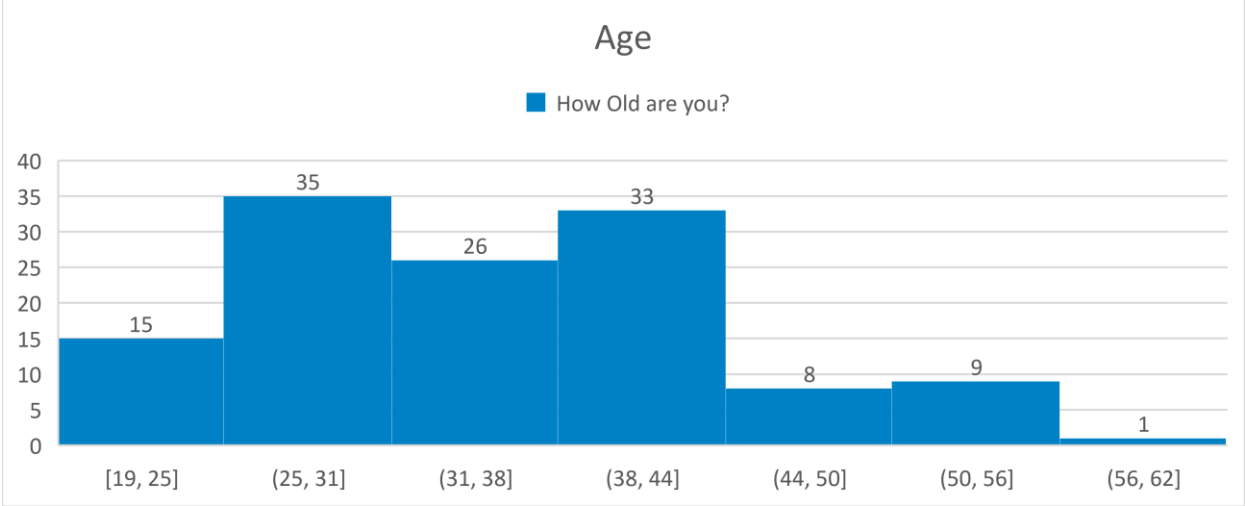- strengthen channels between the three political tracks.

Q14: Further feedback and recommendations for UN Women's priorities and focus in the next phase of the programme:

IPS commented on how they had valued the partnership. One IP recommended continued engagement with Syrian Diaspora Women in neighboring countries as key allies. Another requested that UN women reflect upon the outcomes from the recommendation papers they had shared.
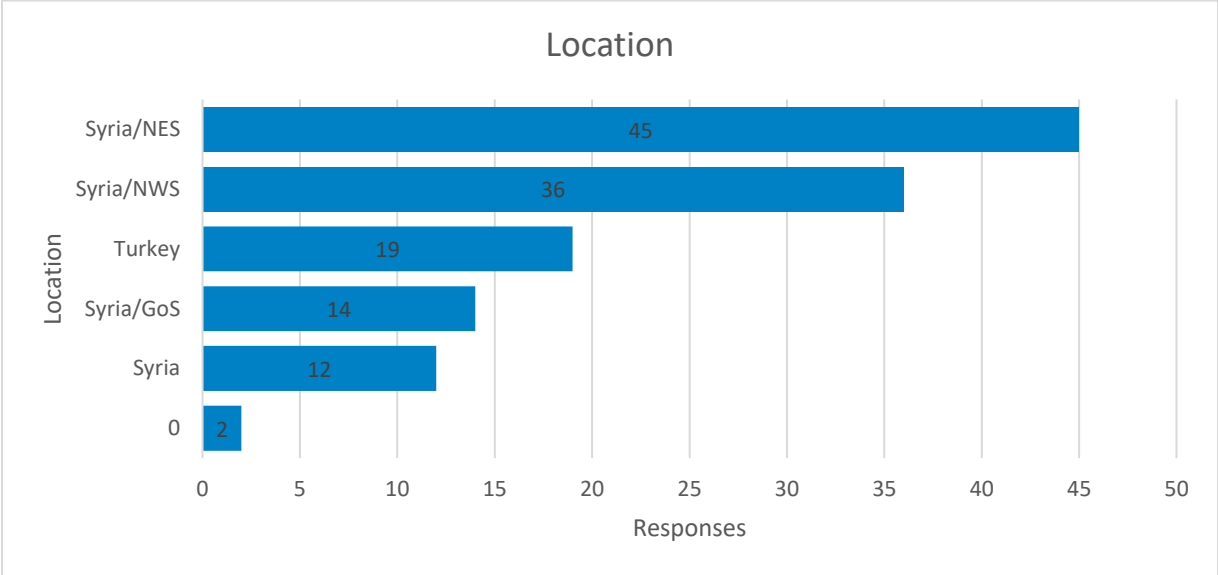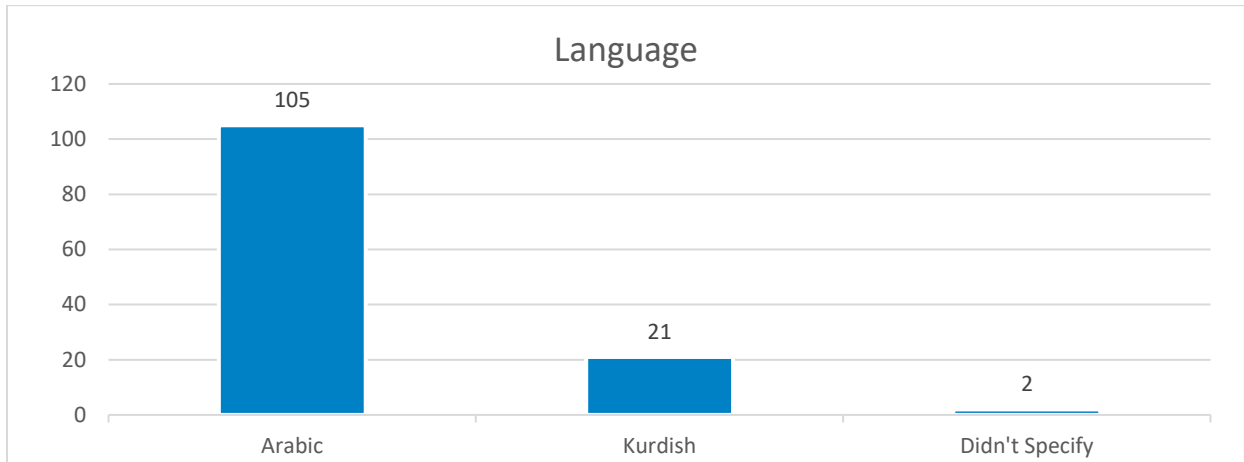
CBO BENEFICIARIES SURVEY
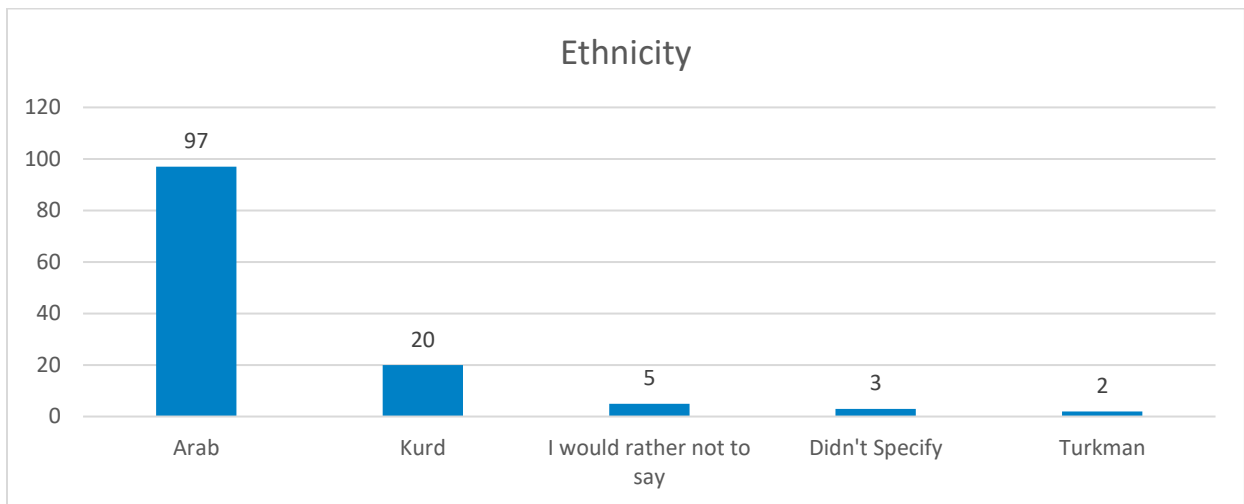
Background:

Q1: How old are you?

Age

■ How Old are you?

Age range	Count
[19, 25]	15
(25, 31]	35
(31, 38]	26
(38, 44]	33
(44, 50]	8
(50, 56]	9
(56, 62]	1

Q2: Where are you currently located?

Location

Location	Responses
Syria/NES	45
Syria/NWS	36
Turkey	19
Syria/GoS	14
Syria	12
0	2

Responses

Q3: What is your mother tongue?

Language

Language	Count
Arabic	105
Kurdish	21
Didn't Specify	2

Q4: Which ethnic group(s) do you identify with?

Ethnicity

Ethnic group	Count
Arab	97
Kurd	20
I would rather not to say	5
Didn't Specify	3
Turkman	2

Q5: What is your religious affiliation?

Religion

Religion	Count
Sunni	108
Druze	8
I'd rather not to say	7
Didn't Specify	3
Shia	1
Ismaili	1

Q6: Which of the following categories describes you best?

Which of the following categories describes you best?

Category	Value
Didn't specify	4
Member of a CBO	11
Individual activist in the field of peacebuilding	16
Individual activist/advocate in the field of women's rights	25
Manager of a local community-based organization (CBO)	32
Individual activist/advocate in the field of civil society	40

Q7: Please describe your role and involvement in the UN women Syria Programme

Most of the respondents identified themselves as activists, advocates, or mediators for women's rights and issues in Syria, such as political participation, peacebuilding, violence prevention, and legal support.

- Some of the respondents said they received training, education or awareness sessions from UN Women or other organizations on topics such as gender, citizenship, advocacy, and leadership.
- Some of the respondents said they worked as trainers, facilitators, coordinators or managers in different organizations or initiatives that aimed to empower and support women in Syria.
- Some of the respondents said they were beneficiaries or participants of the services or activities provided by UN Women or other organizations, such as computer courses, literacy classes, health education, and dialogue sessions.
- Some of the respondents said they contributed to the development of recommendations, proposals, or advocacy papers for the issues that affect women in Syria, and that they communicated them to relevant stakeholders, such as the Brussels Conference and the UN Office.
- Some of the respondents said they were part of a team or a network of women who worked together to achieve their goals and share their experiences and challenges.
- Some of the respondents said they did not participate or did not know much about the UN Women's programme (only 2).
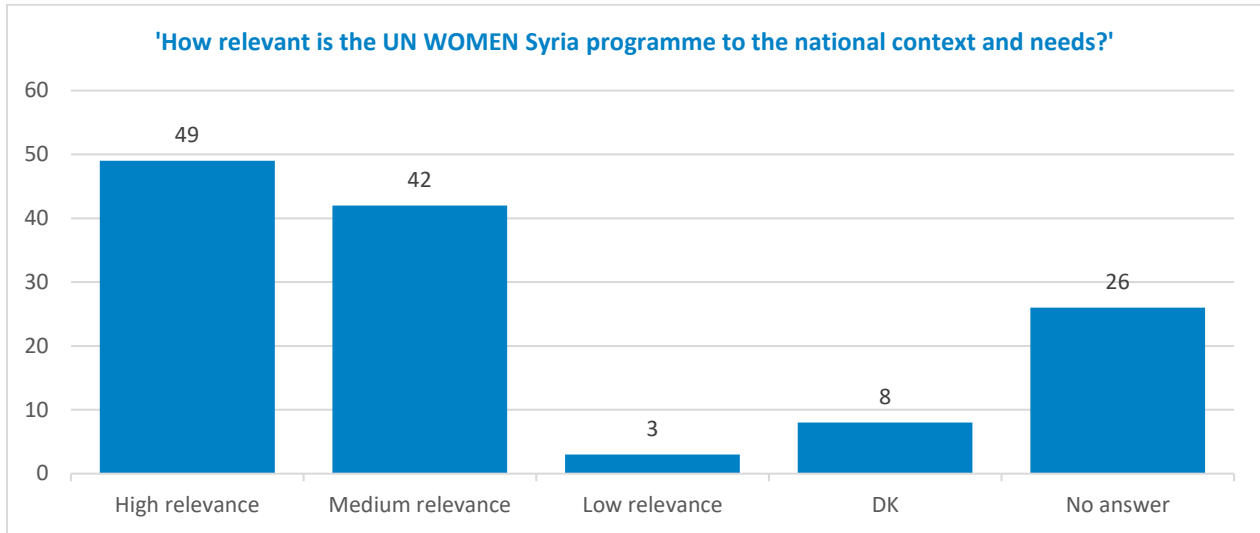
Q8: How long have you been engaged in the UN women Syria Programme?
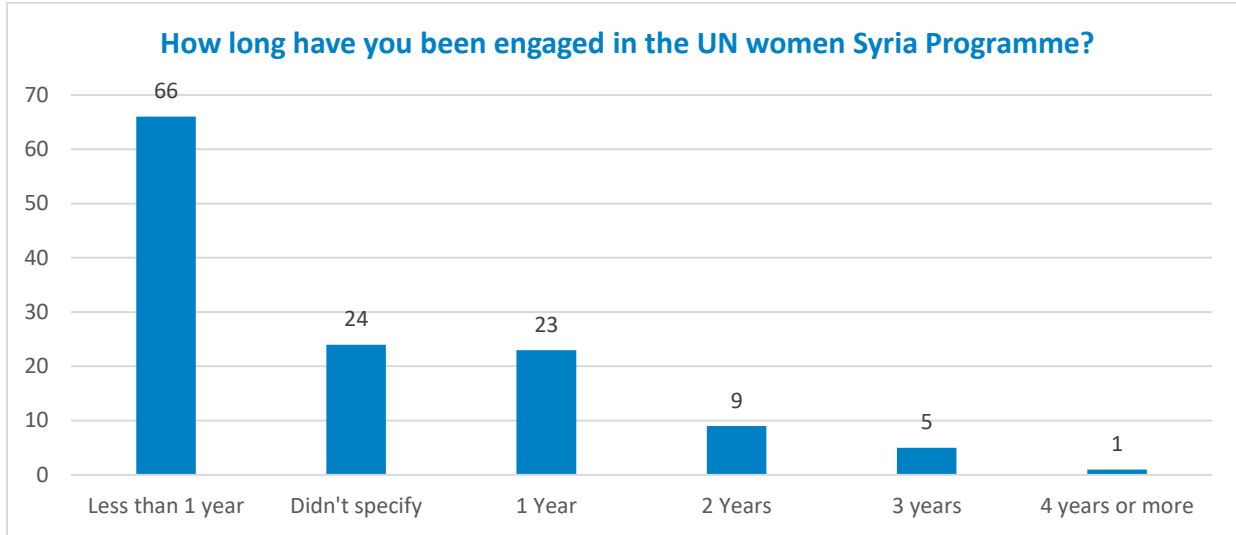
How long have you been engaged in the UN women Syria Programme?

Category	Value
Less than 1 year	66
Didn't specify	24
1 Year	23
2 Years	9
3 years	5
4 years or more	1

Q9: During the programme period 2019-2023, which of the following advocacy efforts were you involved in:

During the programme period 2019-2023, which of the following advocacy efforts were you involved in:

Category	Value
Other	24
Brussels VI	7
Brussels V	3
Brussels IV Conference	1
Brussels III Conference	7
Track III	13
Track II	5
Track I	11
SWIPD	46
WAB	11

Q10: Based on your experience and perspective, how relevant is the UN WOMEN Syria programme to the national context and needs?

'How relevant is the UN WOMEN Syria programme to the national context and needs?'

A bar chart with the following values:
- High relevance: 49
- Medium relevance: 42
- Low relevance: 3
- DK: 8
- No answer: 26
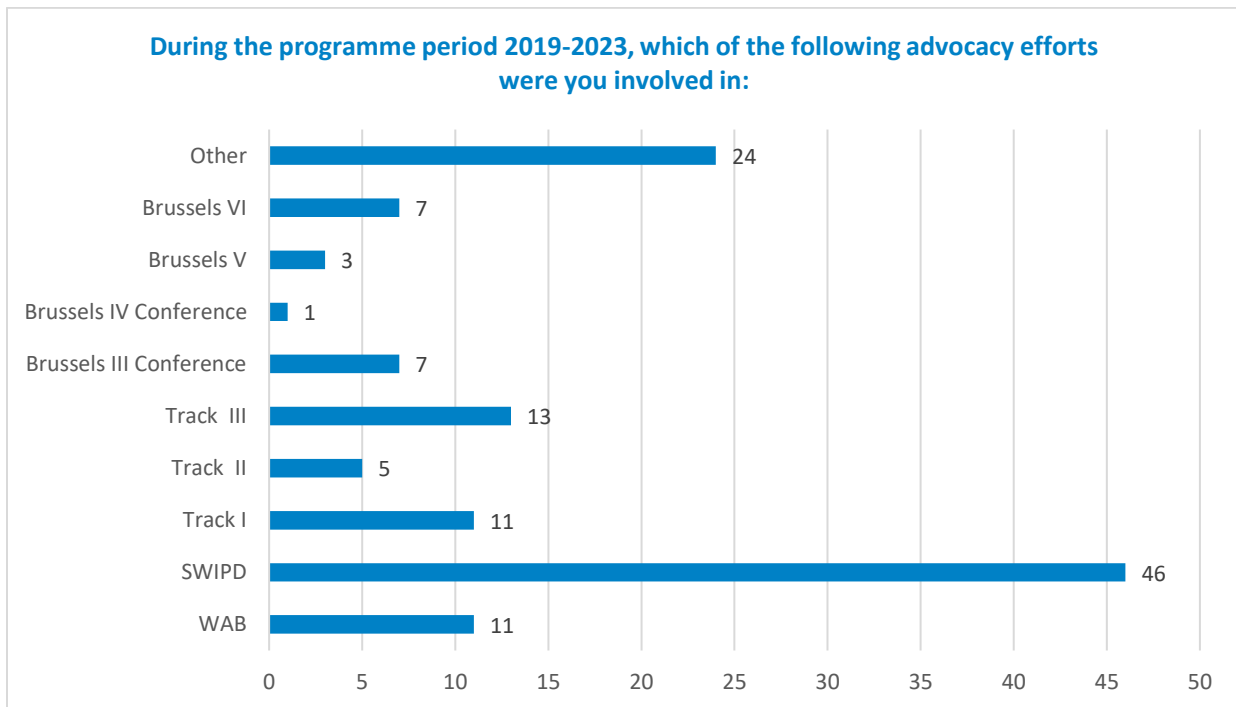
The respondents mainly provided positive feedback, highlighting the benefits of the programme such as increasing their knowledge, skills, awareness, and participation in various activities and initiatives. Some of the feedback also suggests areas for improvement, such as providing more support, continuity, and diversity for the women and their organizations, as well as addressing the challenges and realities of the Syrian situation.

Q 11: Based on your experience and perspective, to what extent does the UN WOMEN Syria programme support the implementation of international normative frameworks, such as CEDAW, UN SCR 1325, Beijing, SDGs or any relevant regional convention?

To what extent does the UN WOMEN Syria programme support the implementation of international normative frameworks

A bar chart with the following values:
- To a large extent: 30
- To a moderate extent: 49
- To a low extent: 6
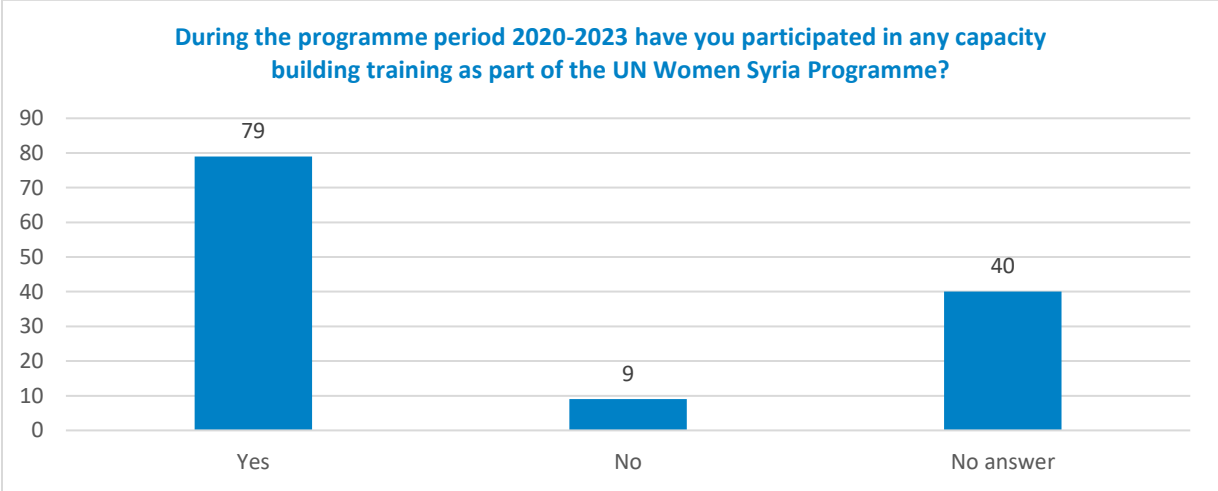- DK: 12
- No answer: 27
- Not Supporting: 4
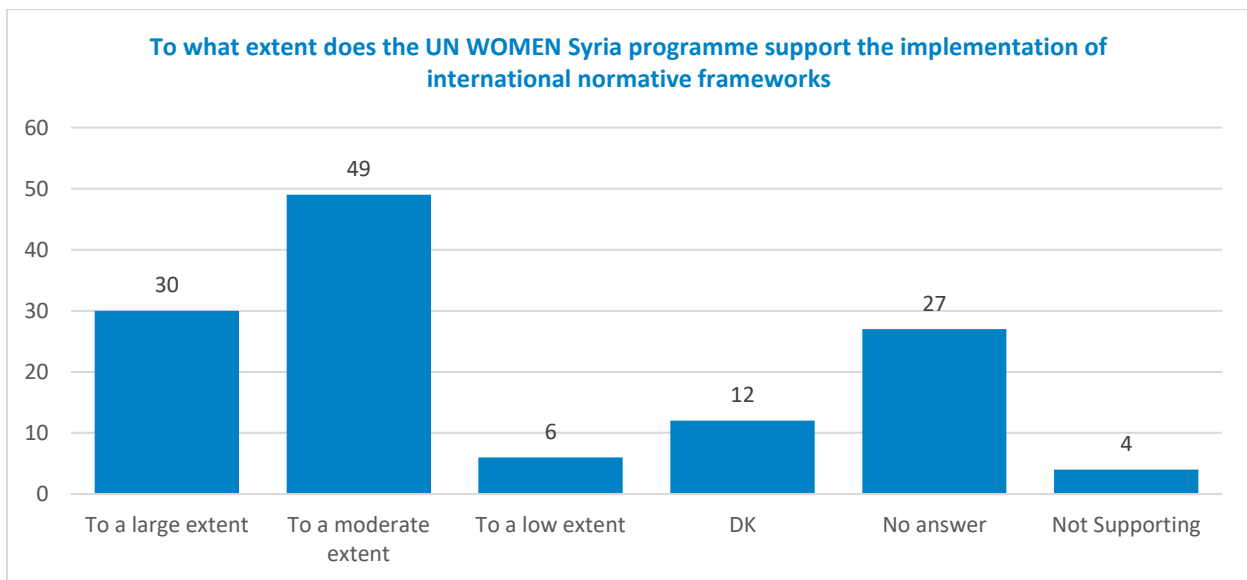
Responses shared revealed that the programme empowers women politically, legally, and socially, emphasizing the importance of integrating gender in programmes and projects for sustainable human rights-based and building bridges between women and political leaders. Despite these efforts, there is still oppression and subjugation

practised against women, and the programme supports to a moderate extent as there are not many sustainable projects for women. Based on previous experience, deeper insights into women's needs have been gained, leading to the development of other programmes serving the same cause, led by women in most fields and empowering their leadership capabilities. The programme's implementation on the ground is challenging due to societal rejection of women in politics, but its was felt that with persistence, women's rights will be recognized and that if women are not genuinely involved in political life, there won't be significant active participation. The programme attempts to support through awareness of these charters and their importance, stimulating effective discussions around them.

Q12: Based on your experience and perspective, to what extent is UN Women's Syria Programme improving coordination of programming and policy interventions between the international stakeholders through its partnership with Office of the Special Envoy of the Secretary-General for Syria?

To what extent is UN Women's Syria Programme improving coordination of programming and policy interventions between the international stakeholders tthrough its partnership with Office of the Special Envoy of the Secretary-General for Syria?

Category	Value
To a large extent	15
To a moderate extent	35
To a low extent	8
Not Supporting	1
DK	29
No answer	40

Q13: During the programme period 2020-2023 have you participated in any capacity building training as part of the UN Women Syria Programme?

During the programme period 2020-2023 have you participated in any capacity building training as part of the UN Women Syria Programme?

Category	Value
Yes	79
No	9
No answer	40

Q14: What are the capacity building training you received?

What are the capacity building training you received?

Category	Value
Community dialogue skills	23
Advocacy skills	44
Mediation skills	15
Strategic Planning	30
Project Management	34
Monitoring and Evaluation	26
Human Resources	12
Provision of 1-1 coaching and mentoring	10
Organisational Capacity needs assessment	18

Q15: Please indicate to the level of satisfaction with the training

	Very unsatisfied	Somewhat unsatisfied	Not sure	Somewhat satisfied	Very satisfied
Capacity needs assessment was informed by needs and interests of Syrian women of all background	1	3	12	34	38
Capacity building training topics were relevant and met needs	2	4	9	35	37
Training increased Syrian women's capacity to engage in advocacy to influence peace and reconciliation processes in Syria.	2	3	12	42	28
Training has informed advocacy efforts to influence peace and reconciliation processes in Syria.	2	3	21	40	22

Q16: Did you gain any new knowledge or skills through the training delivered by the UN women Syria programme?

Did you gain any new knowledge or skills through the training delivered by the UN women Syria programme?

Category	Value
Yes	78
No	10
No answer	40

Q17: Please indicate the level of effectiveness of UN Women's capacity building activities in the following?

	Very ineffective	Somewhat ineffective	Not sure	Somewhat effective	Very effective
Organisational Capacity needs assessment	3	0	14	43	26
Provision of 1-1 coaching and mentoring	3	2	11	41	16
Human Resources	3	2	19	34	23
Monitoring and Evaluation	2	2	15	30	33
Project Management	3		14	29	35
Strategic Planning	3		19	25	36
Mediation skills	3	2	20	33	24
Advocacy skills	3		7	37	36
Community dialogue skills	1	2	6	36	37

The changes for women reported in their personal and professional lives are increased confidence, leadership, awareness, networking, and advocacy. Some of the respondents also report challenges, such as lack of support, funding, or access to marginalized groups of women. The UN Women Syria programme has helped the respondents acquire skills, knowledge, and experience in various aspects of civil society and women's issues. It has also enhanced their confidence, leadership, awareness, networking, and advocacy. The programme has supported them in their personal and professional development, and some of them have obtained new jobs or positions. However, some of the respondents also face challenges, such as lack of support, funding, or access to marginalized groups of women. The programme's success depends on the context and the situation of the region.

The key gender skills mentioned related to: human rights, advocacy, and legal awareness, dialogue and communication, negotiation, mediation, and facilitation. Respodents also cited new skills related to project management, such as planning, organizing, monitoring, and reporting as well as strengthened leadership skills and empowerment, such as confidence, decision-making, and networking.

Q18: Have the lives of women and girls around you been improved by the work of UN Women?

Have the lives of women and girls around you been improved by the work of UN Women?

Category	Value
Yes	68
No	14
No response	46
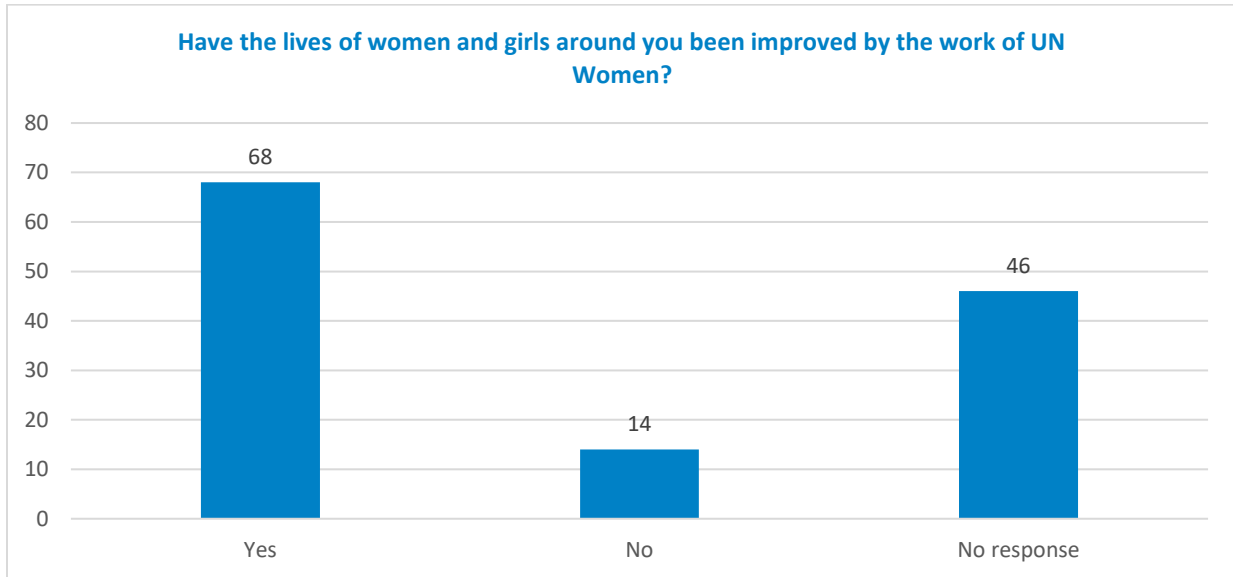
Q19: Please rate the level to which UN Women's Syria Programme contributed to progress in the following areas?

	Very low	Low	Medium	High	Very high	Don't know
Increased ability, access and capacity of the Syrian women's civil society organizations at the local level to influence stakeholders operating on all tracks of the political process as well as key decision-makers in their communities for the peace process	2	10	37	19	9	5
Increased participation and contribution of Syrian women leaders to influence the Syria peace building processes	1	11	32	23	10	5
High quality knowledge products on gender equality, women's rights, political participation, and socio-economic issues in the context of Syria	1	5	37	28	9	1
Improved coordination between the international stakeholders working on the political participation of women in Syria	1	15	30	22	7	7
Identification of and engagement with the most marginalised and vulnerable populations in line with the principle of "leave no one behind" paying special attention to the needs of women with disability.	0	9	34	24	9	7

Q20: How would rate the relevance and quality of the knowledge products generated by the programme?
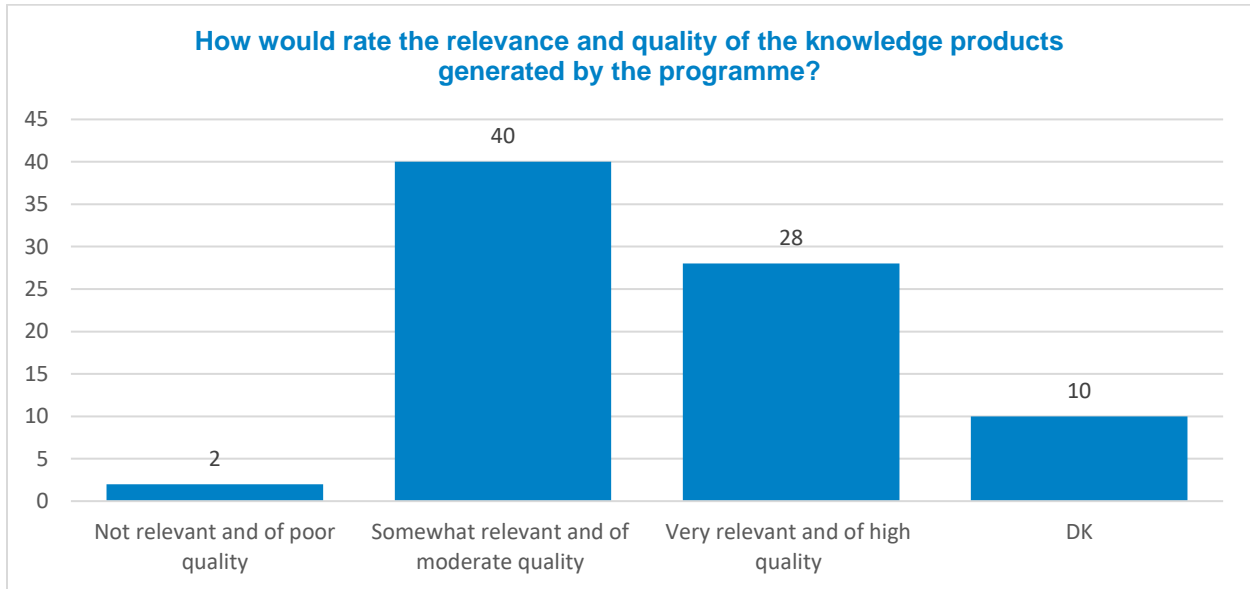
The respondents report that they gained skills, knowledge, and experience in civil society and women's issues, such as gender, human rights, advocacy, and legal awareness. They also mention that they improved their confidence, leadership, awareness, networking, and advocacy. Responses highlighted that that programme supported them in their personal and professional development, and some of them obtained new jobs or positions. However, some of the respondents also faced challenges, such as lack of support, funding, or access to marginalized groups of women. The programme's success depended on the context and the situation of the region. The respondents also mention the outputs and products of the programme, such as research papers, policy papers, dialogue sessions, and initiatives that addressed the needs and challenges of women in Syria.

Q21: Did the programme team consult you to seek your feedback or input on the programme/intervention?
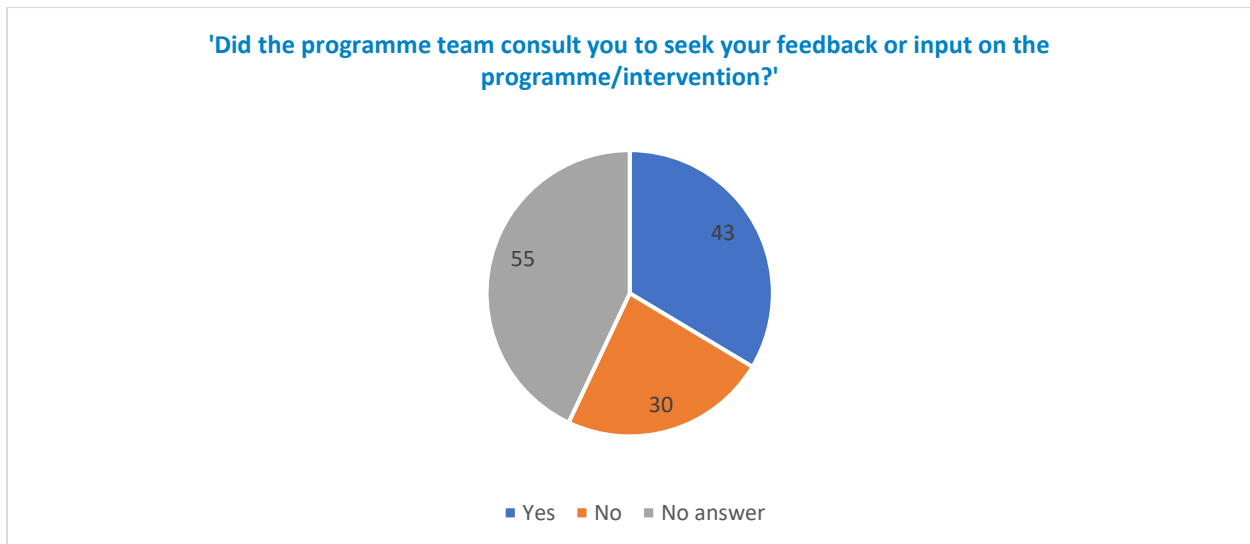
Q22: Did you feel that the programme team understood your situation and your needs?

'Did you feel that the project addressed those needs?'

15

56

■ Yes ■ No

Q23: Did you feel that the project addressed those needs?

'Did you feel that the project addressed those needs?'

	Yes	No	No answer
	59	12	57
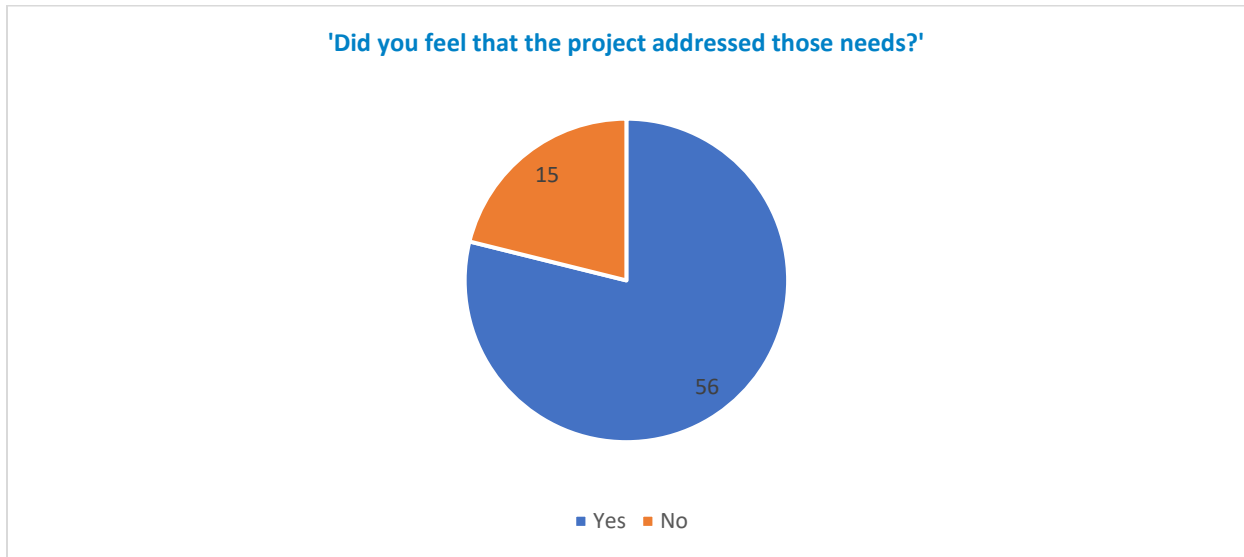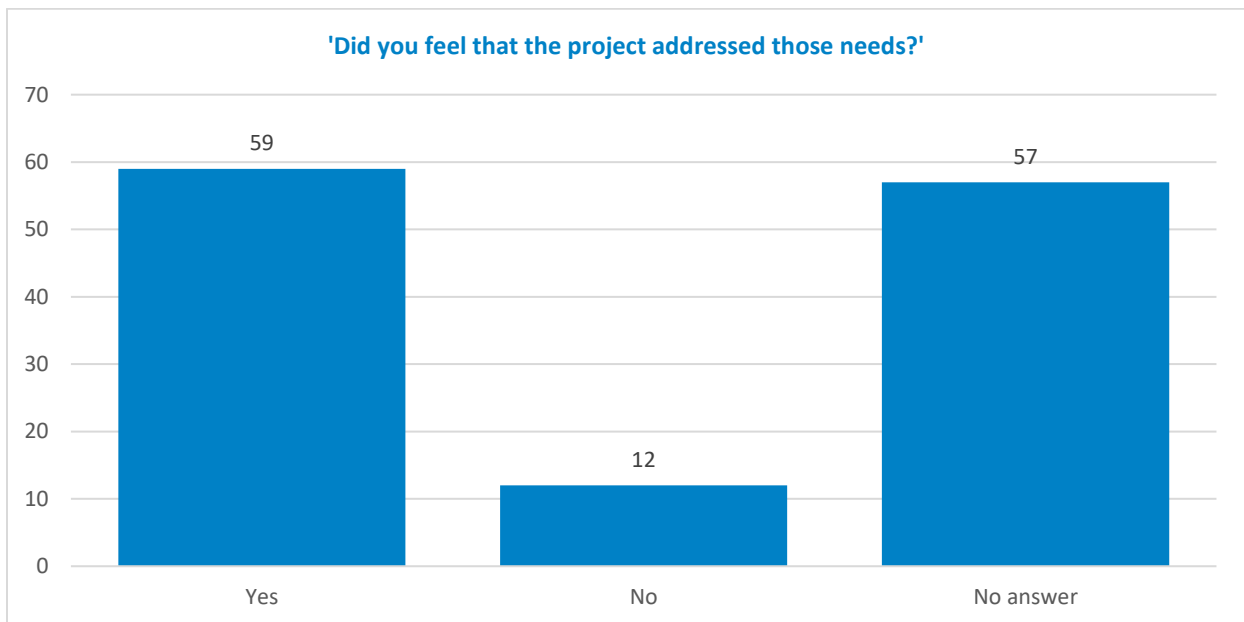
Q24: Please use this space to provide any further feedback or suggest recommendations you have for UN Women's priorities and focus in the next phase of the programme?

The respondents suggest that the UN Women Syria programme should:
- Work more closely with the local women's organizations and initiatives that are directly involved in the community and support them with funding, capacity building, and networking.
- Focus more on the economic empowerment of women and provide them with training, opportunities, and projects that enable them to become productive and self-reliant.
- Expand the scope and duration of the programme to reach more women and regions and to follow up with the previous participants who have gained skills and experience.

- Address the urgent and changing needs of women in Syria, especially those who are marginalized, vulnerable, or affected by violence, and provide them with protection, psychosocial support, and legal assistance.
- Enhance the political participation of women and involve them in the decision-making and peace-building processes at the local and international levels.
- Be more creative and innovative in designing and implementing the programme's activities and avoid the conventional and consumptive approaches that the society is weary of.
- Coordinate and communicate more effectively with the other tracks of the programme and share the expertise and outputs.
- Advocate for the implementation of the resolutions and recommendations that the programme has produced and hold the authorities accountable for their actions.

ANNEX 7: KEY DOCUMENTS CONSULTED

1. Syria Phase II ProDoc 2020 – 2023
2. The UN Women Strategic Plans (2018-2021 and 2022-2025)
3. The Regional Office for Arab States (ROAS) Strategic Notes (2018-2021 and 2022-2025)
4. Syria Programme Monitoring and Evaluation Plan 2020-2023
5. Internal Audit Report UN Women Regional Office for the Arab States
6. Donor agreements and reports
7. Implementing Partners Partnership Agreements
8. UN Women, Mid-Term Evaluation: Supporting Syrian Women's Engagement in the Syrian Political Process – Building a Homegrown Constituency for Peace Programme (2019)
9. Women's Participation in Local Mediation , Lessons from Iraq, Libya, Syria and Yemen
10. Business Note on Relocating the Syria Political Portfolio
11. WAB annual evaluation summary 2022.
12. Syria Programme Civil Society Strategy, August 2022

ANNEX 8: DATA MANAGEMENT PLAN

All data collected through this evaluation is subject to the UN Women Information Security Policy that sets out the basis for UN Women in protecting the confidentiality, integrity and availability of its data to protect these assets against unauthorized usage, access, modification, destruction, disclosure, loss or transfer of data, whether accidental or intentional. All UN Women staff and other authorized individuals or entities are responsible for maintaining appropriate control over information in their care and for bringing any potential threats to the confidentiality, integrity, or availability of that information to the attention of the appropriate management. Compliance with this Policy is a condition of employment for all UN Women staff and a condition of contract for all other authorized individuals or entities, unless a prior (temporary) waiver is obtained. Failure to comply with this Policy without obtaining a prior waiver shall be dealt with in accordance with Staff Regulations and Rules, or as appropriate, the contractual terms of UN Women's engagement of the authorized individual or entity. This Data Management Plan outlines key aspects of data protection during this evaluation, namely collection of data and study materials; treatment of consulted populations and observed topics; storage, security and backups; archiving, preservation and curation; discovery, access and sharing and responsibilities of the key IES staff involved.

COLLECTION OF DATA AND STUDY MATERIALS

Type of data: The Independent Evaluation Service (IES) will be assessing the overall performance of the programme and achievement against the planned results as well as for learning to strengthen future programming and for course correction. The evaluation team is comprised by the Regional Evaluation Specialist for Arab States at the IES and one independent evaluation consultant and a research assistant. The data collection process is organized via web/telephone interviews, FGDs and desk reviews. Therefore, textual data (interview notes, documents) will be collected and stored using UN Women' MS sharepoint/OneDrive accessible by evaluation team members only. Only personal data collected and used in this evaluation will be: names and last names of the interviewees, their function in the organisation/institution and the affiliated institution. Personal names and last names will not be published in any of the reports and will be known only to the evaluation team members. Desk review is focused on existing data collection and review (plans, programme and project reports, publications, video materials), most of them already publicly available. New sets of data include data collected from key informant interviews and FDGs.

Methods of data / materials collection: Interviews will be organized remotely using online communication tools (MS teams, zoom) or telephone lines. Meeting minutes will be taken (MS Word) and stored. Audio recordings will be made for focused group discussions only with the consent of the participants.

Quality assurance and data validation: The evaluation will adhere to UN Women Evaluation Policy, UNEG Norms and Standards for Evaluation, Ethical Guidelines and Code of Conduct, UNEG guidance on integrating Human Rights and Gender Equality in evaluations with gender responsive and human rights approaches integrated into the approach. To ensure quality and that all required information is included, the evaluation team will self-assess the draft evaluation report using the UN Women Global Evaluation

Reports Assessment and Analysis System (GERAAS) tool. No automatic processes of data validation will be introduced. Raw data will be quality assured by the evaluation team members (which will be the only persons having access to them) using cross reference and triangulation of data from different sources. Processed data in a form of findings and reports will be subject to quality review / validation by the evaluation reference group, the IEAS leadership and the peer reviewer. Due to the dual role of the regional evaluation specialist in this evaluation, as both team leader and manager of the evaluation, Peer Reviewers from IEAS were engaged to add an extra set of objective eyes and ensure that the GERAAS criteria and UN Ethical Guidelines are adhered to.

TREATMENT OF CONSULTED POPULATIONS

Consulted population will include UN Women personnel, partner UN and other development agencies, donor/development partners' representatives, government representatives, civil society organisations, private sector, academic partners and the programme beneficiaries. Evaluation also aims to capture the perspective of the right holders in the communities, particularly women beneficiaries through FGDs. The CPE will attempt to select the most vulnerable beneficiaries for the consultation to assess the extent to which the principles of LNOB are adhered to. In general, evaluation is focused on topics of UN Women programmes implementation and results which are not categorized as sensitive. Still, descriptions of the context (conflict, social norms, pressure of different interest groups) or sharing the stories from the past can be sensitive for some key informants. In case any topic turns to be sensitive for the key informant, evaluators will not insist on it in order not to make any additional stress to the interviewee. In case any of the participants reports violence along the interview, they will be referred to local services. (See checklist below). In all cases, evaluation will be conducted with integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle. Interviews will be led with a tone of respect, openness and rapport. Evaluators will respect the rights of institutions, organisations and individuals to provide information in confidence. Before collecting any data, an explanation of the purpose and the intention of the evaluation will be provided in the language of the interview and explicit oral consent will be sought. Presentation of findings in the report will ensure anonymity of the key informants. Sensitive data will be protected and ensure they cannot be traced to its source. Actual names of participants are not to be included in the Final Evaluation Report.

STORAGE, SECURITY AND BACKUP

Software and platforms used for data processing: Microsoft word, excel and powerpoint will be used to store and present data. Nvivo will be used for qualitative data analysis. Microsoft forms will be used for quantitative data analysis of the survey. Collected data will be shared and stored via secure file sharing service - UN Women MS One Drive sharepoint folder and will be protected under overall data protection mechanisms by UN Women IT service. The folder will be accessible to evaluation team members only. Temporarily during data collection phase, interview notes, reviewed documentation may be stored in business computers of the UN Women Evaluation Specialist and private/business computers of independent evaluation consultants or in a form of written notes (depending on the conditions during the interviews, availability of the internet, access to sharepoint etc.). As soon as the data collection is completed and notes are transferred to sharepoint drive, data will be deleted from personal computers. Once evaluation is over, access to share point folders will be revoked to all external evaluation team members.

ARCHIVING, PRESERVATION AND CURATION

Upon completion of the evaluation, IES evaluation team leader will create a clean dataset containing files that might be relevant for further use in evaluations and research by UN Women. UN Women recommends preserving data for four years, covering the four-year Strategic note period.

Personal data (names and last names) of interviewees will be removed/deleted from the interview notes/summaries. All data not assigned to the archive will be deleted upon completion of the evaluation.

INFORMED CONSENT CHECKLIST

The following checklist aims to assist in elaborating the informed consent using criteria applicable to all IES projects (required), and additional criteria for certain projects (where applicable).

Checklist area	Yes	No
All IES projects (required)		
Evaluator introduces him/herself including **affiliation**	☐	☐
Describes the **purpose** of the evaluation and data collection	☐	☐
Consent is administered in a **language** that the participant understands, and that excludes jargon or confusing language, ensuring that phrasing is clear, comprehensible and concise	☐	☐
Statement of **voluntary** nature of participation and **duration**	☐	☐
Statement on **confidential** nature of participation to the extent possible	☐	☐
Contact information is provided for further questions about their rights as participants	☐	☐
Space for questions and verbal/written **consent** (yes/no)	☐	☐
IES projects involving vulnerable populations and/or covering sensitive topics (where applicable)		
Description of overall **procedures** to be followed, including selection of persons for voluntary participation	☐	☐
The individual and global **benefits** of the evaluation are described, as well as the contents of the survey/interview/focus group (i.e. demographics, education, savings behaviors, etc.)	☐	☐
A statement that the consultation or procedures may involve **risks** to the subjects (that are currently unforeseeable), and adequate description of such risks or discomforts (i.e. if some questions make respondents feel uncomfortable)	☐	☐
Clearly state if there are any **costs** associated with participation, and if so, specify what they are	☐	☐
Procedures for any **recording** including: · If recordings will be taken and what type (audio/video) · When and why the recordings will be taken · How the recordings will be kept confidential and when they will be destroyed · Whether being recorded in this manner is a requirement of participation, and if not, how participants can express that they would not like to participate	☐	☐
A statement about whether participants' information might be stripped of identifiers and used for **future evaluation/research**	☐	☐
Any **compensation** for participation, such as a payment or gift	☐	☐
Statement that refusal to participate or withdrawal at any time will not lead to penalty or loss of benefits	☐	☐

ANNEX 9: WAB POSITION PAPERS

14 joint products on constitutional issues officially submitted to the OSE to support its work related to the Constitutional Committee:

1. Mutually Agreed Principles (Green Principles) (2020),
2. Preamble to the Constitution (March 2022)
3. Positions of the Syrian parties (including the northeast even though not formally part of the negotiations (March 2022)
4. Constitutional principles on the army, armed forces, security and intelligence (March 2022)
5. Constitutional principles on the rule of law (March 2022)
6. Constitutional principles on sovereignty, independence and territorial integrity of the Syrian Arab Republic (March 2022)
7. Proposals on terrorism and extremism (March 2022)
8. Proposals on the basics of governance (March 2022)
9. Proposal on state symbols (March 2022)
10. Proposal on regulation and functions of public authorities (March 2022)
11. Proposals on unilateral coercive measures from a constitutional perspective (June 2022).
12. Proposals on maintaining and strengthening state institutions (June 2022).
13. Propsals on supremacy of the constitution and status of international treaties (June 2022).
14. Proposals on Transitional justice (May-June 2022).

In addition, the WAB submitted a letter drafted to the UN Under-Secretary-General for Political and Peacebuilding Affairs, Rosemary DiCarlo, calling upon UN leadership for measures to revive the political process and enable the WAB to meet in person (April 2021). In August-September 2022, the WAB further worked on four scenarios to unlock the political process, which remain to be submitted at the time of reporting. Before each meeting with high-level interlocutors, the WAB also produced a statement outlining their areas of consensus.

ANNEX 10: WAB MEETINGS

Eight in-person WAB meetings were convened in Geneva and other locations:

1. Geneva/Vaud (April 2021)
2. Helsinki (September- October 2021)
3. Geneva/Vaud (October 2021)
4. Oslo (January/February 2022),
5. Geneva/Vaud (March 2022)
6. Brussels (May 2022)
7. Vaud/Geneva (May- June 2022),
8. Geneva (August-September 2022)

Four roundtable discussions:
1. Roundtable on education, Helsinki in September-October 2021
2. Roundtable on mediation (focus on Colombia experience), local governance and constitution-building, Oslo in January 2022
3. Roundtable on centralisation/ decentralisation, Vaud in March 2022.
4. Roundtable on the constitutional aspects of the economy, Vaud in March 2022.
5. One online technical session by an academic working on decentralisation, Dr. Aqil Saeed Mahfoud.

ANNEX 11: STAKEHOLDERS ENGAGED IN COORDINATION MEETINGS

Participating organizations in UN Women coordination meetings in 2020-2022

1. Amnesty International	26. Norwegian Refugee Council (NRC)
2. Ahya2 al Amal (Reviving Hope)	27. Office of the High Commissioner for Human Rights (OHCHR)
3. Badael Foundation	28. Office of the UN Special Envoy for Syria (OSE)
4. Basmeh & Zeitooneh	29. PAX for Peace
5. British Council	30. Rose Organization
6. Carter Center	31. SAWA for Development and Aid
7. Center for Civil Society and Democracy (CCSD)	32. Search for Common Ground (SFCG)
8. Cloud Association	33. Siwar Association
9. Common Space Initiative (CSI)	34. swisspeace
10. EuroMed Feminist Initiative (EFI-IFE)	35. Synaps
11. European Institute of Peace	36. Syrian Center for Women Issues
12. Generations for Peace	37. Syrian Youth Assembly (SYA)
13. Heinrich Böll Foundation	38. Tastakel
14. I am SHE network	39. The Hague Institute for Innovation of Law (HiiL)
15. International Alert	40. Trocaire
16. International Civil Society Action Network (ICAN)	41. UN Development Programme (UNDP)
17. International Legal Assistance Consortium (ILAC)	42. UN Department for Political and Peacebuilding Affairs (DPPA)
18. International, Impartial and Independent Mechanism (Syria; IIIM)	43. UN Economic and Social Commission for Western Asia (ESCWA)
19. IMPACT	44. UN High Commissioner for Refugees (UNHCR)
20. Konrad Adenauer Stiftung	45. UN Population Fund (UNFPA)
21. Kvinna till Kvinna (K2K)	46. UN Resident Coordinator's Office (RCO), Syria
22. MAUJ Foundation	47. UN Women
23. MIDMAR	48. United States Institute for Peace (USIP)
24. Nissan Center	49. Women Deliver
25. Norwegian Centre for Conflict Resolution (NOREF)	50. Women's International League for Peace and Freedom (WILPF)
	51. Women NOW for Development

ANNEX 12: KNOWLEDGE PRODUCTS

1. Assessing macroeconomic response policies to covid-19 in the Arab region: what implications for women's economic empowerment?, October 2021[7]
2. Regional paper on women's participation in local mediation, June 2022[8]
3. Advocacy note on gender equality priorities of the earthquake[9], May 2023
4. Women building peace in the Arab states: regional synergies and cross-learning, November 2022[10]
5. Gender analysis: 2020 vulnerability assessment for Syrian refugees in Lebanon, July 2021[11]
6. Northwest Syria: gender assessment of the impact of the2023 earthquake and the resulting humanitarian needs [12].
7. A pilot analysis on which the whole of Syria report is based.

[7] https://arabstates.unwomen.org/en/digital-library/publications/2021/10/assessing-macroeconomic-response-policies-to-covid-19-in-the-arab-region
[8] UN WOMEN (2021) increasing women's participation in mediation processes: what roles for the united nations, regional organizations and member states? – last accessed 18th October 2023, https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2021/Increasing-womens-participation-in-mediation-processes-en.pdf
[9] https://arabstates.unwomen.org/en/digital-library/publications/2023/05/advocacy-note-4-priority-actions-for-gender-equality-in-the-earthquake-humanitarian-response
[10] https://arabstates.unwomen.org/en/digital-library/publications/2022/11/women-building-peace-in-the-arab-states-regional-synergies-and-cross-learning
[11] https://arabstates.unwomen.org/en/digital-library/publications/2021/07/gender-analysis--2020-vulnerability-assessment-for-syrian-refugees-in-lebanon
[12] UN Women (2023)Northwest Syria: Gender Assessment of the Impact of the2023 Earthquake and the Resulting Humanitarian Needs - last accessed 18th October https://arabstates.unwomen.org/en/digital-library/publications/2023/06/gender-analysis-of-the-earthquake-impact-in-northwestern-syria

ANNEX 13 CASE STUDY: GENDER IN HUMANITARIAN ACTION

EARTHQUAKE RESPONSE

The earthquake that struck northern and western Syria (NWS) and southern Turkey on 6 February 2023, led to severe human and material damage and exacerbated the already dire humanitarian situation in conflict-affected areas. In response to the impact of the 2023 Earthquake, UN women extended its coordination function to support the humanitarian cross-border operation.

This was a significant development for the portfolio as it was the first time that any programme had received core funding for direct humanitarian work. this was also the first time that the Syria Programme had received core funding for a gender responsive earthquake response.

To offer greater oversight in the response, UN Women became chair of the Gender Working Group (GWG) for the Syria-cross border operation and was admitted as a member of the Humanitarian Liaison Group in March 2023 following the earthquake. This facilitated UN Women's ability to drive Gender in Humanitarian Action (GiHA) priorities in the cross-border operation and extend its gender mainstreaming mandate. The Syria Programme has been able to use this platform to amplify messages on the needs of women in response to earthquake through its post-earthquake gender analysis.[13]

UN Women's humanitarian programme team was established in Gaziantep to strengthen its work in the cross-border operation. At the time of the evaluation, a GIHA Coordination Specialist (NOC) was coordinating the implementation of UN Women's humanitarian efforts in northwest Syria and supporting international stakeholders working on humanitarian response to improve gender analysis and coordination.

Image credit: UN Women

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[13] https://arabstates.unwomen.org/en/search-results?search_api_fulltext=earthquake

The Syria programmes' humanitarian efforts are structured on four pillars:
1) Analysis - gender analysis to inform a more gender-responsive humanitarian operation.
2) Leadership -strengthening women's leadership through the Women's Advisory Group (WAG) for the Humanitarian Liaison Group and Women-led organisations
3) Coordination - chairing the Gender Working Group (GWG) to lead and strengthen gender mainstreaming across the humanitarian response,
4) Programming to strengthen women's access to livelihoods and protection (LEAP) to faciliate early recovery from the humanitarian crisis.

GENDER ANALYSIS

Recognizing the critical role of gender dynamics in humanitarian response, UN Women led a comprehensive Gender Analysis to analyze the impact of the earthquake and the resulting humanitarian needs on women, girls, men, and boys in Northwest Syria. By acknowledging that individuals of different genders have distinct experiences, responsibilities, and priorities during disasters, this brief provided key insights into multisectoral gender needs and priorities. The brief offered overarching recommendations essential for formulating a gender-responsive and equitable humanitarian response to the earthquake.

CIVIL SOCIETY PARTNERSHIPS

The programme was quick to pivot support to Civil Society actors in response to the Earthquake. UN women were able to provide immediate earthquake response to support women affected by the Earthquake in Northwest Syria. The programme addressed the impact of the devastating earthquake and resulting needs by providing affected Syrian women and women headed households with livelihood opportunities, and vocational skills, that increase market access and link women with concrete job opportunities. The new partnerships introduce innovative skills and vocational training programmes that are based on market assessment, with a focus on digital skills, mobile phone repair courses and information management and analysis courses. The interventions also worked to increase the awareness of affected populations on violence against women by working through community structures and women-led organizations to offer tailored training programs, mentorship opportunities, and access to resources, to equip women with the tools they need to access the workforce. Additionally, the projects are raising awareness among women about their rights, including their rights to equal opportunities, fair wages, and safe working conditions and providing them with mental health support and awareness raising on GBV risks and mitigation.

AREAS FOR DEVELOPMENT

Overall, this work has made strong progress over the initial six months since its inception. There are opportunities to build on connections between WAG and WAB and further consolidate links with Humanitarian agencies and Humanitarian Response Plan. The team are also looking to increase efficiency in Fast Track Emergency funding protocols.

ANNEX 14: SWOT ANALYSIS OF UN WOMEN'S ENGAGEMENT IN SYRIA

Source: prepared by Syria Programme Team

STRENGTHS

- Strong links with the Office of the Special Envoy and Track-1 process
- Recognized role and expertise on women, peace and security
- Deep civil society network inside and outside Syria
- Implementation of activities in all three zones of control
- Ability to work with grassroots organizations in Syria via registered organizations in neighbouring countries
- Ability to engage with multiple UN hubs in a resource-light structure
- Beirut location allows for closeness to donors and member states

WEAKNESSES

- Limited support from Government of Syria
- Inability to travel inside Government of Syria-controlled areas.
- No UNCT membership in Damascus Hub
- No membership in the International Syria Support Group or UN Regional Dialogue Mechanism
- Little influence on humanitarian and early recovery discussions, particularly in Government of Syria areas
- Position can be confusing to donors and partners

OPPORTUNITIES

- Expanding UN Women's humanitarian role, building on new humanitarian programme in cross-border operation
- Greater women, peace and security thought leadership
- Expanded engagement with UNCT as a non-resident agency
- Engagement with defacto authorities on gender equality and women's empowerment
- Greater support to women-led organizations in Government of Syria areas
- Support to women's livelihoods and early recovery in a joint programming model
- Expanding political network through new WAB cohort and establishing a Whole of Syria track 2 women's platform

THREATS

- Limited support from Government of Syria
- Gender backlash in northwest Syria from de facto authorities
- Other UN Agencies leading the Gender Equality and Women's Empowerment mandate due to UN Women's absence in the UNCT.
- Decreased funding due to donor fatigue on Syria
- Limited legitimacy with women leaders in Government of Syria areas due to lack of operational presence inside Syria

ANNEX 15: TERMS OF REFERENCE

https://gate.unwomen.org/Evaluation/Details?evaluationId=11748