

Economic Empowerment of Syrian Women Refugees and Host Communities in the Arab Region – Final Evaluation of UN Women Regional Project (2014- 2016)



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List of Abbreviations

ARDD - Arab Renaissance for Democracy and Development
CfW – Cash for Work
CRSF - Comprehensive Regional Strategy Framework
CSOs - Civil Society Organisations
DAC - Development Assistance Committee
EU - European Union
FGD - Focus Group Discussion
FRL - Female Rural Leader
GBV - Gender Based Violence
IDPs - Internally Displaced Persons
JD - Jordanian Dinar
KAP - Knowledge Attitude Practice
KRI - Kurdish region of Iraq
MEAL - Monitoring Evaluation Accountability and Learning
MoE - Ministry of Education
MoH - Ministry of Health
Mol - Ministry of Interior
MoSA - Ministry of Social Affairs
MoSS - Ministry of Social Solidarity
MoU - Memorandum of Understanding
NAP - National Action Plans
NCW - National Commission for Women
NGO – Non-Government Organisation
NRC - Norwegian Refugee Council
PRS - Palestinian Refugees from Syria
ROAS - Regional Office of Arab States
RRR - Regional Refugee and Resilience
SDCs - Social Development Centres
SOPs - Standard Operating Procedures
SRAD - Syrian Refugees Affairs Directorate
ToR - Terms of Reference
UNEG - United Nations Ethical Guidelines
UNFPA - United Nations Population Fund
UNHCR - United Nations High Commissioner for Refugees
UNICEF - United Nations Children Fund
USD - United States Dollar
VAW - Violence against Women
WB - World Bank
WEO - Women's Empowerment Organisation
WFP - World Food Programme
WHO - World Health Organisation
WRO – Women's Rehabilitation Organisation

Table of Contents

Executive Summary	i
1. Background	1
1.1 Regional background and context	1
1.2 UN Women approach to humanitarian action	4
1.3 Project Overview	4
2. Evaluation Approach and Methodology	8
2.1 Evaluation purpose, objectives and scope	8
2.2 Evaluation Methodology	8
3. Findings	12
3.1 Relevance	12
3.2 Effectiveness	19
3.3 Efficiency	26
4. Conclusions	29
5. Recommendations	32
Annex I: Team Structure	36
Annex II: Evaluation Matrix	37
Annex III: Data Collection Instruments	40
Annex IV: List of Stakeholders Consulted	47
Annex V: Literature Review Log	48
Annex VI: Country Context	53
Annex VII: Evaluation Terms of Reference	57

Executive Summary

Evaluation Purpose and Scope

This final evaluation of the Government of Japan – UN Women ‘*Economic Empowerment of Syrian Women Refugees in the Arab Region*’ regional project aims to contribute to enhancing UN Women Regional Office for Arab States’ (ROAS) approach to programming in humanitarian action, specifically the Syrian response. The evaluation is intended both as an opportunity for organisational learning as well as an accountability tool. The specific objectives of the evaluation were to: (i) assess the relevance of UN Women’s ROAS project strategy in supporting Syrian women’s economic empowerment and enhancing their protection, as well as UN Women’s comparative advantage/added value in this area as compared with key partners; (ii) assess effectiveness and efficiency in progressing towards the achievement of results; (iii) identify and validate lessons learned and good practice examples of work supported by UN Women; and (iv) provide actionable recommendations with respect to UN Women’s strategy on promoting Syrian women’s economic empowerment in the region.

The targeted users of the evaluation are UN Women Senior Management, project staff, and key stakeholders (donors, other regional actors, UN system) working on the Syrian response. The evaluation covered the entire project period (April 2014 to March 2016). The geographical scope of the evaluation included the five countries (Egypt, Iraq, Jordan, Lebanon and Syria) where the project was implemented.

Context

The ongoing Syrian civil war, which began in 2011, has precipitated one of the largest humanitarian crises in history. The vast majority of refugees have sought refuge in the neighbouring countries of Egypt, Iraq, Jordan, Lebanon and Turkey. The first four countries host a combined 2.1 million refugees, while Turkey has provided shelter to 2.7 million refugees.¹ Within Syria there are 6.1 million internally displaced people (IDP).

One of the most challenging issues for Syrian refugees is the lack of access to livelihood opportunities in host countries. Legal and policy

frameworks in host countries make it difficult for refugees to obtain formal employment. The crisis has also contributed to an increase in the unemployment rates in the host countries. This is not only due to the large numbers of Syrian refugees competing informally for low skilled jobs at below market rates, but also to the financial loss from the cessation of trade with Syria as a result of the conflict.

Women and girls constitute half of the internally displaced in Syria as well as the Syrian refugee population in the four target countries of Egypt, Iraq, Jordan and Lebanon.² Over the past five years it has become increasingly evident that as in other conflicts around the world, the Syrian conflict has disproportionately had negative impacts on Syrian women and girls by reinforcing and exacerbating pre-existing gender inequalities. This translates to greater curbs on women and girls’ movement in the public sphere, resulting in constraints to their participation in social and economic activities, access to education, as well as access to basic services. The breakdown of traditional social protection mechanisms coupled with a disruption to gender norms have made women and girls even more vulnerable to various forms of SGBV, including forced and early marriage and sexual violence. Women also have had less access to economic opportunities than their male counterparts. Unemployment rates among women in the region are 22 percentage points above the unemployment rates for men.

In April 2014, ROAS launched the “Economic Empowerment of Syrian Women Refugees in the Arab Region” two-year regional project, financed by the Government of Japan with a total budget of USD 2,996,000. The overall goal of the project was to empower vulnerable Syrian women economically and strengthen their capacities to claim their rights through increased access to economic recovery opportunities, training and meaningful engagement in community life. The project logic was that strengthening the resilience of the target group through increased livelihoods opportunities, as well as SGBV and women’s rights awareness training and advocacy, would mitigate negative coping mechanisms such as early and forced marriage,

¹ <http://data.unhcr.org/syrianrefugees/regional.php>

² <http://data.unhcr.org/syrianrefugees/regional.php>

human trafficking, domestic violence and other forms of gender-based violence. The project was implemented in Egypt, Iraq, Jordan, Lebanon and Syria. In Iraq and Jordan, the project was implemented in refugee camps, whereas in Egypt and Lebanon, activities were in host communities where refugees had settled. The project design and planning strategy were adapted to the national context of each country.

Evaluation Methodology

The overall approach to the evaluation was utilization-focused and gender and human rights responsive. The evaluation utilised the OECD-DAC criteria of relevance, effectiveness and efficiency; GEHR was mainstreamed across the criteria, with evaluation questions exploring issues of gender equality and human rights. The United Nations Ethical Guidelines (UNEG) Norms and Standards for Evaluation guided the evaluation.³ It also adhered to the UNEG Code of Conduct.⁴ Additionally, the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations has been followed at every stage of the evaluation process.⁵

The evaluation had four progressive stages: inception; data collection; data analysis; and reporting and dissemination. Evaluation findings draw on: (i) an extensive document review including relevant UN Women strategies, project documents and progress reports, as well as international human rights and international humanitarian law relevant to the refugee context, and regional and national frameworks to understand this complex intervention and the context of each country, gain insights into the nuances of the project's design and objectives, and understand the external factors that may have facilitated or constrained the project to deliver its intended outputs and outcomes; and (ii) interviews and focus group discussions with institutional and individual stakeholders. Field visits were conducted to Egypt, Iraq, Jordan and Lebanon.

In total, the evaluation includes the views and perspectives of 176 stakeholders (146 women and 29 men), both institutional and individual.

Key Findings

Relevance

The project was found to be relevant in view of national and regional frameworks and commitments and priorities of the host governments. It aligned with relevant normative frameworks as well as the priorities of UN Women at global, regional and national levels and with two of the five key priority objectives of the Regional Response Plan 6 (RRP6), specifically prevention and response to sexual and gender-based violence and meaningful community participation and durable solutions. UN Women adopted a multi-pronged approach to protection which combined SGBV interventions and livelihoods. Where implemented in host communities, the project espoused a broader notion of protection, recognising as noted in RRP6 that 'adequate refugee protection cannot be maintained without enhancing social cohesion' (RRP6). The project was successfully designed to complement and add value to the RRP6 and subsequent refugee response plans both in terms of partnering with other UN agencies to maximise complementarity as well targeting women for cash for work opportunities in Za'atari and Baserma, two camps where women had disproportionately less access to cash for work opportunities.

Furthermore, the project was realistic in its approach given the existing policy frameworks and national agendas of the host countries, as well as the available opportunities, resources and settings i.e. refugee camp or host community. In navigating structural and policy level barriers to formal employment and other challenges, the project managed to provide avenues for income generation. The cash-for-work engaged women in areas of work that capitalized on their existing skill-sets, enhancing these existing skills through on the job training.

The commissioning and use of assessments, as well as surveys of women in target populations on their preferred vocational areas ensured that the project adopted an informed and participatory approach in addressing the needs and priorities, as well as the key risks faced by vulnerable women. In adopting this approach, however, the vocational areas identified by UN Women and project participants were primarily traditionally female dominated

³ www.unevaluation.org/document/download/2601

⁴ www.unhcr.org/research/evalreports/57a4a2a17/uneval-code-conduct-evaluation-un-system.html

⁵ www.uneval.org/documents/download/1294

occupations. While this was due to a number of factors, including the available opportunities and the comfort zone of women, it may not have taken full advantage of opportunities in refugee camps and host communities.

The structured approach using assessments and vulnerability criteria to identify participants and leveraging the knowledge and experience of people from the community to identify and reach out to women in the refugee camps and/or host community also ensured the selection of those who were most vulnerable.

Project activities were also designed in ways that were gender responsive and allowed for greater participation by women. This included the availability of child care centres, the scheduling of the trainings, and the availability of safe spaces in the centres for participants to interact and share their experiences with each other.

Especially relevant and strategic was the partnership approach adopted by the project. UN Women forged a range of partnerships at national level to meet the diverse requirements of the project and maximize comparative advantage. UN Women entered such partnerships with a view to leveraging existing infrastructure, collaborating with organisations with the requisite technical expertise and using existing networks of partner organisations to maximize the reach of the project. This partnership approach was designed to increase UN Women's operational capabilities and impact in each of the five countries. The partnerships with different types of stakeholders, e.g. government, civil society and UN, each allowed for greater complementarity and sustainability. Partnerships with other UN agencies combined the mandates and strengths of agencies, ensured coordination of efforts and avoided duplication.

The project provided opportunities to expand UN Women's humanitarian action into countries where it had not previously worked on humanitarian issues as well as to build on and expand existing work. It established a strong multi-country base for UN Women to further develop its humanitarian action approach. While lessons learned during implementation in one country informed the experience of other countries through management at the regional level, no formal exchanges / mechanisms for exchange were established between staff and / or partners in the different countries. Such exchanges on project experiences and achievements at the national level may have more systematically provided valuable insights to

inform organisational learning and impact.

Effectiveness

The project has achieved its planned outputs and there is evidence of contribution to progress towards envisioned outcomes. Monitoring data validated by interviews and focus group discussions indicated that the project has realised the outputs identified at the outset both with respect to increased access to economic opportunities (cash for work and vocational training), opportunities for participation in community decision-making, as well as SGBV and women's rights awareness and capacity building of SGBV service delivery providers. The level of achievement of some outputs varied between countries based on how the project was adapted at country level.

At outcome level, there is emerging evidence that the project has successfully contributed to some elements of empowerment, both economic and social, through these actions. The degree of reduction in SGBV and VAWG is less clear as this remains a sensitive subject; nonetheless, interviews with women indicated that project participation has contributed to reduced tensions and stress levels in the household.

Furthermore, access to vocational training and cash for work has enabled some women to obtain follow-on economic opportunities through both self and other employment. However, given legislative and other contextual constraints this has not been systematic and has largely remained in the informal sector. Anecdotal evidence from project staff supported by evidence from fieldwork indicated that some women in Egypt, Iraq, Jordan and Lebanon have capitalised on the skills and cash received to start their own business and/or gain other employment particularly in hairdressing and tailoring.

The formation of co-operatives in Lebanon provided one strategy to address the challenge of securing continued income. Lebanese women formed the cooperative, as Syrian refugees faced several policy and administrative barriers to getting work permits in the country. However, due to the good relations fostered between the groups, Syrian women were informally involved in the support jobs of the co-operative and received daily remuneration. The cooperative approach has helped in creating potentially sustainable income generating structures that could survive beyond the UN Women intervention.

The money received from the project did enable participants to make spending decisions based on their own needs and priorities. Many of the women reported spending the money on repaying debts, medical bills, and children's needs.

One of the significant results of the project was the creation of safe spaces for women. This aspect of the project has been received well and appreciated by participants. In all four countries visited, women – both refugees and from host communities look forward to going to the centres. Respondents mentioned that centres provided them with opportunities to have discussions with other women who come from the same background, share similar problems, and are able to empathise. The centres acted as a platform for coping with stress, as women discussed these issues with each other and sometimes with trainers and staff.

Access to cash to fulfil additional requirements and priorities coupled with spending time outside the house at training or work or in the safe spaces was also reported to have contributed to a decrease in household tension and stress levels. In host community settings, collective training and workshops allowed for the creation of social cohesion and greater understanding and interaction between Syrian refugee and host community women.

Participants' ability to earn and control income, albeit short-term, enhanced their sense of agency. Women expressed a new sense of independence, greater participation in household decision-making, and an increased sense of self-worth and dignity. Respondents witnessed changes in the perception of their family members and neighbours. Their ability to provide financial assistance to the family helped them to negotiate their position with respect to decision-making within the family. In Jordan, where UN Women had longer experience working on humanitarian action the project also aimed at enhancing women's collective agency. Women's committees were formed in Za'atari camp to ensure that women's concerns and priorities were addressed in the camp. The women's committee successfully negotiated with the camp manager to increase the duration of the power supply and to reduce the frequency of power shortages/cuts.

While respondents reported increased knowledge as a result of SGBV / women's rights awareness trainings, the evaluation found that this component could have been developed more fully. Women reported varying levels of engagement. This

component did not follow a common framework or methodology which adapted to the different contexts may have helped to make the project more effective. Where UN Women had more experience working with refugees, the SGBV component was more developed and included greater outreach and referral mechanisms.

The engagement of men and boys in SGBV / women's rights awareness trainings, something expressed as important by women participants, was also a challenge, particularly as it was not an explicit part of the project design in all countries. Strategies which opened with discussions on stress and coping mechanisms and then introduced SGBV seemed to be more effective in engaging men.

Lastly, while the project logical framework had clearly defined indicators, the monitoring system did not enable a systematic capture of medium term results of the project. There was also no formal, systematic follow-up of participants once they had completed the training, including information on the tangible medium-term results of the project (i.e., the number of women who capitalised on the training and accessed the labour market). The large amount of data generated by existing reporting mechanisms was also not fully leveraged to inform ongoing project implementation.

The integration of elements of the human rights based approach and gender quality principles was evident throughout the programme. For example, the inclusion of sessions on gender equality and women's rights was an important element in addressing cultural and structural barriers to gender equality and women's empowerment. This aspect could have been further developed as well both within the context of the SGBV / women's rights awareness trainings but also in using explicit and comprehensive rights based and gender analyses to inform the design of the programme.

Efficiency

The project has achieved its targets within the intended timeframe and the allocated financial resources. Furthermore, the management structure and project team have contributed to achieving results.

An important factor that led to project efficiency was UN Women's partnership with different organizations, leveraging UN existing infrastructure and networks. This avoided creation of parallel structures, enabled judicious use of financial

resources and a shorter start-up time.

Though UN Women has traditionally focused primarily on development, it met the challenge of implementing a humanitarian project in this context. The difference in processes did not have a negative impact on the efficiency of the project as it circumvented any obstacles by maintaining flexibility of management and coordination across countries. Furthermore, the creation of linkages across stakeholders ensured the availability of relevant expertise, wherever required. This also aided the project in functioning within its mandate of time and achieving its objectives. While the evaluation revealed that while every country's agenda was executed sufficiently there was limited knowledge sharing between implementing countries. The lack of mechanisms that enabled and advanced such cross-country collaboration resulted in the project evolving as fragmented country-wise interventions as opposed to an overall regional programme.

Conclusions

Conclusion 1: Despite limited funding, UN Women successfully leveraged partnerships and existing resources and capacities, both in terms of project implementation and expanding funding of cash for work, to enhance its coverage and quality and to use project resources strategically and efficiently. Ensuring the necessary capacities at national and local levels and complementarity of efforts will be critical to continuing and expanding these efforts.

Conclusion 2: The regional project was the first ROAS project in humanitarian action. The focus on women's economic opportunities and SGBV reflected two key, yet historically neglected, elements of humanitarian action. Through this UN Women started to increasingly engage with the humanitarian architecture in Egypt, Iraq and Lebanon. This engagement was primarily focused on informing other stakeholders about the project and project coordination. Moving forward UN Women should take advantage of its presence to expand its efforts to complement and enhance the capacities of other key actors to deliver on gender equality in their humanitarian response.

Conclusion 3: The project successfully navigated existing political, practical and bureaucratic constraints, to deliver on its intended outputs in terms of provision of vocation training and cash for work opportunities. For the majority of women, the economic benefits were short-term UN Women

establishing agreements with other entities to secure goods from the cash-for-work component rather than import them as well and forming cooperatives can be potential strategies for longer-term benefits. However, sustainable strategies will require work on multiple levels, including policy, community, and individual capacities.

Conclusion 4: The project successfully integrated GEHR principles in the design and implementation of the project. However, the project as designed and the relatively short time-frame led to a focus that was more concentrated on the humanitarian end of the humanitarian-development continuum. This limited what could be achieved with respect to women's empowerment.

Recommendations

The recommendations for the project is developed with the vision of strengthening key areas and are, in order of priority, as follows:

Recommendation 1: As the Syrian response moves towards an increasing focus on resilience, UN Women should consider articulating a more explicit and holistic framework for working on gender equality women's empowerment in humanitarian action for future interventions. This framework should be measurable and look across the humanitarian-development continuum. This conceptual framework should incorporate a Theory of Change, accounting for - *security and well-being of refugee women, individual agency of women, shift in power relations and structure of legal policies and frameworks*.

Recommendation 2: UN Women should establish a comprehensive Monitoring Evaluation Accountability and Learning (MEAL) system to inform future work in humanitarian action. This will allow it to track progress, detect unintended results, assess the impact, and be accountable to stakeholders.

Recommendation 3: UN Women should place greater focus on capacity development of implementing partners to strengthen national capacities on ensuring humanitarian action is gender responsive. Investing in implementing partners' capacities allows them to better support, reinforce and strengthen nationally led, gender-responsive humanitarian and early recovery interventions

Recommendation 4: UN Women should include a more robust SGBV component as part of its broader efforts to enhance social protection. This should

include expanding partnerships with others actors who are working on SGBV and expanding the work the work on engaging men and boys in addressing sexual and gender based violence through the identification and leveraging of good practices.

Recommendation 5: The creation of sustainable economic opportunities for Syrian refugees and host communities remains a great challenge. UN Women should explore different modalities for ensuring sustainable economic opportunities for vulnerable women from Syrian refugee and host communities in partnership with other key actors. This can include advocacy for policy change, training and integration of women into less traditionally female areas of employment where there is sufficient market demand, and the expansion of agreements with other actors (public and private) to procure goods / services produced by women on an ongoing basis.

Recommendation 6: UN Women should advocate for multi-year funding to enable longer-term planning and programming in humanitarian action. This can contribute to substantial gains in intervention relevance, quality, effectiveness and efficiency. Most importantly, supporting women's economic empowerment and SGBV requires a longer-term, multi-dimensional approach which addresses the underlying causes of gender inequality.

1. Background

1.1 Regional background and context

One of the greatest challenges the world faces today is conflict-related displacement. United Nations High Commission for Refugees (UNHCR) data provides evidence that global forced displacement has increased in 2015, with record-high numbers. By the end of 2015, 65.3 million individuals were forcibly displaced worldwide as a result of persecution, conflict, generalized violence or human rights violations; this is 5.8 million more than the previous year (59.5 million). Furthermore, more than half (54 per cent) of all refugees worldwide came from just three countries: the Syrian Arab Republic (4.9 million), Afghanistan (2.7 million) and Somalia (1.1 million).⁶

International humanitarian law and human rights law form the foundation of refugee law and are designed to protect refugees and asylum seekers. This is to ensure the protection of individuals fleeing countries where the government is unwilling or unable to guarantee their basic human rights. The most prominent international humanitarian law instrument is the United Nations Convention Relating to the Status of Refugees (Refugee Convention, 1951) and its Protocol (1967), which defines “refugee” and establishes the principle of *non-refoulement* under Article 33.⁷ *Non-refoulement* is universally regarded as a human right and part of international customary law.⁸ The Fourth Geneva Convention Relative to the Protection of Civilian Persons in Time of War (1949) specifically addresses the rights of civilians and displaced persons under Article 44, as does the Additional Protocol I (1977). Within international human rights law, Article 3 of the Convention against Torture (1984) and Article 22 of the Convention on the Rights of the Child (1989) protect against *refoulement*. At the regional level, the Organization of African Unity (OAU) developed the Convention Governing the Specific Aspects of Refugee Problems in 1969. There is no binding regional legislation concerning refugees or displacement specific to the Middle East and North Africa or the League of Arab States.

The Syrian civil war, which began in 2011, has precipitated one of the largest humanitarian crises in history. The conflict, which involves both state and non-state actors, has instigated far-reaching effects across the Middle East and North Africa region. While the conflict involves groups from the region and beyond, perhaps the most devastating and visible effect of the conflict has been the collateral damage inflicted on the Syrian population. Large swathes of the country have been transformed into conflict zones, putting the civilian population at the forefront of the conflict. The collateral damage has crippled the infrastructure of the country as well as the ability of the populace to access basic resources such as food, safe drinking water, and health facilities, among other necessities. The fighting, coupled with the lack of access to basic necessities has been responsible for the largest refugee crisis since World War II. While a minority of refugees is attempting to seek political asylum in Europe and elsewhere, the vast majority has moved towards the neighbouring countries of Egypt, Iraq, Jordan, Lebanon and Turkey. The first four countries host a combined 2.1 million refugees, while Turkey has provided asylum to 2.7 million refugees; more than 29,000 refugees have been registered across North Africa.⁹ Within Syria itself there are 6.1 million internally displaced people (IDP).

Syrian refugees and Internally Displaced Persons (IDPs) face a number of challenges, including difficulties in accessing adequate food, shelter, health care and other basic needs for their families. As of February 2016, 13.5 million people in Syria, including six million children, were in need of humanitarian assistance. At least 8.7 million

⁶ Global Trends – Forced displacement in 2015, UNHCR, p.3

⁷ Article 33(1) of the Convention reads: “No Contracting State shall expel or return (*‘refouler’*) a refugee in any manner whatsoever to the frontiers of territories where his life or freedom would be threatened on account of his race, religion, nationality, membership of a particular social group or political opinion.”

⁸ This means that all states are prohibited from returning refugees to a territory where his or her life or freedom is threatened, regardless of whether they have acceded to the Convention or Protocol.

⁹ <http://data.unhcr.org/syrianrefugees/regional.php>

people were unable to meet their daily food needs.¹⁰ In early 2016, 1.7 million IDPs living in camps and other sheltered areas lacked access to multi-sectoral assistance.¹¹ According to the World Food Programme (WFP), humanitarian food assistance was the primary source of sustenance for Syrian refugees in the region.^{12,13} During the same time period, 70 per cent of Syrian refugees were living in poverty in Lebanon, and in Jordan 86 per cent were living under the poverty line.¹⁴ Access to health care has been compromised; in certain instances, conflict-related injuries and chronic disease are left untreated, such as in the case in Jordan, when user fees are prohibitive.¹⁵ Access to education has also been compromised; as of April 2016, there were more than 916,000 (or 56 per cent of) school-age Syrian children out-of-school across the region; this was a nine per cent increase compared to December 2015.¹⁶

One of the most challenging issues for Syrian refugees is the right to work in host countries. Due to the protracted nature of the conflict and the urgency to flee to safer areas, refugees are generally forced to abandon their assets. On reaching the host country, the lack of access to livelihood opportunities limits their ability to secure their basic needs including food, shelter and medicine. While the 1951 Convention also includes the right to work (Articles 17 to 19), several countries in the region including, Iraq, Jordan and Lebanon are not signatories. National legal frameworks in host countries and employability in many host communities make it difficult for refugees to obtain formal employment. This forces many into the informal labour market, where, as per anecdotal evidence, there are low wages and of exploitation. With few employment options available, refugees often accept poorly paid and unregulated jobs. The crisis has also contributed to an increase in the unemployment rates in the host countries. This is not only due to the large numbers of Syrian refugees competing informally for low skilled jobs at below market rates, but also due to the financial loss from the cessation of trade with Syria as a result of the conflict. This has led to tensions between refugees and local communities who compete for the same jobs. Host countries that were already facing challenges concerning employment now must contend with these challenges on a larger scale. Unemployment rates in host countries have reached 25-30 per cent, significantly higher than the global unemployment rate of 13 per cent, reported by the International Labour Organisation (ILO).¹⁷

Regional and National Response

In response to the growing humanitarian crisis in Syria and neighbouring countries, governments of the region and other humanitarian actors including UN agencies have developed national and regional response plans since March 2012 to serve as a comprehensive framework for coordinating the regional refugee response. The governments of the countries hosting Syrian refugees in the region initially built their response to the Syrian crisis on the assumption that the conflict would be resolved within a relatively short time within the context of the upheavals then taking place in the region (the so-called Arab Spring). This assumption also informed the planning of the United Nations (UN),

Regional Response Plan 6: The RRP6 addresses three target groups: refugees in camps; refugees residing outside camps and host communities. The plan maintains protection as its core objective and responds to the immediate humanitarian needs of refugees, including protection and essential services, food, health, education, and material assistance in support of the most vulnerable. Refugee protection within the context of the Syria refugee response focuses on five priority objectives: access to territory and registration, prevention and response to SGBV, child protection (including strategic links between SGBV, child protection and education), meaningful community participation and durable solutions.

¹⁰ http://reliefweb.int/sites/reliefweb.int/files/resources/2016_hrp_3rp_chapeau_syria_final_hi_res.pdf, p. 3

¹¹ http://reliefweb.int/sites/reliefweb.int/files/resources/2016_hrp_3rp_chapeau_syria_final_hi_res.pdf, p. 3

¹² <http://reliefweb.int/sites/reliefweb.int/files/resources/RegionalFoodSecurity3RPDashboardAugust2016.pdf>

¹³ http://reliefweb.int/sites/reliefweb.int/files/resources/2016_hrp_3rp_chapeau_syria_final_hi_res.pdf, p. 3

¹⁴ http://reliefweb.int/sites/reliefweb.int/files/resources/2016_hrp_3rp_chapeau_syria_final_hi_res.pdf, p. 4

¹⁵ Jordan: Living on the Margins - Syrian Refugees in Jordan Struggle to Access Health Care, <https://www.amnesty.org/en/documents/mde16/3628/2016/en/>

¹⁶ Regional Refugee and Resilience Plan 2016-17; Mid-Year Report June 2016.

¹⁷ Unemployment rates (between the ages of 15-24) in target countries according to World Bank statistics for 2014: Egypt (42%); Iraq (34.6%); Jordan (28.8%); Lebanon (20.7 %); Syria (30.1%).

international donors and other humanitarian actors engaged in the Syrian crisis response in the region. Each country's national response plan was subsequently integrated into successive regional response plans (RRP1 – RRP6). The Regional Response Plan 6 (RRP6), which covers January-December 2014 informed UN Women's regional project. RRP 6 brought together the plans developed under the leadership of the governments of Egypt, Iraq, Jordan, Lebanon and Turkey and international humanitarian actors, including UN agencies, to ensure protection, humanitarian assistance and to strengthen the coping mechanisms of women refugees and host communities. The RRP6 was designed to ensure meaningful participation of communities, promote community-based protection and provide support to vulnerable individuals, host communities and municipalities by complementing or supporting national government-led responses. Building resilience and ensuring social cohesion among refugee and host communities was also an important element. The protracted nature of Syrian conflict has informed the transition to a longer term and more comprehensive approach through a humanitarian and stabilisation approach to address the needs of the Syrian refugees and the respective populations affected by the refugee influx.

Impact on Women

'(...) there are two important aspects of the experience of people in crisis that are not in sight, and are insufficiently in mind in humanitarian action: the extensive sexual violence and domestic violence experienced by women and girls; and conversely, the strong drive of women and girls to lead humanitarian response and to acquire the skills and resources that enable them to rebuild their lives. Governments and humanitarian agencies focus attention on providing food, water, basic medical care and shelter. Protection and a means of livelihood are relegated to non-essentials. Yet, safety and a means to rebuild their lives and reduce vulnerability are what women also want and urgently need.'

Statement by UN Women Executive Director Phumzile Mlambo-Ngcuka, 20 May 2016

Women and girls constitute half of the internally displaced in Syria as well as the Syrian refugee population in the four target countries of Egypt, Iraq Jordan and Lebanon.¹⁸ Over the past five years it has become increasingly evident that as in other conflicts around the world, the Syrian conflict has disproportionately had negative impacts on Syrian women and girls by reinforcing and exacerbating pre-existing gender inequalities. This translates to greater curbs on women and girls' movements in the public sphere, resulting in constraints to their participation in social and economic activities, access to education, as well as access to basic services. The breakdown of traditional social protection mechanisms coupled with a disruption to gender norms have made women and girls even more vulnerable to various forms of SGBV, including forced and early marriage and survival sex. While it is unclear whether the rates of early marriage differ from before the conflict, it has certainly emerged as a perceived protective factor for young females. In some instances, girls are married to older males or are married to nationals of host countries. Domestic violence and other forms of SGBV continue to be dealt with inside the family, rather than by turning to service providers, if available. Sexual and reproductive health services vary by host country, potentially compromising the health of pregnant women and their babies.

Refugees face a number of economic hardships in general; however, women have had less access to economic opportunities than their male counterparts. The unemployment rate among women in the region is significantly higher when compared to men. Unemployment rates among women in the region are 22 percentage points above the unemployment rates for men. A 2015 WFP report on Egypt, Lebanon and Turkey indicated that female-headed households¹⁹ have a higher rate of vulnerability than male-headed households,²⁰ which is significant since the UN

¹⁸ <http://data.unhcr.org/syrianrefugees/regional.php>

¹⁹ For the purpose of this evaluation, female-headed households are defined as those where women are the breadwinners because either she is widowed or her husband or another senior male family member is not living with her.

²⁰ Situation Update June 2015 Syria Crisis Regional Response - <http://documents.wfp.org/stellent/groups/public/documents/ep/wfp276498.pdf>

reports that one in five Syrian refugee households are headed by women.²¹ Annex VI provides an overview of the prevailing context by country.

1.2 UN Women approach to humanitarian action

The aim of UN Women's engagement in humanitarian action is to complement and enhance UN efforts to ensure consistency and sustainability in addressing gender equality concerns across the humanitarian-development continuum, meeting women's immediate survival and safety needs and supporting women's empowerment for the longer-term resilience of communities and sustainability of humanitarian action.²²

A number of normative frameworks guide UN Women's work on Humanitarian Action:

- General Assembly A/RES/64/289 - July 2010 System Wide Coherence (establishment of UN Women).
- Convention on the Elimination of All Forms of Discrimination Against Women (1979)
- Beijing Platform for Action (1995)
- UN Security Council Resolution: 1325, 1820, 1888, 1889, 1960, 2106 and 2122
- Humanitarian Charter and Minimum Standards in Disaster Response (2004 and 2010)
- ECOSOC Resolutions E/RES/2012/3 and E/RES/2013/6 - Strengthening the Coordination of Emergency Humanitarian Assistance of the United Nations (2012 and 2013)
- Commission on the Status of Women Resolution 56/2 and its 2014 follow up – Gender Equality and Women's Empowerment (2012 and 2014).
- GA Resolution 67/209- International Strategy for Disaster Reduction (2013)

"The concept of **humanitarian action** includes response, disaster risk reduction and preparedness for risk prevention and mitigation, and early recovery. UN Women engages across this space in order to complement and enhance UN efforts to -move away from a short-term, service provision model to one that builds on development gains, enhances sustainability and national ownership, strengthens the resilience of communities and countries - and is accountable to the populations affected by crisis. ***In this context, UN Women's humanitarian work will focus on preparedness, response and the transition to early recovery.***"

UN Women Humanitarian Strategy 2014-17

At global level, UN Women's work in humanitarian action primarily falls under Strategic Plan Development Results Framework Impact 4 – "Peace and security and humanitarian action are shaped by women and men's equal leadership and participation. At regional and country level, humanitarian action is inextricably linked to other areas of the Strategic Notes, specifically Ending Violence against Women and Girls (EVAWG) and Women's Economic Empowerment (WEE).

1.3 Project Overview

The "Economic Empowerment of Syrian Women Refugees in the Arab Region" was a two-year regional project launched in April 2014. The Government of Japan funded the USD 2,996,000 project. The overall goal of the project was to empower vulnerable Syrian women economically and strengthen their capacities to claim their rights through increased access to economic recovery opportunities, training and meaningful engagement in community life. The project sought to achieve the overall goal through two main outcomes and four outputs.

Outcome 1: Empowering vulnerable Syrian women and girls through increased access to economic opportunities, trainings and opportunities of meaningful participation in community decisions. To achieve this, the project defined

²¹ UNHCR, Vulnerability Assessment of Syrian Refugees in Lebanon 2015, December 2015, p. 12, available at: <http://data.unhcr.org/syrianrefugees/download.php?id=10006>

²² UN Women Humanitarian Strategy

two outputs:

- Establishment and expansion of women's community centres, which offer vulnerable Syrian women opportunities of participation in community decision-making.
- Increased access to income generation activities through the 'cash-for-work' component of the project.

Outcome 2: Reduction in Sexual and Gender Based Violence (SGBV) and Violence against Women and Girls (VAWG) with the aim to strengthen the capacity of vulnerable Syrian women to claim their rights and engage meaningfully in community decision-making. To achieve the second outcome, the project defined two outputs:

- Conducting advocacy campaigns to increase awareness on women's rights and the capacities of Syrian women.
- Strengthening the capacities of service providers to provide effective service delivery to survivors of SGBV.

The project logic was that strengthening the resilience of vulnerable women through increased livelihoods opportunities, as well as SGBV and women's rights awareness training and advocacy, would mitigate negative coping mechanisms such as early and forced marriage, human trafficking, domestic violence and other forms of gender-based violence (Figure 1). UN Women implemented the project with the dual aims of economically empowering Syrian women in line with the 'Do no harm' principles that seek to cultivate good practices that minimize harm when developing refugee protection programming;²³ and tackling SGBV and creating awareness with regards to VAWG. In the countries where the project was implemented in host communities, participants from host communities were included to forestall potential social tension. The project used vocational training, cash for work and SGBV and women's rights awareness trainings to increase access to livelihood opportunities and strengthen the coping abilities of at-risk Syrian women refugees and women from host communities. This aimed to further strengthen their position in the community, as they are able to generate their own income, have an increased level of independence and assume a greater role within the community.



Figure 1: Project logic

The regional project was an upscaling of "Leadership, Empowerment, Assistance, and Durable Solutions for Syrian Women Refugees project," which UN Women Jordan implemented in Za'atari refugee camp in 2012.²⁴ The regional project was implemented in different settings within Egypt, Iraq, Jordan, Lebanon and Syria. In Iraq and Jordan, the project was implemented in refugee camps, whereas in Egypt and Lebanon, activities were in host communities where refugees had settled. Refugee camp settings (Iraq and Jordan) included a cash for work component, while

²³ http://gbvguidelines.org/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_lo-res.pdf, p. 45

²⁴ Pro-doc, Economic Empowerment of Syrian Women Refugees and Host Communities in the Arab Region - The project established a women's protection and vocational training centre known as the "Women and Girls Oasis," as well as a cash-for-work component.

in host communities (Egypt and Lebanon) women participated in vocational training and received a transportation allowance. In all countries, participants were selected based on agreed upon vulnerability criteria.

The project design was adapted to the national context of each country. Project budgets at country level were allocated based on the number of refugees in each country and were - Egypt: 110,000 USD, Iraq: 400,000 USD, Jordan: 700,000 USD, Lebanon: 600,000 USD and Syria: 600,000 USD. An additional 531,000 USD was allocated to the ROAS for project management. The following section gives a brief account of activities in the five countries.

Egypt

In Egypt, the project was implemented through a partnership with the National Council for Women (NCW), the national women's machinery. Two women's protection and vocational training centres were established in Giza Governorate, in Al-Haram run by NCW and 6th of October City run by INSAN foundation, where the majority of Syrian refugees reside. These centres provided vocational training and SGBV/ women's rights awareness training to Syrian refugees and Egyptian women from host communities. Vocational training areas were determined based on an assessment conducted by UNICEF and participant surveys and included crochet, embroidery, basic health care in emergencies, cooking, tailoring and hairdressing. Vocational training sessions ranged in duration from two to four weeks depending on the topic area. CARE provided two day trainings on SGBV-women's rights awareness. These sessions discussed the differences between sex and gender; explored the social construction of gender and social and cultural expectations for males and females; identified the forms of SGBV and explored their causes and consequences; and provided attendees with skills to address common SGBV issues in their communities. The project provided vocational training to 1465 Syrian and Egyptian women through the two centres. The project also reached 780 women and girls²⁵ and 12 men and boys under the SGBV/women's rights awareness training.

Iraq

The project in Iraq was implemented in Baserma refugee camp, which hosts approximately 3,485 Syrian refugees (of which 1676 are women and girls). The Baserma camp is the farthest away from the city of Erbil, with limited public transportation options. UN Women engaged two local non-governmental organizations (NGOs) to implement the project: the Women's Empowerment Organization (WEO) the first year and the Women's Rehabilitation Organization (WRO) the second year. Syrian women were provided with vocational training in sewing and hairdressing and received cash-for-work. Those attending the sewing training produced baby kits and women's traditional dresses, which were sent to UNHCR and UNICEF for distribution to Syrian refugees. Women participating in the hairdressing training attended sessions in the morning and provided hairdressing services to other women in the camp in the afternoons. Trainings were also provided in handicrafts, as well as English language and computer. The SGBV/women's rights awareness sessions included information on psychosocial support, trauma, awareness of gender rights and legal mechanisms and introduced participants to the SGBV referral pathway for prevention and response. A mobile team also informed the community of scheduled activities and assisted in identifying survivors of violence within the camp. In total, the project reached 270 women through the cash-for-work and vocational training component. An additional 307 women were provided with psychosocial support by social workers, while 485 women and girls participated in the SGBV awareness training.

Lebanon

In Lebanon, UN Women partnered with the Ministry of Social Affairs (MoSA), which facilitated the use of the Ministry's Social Development Centres (SDCs) for vocational trainings. The project supported community centres in Akkar and Beirut to provide vocational training, as well as to support the establishment of women agro-business cooperatives and provide access to funds through cash-for-work. The SDCs also provided safe spaces for women

²⁵ Those women attending the SGBV / women's rights awareness training were a subset of those participating in the vocational training.

and served as community mobilisation forums and provided training on women's rights. Implementing partners for vocational training activities were Fair Trade Lebanon (FTL) and the Safadi Foundation. Agro-business training implemented by FTL was divided into two categories, catering and food production, based on the needs and uniqueness of urban and rural areas. Training was imparted in embroidery, sewing and tailoring, soap making, mobile phone repair, crochet and cross-stitching (Point de Croix), accessory making and decoration. ABAAD was brought in to train an SGBV / women's rights awareness peer educators to disseminate information on SGBV by holding sessions at the centres. These peer educators would conduct their sessions in the SDCs with the support of ABAAD staff. In total, 388 women participated in the vocational trainings conducted by the Safadi Foundation. An additional 320 women participated in the agro-business trainings carried out by FTL. Under the gender awareness sessions, the project reached 512 women and girls and 80 men and boys.

Jordan

In Jordan cash-for-work reached 179 Syrian women in Za'atari camp. Cash for work activities were divided into semi-skilled, skilled and highly skilled categories,²⁶ encompassing a broad spectrum of activities and allowing a maximum outreach and applicability for refugees. Additionally, UN Women identified goods that various agencies procured from abroad which could be made in the camp. The organisations procuring the items were approached and requested to purchase the products from the refugee women. Women were also engaged as social workers and in management roles. Proceeds from the cash-for-work component were also used to pay for medical procedures that could not be covered by other organisations, two hot meals a month to Oasis users, and severance payments. The project also established women's protection and vocational training centre, known as "Oasis." Each Oasis served as a safe space for recreational, educational and psychosocial activities and for social gatherings. The SGBV/women's rights component also included a protection officer, the formation of community networks and committees among Syrian refugees in the camp, a civic engagement and mentoring programme for women and men, as well as "HeForShe sessions" for men and youth. Trainings included sessions on stress management, SGBV prevention, Do No Harm principles, and confidentiality and mandatory reporting. Mechanisms for identifying and referring women survivors of SGBV were also established.

A Syrian women's committee of 22 women from across the camp, was established to provide a mechanism for women's involvement in community decision-making. UN Women facilitated regular meetings between the committee and camp management. Project partners in Jordan were the Ministry of Planning and International Cooperation (MOPIC) and the Syrian Refugees Affairs Directorate (SRAD), while the Arab Renaissance for Democracy and Development (ARDD-Legal Aid) implemented some project activities.

Syria

In Syria, the project was implemented in partnership with UNDP and UNFPA. UN Women supported UNDP vocational training in food processing, cooking, sewing, traditional handicrafts, English language and computer in Homs, Tartous, Hassakeh, Hama and rural Damascus. Advocacy campaigns and SGBV/women's rights trainings to enhance protection were also carried out. UNFPA activities supported two women's safe spaces in Homs and rural Homs. Activities included SGBV case management, legal consultation, psychosocial support, awareness sessions and life skills activities. UNFPA also conducted training for service providers. The project provided vocational training to 504 women; an additional 96 women worked in a food processing workshop and kitchen in Hama to provide healthy and affordable meals to local markets. 600 women and girls participated in gender awareness sessions, while 46 men and boys were trained as service providers for survivors of SGBV.

²⁶ Semi-skilled: Committee volunteers, outreach, guards, cleaners; Skilled: tailors, hairdressers, teachers, trainers sports, recreational), handcraft makers, PHE Maintenance; Highly-skilled: Medical personnel, teachers, management positions

2. Evaluation Approach and Methodology

2.1 Evaluation purpose, objectives and scope

The UN Women Regional Office Arab States (ROAS) commissioned Ernest & Young India to undertake a final evaluation of the two-year regional project, implemented from April 2014 to March 2016. As per the terms of reference, “the main purpose of the final project evaluation is to contribute to enhancing UN Women ROAS’s approach to programming in the humanitarian field and the Syrian response. The findings will be used to inform future programmatic decisions, organisational learning and accountability to the Government of Japan as well as for the identification of good practices to supporting Syrian women’s economic empowerment. The evaluation is also expected to feed into UN Women’s flagship project on resilience. The targeted users of the evaluation are UN Women Senior Management, project staff, and key stakeholders (donors, other regional actors, UN system) working on the Syrian response.”

The specific objectives of the evaluation were to:

- Assess the **relevance** of UN Women’s ROAS project strategy in supporting Syrian women’s economic empowerment and enhancing their protection, as well as UN Women’s comparative advantage/added value in this area as compared with key partners;
- Assess **effectiveness** and **efficiency** in progressing towards the achievement of results;
- Identify and validate **lessons learned and good practice examples** of work supported by UN Women;
- Provide **actionable recommendations** with respect to UN Women’s strategy on promoting Syrian women’s economic empowerment in the region.

Given the relatively short duration and nature of the project, impact and sustainability were not assessed.

The evaluation covered the entire project period (April 2014 to March 2016) and assessed both the economic and SGBV components. The geographical scope of the evaluation included the five countries (Egypt, Iraq, Jordan, Lebanon and Syria) where the project was implemented.

2.2 Evaluation Methodology

The evaluation utilised the OECD-DAC criteria of relevance, effectiveness and efficiency; gender equality and human rights (GEHR) were mainstreamed across the objectives and criteria, with key evaluation questions exploring issues of gender equality and human rights. The United Nations Ethical Guidelines (UNEG) Norms and Standards for Evaluation guided the evaluation.²⁷ It also adhered to the UNEG Code of Conduct.²⁸ Additionally, the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations has been followed at every stage of the evaluation process.²⁹

The evaluation team was comprised of individuals with diverse skill-sets. It was constituted to ensure there was a gender balance and complementary skill sets. A three-member team was comprised of two women and one man and included a gender and humanitarian expert with experience in the region, and two evaluation experts with experience in gender. This allowed for viewing the project through a diverse lens for the evaluation. The team adopted a consultative and participatory approach towards the evaluation - from the inception phase to report writing. UN Women staff and other stakeholders were consulted at all stages of the evaluation.

The data collection process was designed and implemented in a manner that respected the cultural sensitivities of

²⁷ www.unevaluation.org/document/download/2601

²⁸ www.unhcr.org/research/evalreports/57a4a2a17/uneg-code-conduct-evaluation-un-system.html

²⁹ www.uneval.org/documents/download/1294

the target areas. The evaluation team ensured that all stakeholders, irrespective of involvement with the project or position of responsibility were treated fairly and given equal opportunity.

The team also maintained due regard for cultural, religious, age, gender and other such differences and were prepared to seek assistance from UN Women staff, national consultants or other partners familiar with the context if clarity was required.

Ethical safeguards were integrated in the evaluation, including:

- The consent of all participants was obtained prior to beginning the interview process.
- The team provided complete clarity on the purpose behind the evaluation to the stakeholders prior to soliciting their participation.
- The evaluation team ensured that stakeholders did not face any risk, hindrance or harm.
- While no sensitive information was collected during the interview process, the team ensured that no personal information that was collected could be traced back to any individual.

The evaluation had four phases —Inception, Data Collection, Data Analysis and Reporting and Dissemination. Each of the four phases had distinct steps and processes, which are listed below.

Phase I: Inception Phase

Prior to the actual evaluation process, the evaluation team undertook a number of activities to form a strong foundation and develop a thorough understanding of the various conceptual aspects, as well as the operational landscape of project implementation.

Desk Review: The evaluation began with a review of relevant project documents, country reports, project guidelines and progress reports, as well as international human rights and international humanitarian law relevant to the refugee context, and regional and national frameworks and documents pertaining to the countries where the project activities were undertaken. A list of documents consulted is included in Annex V. This stage was crucial for understanding this complex intervention and the context of each country. It also helped in gaining insights into the nuances of the project's design and objectives, and understanding the external factors that may have facilitated or constrained the project to deliver its intended outputs and outcomes. Thereafter, the entire set of documents reviewed was summarised in the form of a literature review log.

Data Collection Tools: An evaluation matrix was developed in consultation with UN Women detailing the key evaluation questions, the relevant sub-questions, indicators and corresponding tools (Annex II). This matrix guided the development of tools. Semi-structured questionnaires were developed for various categories of respondents: relevant UN Women staff at regional and country levels, government officials, implementing agencies, UN agency officials, and vocational trainers. Focus group discussion guides were also developed to assess the relevance and effects (positive and negative) of the project, from the perspective of project participants. Additional, specific questions were developed for the participants of the project for Jordan and Lebanon and turned into case studies.

Selection of participants in evaluation: A stakeholder mapping was conducted to identify the key individuals and organisations who should be included in the evaluation and how. These stakeholders included both duty bearers (including governments, UN Women, implementing partners) and rights-holders (participants). The stakeholder mapping was used to ensure that a broad range of stakeholders were included in the evaluation. The team adopted a purposive sampling technique to identify survey respondents and focus group participants. Given the varying backgrounds of the project participant with respect to nationality, marital status, age and the components they participated in, a maximum variation approach was used to take include the varying backgrounds of participants.

Phase 2: Data Collection

The data collection phase involved field visits to Egypt, Iraq, Jordan and Lebanon to collect primary data from the identified stakeholders as well as virtual communications with stakeholders in Iraq and Syria³⁰. Table 1 below indicates the dates for the field visits in Egypt, Iraq, Jordan and Lebanon.

Table 1: Dates of field work

Country	Dates of fieldwork
Egypt	10 - 11 July 2016
Iraq	25 - 27 July 2016
Jordan	17 - 20 July 2016
Lebanon	12 - 16 July 2016

To maintain impartiality and ensure that wholly representative data was collected, the team interviewed a broad range of stakeholders based on the stakeholder mapping. Respondents included direct participants in the interventions and those who may not have participated directly but were affected, such as men and boys. One of the criteria used for selection of respondents was to ensure that stakeholders performing different roles in the project were represented. The project primarily targeted women; therefore, most of the respondents for the focus group discussions were women. Wherever possible and relevant, men were also included. Focus group discussions (FGDs), in-depth interviews and semi-structured interviews were conducted with different sets of stakeholders in all four countries.

In total, the evaluation includes the views and perspectives of 176 stakeholders, 147 women and 29 men, representing both institutional and individual stakeholders (Table 2). A list of respondents is included in Annex IV.

Table 2: Total number of stakeholders met with during the evaluation

Organisation	No. of Women Respondents	No. of Men Respondents	Total
UN Women	09	01	10
UN agencies	05	02	07
Government	03	01	04
CSOs	05	05	10
Donor	03	01	04
Project Participants	122	19	141
Total	147	29	176

Focus Group Discussions: A total of 10 FGDs were conducted in Egypt, Jordan and Lebanon (four each in Jordan and Lebanon and two in Egypt). In total, 141 project participants (122 women and 19 men) participated in FGDs. Each group had a facilitator and one person to record the discussions. The discussions aimed at getting a nuanced understanding of different project components, how they were received, the challenges they faced and to what extent they made a difference in participants' lives. Additionally, one FGD was conducted with young women and men community mobilisers/peer educators in Lebanon.

In-depth Interviews (IDIs): Follow-up in-depth interviews were also conducted with a select number of focus group participants. The criteria for selecting individuals for IDIs was to explore further individual experiences where the project had made a difference in the lives of participants or where they had taken a leadership role. This allowed the evaluators to explore in more detail some of the factors that contributed to positive project outcomes. In all, 13 IDIs were conducted, with three, five and six individuals in Egypt, Lebanon and Jordan, respectively. In all three countries, interviewees were women, except for Jordan where a man, covered under the cash-for-work component,

³⁰ Given the security situation in Syria, a field visit was not possible.

was interviewed. In Iraq, the evaluation team used IDIs as a data collection tool, owing to the logistical convenience in arranging them. Interviews were also conducted with trainers in all countries of field work. Interviews were also conducted with representatives from UN Women, other UN agencies, implementing partners, government representatives and representatives from the donor in each country.

Phase 3: Data Analysis

Based on primary data collected and secondary research (desk review), data was collated, organised and analysed using a framework analysis approach. This analysis entailed the researchers familiarizing themselves with the data collected, identifying emerging patterns and after mapping these out for different categories of respondents, forming linkages to interpret the data. Initial findings were developed after data had been collected from the four countries; evaluators did the first level of analysis while in the field. Later the responses collected were organised, as per the three criteria, to draw patterns from the insights given by the respondents. FGDs and interviews provided a diversity of opinion, yet recurring themes emerged in the analysis.

Triangulation of data facilitated validation of the findings. Cross verification from two or more sources tested the consistency of findings and increased the chance to control, or at least assess, some of the causes influencing the results. Triangulation, as a way of analysis, was not just about validation, but also about deepening and widening, the team's understanding of the complexities of the issues. It allowed the team to examine multiple perspectives and interpretations to explain in greater detail the findings from the evaluation. The varied contexts in each country gave a more nuanced understanding from the view point of individuals, both women and men, living in host communities and in camp settings, as well as the partnerships forged as part of the project.

Phase 4: Report Writing and Dissemination

The evaluation report has been structured around the OECD-DAC criteria. Before submitting the draft evaluation report, the report was reviewed by the Ernest & Young's technical expert and by an internal quality reviewer. Case studies were prepared for Jordan and Lebanon to explore the different strategies adopted in different contexts to get a deeper understanding of a humanitarian approach in a refugee camp setting (Jordan) versus a host community setting (Lebanon).

- In Jordan, the case study focused on Za'atari refugee camp and examined the relevance and effectiveness of the cash-for-work and the SGBV prevention and response strategy/component in a refugee camp setting.
- In Lebanon, the case study examined the strategy to integrate Syrian women into markets through cooperatives in light of some of the barriers to accessing the market formally.

Limitations

- While the team made all efforts to interview stakeholders who actively participated in the project design and implementation, some were not present at the time the field visits. Telephonic interviews were carried out with them, which may have resulted in a loss of information to understand the nuances of the project.
- Data collection in Syria was conducted through telephonic interviews due to the security situation. This limited the range of stakeholders consulted. As a result, and due to the shorter implementation timeframe, the level of analysis is lower in the case of Syria, as opposed to the other countries where field consultations were held.

3. Findings

3.1 Relevance

Extent to which approach is relevant, realistic and strategic

Finding 1: The project was relevant in view of national and regional frameworks and commitments and priorities of the host governments. It was also aligned with relevant normative frameworks and priorities of UN Women at global, regional and national levels.

Alignment with national and regional frameworks and priorities

In line with RRP6, the primary objective of the project was the protection of at-risk and vulnerable women. The project aligned with two of the five key priority objectives of the RRP6 and national response plans³¹, specifically prevention and response to sexual and gender-based violence (SGBV) and meaningful community participation and durable solutions. UN Women adopted a multi-dimensional approach to protection which combined SGBV interventions and livelihoods. The implementation of SGBV / women's rights awareness training and access to prevention and referral services and safe spaces were all important elements of improving women and girls' protection in the five countries. The promotion of livelihoods through vocational training and / or cash for work with the aim of decreasing negative coping mechanisms was another important element. Where the project was being implemented in host communities the project also adopted a broader notion of protection, recognising as noted in RRP6 that 'adequate refugee protection cannot be maintained without enhancing social cohesion'. (RRP6) The emphasis on fostering social cohesion between refugee and host communities in Egypt and Lebanon through access of Syrian and host community women to vocational training, joint SGBV/ women's rights training, safe spaces for interaction was also an important objective of the RRP6 as well as national strategies aligned with the Regional Refugee and Resilience Plans in Egypt, Jordan, Iraq and Lebanon, and national responses including the National Resilience Plan (2014-2016) for Jordan, the Jordan Response Plan and the Lebanese Crisis Response Plan and the Lebanon Roadmap of Priority Interventions for Stabilization from the Syrian conflict.

Promoting social cohesion

The promotion of social cohesion between refugees and women from the host communities was an important result of the project. In Egypt and Lebanon, the collective training and workshops allowed for the creation of social cohesion. While during the early stages there were tensions between the groups, the constant interaction among them gradually led to the alleviation of such tensions. Integration of Syrian and host community women into the training project established a sense of companionship, ownership, self-confidence and acted as common ground for dialogue and participation, to bridge the cultural barriers.

Alignment with UN Women priorities

The project was aligned with the UN Women Strategic Plan 2014-17³² and Humanitarian Strategy 2014-2017³³, as well as the Strategic Notes of ROAS and country offices in Iraq and Jordan who directly implemented it. The work links to three impact areas in the strategic plan, notably women's peace and security³⁴ (Impact Area 4),

³¹ National response plans include National Resilience Plan (2014-2016) for Jordan, the Jordan Response Plan, the Lebanese Crisis Response Plan and the Lebanon Roadmap of Priority Interventions for Stabilization from the Syrian conflict, national level plans aligned with 3RP in Egypt and Iraq.

³² UN Women Strategic Plan, 2014-2017, Making this the Century for Women and Gender Equality

³³ Humanitarian Strategy (2014-2017), UN Women

³⁴ Peace and security and humanitarian action are shaped by women and men's equal leadership and participation and defines humanitarian action as including preparedness and disaster risk reduction, response and early recovery."

women's economic empowerment³⁵ (Impact Area 2), as well as ending violence against women³⁶ (Impact Area 3). These areas are clearly reflected in the outcomes of the project which aim at empowering vulnerable Syrian women through increased access to economic recovery opportunities and enhancing capacities for meaningful community participation, as well as reducing VAW to allow Syrian women to claim their rights and meaningfully engage in community decision-making. These linkages recognise the importance of adopting a multi-faceted approach to protection and providing vulnerable women with a platform to realise their individual agency and remove barriers that prevent their empowerment and participation in society.

The regional project also addressed elements of the UN Women Humanitarian Strategy which aims to ensure that humanitarian responses are structured to address gender equality and women's empowerment concerns across the humanitarian-development continuum. The project aimed to enhance women's skills to promote their current and future economic opportunities looked beyond the immediate humanitarian response. The inclusion on SGBV / women's rights training for women and girls, as well as men and boys' awareness sessions also supported efforts to promote women's rights.

The importance of partnership and coordination highlighted in the strategy and central to the UN Women mandate in achieving GEWE was clearly demonstrated by the myriad partnerships that UN Women maintained in the different countries. These partnerships took different forms and the role of each partner was clearly specified. Further analysis on the extent and nature of these partnerships can be found in the later stages of the report.

Finding 2: The project was realistic in its approach given the existing policy frameworks and national agendas of the host countries. The project design was tailored to account for the context in each of the intervention countries, as well as available resources.

The project was realistic as it accounted for challenges and yet managed to provide avenues for income generation. The legal frameworks and policies regarding refugees and displacement in each country affected the types of activities which could be implemented, particularly with respect to access to economic opportunities. The project was developed keeping in mind the existing policies and legal recognition that had been granted to refugees in the specific contexts as well as the availability of resources and setting i.e. refugee camp or host community.

Vocational trainings implemented in host communities relied on the notion that women could access opportunities in the surrounding communities. In contrast, in refugee camps where refugee mobility was more limited due to policies and / or camp location, CfW was the most realistic option. Vocational training would have not sufficed to achieve the project's objectives since even with an enhanced skill-set, there would have been no or limited avenues for refugees to seek outside employment. Activities for income generation in both contexts focused on addressing the needs of the immediate community and involved services such as community kitchens, food processing and tailoring. The cash-for-work and to vocational training engaged women in the work that capitalized on their existing skill-sets, and enhancing these existing skills through on the job training.

In Lebanon, due to the difficulties and barriers faced by Syrians in obtaining work permits, the project conducted vocational training and supported the creation of co-operatives between Syrian and Lebanese women. While Syrian women could not formally work in the country, the development of their skills allowed them to participate informally, especially as is seen in the case of Syrian and Lebanese women working together in a catering and cooking cooperative.

Finding 3: The partnership approach adopted by the project was strategic. UN Women partnered with entities which not only had the requisite technical expertise, but also had existing infrastructure and

³⁵ Women, especially the poorest and most excluded, are economically empowered and benefit from development

³⁶ Women and girls live a life free from violence

networks to ensure broad coverage and impact.

UN Women forged a range of partnerships at national level to meet the diverse requirements of the project and maximize comparative advantage. UN Women entered such partnerships with a view to collaborating with organisations with the requisite technical expertise, using existing networks of partner organisations to maximize the reach of the project and leveraging existing infrastructure. UN Women's partnership approach was designed to increase its operational capabilities and impact in each of the five countries. Partnerships with the different types of stakeholders, e.g. government, civil society and UN, each allowed for greater complementarity and sustainability. The nature and type of partnerships have been context specific.

Partnership with both government and civil society organizations, particularly in Egypt and Lebanon where the project was being implemented in host communities, allowed UN Women to **leverage existing infrastructure and networks** to build on and implement project activities. In both countries, vocational training and gender awareness sessions were conducted in government and NGO centres. In Egypt, UN Women established a joint partnership with the National Council for Women (NCW), a semi-governmental agency, and used its community centres for project activities. In addition, the NCW's cadre of Female Rural Leaders (FRLs) played a central role in reaching out to refugees in various governorates to disseminate information about the project and identify vulnerable women to participate in the project. Similarly, in Lebanon, UN Women partnered with the Ministry of Social Affairs (MoSA), which coordinates the national humanitarian response and operates Social Development Centres (SDCs) across the country. MoSA's SDCs had basic infrastructure to implement project activities. In addition, the location of CSOs in Egypt and Lebanon, INSAN Foundation and Safadi Foundation's, respectively, in areas of high concentration of refugees and their existing infrastructural capability allowed both organisations, to leverage their facilities.

While UN Women provided financial support in upgrading the infrastructure of existing centres, by utilizing existing infrastructure, UN Women ensured that resources were not invested in creating duplicate structures and saved the time it would have otherwise spent on establishing centres. This allowed UN Women to focus on implementation of project activities. Partnership with government was also felt to have fostered national ownership of the project and allowed for smoother implementation.

UN Women's engagement with CSOs in four countries, Egypt, Iraq, Jordan and Lebanon, **capitalized on their technical expertise, provision of essential services to SGBV survivors and experience working at the local level**. CARE, the partner in Egypt leveraged its extensive experience of working on gender and its manual to tailor sessions on gender, women's rights and SGBV to the target audience and project requirements. Similarly, in Lebanon, ABAAD which had experience conducting several trainings on gender was found to be the most relevant partner³⁷. The participation of CARE and ABAAD, both organisations with a combination of international and local experience and expertise in conducting such exercises, provided a platform to ensure that gender component of the project accurately reflected the needs and situations of the intended beneficiaries. CSO partners' experience of working at a local level amongst target populations were also strong assets. In Egypt and in Lebanon, Insan Foundation and Safadi Foundation, respectively, were able to quickly identify and mobilise community members to participate in the project. Similarly, in Iraq, where local implementing partners, namely, the WEO and WRO, were involved in the project, they leveraged their well-established connections and networks in the region, as well as lessons learned from their work in other refugee camps and host communities with vulnerable women in informing project components. Through its partnership with WEO, the project agreed with a Kurdish private bank to distribute the garments produced by the refugees under the cash-for-work component.

Finding 4: The project provided opportunities to expand UN Women's humanitarian action into countries where it had not previously worked on humanitarian issues as well as to build on and expand existing

³⁷ ABAAD-Center for Gender Equality was sub-contracted by Safadi Foundation to implement the GBV components. They report to the latter which reports to UN Women on results

work. It has provided UN Women a strong multi-country base to further develop its humanitarian approach. While not part of the project design, mechanisms for learning and exchange between different countries were not systematically integrated.

As previously mentioned, the project design was informed by the Oases project, implemented by UN Women in Jordan. The experience gained while working with refugees in camp and host community settings in Jordan was instrumental in growing the capacities of UN Women humanitarian action in response to the Syria crisis. UN Women staff from the Iraq CO visited Za'atari camp in Jordan to learn from the experience. The project allowed UN Women to use lessons and good practices from the experience in Jordan to expand its humanitarian action into new countries and deepen its work in Jordan. Through the project, UN Women has also established new partnerships in Egypt, Iraq, Lebanon and Syria and expand partnerships and coordination in Jordan.

In countries where UN Women had been working on GEWE, specifically Egypt, Iraq and Lebanon, the project is UN Women's first intervention in humanitarian action. UN Women staff in Egypt, Lebanon and Iraq began attending the SGBV working group. UN Women ROAS and country offices also established working relationships with new civil society organizations. The project has also strategically positioned UN Women with respective governments and has provided a foundation for future interventions. UN Women's partnership with UNDP and UNFPA in Syria where UN Women did not have an operational presence also allowed UN Women to expand work into new countries. In Jordan, where the country office had been working in this area since late 2012, project funding allowed for the expansion of its partnerships with WFP, UNICEF and UNFPA to reach more women and men in the camp.

Given that this was a relatively new area of work for UN Women in the region, the initial visit of UN Women Iraq CO staff to Jordan was very informative in setting up their own intervention. While lessons learned during implementation in one country informed the experience of other countries through management at the regional level, no formal exchanges / mechanisms for exchange were established between staff and / or partners in the different countries. Such exchanges on project experiences and achievements at the national level may have more systematically provided valuable insights to inform organisational learning and impact.

Alignment with the needs and priorities of target groups, including the most vulnerable

Finding 5: The project focused on addressing the needs and priorities, as well as the key risks faced by vulnerable women.

As discussed in the background section, the regional project was informed by assessments in the different countries, as well as surveys of women in target populations on preferred vocational areas.

Given structural and policy level barriers to formal employment, UN Women identified vocational skills women could use in their current context in all countries as well as potentially for the 'day after'. The vocational training and cash for work allowed women to enhance their skills. It also provided those receiving cash the **ability to make spending decisions based on their priorities**. While women refugees received aid and benefits, these fulfil their basic requirements; the cash received not only allowed them to fulfil some of the needs which were not being met by assistance from aid agencies, but to also decide how to spend the money received based on their own priorities. As discussed in the effectiveness section, women were able to spend money on their children, purchase items such as gifts for the family which were otherwise unaffordable luxuries, and in some cases, buy tools (sewing machines, curling irons, hairdryers, etc.) to start their own businesses in refugee camps or host communities.

The combination of economic opportunity and SGBV / women's rights awareness training, psychosocial support and referrals also addressed the increased risk of SGBV and the use of negative coping mechanisms in these contexts. As one FGD participant noted,

“Since our husbands are at home throughout the day without any work, and they are also worried about their future, the situation is stressful. It leads to arguments between the couple and it often ends in physical abuse”

- FGD participant at Za’atari camp, Jordan

The project also aimed to involve men in awareness raising sessions and advocacy efforts recognizing the important role they can play in addressing SGBV risks faced by women. This strategy aligned with other UN Women projects, including the 16 Days of Activism against GBV campaign and the HeForShe campaign.

The establishment / strengthening of community centres as safe spaces where women could congregate and express themselves freely also addressed a need of refugee women. The centres became important focal points for women to gather in a safe environment for recreational, educational and psychosocial activities. The sharing of experiences and the discussion of common situations helped women understand each other’s perspective and learn coping skills from others. In host community settings, these centres also provided a platform for interaction among refugees and host communities and helped in developing a greater understanding of common concerns and coping mechanisms, as well as promoting social cohesion. The women’s committee established in Za’atari camp in Jordan has provided women with a platform through which to discuss and voice their concerns and priorities in the camp.

Oases: safe spaces for women and girls in Za’atari refugee camp

“Oases”, safe spaces for women and girls, offer economic opportunities, protection referral services, day care services- and provide life skills through literacy, Arabic and English language classes, computer classes, tailoring, hairdressing, drawing, mosaic and handicraft workshops and gymnastics. With its programme of recreational, educational and psychosocial activities in the ‘Women and Girls Oasis’, Syrian refugee women and teenage girls are given a space to socialise and meet among themselves as well as with the national and international staff of the project.

‘UN Women staff considered us partners in success, they had a wonderful smile on their faces and that was enough to make my day. We are all members of a big family caring for each other, creating the momentum to improve our work performance.’

Project participant - Jordan

These components together provided ways to address women’s lack of income as well as increased levels of stress and tension many vulnerable households and women faced without work and / or other outlets and created a conducive environment for women to participate. The safe spaces served as an important coping mechanism. Other elements of the project design which facilitated women’s participation were the availability of day care centres. In Egypt and Lebanon, these were located within the centres; in Iraq and

Jordan, they were located nearby the training/cash-for-work venue and were easily accessible. UN Women’s proactivity in identifying the need and come up with a solution was appreciated by most participants.

The timing of trainings was another aspect that illustrated prioritisation of participants’ needs. In all countries, due recognition was given to, participants’ convenience while planning for training sessions. In most of the countries the timings of the trainings were from late morning to late afternoon. This allowed women to take care of household tasks before and after the training, which for most of them was of prime importance. This was of more importance in Egypt and Lebanon, where women had to spend time commuting to training venues.

Finding 6 (a): The project deployed a structured approach to identifying participants, leveraging the knowledge and experience of people from the community to identify and reach out to women in the refugee camps and/or host community. This ensured the selection of those who were most vulnerable.

The intervention was targeted to women who were the most vulnerable. A defined criterion and fair and transparent process, developed in consultation with partner organisations, was used to assess vulnerability for selection of participants. While each country was provided some flexibility in identification of participants, priority was given to women who were supporting their families and who were most vulnerable. In Egypt, NCW and INSAN Foundation

used vulnerability criteria to identify at-risk groups – widows, women-headed households, number of income earners in the family, number of dependents etc. for selection of participants. In Lebanon, the selection of trainees was done by staff from the Safadi Foundation in conjunction with the SDCs and based on a seven-point parameter system to assess the vulnerability of a potential beneficiary. The criteria were: single woman unaccompanied by male family members, widow caring for minor children, single woman caring for elderly dependents, whether the woman faced possible risk of becoming a victim of GBV due to living condition, local environment etc., whether the woman faced the risk of forced marriage, whether the woman was caring for a husband who was a victim of conflict either through a physical war injury or trauma and finally whether the woman was the head of the household. In Jordan and Iraq, the selection of participants was done using similar vulnerability criteria to Egypt.

In host communities, partners tapped into women and men from the communities to disseminate information about the project and to identify and reach out to vulnerable women in the community. In Egypt, the project drew on INSAN Foundation staff some of who were Syrian refugees residing in 6th October city and NCW's female rural leaders who were based in the communities. Similarly, in Iraq, trainers and facilitators were Syrians living in the refugee camp and used their familiarity with those residing in the camp to reach out to the most vulnerable. Peer educators, employed in Lebanon, for the gender awareness components, were drawn from the host communities and thus comprised both Syrians and Lebanese women. These educators were important in reaching out to women within their own communities and spreading awareness about the activities conducted under the project.

Finding 6 (b): An informed and participatory approach was deployed to identify areas for vocational training. While participatory approach ensured that the priority and interest of participants, vis-à-vis vocational trainings, were addressed, the areas identified by UN Women and project participants were primarily traditionally female dominated occupations.

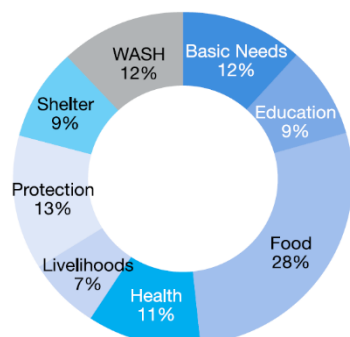
For women to relate with trainings and to ensure their participation, it was important to involve them in the identification of trades in which they would be trained. Different approaches were adopted by different agencies to conduct the needs assessment; while some resorted to a more formal approach, others undertook it informally. Surveys of the women in Egypt indicated that women were primarily interested in sewing, crochet, embroidery, hairdressing and first aid. In Lebanon, the Safadi Foundation also conducted an informal group discussion with women at the centres to come up with a list of courses. Since FTL's sole focus is on food processing, women were trained on different aspects of food processing including jam making, pickle making and catering.

Most of the vocational training offered by UN Women and validated and / or identified by women in the community were in traditionally women dominated occupations. This was due to several factors, including the available opportunities and the comfort areas of women. Mobile phone repairing, which was identified as a trade in Lebanon, was somewhat an unconventional area of training for women and girls. On enquiring, it was shared that the SDC staff member identified this trade based on her observations. Many women residing in the area used mobile phones but were hesitant to go to repair shops managed by males. She, therefore, requested training in this area and it was found to be very successful. In Jordan, where UN Women tried to integrate women into some of the construction work in the refugee camp there was little interest.

Complementarity and value-added of UN Women approach

Finding 7: The project was successfully designed to complement and add value to the RRP6 and subsequent refugee response plans in terms of the target group, geographic area and areas of work.

RRP6: Syria Refugee Response Plan
Funding requirements by sector



<http://www.data.unhcr.org/svria->

In focusing its efforts on protection and livelihoods for marginalised women and girls, UN Women addressed two key areas of humanitarian action within the framework of the RRP6 which would enhance women's ability to rebuild their lives and reduce their vulnerability. In the immediate response to the Syrian crisis, humanitarian actions were designed to provide refugees with their immediate needs. With its dual focus on protection and livelihoods, UN Women complemented and added value to the work on the ground, in terms of population reached, work on livelihoods which was the smallest sector with respect to funding requirements in RRP6 (figure X), the geographic areas in which it worked, and the nature of the intervention. As previously stated, the project focused on reaching the most vulnerable women

though the use of community mobilizers and vulnerability criteria. In targeting women for CfW, it also reached groups in Iraq and Jordan which traditionally had less access to CfW (see text box). The project also worked in host communities with high concentrations of refugees. In Lebanon, UN Women selected Akkar as one of the districts for project implementation due to the high ratio of refugees. Additionally, the lack of INGO operating in Beirut (Tarik Jadidah) influenced the selection of the SDC. The introduction of women's rights training into the SGBV component as well as the availability of safe spaces were also two components which demonstrated added value to the protection work.

Enhancing women's access to CfW in Iraq and Jordan

Despite comprising half of the refugee population, women and girls have not benefited equally from cash for work opportunities. 2014 data from UNHCR indicates that women and girls comprise only one-quarter of cash for work participants in Za'atari. Similarly, in a study conducted in 2014 in Iraq, only 12 percent of households reported having a female member hired in CfW activities since their arrival. UN Women in Iraq and Jordan has worked to address this gap by focusing their cash-for-work on women and girls. Cash-for-work opportunities include tailoring school uniforms, repurposing UNHCR tents into reusable bags, craft-making, teaching, and working as beauticians, security guards and childcare professionals.

(Source: Basic Needs and Livelihood Working Group CfW factsheets
Economic Survey of Syrian Refugees, Refugee Camps, KRI
http://www.reachresourcecentre.info/system/files/resource-documents/anne.thurin-12052014-120240-REACH_KRI_SyrianRefugees%20Economic%20Survey_April2014.pdf

UN Women also partnered with other organisations, particularly sister UN agencies, to ensure complementarity of efforts. These partnerships **combined the mandates and strengths of agencies, ensured coordination of efforts and avoided duplication**. In Jordan, for example, UN Women partnered with UNICEF, UNHCR, WFP and UNFPA. The partnership with UNICEF allowed UN Women to support the cash for work component, in Za'atari camp, through an agreement under which women in UN Women's cash for work component produced infant-care kits for UNICEF to purchase locally and distribute rather than procuring them from abroad. UN Women also partnered with UNFPA on livelihood and legal awareness, while WFP was responsible for food security. Similarly, in Syria, where UN Women did not have an operational presence, it partnered with UNFPA and UNDP. UNFPA had been working extensively in the country to provide safe spaces for women, the provision of GBV case management and other related trainings to first responders as well certain trainings such as tailoring and computer classes. The funds provided by UN Women allowed UNFPA to scale up these project components, as they leveraged on already existing capacities. The collaboration with UNDP also allowed for the expansion of their early recovery and resilience interventions and

capitalisation on its area-based approach for planning and implementation at the local level³⁸. Leveraging the combined expertise of both agencies, the UNDP-UN Women joint effort provided direct support through start-up grants, restoration of small businesses and value chains, sustainable employment creation, vocational training and the provision of productive assets to women.

3.2 Effectiveness

Progress towards results

Finding 1: The project has achieved its planned outputs and there is evidence of contribution to progress towards envisioned outcomes. While the project logical framework had clearly defined indicators, the monitoring system did not enable a systematic capture of medium term results of the project.

Monitoring data validated by interviews and focus group discussions indicated that the project has realised the outputs identified at the outset both with respect to increased access to economic opportunities (cash for work and vocational training), opportunities for participation in community decision-making (outcome 1), as well as SGBV and women's rights awareness and capacity building of SGBV service delivery providers (outcome 2) (see Table 5). For some outputs the level of achievement varied between countries based on how the project was adapted at country level. Community centres were established or expanded in all countries except Syria. In refugee camp settings, Iraq and Jordan, access to economic opportunities was largely structured around cash for work, while efforts in host communities focused on vocational training with those attending receiving a transportation allowance. Similarly, while women participated in SGBV/women's rights awareness training in all countries, advocacy campaigns and capacity development of service providers were conducted in a subset of the countries.

Table 6: Project achievements

Indicator	Output
Number of participants in cash for work	528
Number of Community Centres established/strengthened	14
Number of Advocacy campaigns conducted	3
Number of women who received GBV training	1024
Number of participants reached with advocacy campaigns	2030

Source: Project progress reports

At outcome level as discussed below, there is emerging evidence that the project has successfully addressed some elements of empowerment (outcome 1) through these actions. The degree of reduction in SGBV and VAWG (outcome 2) is less clear as this remains a sensitive subject; nonetheless, interviews with women indicated that project participation has contributed to reduced tensions and stress levels in the household.

The project log frame had detailed indicators to assess progress towards results, sources that would be used to verify the progress on the indicators and the risks or assumptions related to data collection. Sources included evaluation surveys, field visits, Knowledge, Attitude, Practice (KAP) studies and project records. While information was available for output level indicators, data on outcome indicators was more difficult to ascertain due to such studies not having been conducted. This was possibly due to the relatively short project period.

The evaluation team also found limited ongoing monitoring and evaluation (M&E) of the project. While staff did have information about the ongoing activities, collation of data and its analysis could have been improved. There

³⁸ The area based approach involves targeting a small, homogenous and socially cohesive territory as the target area for interventions. Members of this community are bound by common cultures and traditions and a shared identity, based on common needs and expectations. This particular profile accurately fits IDPs in the country and allows for humanitarian interventions to be designed to cater to the most pressing needs of the target community.

was no dedicated M&E officer/specialist, which meant monitoring was not undertaken in a focused and systematic manner. There was also no formal follow-up of participants once they had completed the training, including information on the tangible medium-term results of the project (i.e., the number of women who capitalised on the training and accessed the labour market).

An important aspect of the project would have been the development of capacities of implementing partners, particularly in being able to monitor their own project components. While not part of the project scope, interactions with stakeholders demonstrated an expectation to receive training on monitoring. UN Women was unable to fill this capacity gap due to logistics issues and a lack of time.

Finding 2: Access to vocational training and cash for work has enabled some women to obtain follow-on economic opportunities through both self and other employment. However, given legislative and other contextual constraints this has not been systematic and has largely remained in the informal sector.

Anecdotal evidence from project staff supported by evidence from fieldwork indicated that some women in Egypt, Iraq, Jordan and Lebanon have capitalised on the skills and cash received to start their own business and / or gain other employment. Interactions with CSOs and implementing partners show that despite the short duration of the sessions there are several cases of participants who used the skills to establish functional small business, as reflected in the text box below.

A number of women in Egypt, Iraq and Jordan recounted that they were able to buy a sewing machine with cash received from the project; other women who participated in the hairdressing training or cash-for-work bought some supplies to try to start their own business. Most women though had other spending priorities, including paying debts, medical bills, and children's needs. A small number of women living in host communities also found informal work in beauty salons or other businesses. The majority of women, however, were not able to secure employment once their participation in the project ended. The cash-for-work component was an effective mechanism to provide short term employment. With both the cash-for-work and vocational training, women were only able to participate in the project for a limited time to

'We knew that the cash-for-work opportunity will come to an end and the chance of getting another opportunity was limited, but now we have got used to going out for work. I had a space in my caravan; we managed to save from our salaries, put in the one-month bonus offered by UN Women. We also borrowed money from relatives and bought two sewing machines and an electric generator. Now, we have some money left over to buy Lycra material fabrics (preferred by Syrian women), yarns, accessories, etc. We have hands-on experience in sewing, designing models, marketing our services and selling our products through word-of-mouth & WhatsApp at cost price to attract customers. We started this small project two months ago. Half of the profits go into buying materials and the other half to pay off the debt. Sometimes, we offer our services for free to poor vulnerable women who would like to recycle their old clothes to make clothes for their children. We aspire to expand our small project, provide job opportunities to other women and display our products in camp shops so that women can find all that they need within the camp itself.'

Women participant in Jordan

give a greater number of women access to these opportunities. Once 'graduated', their work opportunities were limited due to the policy framework and overall context. The setting of the refugee camps, particularly Baserma camp which was small and was located at a significant distance from Erbil with limited public transport, provided limited business opportunities. Women who had received cash-for-work for hairdressing recounted how it was difficult to charge for hairdressing services in the camp as women could get them free of charge from hairdressing cash for work participants.

The formation of co-operatives in Lebanon provided one potential strategy to address some of the challenges. Lebanese women formed the cooperative, as Syrian refugees faced several policy and administrative barriers to getting work permits in the country. However, due to the good relations fostered between the groups, Syrian women

were informally involved in the support jobs of the co-operative and received remuneration on a daily basis. *The cooperative approach has helped in creating sustainable income generating structures that could survive beyond the UN Women humanitarian intervention: The cooperatives have helped the trained Lebanese and Syrian women leverage the knowledge gained through agro-business trainings to improve their livelihoods and provided an opportunity for recovery, building resilience and promoting sustainable development.*

The co-operative was showcased at an event conducted by MoSA in Tripoli and food prepared by them was served to the participants. The cooperatives not only improved the livelihoods of vulnerable Lebanese women and those refugee women who were involved but also increased social cohesion.

The focus of the economic opportunities component was largely in traditionally female identified areas. This was due to a multitude of factors, including: the policy framework in the host countries, the limited opportunities in refugee camps and, to a lesser extent, host communities, the existing skill sets and education levels of the women, and the familiarity of the areas to targeted women. There were examples of expanding the vocational training women received to non-traditional areas; in Lebanon, some participants received training on repairing mobile phones.

Finding 3: The multi-pronged project approach has resulted in both economic and social gains for women. In this regard, the project made significant contributions to strengthening women's resilience. It has also resulted in positive unintended outcomes for communities.

The project has led to several intended and unintended positive results, both economic and non-economic. The changes can be seen both at an individual level and at the community level.

Economic benefits

Interactions with participants suggest that the project has created a sense of purpose and greater agency for them. In all four countries visited, women – both refugees and from host communities look forward to going to the centres. Many of them expressed that the project has made them realise the skills that they possessed and is providing them with an opportunity to refine them. The crisis also placed severe restrictions on the purchasing power of refugees, which, in turn, affected their ability to access resources that are not a part of aid packages provided by various agencies. Cash-for-work allowed participants to make spending decisions based on their own priorities. The provision of money for work that they like or are good at, was a positive aspect of the project. Respondents were positive about the tangible financial benefits provided by the cash-for-work. Several women under the project were heads of their household, widowed or with husbands who were not with them. Other women had husbands who also were not employed. The access to economic benefits allowed these women to support and / or contribute financially to the household.

Interactions further suggest that most women are spending the money to supplement basic requirements and fulfil other priorities, which would not have been possible in the absence of the project. One respondent, who was a widow with five children stated that the project had brought a “100 per cent” change in her life; due to the project, she could afford food supplies and other necessities for her family.

Non-economic benefits

An example of the project's effect on inculcating agency within women is seen in Jordan where several women's committees were formed in the camp and were addressing issues related to SGBV. These committees were comprised women from different districts in the camp. The positive aspect of the committees was that they were created by the women themselves and met at regular intervals (weekly or fortnightly) to discuss issues and lobby the camp management. What is significant about these committees is that they do not have any office bearers.

'I used to be depressed and tense from staying indoors for a long time, then I felt better when I met the other women. I can hang out with them, laugh and spend a joyful time'.

'The Oases became a lighthouse for women. The job opportunities gave women a reason to go out; especially for those who lost their husbands, it gave them hope that life goes on, no matter what happens.'

The project also aimed to build women's individual and collective agency, by enabling them to make independent decisions, and participate in community decision-making processes. For example, in Za'atari camp, electric power shortages are a long-standing problem. During the day, refugees depend on electric generators if they can afford the gasoline or kerosene necessary to operate them. During the holy month of Ramadan, this problem is heightened with increased electricity consumption as people stay up late into. In response, a women's committee formed under the civic engagement work and advocacy organized by ARDD-Legal Aid addressed the problem. The women's committee approached the camp manager to increase the duration of the power supply and to reduce the

frequency of power shortages/cuts. They succeeded in their endeavour and continued to follow the matter up with the camp manager and the Jordanian authorities. Before their participation in the project, they perhaps would not have had the confidence or have been organised as a group/committee to deal with such civic problems. To that extent, the project has been very successful and presents an effective model that can be replicated. The quote below from a respondent in Jordan accurately sums up the change created by the project.

'The work has provided me with a new sense of independence and functioned as a positive catalyst in building my self-worth and dignity.'

The project has also reported to have contributed to ease household tensions. Access to cash which allowed them to fulfil additional requirements and priorities eased some of the anxieties/frustration leading to less tension at home. Further, the practice of coming to centres every day, reduced the time that they were confined at home. This was instrumental in easing the stress they sometimes faced due to tension with husbands, who without employment, also remained at home all the time. Cash-for-work projects has provided some refugee women some level of protection from violence through the easing of familial tensions. The increased access to funds accorded by the new income source acted as a stabilising factor in the home environment, which consequently acted as a mitigating factor for domestic violence. Interaction with other refugee women and spending time outside the home have led to widening the perspective of refugee women towards life and learning from others' coping mechanisms, which have helped them with their stressful situations more effectively.

There is also some emerging evidence that the project has led to some change in household dynamics and gender norms as a result of women's participation in vocational training, cash for work and any follow-on economic opportunities. The extent to which this is sustainable given the short-term nature of some of the interventions remains to be seen. Project participants have witnessed changes in the perception of their family members and neighbours. Their ability to provide financial assistance to the family helped them to negotiate their position with respect to decision-making within the family. This especially holds true for Jordan and Iraq where women were provided cash in lieu of their work and for Lebanon for those women who were part of cooperative. Interactions with women in both countries present two different scenarios. There are some cases in the aforementioned countries and in Iraq as well, where men took on the responsibility of taking care of children while women were working or attending trainings, but there are also instances where this was not the case. In such cases, there was an increase in workload for women, since along with attending trainings or working, women also had to manage household chores.

One of the significant changes that project led to was the creation and / or expansion of safe spaces for women. This aspect of the project has been received well and appreciated by participants. Respondents mentioned that centres provided them with avenues to have discussions with other women who came from the same background and share similar problems. Being from the same background, women empathised with each other. While these

discussions centred on issues concerning their day to day lives, sometimes these were more complex. In such situations, the centres also acted as a platform for coping with stress, as women discussed these issues with each other and sometimes with trainers and staff. Facilitators have also led discussions on how to effectively cope with stress at home.

In host communities setting of Egypt and Lebanon, strategies used for economic empowerment provided opportunity to enhance social cohesion between host community women and refugee women. The collective training and workshops allowed for the creation of social cohesion and the alleviation of tensions. While during the early stages there were tensions between the groups, the constant interaction among them gradually led to the dissolution of such tensions. Integration of Syrian and Lebanese women into the training project established a sense of companionship, ownership, self-confidence and acted as common ground for dialogue and participation, to bridge the cultural barriers among Syrians and Lebanese women. On the professional front, interaction between women helped them to diversify their skill set. This was further facilitated by the appointment of focal point representatives to manage and de-escalate tensions between the groups and act as intermediaries.

'The cash-for-work has changed men and the community's notions about women. My neighbours' attitude changed, they no longer criticise me when I leave my children and go to work. My husband supported me, took care of the children in my absence and encouraged me to ignore the neighbours' negative comments. Now, my neighbours approach me for advice on how to join the cash-for-work programme and I help them.' She continued, *'I used to be totally dependent on my husband, he was the sole decision maker in the family. Now, I'm free to do whatever I wish to with my salary. He said: you earned the money and only you have the right to spend it. We jointly made a decision to help my in-laws in Syria with my earnings. Joining the cash-for-work was a huge turning point in my life. My husband has discovered my real personality and abilities.'*

Cash for work participant, Jordan

Finding 4: The SGBV component did not adhere to a common framework across the different countries. While the project engaged a large number of participants, some of aspects of this component did not emerge as effective. Where UN Women had more experience working with refugees, the SGBV component was more developed.

SGBV was identified as a key area of intervention by UN Women and SGBV/women's rights awareness training and sessions was the core activity conducted in each country. Their duration and content of the sessions varied in the different countries, but all included information on forms of SGBV, gender and women's rights. Countries then integrated other elements based on their capacities and experience. In Jordan, which had the longest experience working with Syrian refugees, and to a less formalised extent in Iraq, referrals mechanisms were also in place. UN Women also partnered with UNFPA in Jordan and in Syria which brought in the expertise of UNFPA on GBV.

Overall, the training and sessions were well received by those interviewed; while the impact of these sessions needs a longer time to be assessed, it was observed that these sessions were able to at least initiate conversation on gender. Women discussed some of the benefits from attending the SGBV sessions. As explained by one of the respondents, it raised her awareness of problems associated with early marriage as it violates girls' rights to health, education and limits her opportunity for a career. She spoke about her own personal experience after her 16-year-old daughter was married:

'A girl has dreams and she has to learn so she can realize them. My daughter was looking forward to completing her grade 10 education but she got married, she got pregnant and left school. She is a mother at 16 years of age; physically her body can't withstand the pregnancy and she's suffering complications, and psychologically she isn't mature enough to perceive marriage responsibilities.' The mother eventually convinced her to go back to school. She continued, *'When I go back to Syria, I will be the agent for change. My husband regretted putting our daughter through early marriage. I will talk and discuss early marriage*

problems within my community, I will try to make the change and convey my personal experience.'

Nonetheless, discussions with trainers and participants highlighted that there was scope to expand and deepen this component. Trainers discussed some of the practical challenges in holding sessions, including the times at which the sessions were held and the duration which was not seen as sufficient to derive the benefits of such sessions. They also encountered difficulty in motivating people to attend sessions and if people come they were not always interested in discussing gender and related issues. The presence of a more experienced person in the group helped focus discussions. Participants, in Lebanon and Egypt also expressed their desire for follow-up sessions, as well as psychosocial support sessions, to assist and support individuals after the training. Moreover, in host community settings cultural differences sometimes reduced the effectiveness of SGBV sessions. In Egypt and Lebanon women from the host community did not wish to attend sessions with Syrian women. While women from host community would share other cuisine, culinary and other expertise with Syrian women, they were not comfortable sharing and discussing private matters related to gender and SGBV and its impact on their lives. It was shared that the SGBV sessions in Lebanon and Egypt were attended mostly by Syrian women.

Although men and boys were involved in SGBV training in Egypt, Jordan and Lebanon motivating men to attend sessions on gender and engaging them was also difficult given the sensitive nature of the topic and conservatism in some the communities. For many men, discussing their problems and difficulties in a public forum, or when they are not among friends and confidants, demonstrates both vulnerability and an inability to solve one's own problems, which men are expected to be able to do. Other challenges related to timing and duration of sessions which sometimes conflicted with other work. Project teams in the different countries attempted to use the promotion of soft skills as an entry point for GBV training. In Jordan, SGBV was gradually introduced over two workshops. The first workshop opened discussions about the causes of stress in the context of the camp, the symptoms of stress, and the positive coping mechanisms that are available to men and male youth within the context of the camp. This was also an opportunity for the group to become comfortable with each other, the trainer, the environment, and to get used to discussing difficult and sensitive topics. The second workshop, conducted a week later, was about SGBV awareness, increasing participants' knowledge and understanding about the reality of SGBV, and focused on men's roles in fighting SGBV. One participant said, *'The most important benefit [from the sessions] was learning how to control our stress.'* Several participants in all countries shared how hard it was for some women to communicate with their husbands and sons who sometimes abuse them. They felt that SGBV training for men in the communities would have a significant impact addressing SGBV in the community and should be an area of focus.

Integration of gender equality and human rights in project design and implementation

Finding 5: UN Women has successfully weaved/incorporated elements of gender equality and human rights based approach in the design and implementation of the project

UN Women has a strategy for substantive equality that informs projects conducted by the agency.³⁹ UN Women aligned the project, in the design stage, with its approach towards substantive equality, and thereby the larger principles of gender equality, in several ways. While the project sought to support the economic empowerment of women, through the building of their capacities to access income-generation opportunities, an equally important outcome of the project was the creation of gender awareness to ensure that women could play an active role in community-decision making. Such an approach recognised that while income generation could support women in redressing disadvantage, building awareness on gender across society was a pre-requisite to ensure that existing stigmas were countered, social and institutional structures that created barriers for the empowerment of women were addressed and that the political participation and social inclusion of women was maintained. With this in mind,

³⁹ Discussion Paper: Gender Equality and Human Rights, For Progress of the World's Women 2015-2016, Sandra Fredman and Beth Goldblatt, 2015

UN Women also included men and boys in the gender awareness sessions. Such a move was aligned with previous gender equality campaigns such as the HeForShe campaign, which recognises the role of men and boys as important stakeholders in achieving gender equality.

Further, the needs assessments, which were conducted prior to the implementation of the project, gave a platform for women to express themselves and put forward their needs. This resulted in the project taking into account the needs and concerns of the intended participants, enabling the project to be structured around them.

The provision of “safe spaces” for women was an important move and aligned with human rights principles. The safety and security of an individual is a basic human right and safe spaces form an important mechanism to deliver this right. The aim of the strategy was to create an environment conducive for conducting recreational, educational and psychosocial activities for women. The sharing of experiences and social gatherings became a powerful coping mechanism for women, who shared their stress with others who had undergone similar distressing situations. These centres were the primary delivery points for gender awareness sessions, trainings and discussions on SGBV, including its causes, contributing factors and connection with other human rights violations. The decision to expand the reach of the project and target not only Syrian refugee women, but also women from host communities, was further evidence of the project working to ensure that vulnerable women from the communities who were also economically disadvantaged and exposed to GBV were also included.

Through a combination of the aforementioned aspects in the design phase, the overall strategy has integrated elements of a GEHR approach. Other examples, mentioned in other sections, include:

- Country Offices and the Regional Office were staffed with gender experts, ensuring that an understanding of gender-based approaches was integrated into the design and implementation of the project.
- Ensuring the **participation** of women in the selection of activities under which trainings were to be carried out took place using formal and informal surveys.
- Where possible giving priority to women trainers, many of whom were from the refugee community, who possessed the relevant skill-sets. This had a dual benefit of not only providing them with income, but in creating a conducive environment for other women to attend the trainings.
- Ensuring the **inclusion** of the most vulnerable and at-risk women in the community through the use of vulnerability criteria and community mobilisers.

Worth noting, however, is that UN Women needs to articulate and unpack the term “women’s empowerment,” as well as the components of empowerment when developing a programmatic approach in this area. The current project addressed two aspects of women’s empowerment: women’s access to finances/income and awareness of SGBV. These components are not enough to increase women’s empowerment; they can contribute to the sum, but individually they cannot achieve empowerment.

The main enabling and hindering factors in achievement of results

Finding 7: Strong strategic partners established by UN Women with government, UN and civil society organisations as well as the ability in certain contexts to integrate and build on the work beyond the limited project period were found to be key enabling factors for achievement of results. In all countries, however, policy and legislative frameworks placed constraints on medium to longer term gains.

UN Women forging strategic partnerships was important in ensuring that the project maximised its reach and capitalised on local expertise. The ability to identify and work with strong partners with existing facilities and

networks in the communities where the project was implemented was central to the achievement of the intended results within a short timeframe. These partnerships allowed UN Women to use its resources more effectively in the different countries, minimising duplication and focusing on comparative advantage.

In Jordan where project activities built on previous work and were embedded in broader work which would continue and in Lebanon where project funds for a second phase were secured for a second phase, UN Women was able to develop a longer-term perspective that leveraged lessons learned and built on existing work. This has allowed for the expansion of the SGBV component in Jordan to broaden the focus beyond awareness sessions. It has also enabled the exploration of more sustainable economic opportunities for Syrian refugees and women from host communities both through coops in the evaluated project as well as through job placement under a new phase in Lebanon.

However, the legislative and policy frameworks in each country with respect to refugees' legal rights and status was a key constraint, particularly with respect to supporting sustainable economic opportunities for refugee women. The 1951 Refugee Convention lays down basic minimum standards for the treatment of refugees, including the right to work (Articles 17 to 19), which is also enshrined in the Universal Declaration of Human Rights (Article 23.1) and the International Covenant on Economic, Social and Cultural Rights (Part III, Article 6). Iraq, Jordan and Lebanon are not signatories. Consequently, while host countries in the region have welcomed the largest numbers of Syrian refugees, legal and policy frameworks in some of these countries, as well as economic circumstances have limited refugees' right to work and subsequently the types of on the ground interventions with respect to economic opportunities. Ensuring that the intervention was aligned with national priorities and strategies, working with government partners, and including vulnerable women from the host community where possible has given UN Women increased scope to shape project activities to begin to create linkages with other actors under the CfW component or through the cooperative model in Lebanon to promote economic benefit beyond project participation. However, the larger context has contributed to economic opportunities / access to income being short-term and when available beyond the period of project participation, largely concentrated in the informal sector. At a practical level, where possible in this intervention, UN Women has attempted to mitigate some of these issues through mobilisation efforts and advocacy for decent work opportunities via actions such as regulating informal labour, advocating for minimum wage for the work women in the project are doing, promoting safety at work, providing social protection and encouraging sustainable enterprise development.

3.3 Efficiency

Leveraging and managing resources

Finding 1: The management structure and project teams have contributed to the effective and efficient implementation of the project. The further strengthening of monitoring and knowledge sharing mechanisms could have further enhanced efficiency and effectiveness.

The management structure and human resources available at various levels and stages were appropriate. At a broad level, the regional office was responsible for advocacy efforts, ensuring efficient management of country specific processes and co-ordination between relevant parties. Project management allowed for flexibility in planning and implementation at country level to ensure that activities remained relevant to the national context and women's needs and priorities.

The number and distribution of the project team at the regional and country level offices was also sufficient. While at the time of project initiation UN Women had no country office in Lebanon, project management hired a project coordinator based in Lebanon to liaise with partners and follow-up on ongoing work; this allowed for interaction with and support not only to partners, but also ongoing engagement with the GBV working work. With the exception of Iraq, there was no turnover in terms of the project team for most of the project which contributed to coherence and continuity in approach and partnerships.

The evaluation further highlighted that the technical competence and the dedication of the project team was an important contributor to the effective and efficient implementation of the project. Expertise was also maximized by creating linkages across stakeholders and ensuring the addition of relevant expertise, wherever required. The project displayed an efficient utilisation of human resources by employing specialists and experts in sectoral and functional departments, as well as equipping existing resources with required skills to be able to execute responsibilities successfully.

While the experience of project management, staff and partners contributed to the efficient and effective implementation of interventions, UN Women missed opportunities for leveraging the information collected and project experiences and the to inform organisational learning. Monitoring of project activities was conducted on an ongoing basis; with quarterly progress reports produced. While the project collected large amounts of data and performance-based observations and had reporting mechanisms in place, the data was not being systematically used to better inform on-going activities. The project would have also benefited from the inclusion of qualitative indicators to assess the *quality* of the outputs and gain a greater understanding of what is and is not working and why. For example, recording the number of women and girls or men who benefit from outreach activities or receive skills training provides no indication of the relative appropriateness (or not) of these activities. The lack of a dedicated M&E officer/specialist also presented challenges in ensuring that monitoring was undertaken in a strategic and systematic manner and the data collected systematically informed ongoing project activities. While project funding and structures generally do not enable longer term monitoring and evaluation once the project is over, there was also no formal follow-up of participants once they had completed the training, including information on the tangible medium-term results of the project (i.e., the number of women who capitalised on the training and accessed the labour market). Having a M+E system which allowed for systematic follow-up would contribute to understanding the extent to which women were able to capitalise on trainings. This effort would include developing the capacities of partners to more effectively monitor their own project components. While not part of the project scope, interactions with stakeholders demonstrated an expectation to receive training on monitoring. UN Women was unable to fill this capacity gap due to logistics issues and a lack of time.

While lessons learned during implementation in one country informed the experience of other countries through management at the regional level, no formal mechanisms / processes for exchange were established between staff and / or partners in the different countries. It also resulted in the project presenting as multi-country intervention versus a regional programme. Given that this was a relatively new area of work for UN Women in the region, the initial visit of UN Women Iraq CO staff to Jordan was very informative in setting up their own intervention. Such exchanges on project experiences and achievements at the national level may have more systematically provided valuable insights to inform organisational learning.

Finding 2: The project has achieved its targets within the given timeframe and the allocated financial resources. UN Women was able to use project funds efficiently and strategically. Its partnership approach allowed it to leverage existing resources to avoid delays and duplication.

While UN Women is not a humanitarian actor, it was able to meet the challenge of implementing the project in this context. At the time of the project evaluation 98 percent of funds had been utilized and the project was on track to achieve 100 per cent utilisation of funds within the planned timeframe. **Project management mitigated any operational challenges by maintaining flexibility of management and ensuring coordination across countries.** Consultations with relevant stakeholders at regional and country levels indicated that the initial budget allocations were tentatively assigned in agreement with the headquarters at the beginning of the project. However, the built-in flexibility of the project allowed for re-allocations among target countries to meet high demands for the project's services in countries such as Jordan and Egypt. Some funds were reallocated from Syria to other countries due to some delay in receiving the government's response. The project was efficient in re-allocating and

maximising effectiveness.

Table 7: Country-wise allocation and utilisation of funds

Country	Funds Allocated (USD)	Percentage Allocated	Funds Utilized (USD)	Percentage Utilized
Egypt	110,000	4	110,000	100
Lebanon	600,000	16	483,000	100
Jordan	700,000	24	700,000	100
Iraq	400,000	14	382,000	96
Syria	600,000	20	600,000	100
Regional	531,000	22	621,000	96
Total	2,941,000	100	2,896,000	98

- Funds allocated show the total funds assigned to each country for project activities.
- Percentage allocated shows the percentage of funds assigned to each country in comparison to the overall project budget.
- Funds utilised show the total funds utilised by each county for project activities.
- Percentage utilised shows the utilisation of funds in comparison with the funds allocated. It shows whether funds were over or under-utilised. ⁴⁰

Another important factor that enhanced project efficiency was UN Women's partnership approach. As previously mentioned (relevance, finding 3) the project leveraged existing infrastructural mechanisms in every country. This allowed the project to capitalise on the available resources (human and financial), avoid duplication and maximise available funds and deliver within the planned timeframe. UN Women through its partnership with government agencies could utilise the existing infrastructure.

⁴⁰ The information provided in the table is provisional and based on the data made available at the time of the evaluation

4. Conclusions

Conclusion 1: Despite limited funding levels relative to other humanitarian actors, UN Women has leveraged partnerships and existing resources and capacities, to enhance its coverage and quality and use project resources strategically and efficiently. Ensuring the necessary capacities at national and local levels and complementarity of efforts will be critical to continuing and expanding these efforts.

Evaluation criteria: *Relevance, Effectiveness and Efficiency*

UN Women's partnership approach has allowed it to maximise its own resources in terms of project funds and expertise to deliver on intended results efficiently and effectively, as well as ensure the relevance of its intervention. Leveraging existing infrastructure for safe spaces and vocational centres allowed UN Women to focus on providing only those materials which were needed and for the broadening of the future purpose and functioning of those spaces. The presence of its partners in local communities has also enabled it to reach vulnerable women through partners' networks and community mobilisers in host communities. Similarly, the hiring of facilitators / trainers from the refugee camps has also tapped into their local knowledge to more effectively and efficiently reach vulnerable women. Recognizing the challenges with respect to funding and the protracted nature of the conflict, it is important to continue to build on these efforts to promote national ownership and enhance national capacities to respond to humanitarian crisis.

Partnerships with other actors including sister UN agencies has also promoted greater efficiency and effectiveness through a complementarity of efforts, particularly in Jordan and Syria where partnerships were established with UNFPA, UNDP and others. The work with UNFPA in these countries has allowed for expansion of the SGBV component to focus on other critical components related to SGBV in humanitarian contexts. Expanding these partnerships will be critical to ensuring that vulnerable women's needs and priorities are addressed through a multi-pronged, holistic approach that capitalises on each agencies' comparative advantage.

Conclusion 2: The regional project was the first ROAS project in humanitarian action. Through this UN Women started to increasingly engage with the humanitarian architecture in Egypt, Iraq and Lebanon. Moving forward UN Women should take advantage of its presence to expand its efforts to complement and enhance the capacities of other key actors to deliver on gender equality in their humanitarian response.

Evaluation criteria: *Relevance and Effectiveness*

Building on the foundation that it has established through this project UN Women is now better positioned to complement and enhance UN efforts to ensure consistency and sustainability in addressing gender equality concerns across the humanitarian-development continuum. The project has provided entry points for further work particularly in Egypt, Iraq, Lebanon, and Syria where UN Women's work on the Syrian response was new at the time of the intervention. While the engagement was primarily focused on informing other stakeholders about the project and project coordination, UN Women can expand on this engagement to include broader coordination on gender equality and women's empowerment in humanitarian action. This will require additional resources, both financial and human.

Conclusion 3: The project successfully navigated existing policy, practical and bureaucratic constraints, to deliver on its intended outputs in terms of provision of vocation training and cash for work opportunities. For the majority of women, the economic benefits were short-term. UN Women establishing agreements with other entities to secure goods from the cash-for-work component rather than import them as well as forming cooperatives can be potential strategies for longer-term benefits. However, sustainable strategies will require work on multiple levels, including policy, community, and individual capacities.

Evaluation criteria: Relevance and Effectiveness

The project sought ways given existing constraints to provide women with economic opportunities beyond their participation in the project economic activities (cash for work and vocational training) with varying levels of success. In refugee camp settings, strategies including agreements with other actors for participating women to produce needed goods locally in Jordan and to a lesser extent Iraq, have had some success in expanding the numbers reached and providing additional services to the community from surplus funds. The extent to which longer-term agreements with other actors outside of the refugee camps to produce goods using a cash for work modality can be facilitated is a question to be further explored; however, cash for work is not intended as a source of long-term employment. In the host community setting of Lebanon, the formation of cooperatives has demonstrated some success in sustaining women's income beyond the project period. In both refugee camp and host community settings the focus of cash-for-work and vocational training has been primarily in traditional female dominated fields, which can limit the range of opportunities available to women. While there has been some reported resistance from women into moving into less female dominated fields, the evaluation found that there is a willingness to explore other options; vocational training on cell phone repair in Lebanon is one example. Promoting more sustainable solutions will require work at multiple levels, including: policy level advocacy on the right to work, identification of existing and future opportunities based on market needs, ensuring women can access these opportunities, changing norms on acceptable fields of work for women, and fostering more gender sensitive working environments. This will require multi-stakeholder partnerships.

Conclusion 4: The project successfully integrated GEHR principles in its design and implementation and focused on women's economic opportunities and SGBV two key, yet historically neglected, elements of humanitarian action. However, the project design and relatively short time-frame led to a focus that was more concentrated on the humanitarian end of the humanitarian-development continuum. This limited what could be achieved with respect to women's empowerment.

Evaluation criteria: Relevance and Effectiveness

Women and girls continue to be disadvantaged in humanitarian action. UN Women focused on key areas of humanitarian action women's economic opportunities and protection to promote women's empowerment. This approach recognised that strengthening the resilience of vulnerable women through increased livelihoods opportunities, as well as SGBV and women's rights awareness training and advocacy, could mitigate negative coping mechanisms. Women highlighted both the positive economic and non-economic effects from project participation at individual, household and community level. Given that for the majority of women in four of the five countries the economic benefits were short-term there is a need to increasingly focus on a model that 'builds on development gains and enhances sustainability' in order to strengthen resilience and support gender equality and women's empowerment.

To enhance the approach to addressing gender equality and women's empowerment in humanitarian action, there is a need to articulate a framework that is clear and measurable for working on women's empowerment in humanitarian action. In the Women Empowerment Framework, used by Oxfam and other organisations, women's lives are depicted as being affected by gendered, patriarchal power structures within the domains of the individual, family, community and systems. Where women's labour and work is concerned, gendered power structures, class, caste (or tribal affiliations) and religion determine not only what work the woman can do, but also all work-related aspects such wage structures, policies governing the workplace, level of education and social mobility. The approach should be situated with an overarching articulation of women's rights, access to labour, patriarchal structures and intersecting issues in the given contexts. Taking a more focused and systematic approach requires a project to develop explicit structural parameters for analysis and tracking change. This would create a deeper understanding of structures that act as catalysts in the lives of women. This conceptual framework must also

incorporate a Theory of Change. Such a Theory would have to be developed accounting for the aspects listed below:

Security and well-being of refugee women: Women have the options necessary to end, mitigate or adapt to threats to their human rights, and have the capacity and freedom to pursue, access and exercise these options. This would be keep in line with a human security approach

Individual agency of women: The factor is based on the capability of a woman to envisage a desired future as well as the means and platform to achieve it. Finally, it is critical that a woman can utilise these avenues to realise her choice. For instance, a woman who has her rights respected (even under refugee status), earn an income to pay her children's education (for example), and live a life with greater security and dignity as opposed to a life confined by patriarchal barriers, would be able to fulfil many of her own aspirations.

Shift in power relations: Shifts in awareness, agency and power that enable a greater voice, choices and decision making ability for refugee women.

Structure of legal policies and frameworks: Legal frameworks and the institutional policies, practices and accountabilities that lead to the formal recognition and protection of the rights of refugee women.

5. Recommendations

Recommendation 1: As the Syrian response moves towards an increasing focus on resilience, UN Women should consider articulating a more explicit and holistic framework for working on women's empowerment in humanitarian action for future interventions.

- Clarify the project's focus on women's empowerment through a lens of women's human rights.
- 'Enhanced knowledge and skills,' represent one component of women becoming 'empowered to make informed decisions'. Given that women and girls are embedded in patriarchal social systems, it is necessary to also address the range of other factors influencing these decisions.
- At the project outcome level, an explicit framework for working on women's empowerment in humanitarian action would help define what changes in the status of women and girls (with respect to their improved decision making capacity, fulfilment of rights, and reduction of vulnerability) will be assessed.
- At the output level, it is necessary to develop qualitative indicators to assess the *quality* of the outputs and gain a greater understanding of what is and is not working and why.
- At the impact level, UN Women should collect information to see what 'systemic change' has been brought about rather than emphasising the achievement of target numbers.

Recommendation 2: UN Women should establish a comprehensive Monitoring Evaluation Accountability and Learning (MEAL) system to inform of future work in humanitarian action and gain a greater understanding of intended and unintended results of its interventions.

UN Women needs to establish a comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) system to track progress and document and evaluate the outcomes (the 'Change') of its interventions in the longer-term. The MEAL system will enable UN Women to build, manage, and share the knowledge and hands-on experience produced under its short-term humanitarian interventions.

The different interventions were relevant in a humanitarian crisis setting but more robust measures for monitoring effectiveness of humanitarian interventions and looking at outcomes were missing. These measures would have enhanced and systematised efforts to make adjustments in real time, which is crucial in a humanitarian setting.

A comprehensive MEAL system has an integral component of "Data Dissemination and Use" or a "Communication Strategy" necessary for effective communication, feedback and reporting to all key stakeholders. A communications strategy is a policy-driven approach to providing stakeholders with information about a project. The plan formally defines who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information. Having a communication strategy in place will ensure periodic and effective progress reporting of UN Women and accountability to all stakeholders.

UN Women should explore with donors, the possibility of building in additional time to the project period to conduct tracer studies on women who participated in the project to assess medium and longer-term intended and unintended results related to employment, SGBV, empowerment, etc.; more studies are required to assess the relationship of providing economic opportunities / increased income for women and risk to SGBV.

Recommendation 3: UN Women should place greater focus on the capacity development of implementing partners to strengthen national capacities on ensuring humanitarian action is gender responsive.

Although UN Women follows a rigorous selection procedure for implementing partners, it should invest in building the human and institutional capacities of implementing partners starting with a comprehensive assessment to developing a Human and Institutional Capacity Development Plan (HICD). Investing in implementing partners'

capacities allows a partner to cultivate the skills to support, reinforce and strengthen nationally led, gender-responsive humanitarian and early recovery interventions (i.e., Human & Institutional Sustainability Measures). Supporting partners' capacities can foster sustainability and ability to effectively respond to current and future crises. Building and investing in partners' MEAL systems and capacities, project management and implementation and reporting capacities can help UN Women and partners document their successes and lessons learnt for future programming.

Recommendation 4: UN Women should include a more robust SGBV component as part of its broader efforts to enhance social protection. This should include expanding partnerships with others actors who are working on SGBV and expanding the work on engaging men and boys in addressing sexual and gender based violence through the identification and leveraging of good practices.

Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action 2015: Reducing risk, promoting resilience and aiding recovery (2015) have been developed by multi-sectoral agencies on how to include GBV in project planning⁴¹. While elements of this manual may have been integrated to different extents in the different countries, UN Women should ensure that this manual and other global guidance is used more systematically while designing the SGBV component in the future humanitarian action. Lessons learned from implementation of the project should also be built into this strategy to ensure that project components are based on the latest and most relevant information. UN Women should also focus on enhancing national and local capacities on SGBV. This will ensure a trained cadre of protection officers who could implement and sustain efforts to combat SGBV.

UN Women should also identify and document good practices to engage men and enhance their participation in SGBV initiatives, including placing more emphasis on the importance of men providing support to women's initiatives. This may include a scaling up of the 'HeForShe' Campaign to engage men in the promotion of women's rights, and enhancing their participation in SGBV sessions taking into consideration patriarchal structures, cultural norms and traditions. These efforts should also stress the role of men and boys as allies in SGBV prevention, not just perpetrators; they should also recognize that men and boys are sometimes survivors of SGBV.

Suggestions offered by female participants to increase men and boys' engagement included raising men and boys' awareness of the subject matter's importance and benefits to their families. Male community and religious leaders can also serve as mentors or opinion formers. Also, incentives could be effective, such as financial or in-kind incentives like job opportunities or involving men in implementing interventions. Likewise, civic participation methods to organise meetings, rallies, and marches may be used to attract male participants in supporting community causes.

Joining alliances and networks like the MenEngage Alliance,⁴² an organisation working with men and boys for gender equality, can support UN Women in increasing men's involvement and participation. UN Women and partners need to include strategies for civic engagement where both men and women can come together to jointly solve pressing community problems, especially when implementing community-based initiatives for the prevention of SGBV.

Recommendation 5: The creation of sustainable economic opportunities for Syrian refugees and host communities remains a great challenge. UN Women should explore different modalities for ensuring sustainable economic opportunities for vulnerable women from Syrian refugee and host communities in partnership with other key actors working on this.

⁴¹ Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery- http://gbvguidelines.org/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_lo-res.pdf

⁴² MenEngage Alliance <http://menengage.org/about-us/>

As the Syrian crisis moves into its sixth year, the international community is increasingly focusing on improving both the policy environment and programmatic approaches to livelihoods, both decent employment and self-employment initiatives. The UN Women regional project created economic opportunities within the existing parameters set by the policy environment and economic conditions, many of which were temporary economic opportunities. As the space for discussion of policy change has expanded and there is commitment to create 1.1 million new jobs in the region by 2018, key actors are exploring how to most effectively enhance and expand economic opportunities. The 3RP Regional Refugee Response Plan 2017-18 has identified several promising approaches based on a Multi-Country Economic Opportunities Assessment.⁴³ UN Women can play a key role in ensuring that women have equal access and have the necessary capacities to access new opportunities, as well as initiatives are gender-responsive. As many of these opportunities may not be in sectors which are traditionally female-dominated, this will likely require community mobilisation efforts to address resistance to women working in certain sectors.

Moving forward, UN Women should work on both the programmatic and policy levels to ensure sustainable economic opportunities. In the short and medium-term, UN Women should continue to explore the potential to expand partnerships (public and private) to fund longer-term cash for work opportunities. This could include expanding / establishing agreements with other UN agencies (e.g. UNICEF) and private sector (e.g. factories) for refugee women to provide the needed goods and services. UN Women should also work with other actors, including ILO, UNDP and WFP to ensure that women are integrated into their livelihoods initiatives and have equal opportunities. Taking into consideration the individual country contexts and labour policies, clear exit strategies should be developed that link participants to follow up economic opportunities or micro-finance services so that participants and their families when the project ends. At policy level, UN Women should also work with partners on advocating for greater access to formal work opportunities in host countries.

Recommendation 6: UN Women should advocate for multi-year funding to enable longer-term planning and programming in humanitarian action.

Multi-year funding has become increasingly important as the Syrian crisis has become protracted. As argued in the paper, Multi-Year Humanitarian Funding in Protracted Crises: The Case for Donor Support,⁴⁴ multi-year funding can improve: “1) programme quality and effectiveness; 2) programme efficiency and value-for-money; 3) relations with communities and partners; 4) staff management and partnerships; and 5) system strengthening and community resilience”.

Most importantly, supporting women’s economic empowerment and SGBV requires a longer-term, multi-dimensional approach which addresses the underlying causes of gender inequality. Addressing entrenched gender norms and unequal power relations that affect women’s economic opportunities and access and control over resources will not only require ensuring that women have the requisite human, financial and social capital to participate on equal footing with men, but that communities accept women entering traditionally male dominated occupations, which entail long-term strategies and ongoing community engagement.

⁴³ <http://www.3rpsyriacrisis.org/wp-content/uploads/2016/12/3RP-Regional-Strategic-Overview-2017-18.pdf>

⁴⁴ <http://care.ca/sites/default/files/files/publications/Multi-Year%20Humanitarian%20Funding%20in%20Protracted%20Crises%20-%20Collaborative%20Pap...pdf>

Annexes

Annex I: Team Structure

Given the nature of work and geographic expanse associated with the proposed engagement, it was extremely important that the team deployed had experience of conducting evaluation along with the expertise of gender studies. The team of erudite professionals working on this engagement comprised of experts who specialise in women's rights, empowerment, gender equality and mainstreaming and have had hands on experience of implementing gender equality projects. They not only have in-depth knowledge and understanding of working on issues related to women's rights and gender equality but has conducted project evaluation in the development sector in the same area over the past few years.

The team used efficient resource planning to ensure quality of our deliverables. The team recognized the importance of having strong quality assurance protocols and strived to complete all the deliverables within the stipulated timelines (as mutually agreed). Through our mechanisms of peer reviews as well as engagement manager/superior reviews we ensured that good quality work-products were delivered to our client.

While all the team members worked in close coordination throughout the evaluation lifecycle, the roles assigned to each team member has been clearly defined below:

S. No.	Team Member	Role Assigned
1.	Niraj Seth	Team Leader
2.	Hanan Kwinana	Gender and Humanitarian Action Expert
3.	Gaurav Bhargava	Engagement Manager, Senior Evaluation Expert
4.	Adhiraj Mukerji	Support Staff
5.	Aanchal Aggarwal	

Annex II: Evaluation Matrix

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
RELEVANCE	<ul style="list-style-type: none"> To what extent has UN Women ROAS established a relevant, realistic and strategic approach for its work in support of Syrian women's economic empowerment in humanitarian contexts in the five countries? How has the approach differed in the different countries and between host community and camp settings? Did the project as designed and implemented meet the needs and priorities of all the targeted groups, including those who were most vulnerable? To what extent does UN Women's approach complement and add value to that of other actors in the context of the 3RP Regional Refugee and Resilience Plan to in response to the Syria crisis and national response plans in the countries where they exist? 	<ul style="list-style-type: none"> To what extent has the project been relevant to the needs and priorities of the intended participants? To what extent does the project respond to the priorities of the concerned Governments in each country? How has the project incorporated human rights and gender equality principles and has aligned itself with the International and Regional guidelines and priorities set up for refugees? Has the project been able to adapt to the changing contexts and situation on ground? Did the project take into account external factors/risks and assumptions at the time of design? How did project implementation differ in different countries? Were there significant changes in the approach followed for implementation in host and camp settings? Were the planned project activities relevant and realistic to the situation and needs on ground? Were the problems and needs adequately analysed? To what extent and in which way has the project been relevant to the collective priorities of UNHCR, 	<ul style="list-style-type: none"> Evidence suggesting that the project has been designed on the basis of international and regional guidelines incorporating human rights and gender equality principles Evidence suggesting that project design is based on National Action Plans and other policies pertaining to livelihood capacity building for women and issues related to gender based violence Evidence suggesting that project design is based on findings of empirical research studies Evidence suggesting that a needs assessment was carried out prior to implementation Number and type of stakeholders consulted Evidence that the inputs provided by stakeholders have been incorporated in the project design Number of partners/agencies working on refugee issues consulted Evidence suggesting that cost benefit analysis of programs by different agencies working with refugees was undertaken 	<ul style="list-style-type: none"> Literature review: Needs assessments/situation analysis reports, progress reports, Web based articles, project concept notes, project proposal, UN Women regional and country office specific strategy documents, Country policy papers and National Action Plans, partner selection/Training manuals Stakeholder consultations: Meeting with UN Women officials, representatives from Ministries responsible for safeguarding women's rights, representatives from other agencies/NGOs/CSOs looking into the issue of gender based violence and livelihood capacity building, project participants 	<ul style="list-style-type: none"> Literature review log Semi-structured interviews

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
		UNFPA, UNDP and other actors in the region?			
EFFECTIVENESS	<ul style="list-style-type: none"> What is the progress towards results that UN Women has contributed to so far? What changes, positive and negative, have occurred in the lives of participating Syrian women as a result of project participation towards the realization of their human rights and gender equality? To what extent has UN Women's approach integrated gender equality and human rights in the design and implementation of the project? What are enabling and limiting factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers in future work in this area? 	<ul style="list-style-type: none"> Did the project have in place a well-defined Logical Framework Analysis? If yes, then to what extent the project outputs and outcomes have been achieved in accordance to Logical Framework Analysis? Has the project developed and built capacities of participants to respond to cases of fender based violence? Has the project built capacity of women to financially support themselves and their families? Has the project design taken into account UNEG and human rights and gender equality principles? Does it align itself with the International and Regional guidelines and priorities? What mechanisms were in place that ensured the project while implementation is cognizant of human rights and gender equality principles? What has been the target realization with respect to the project objectives? What factors have facilitated or hindered the achievements of the results? What is the variance in performance from country to country due to the intervention 	<ul style="list-style-type: none"> Number of GBV awareness sessions conducted in each country Number of women trained on livelihood skills in each country Number of women who earn livelihood as a result of the project Number of capacity building sessions organised Evidence suggesting regular documentation of the changes after vocational trainings Evidence suggesting regular documentation of the changes after GBV awareness campaigns Number of women who earn their livelihood as a result of cash for work programs Evidence suggesting that indicators for evaluating project performance were altered by UN Women to capture HR & GE progress Evidence suggesting that UN Women has deployed a robust monitoring and implementation framework to manage adherence to HR & GE objectives Evidence suggesting regular review mechanisms (such as progress reports) 	<ul style="list-style-type: none"> Literature review: Project LFA, progress reports, reports of any capacity building workshops/trainings, MIS data extracts, web articles, minutes of meetings, service level agreement documents (if any) Stakeholder consultations: Meetings with UN Women officials, representatives from local NGOs/CSOs, representatives of relevant Government Ministries & departments and representatives of project participants. 	<ul style="list-style-type: none"> Semi-structured Interviews

Evaluation Criteria	TOR Questions	Questions	Indicator	Source of Information	Data/Information Collection Tool
		and what are the reasons behind the same?	<ul style="list-style-type: none"> Evidence suggesting regular feedback mechanism (interaction with stakeholders and participants) Evidence suggesting that UN Women has deployed a robust country specific framework to account for their performance 		
EFFICIENCY	<ul style="list-style-type: none"> How economically were resources/inputs (funds, expertise, time, etc.) converted into results? What operational mechanisms, including management arrangements and procedures, are needed to make UN Women's approach at the regional level, to supporting Syrian women's economic empowerment in humanitarian settings more efficient? Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges? 	<ul style="list-style-type: none"> Have resources been used strategically to achieve results? Have resources been used efficiently? Is the project supported by a RBMF? If yes, how has the presence of RBMF facilitated the project? How effectively did the project management team monitor project performance and results? What was the financial review mechanism of the project? What were the challenges faced while implementation of the project? Were there any mechanisms to address the challenges 	<ul style="list-style-type: none"> Evidence suggesting that data and insights captured in monthly, quarterly and annual project reports highlight no variance and that all stipulated milestones have been achieved in time. Variance in terms of cost incurred and time spent between stipulated approach and alternate approach Deployment of resources while taking into account human rights and gender equality components are sufficient and in line with project activities. Financial monitoring is defined, regular, and adequate for interim correction. Evidence suggesting timely dispersal of funds between the relevant entities Evidence suggesting periodic documentation of progress and challenges through interaction with project stakeholders Number of capacity building sessions for the project staff 	<ul style="list-style-type: none"> Literature review: Project concept document, audited financial reports for the project, progress reports, CVs of relevant officials, resignation letters (if any) for key resources, monthly, quarterly and annual reports, job descriptions of relevant stakeholders. Stakeholder consultations: Meetings with UN Women officials and implementing partners 	<ul style="list-style-type: none"> Semi-structured Interviews

Annex III: Data Collection Instruments

Semi Structured Questionnaire for Regional Staff

1. How did UN Women's integrate gender equality and human rights principles in the design and implementation of the project? Were country specific priorities and needs in terms of HR and GE incorporated in the design? If so, how were they identified and incorporated?
2. Was and in what ways project design informed by the existing policies and socio-cultural landscapes in each of the country? How did the project adjust to the varying contexts while maintaining a common thread?
3. Did the project design account for unforeseen circumstances and were risks and assumptions well thought through at the time of designing the project?
4. How were the activities and stakeholders selected for the project? Were these activities validated with stakeholders at various levels before beginning the implementation? How was the implementation model finalized for the project?
5. What was the reason for UN women to implement a project on Refugees given that UNHCR is actively working in all countries? How did the project design incorporate synergy between programs of similar nature implemented by UN Women and by other agencies operating on the refugee issue in the target country?
6. Were different approaches used for implementing the programs in different countries? Can you please provide details for the same? Similarly, while implementing the project were different approaches deployed for host and camp settings? What are the reasons for the same?
7. How did the project design incorporate aspects of the 3RP Regional Refugee and Resilience Plan and the national response plan in the target countries?
8. Was the project supported by a logical framework and a monitoring and reporting system? If yes, what measures were undertaken to ensure adherence to the identified benchmarks?
9. How have the HR and GE principles woven in the project implementation? What mechanisms are in place to ensure adherence to these principles? Are there any specific indicators that track progress through lens of HR and GE?
10. Were there any challenges (political, practical and bureaucratic) faced while implementation of the project? If yes, please elaborate? What efforts were made by the UN Women team to overcome those challenges?
11. Is the project backed by a sound Financial Management system? Was there timely supply of funds for conducting the project activities? Were the funds utilized as per the project plan? If no, which country/countries deviated from the plan and what were the reasons for the deviation? Was flexibility to given to country offices to make changes in the budget?
12. Was there sufficient deployment of financial and human resources for the achieving outputs and outcomes? Was the strategy adopted for achieving the intended outputs and outcomes cost-effective? If no, could there be an alternative approach implemented than the current approach?
13. How sustainable are the various partnerships created under this project? Has the project led to creation of networks and linkages to help sustain the results of the project beyond project completion? Have additional resources been identified and allocated by UN Women in order to ensure continued services post UN Women support?
14. What are the key lessons learnt during the implementation of the project? Is there provision of knowledge sharing between different country offices, refugee camps and host communities to identify best practices with regards to reduction of GBV and VAW?

15. What are the recommendations you want to suggest to further strengthen the capacity and sustainability of the project beyond its completion?

Semi structured questionnaire for the representative from country office

1. How long have you been associated with the project? How relevant do you think economic empowerment was, as the model, to strengthen Syrian refugee women and girls' capacities to claim their rights? What were the primary factors taken into consideration before implementing the project? Were there any additional factors that should have been considered while finalising the implementation plan?
2. Does the project align well with the national context? If so, how was the project altered to accommodate for and build upon the existing policies and socio-cultural landscapes?
3. In the context of (**name of country**) how were HR and GE principles taken care of while implementing the project? Were any specific priorities and needs in terms of HR and GE incorporated in the design? If so, how were these identified and incorporated?
4. How were the activities selected for the project? Was any need assessment study conducted prior to the implementation of the project in terms of the identification of the activities? If so, how were the results incorporated in the implementation plan?
5. What was the mechanism for the selection of implementing partners? Was the capacity of the implementing partners who undertook the vocational trainings and awareness campaigns on GBV adequate? What support did UN women give to the implementing partners to improve their capacity and service delivery?
6. Are there any differences between the implementation model deployed for host community and camp settings?
7. How was synergy achieved between programs of similar nature implemented by UN Women and by other agencies operating on the refugee issue in the target country?
8. What efforts are undertaken to ensure higher participation by women and girls in vocational trainings and GBV awareness campaigns? What mechanisms were in place to gauge the recall of the participants, with regards to the trainings conducted?
9. What has been the role of men and boys in the awareness campaigns on GBV? What were the levels of participation of men and boys in these campaigns?
10. What has been the target realization with respect to the project objectives? What factors have facilitated or hindered the achievements of the results?
11. What were the challenges faced while implementation of the project? How have implementing partner and other stakeholders been able to overcome those challenges?
12. Was there sufficient deployment of financial and human resources for the achieving outputs and outcomes? Was there timely supply of funds for conducting the project activities? Were the funds utilized as per the project plan? If no, what were the reasons and how were changes made in the budget?
13. Was the strategy adopted for achieving the intended outputs and outcomes cost-effective? If no, could there be an alternative approach implemented than the current approach? If so, please elaborate. Have alternative final and human resource models identified to further ensure sustainability of the project?
14. What are the key lessons learnt during the implementation of the project? Was there provision of knowledge sharing between different refugee camps and host communities to identify best practices with regards to reduction of GBV and VAW? If so, how have the learnings incorporated into the trainings?

15. How have the implementing partners planned to make the project sustainable beyond project completion? (Probe areas- Networks established and usage of those beyond project completion)
16. Do you think the implementation of this project has led to changes in the policy and legal environment? If so, please elaborate? What aspects of the UN women intervention on Syrian refugees should be incorporated in the future policies and programs?
17. What are the recommendations you want to suggest to further strengthen the capacity and sustainability of the project? What additional resources need to be identified and allocated in order to ensure continued services post UN women support According to you what should be the future roadmap?

Semi structured questionnaire for Government Officials:

1. What are the policies, programs and initiatives in place at the national level on refugee protection? How are these programs and initiatives implemented? Are there any linkages between the existing national programs and the “Syrian WEE Regional Project”?
2. What inputs were provided by the government to make the project relevant to the needs and priorities of the participants? Do you think the project design and project activities are able to address the needs and priorities of the participants sufficiently? If no how does the government plan to address these issues?
3. How did the project design incorporate international and regional guidelines on refugees? How did the project design incorporate aspects of the 3RP Regional Refugee and Resilience Plan and the national response plan in the target countries?
4. How did the current project design incorporate the social and cultural facets within the country? To what extent was the project design and implementation plan adapted to the national context?
5. Which government departments are involved in the implementation of project? How is your department involved in the project? How was convergence ensured between different departments/ministries working on the project?
6. What have been the key lessons learnt during the implementation of the project? Were there provisions of knowledge sharing between different governments departments to identify best practices with regards to the partnership with UN Women? If so, how will the learnings be incorporated into the next phase of the project?
7. Have there been instances of implementing agencies engaging with the government to ensure sustainability of the project? What has been the level their participation? How were their inputs taken into consideration to ensure sustainability of the project? How does the government plan to collaborate with various implementing agencies beyond project completion?
8. Do you think the government should restructure its current partnership with UN Women for future implementation of this project? If so, why and how do you plan to do the same?
9. Do you think the future government programs and policies should incorporate any aspects of the UN women intervention? If so, please elaborate?
10. What are the recommendations you want to suggest to further strengthen the capacity and sustainability of the project beyond its completion?

Semi structured questionnaire for the implementing agencies:

1. For how long has your organisation been implementing the project? Can you elaborate on the work being undertaken as part of project - extent of services provided in the space of vocational trainings/ awareness campaigns on GBV and scale/coverage of activities?
2. Do you think the project aligned with the national context? What alterations were made in the implementation of the project to accommodate for and build upon the existing policies and socio-cultural landscapes?
3. How did UN Women’s approach integrate gender equality and human rights principles in the design and implementation of the project? What mechanisms were in place to ensure adherence to the HR and GE principles during project implementation?

4. How were the activities selected for the project? Was any need assessment study conducted prior to the implementation of the project to identify the appropriateness of the activities to the current state of the refugees? If yes, what were the results and how were they incorporated in the implementation plan?
5. Is the project backed by a logical framework? What kind of monitoring and reporting systems were created for the project? What is your opinion on the applicability and suitability of these systems to the kind of work your agency is undertaking? How was it ensured that the project activities are on track and that any deviation is taken care of?
6. What were the levels of participation of women and girls in the vocational trainings and GBV awareness campaigns? What efforts are undertaken to ensure higher participation by women and girls in both these trainings? What were the mechanisms in place to gauge the recall of the participants, with regards to the trainings conducted?
7. To what extent have these vocational trainings been able to increase women and girls' ability to engage in gainful employment? To what extent have the awareness campaigns on GBV have been able to sensitize women to claim their rights?
8. What has been the role of men and boys in the awareness campaigns on GBV? What were the levels of participation of men and boys in these campaigns? How has their participation add value to their trainings?
9. a) What were the various challenges faced by your organization with regards to implementation of the project? How have implementing partners and other stakeholders been able to overcome those challenges? b) Was there any capacity building sessions for the project staff to overcome implementation challenges? If so, how were these capacity building sessions planned and executed?
10. Was there sufficient deployment of financial and human resources? Was there timely supply of funds and technical resources for conducting the project activities? Are there any areas where you need further resource mobilization support? If yes, then please elaborate?
11. a) What are the key lessons learnt during the implementation of the project? Were there provisions for knowledge sharing between different refugee camps and host communities in order to identify and appropriate best practices with regards to reduction of GBV and VAW? b) Who was responsible for developing these knowledge sharing platforms and managing them? What was the frequency with which project management and implementing agencies meet to share best practices? How were the best practices identified incorporated in the training programs?
12. What aspects of the UN women intervention on Syrian refugees should the government incorporate in the future policies and programs? Do you think the implementation of this project has led to changes in the policy and legal environment? If so, please elaborate?
13. What are the recommendations you want to suggest to further increase the coverage of the project with regards to the number of participants inducted? What efforts have been undertaken to strengthen the operational capabilities of the implementing partners beyond the project completion? According to you what should be the future roadmap?

Semi -structured questionnaire for UN agency officials

1. What has been your primary mandate in the specific context of the countries under the project? How long have you been working in the region?
2. Describe the nature of the relationship with UN Women, with regards to operations in the target countries. How did the interaction with UN Women officials work in countries where the agency did not have a country office?
3. How do you feel that efforts of the UN Women project have complemented that of your own agency? Do you feel that there has been any overlap of efforts, wherein resources were being used by individual agencies for the same end? If so, do you think resources should have been better prioritized by individual agencies and if so, how?
4. Do you believe that the mandate of interventions on behalf of female refugees and female host citizens is one that falls to UN Women? If not, why do you believe so?
5. Were there regular interactions between UN Women and individual agencies in order to meet, discuss and identify strengths and weaknesses of the respective programs in the region which have common thematic areas? If so, was any action taken basis these discussions?
6. Were the mandates of each agency operating in the area clearly laid out? Was there clarity on the authority structure to

be followed within the target countries with regards to mandates?

7. Did UN Women adopt any best practices, implementing CSO partners or any other such form of assistance from your agency? If so, please describe the assistance provided.
8. Do you believe that the current partnership with UN Women requires restructuring? If so, why and how do you believe this should be implemented?

Case study questions in Lebanon

1. How long have you been associated with the cooperative? What has been the rationale for formulating the cooperative? What were the primary factors taken into consideration before conceptualizing the plan for the cooperative?
2. How has been your experience participating in the vocational trainings? Have these vocational trainings helped in your capacity building? If so, how were the learnings from these trainings leveraged to form/ manage the cooperative?
3. Do you feel that the vocational training project allowed you to mitigate, to some degree, the economic difficulties you were facing? What do you think will be the role of the cooperative to help in making refugee women financially self-sufficient after the project?
4. Do you feel that participation in the project has enhanced your ability to involve yourself in community decisions? Do you feel that you are able to represent your interests adequately among the community? If so, can you provide instances of how you used your enhanced ability to involve in decision making during the formation and management of the cooperative
5. Did you have regular interactions with project staff before conceptualizing the cooperative? How did the project staff support you in the formation and implementation plan for the cooperative? (Probe areas: Connecting with local manufactures/dealers, helping in setting of minimum wages etc.)
6. Has the intervention (forming a cooperative) been successful in bringing a visible change in your life as a refugee? If so, what have been those changes and how can this intervention help in improving the lives of other refugees?
7. Has the formation of cooperative helped to facilitate an exchange of information of best practices between the participants? Has it provided a platform for the participants of the project to negotiate better terms of trade with the local employers?
8. How has the situation at the host community overtime since your entry into the host community until the formulation of the cooperative?

Case study questions in Jordan

1. How long have you been in the camp? Have you always lived in the same division in the camp? If not, why have you shifted?
2. Within the cash for work project, what activities have you been involved in? Did you find these activities were easily adaptable to your skill-set and current situation?
3. How do you feel that the community within the camp has been assimilated? Do you feel that stratification within the camp exists due to socio-cultural identifiers? If so, has this impacted the implementation of the cash for work project?
4. What were the mechanisms of the cash for work project? How were individuals taken under the project? Who formed the management figureheads of the project?
5. (For single women): Do you believe that the cash for work project has enhanced your ability to fulfil your responsibilities as head of the household?
6. Do you feel that the project adequately accounted for your current situation? How was the cash for work project implemented with individuals who were unable to work (old women, women with disabilities etc). Were safeguards implemented to account for these people as well?
7. Did you face any opposition from male members of the community with regards to participating in cash for work activities? If so, did the project have measures to help mitigate these? Did the gender awareness sessions discuss the importance of the individual economic agency of a woman?
8. How do you feel that your life has changed from prior to the implementation of the project? What changes would you recommend (if any) to the project?

FGD guidelines - Iraq

1. How long have you been in the camp? Have you always lived in the same division in the camp? If not, why have you shifted?
2. How were you informed about the activities undertaken by UN Women/implementing partner? Did you have to undergo a selection procedure for being chosen as a beneficiary? If yes, then what were the criteria of selection?
3. What are the components of the project that you are associated with? What is the duration of the component and what are the key features? Did you choose the specific component to participate in? Did you find these activities were easily adaptable to your skill-set and current situation?
4. Have you received any group based or individual counselling? Have you received any capacity building sessions/coaching as part of the project?
5. Can you draw linkages of the interventions provided with your existing activities? How much time is spent in the Centre? How do you manage your household chores/domestic work with it?
6. How do you feel that the community within the camp has been assimilated? Do you feel that stratification within the camp exists due to socio-cultural identifiers? If so, has this impacted the implementation of the cash for work project?
7. What were the mechanisms of the cash for work project? How were individuals taken under the project? Who formed the management figureheads of the project?
8. (For single women): Do you believe that the cash for work project has enhanced your ability to fulfil your responsibilities as head of the household?
9. Do you feel that the project adequately accounted for your current situation? How was the cash for work project implemented with individuals who were unable to work (old women, women with disabilities etc.)? Were safeguards implemented to account for these people as well?
10. Did you face any opposition from male members of the community with regards to participating in cash for work activities? If so, did the project have measures to help mitigate these? Did the gender awareness sessions discuss the importance of the individual economic agency of a woman?
11. How do you feel that your life has changed from prior to the implementation of the project? What changes would you recommend (if any) to the project?

Discussion guidelines with trainers

1. Please introduce yourself – name, nationality and years of association with the training centre and the trait.
2. Have you worked earlier? If yes, how many years of experience you have?
3. Have you undergone any formal training? If yes, from where?
4. How did you get to know about the centre?
5. How many hours in a day do you work? How many batches have you trained so far? Usually what is the strength in these batches?
6. Have you faced any problem of drop outs in your batch? If yes, what as a trainer have you done to mitigate it?
7. What are some good things that you have achieved being a trainer?
8. What challenges have been faced by you while running these training sessions?
9. Are the women trained under you working? Could you please share few examples?
10. What benefits have you derived being a trainer here?
11. What changes would you like to make in the project to make it more effective?

Annex IV: List of Stakeholders Consulted

Interviewees' Designation	Institution
Coordinator, NCW training center Giza	NCW
Project Manager	UN Women
Director, External Relations & International Cooperation Department	NCW
Project Coordinator	Insan Foundation
Project Adviser	UN Women
Researcher/Adviser	Embassy of Japan
Field Coordinator	UN Women
Director	Fair Trade Lebanon
Project Director	Fair Trade Lebanon
Director	Safadi Foundation
Director	Social Development Centres
Senior Social Worker-SDCs Division	Republic of Lebanon –Ministry of Social Affairs
Second Secretary	Embassy of Japan in Lebanon
Founder and Director	Abaad
Interagency Coordinator, Social Stability and Livelihoods	UNDP
Second Secretary	Embassy of Japan in Jordan
Economic Analyst at the Economic and Economic Cooperate Division	Embassy of Japan in Jordan
Head, Recovery, Resilience, Response UN Women Jordan	UN Women
Second Secretary	Embassy of Japan in Jordan
Project Officer Jordan Country Office	WFP
Adviser	UN Women
Humanitarian Coordinator	UNFPA
Protection Officer	UN Women
External Relations Officer	UNHCR
Project coordinator	UN Women
Senior Camp Assistant	UN Women
Senior Field Coordinator- Camp Manager Za'atari	UNHCR
Project Manager	ARDD-Legal Aid
Director	ARDD-Legal Aid
Project Coordinator	WRO
Senior Project Manager	WRO
Project Coordinator	UN Women
Executive Director (project manager)	Women's Empowerment Organization
Programme Coordinator	Women's Empowerment Organization
Gender Based Violence Specialist	UNFPA
Programme Specialist - Socio-Economic Recovery Team Leader	UNDP
Resilience Specialist	UNDP

Annex V: Literature Review Log

Document Name	Year	Country	Author	Insight
Syrian Refugees in Jordan Confronting Difficult Truths	2015	Jordan	Doris Carrion	Insights to an open livelihood and income generation policy for Syrians. The document captures the benefits of an open livelihood policy to be beneficial for both Syrian and Jordanian economy.
Access to work for Syrian refugees in Jordan: A Discussion paper on labour and refugee law and policies	2015	Jordan	ILO Regional Office for Arab States	Understanding the multifaceted issue of access to work for Syrian refugees in Jordan. Besides the need for a comprehensive livelihoods programme that would benefit both Jordanian and Syrian refugee communities, the paper captures the need to develop a clear refugee policy and give Syrians formal work permits in specific sectors in accordance with Jordanian regulations.
At the Breaking Point: Refugees in Jordan and Egypt	2015	Jordan, Egypt	Refugee Council USA Mission	Understanding the national laws that lay a foundation for protecting children from domestic violence.
A Field Study Report The Case of Syrian Refugees in the Zataari Refugee Camp, Jordan	2012	Jordan	The Post-war Reconstruction and Development Unit	Understanding the Syrian refugee crisis and offering insights and recommendations on this issue.
A review of the humanitarian response to the Syrian refugee crisis in Jordan, 2012-13	2013	Jordan	Sean Healy and Sandrine Tiller	Understanding the response by the Government of Jordan and by the international humanitarian community to meet the needs of Syrian refugees
Forced Migration of Syrians to Jordan: An Exploratory Study	2012	Jordan	Mohamed Olwan and Ahmad Shiyab	Understanding the economic, social and legal conditions of Syrian refugees residing in Jordan subsequent to the events of March 2011 in Syria.
Jordan: Syria Crisis	2016	Jordan	European Commission: Humanitarian Aid and Civil Protection	Insights into the EU support to the Jordanian Government and humanitarian actors on the ground in supporting vulnerable Syrian refugees in particular those living outside of camps as well as Jordanian host communities.
I want a safe place' Refugee women from Syria uprooted and unprotected in Lebanon	2016	Lebanon	Amnesty International	Insights into the failure by the international community to provide adequate funds forcing the UN to reduce the support provided to refugees.
Refugee Livelihood in Urban areas: Identifying Programme Opportunities Case study Egypt	2012	Egypt	Feinstein International Center	Insights to the urban livelihoods context for refugees and asylum seekers and identification of programming opportunities and promising programme initiatives.
Refugee Perceptions Study: Zataari camp and Host communities in Jordan	2014	Jordan	Oxfam	Understanding the needs of Syrian refugees residing in Jordan from the perspective of the refugees themselves. The document identifies new challenges and gaps in aid assistance efforts in Jordan.

Document Name	Year	Country	Author	Insight
Gender-based Violence and Child Protection among Syrian refugees in Jordan, with a focus on Early Marriage	2013	Jordan	UN Women	Understanding the risks that Syrian refugee families especially women and girls face in Jordan. The document provides a deeper understanding of Syrian urban refugees' knowledge, attitudes and practices towards gender-based violence (GBV) against adults and children.
Gender-based violence amongst Syrian refugees in the Kurdistan Region of Iraq	2014	Iraq	UN Women	Insights to the range of GBV issues affecting Syrian refugee women in Kurdistan Region of Iraq. The report is unable to provide a complete and comprehensive picture but does highlight the need for extensive efforts to understand and respond to the violence that Syrian refugee women are exposed to in KRI.
Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance	2011	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding how to integrate dimensions of Human Rights and Gender Equality throughout an evaluation process.
Norms for Evaluation in the UN System	2005	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding the guiding principles for evaluating the results achieved by the UN system and governing of the evaluation function within each entity of the UN system.
UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis	2015	Iraq, Egypt, Jordan and Lebanon	Division of Data, Research and Policy	Understanding the procedures taken by UNICEF to conduct research, evaluation, data collection and analysis
The ILO Response to the Syrian Refugee Crisis	2016	Iraq, Egypt, Jordan and Lebanon	International Labour Organization	Insights into the ILO's strategy towards the Syrian refugee crisis. The document captures that ILO has a development-focused and employment-driven strategy in its support to host communities and refugees so as to maintain and reinforce the social and economic stability of the affected neighbouring countries.
Food sector promotion for urban refugees in Egypt	2014	Egypt	International Labour Organization	Insights into the sectoral development project in Egypt to be carried out by ILO with the aim to improve the livelihoods of Syrian refugees in large urban settlements.
Forging New Strategies in Protracted Refugee Crises: Syrian Refugees and the Host State Economy	2015	Jordan	WANA Institute	Understanding the impacts of Syrian refugees on Jordan and conceptualising new and innovative ways of approaching refugee crises.
Economic Empowerment of Syrian Women Refugees in Egypt	2016	Egypt	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Egypt.
Supporting Syrian Women Refugees' Livelihood in Iraq	2016	Iraq	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Iraq. The document captures the vocational trainings being implemented in Iraq to support Syrian women refugees.
Towards Economic Empowerment and Community Mobilization of Women Affected by the Syrian Conflict in Lebanon	2016	Lebanon	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Lebanon. The document captures the nature of vocational trainings and awareness campaigns on GBV being implemented in Lebanon.

Document Name	Year	Country	Author	Insight
Regional Refugee & Resilience Plan 2015-16 LEBANON	2016	Lebanon	UN Women	Insights into the economic, demographic and security challenges faced by Lebanon as a result of the crisis in Syria, thus the Government has adopted a policy paper stating priorities to manage the displacement crisis.
Regional Refugee & Resilience Plan 2015-16 IRAQ	2016	Iraq	UN Women	Insights into the plan of the government to incorporate resilience interventions aimed at contributing to stronger self-reliance of refugees and impacted communities and to strengthen the capacity of the Government to provide basic services to meet the demands of the increased population in Iraq.
Regional Refugee & Resilience Plan 2015-16 EGYPT	2016	Egypt	UN Women	Understanding the 3RP - Country Plan for The Arab Republic of Egypt. The document captures ways to strengthen protection and support for Syrian refugees and host communities.
Syrian Women Economic Empowerment Project Document	2014	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Provides insights into the strategy behind the plan and its projected implementation across the target countries.
Syrian Women Economic Empowerment- First Quarter Progress report	2015	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Marks and analyses the progress made by the project with regard to projected outputs and outcomes from the period between August-December 2014
Syrian Women Economic Empowerment-Second Quarter Progress report	2015	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Marks and analyses the progress made by the project with regard to projected outputs and outcomes from the period between April-June 2015
Syrian Women Economic Empowerment-Third Quarter Progress report	2015	Iraq, Egypt, Jordan, Syria and Lebanon	UN Women	Marks and analyses the progress made by the project with regard to projected outputs and outcomes from the period between July-September 2015
Syria Regional Response Plan	2014	Iraq, Egypt, Jordan, Turkey and Lebanon	UNHCR	The document is related to the Syria Regional Response Plan, which was implemented on a regional basis in 2014. The project aimed at analyzing the key risks faced by refugees within refugee camps, refugees outside of refugee camps as well as the role played by host communities in various countries.
Egypt Humanitarian Project- Progress report	2015	Egypt	UN Women	Analyzes and maps the progress of the project in Egypt since its inception in 2014. Provides valuable insights into the skill development and livelihood capacity building aspects of the project.
Syrian Refugees in Jordan Confronting Difficult Truths	2015	Jordan	Doris Carrion	Insights to an open livelihood and income generation policy for Syrians. The document captures the benefits of an open livelihood policy to be beneficial for both Syrian and Jordanian economy.

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At the Breaking Point: Refugees in Jordan and Egypt	2015	Jordan, Egypt	Refugee Council USA Mission	Understanding the national laws that lay a foundation for protecting children from domestic violence.
A Field Study Report The Case of Syrian Refugees in the Zataari Refugee Camp, Jordan	2012	Jordan	The Post-war Reconstruction and Development Unit	Understanding the Syrian refugee crisis and offering insights and recommendations on this issue.
A review of the humanitarian response to the Syrian refugee crisis in Jordan, 2012-13	2013	Jordan	Sean Healy and Sandrine Tiller	Understanding the response by the Government of Jordan and by the international humanitarian community to meet the needs of Syrian refugees
Forced Migration of Syrians to Jordan: An Exploratory Study	2012	Jordan	Mohamed Olwan and Ahmad Shiyab	Understanding the economic, social and legal conditions of Syrian refugees residing in Jordan subsequent to the events of March 2011 in Syria.
Jordan: Syria Crisis	2016	Jordan	European Commission: Humanitarian Aid and Civil Protection	Insights into the EU support to the Jordanian Government and humanitarian actors on the ground in supporting vulnerable Syrian refugees in particular those living outside of camps as well as Jordanian host communities.
I want a safe place' Refugee women from Syria uprooted and unprotected in Lebanon	2016	Lebanon	Amnesty International	Insights into the failure by the international community to provide adequate funds forcing the UN to reduce the support provided to refugees.
Refugee Livelihood in Urban areas: Identifying Programme Opportunities Case study Egypt	2012	Egypt	Feinstein International Center	Insights to the urban livelihoods context for refugees and asylum seekers and identification of programming opportunities and promising programme initiatives.
Refugee Perceptions Study: Zataari camp and Host communities in Jordan	2014	Jordan	Oxfam	Understanding the needs of Syrian refugees residing in Jordan from the perspective of the refugees themselves. The document identifies new challenges and gaps in aid assistance efforts in Jordan.
Gender-based Violence and Child Protection among Syrian refugees in Jordan, with a focus on Early Marriage	2013	Jordan	UN Women	Understanding the risks that Syrian refugee families especially women and girls face in Jordan. The document provides a deeper understanding of Syrian urban refugees' knowledge, attitudes and practices towards gender-based violence (GBV) against adults and children.
Gender-based violence amongst Syrian refugees in the Kurdistan Region of Iraq	2014	Iraq	UN Women	Insights to the range of GBV issues affecting Syrian refugee women in Kurdistan Region of Iraq. The report is unable to provide a complete and comprehensive picture but does highlight the need for extensive efforts to understand and respond to the violence that Syrian refugee women are exposed to in KRI.

Document Name	Year	Country	Author	Insight
Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance	2011	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding how to integrate dimensions of Human Rights and Gender Equality throughout an evaluation process.
Norms for Evaluation in the UN System	2005	Iraq, Egypt, Jordan and Lebanon	United Nations Evaluation Group	Understanding the guiding principles for evaluating the results achieved by the UN system and governing of the evaluation function within each entity of the UN system.
UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis	2015	Iraq, Egypt, Jordan and Lebanon	Division of Data, Research and Policy	Understanding the procedures taken by UNICEF to conduct research, evaluation, data collection and analysis
The ILO Response to the Syrian Refugee Crisis	2016	Iraq, Egypt, Jordan and Lebanon	International Labour Organization	Insights into the ILO's strategy towards the Syrian refugee crisis. The document captures that ILO has a development-focused and employment-driven strategy in its support to host communities and refugees so as to maintain and reinforce the social and economic stability of the affected neighbouring countries.
Food sector promotion for urban refugees in Egypt	2014	Egypt	International Labour Organization	Insights into the sectoral development project in Egypt to be carried out by ILO with the aim to improve the livelihoods of Syrian refugees in large urban settlements.
Forging New Strategies in Protracted Refugee Crises: Syrian Refugees and the Host State Economy	2015	Jordan	WANA Institute	Understanding the impacts of Syrian refugees on Jordan and conceptualising new and innovative ways of approaching refugee crises.
Economic Empowerment of Syrian Women Refugees in Egypt	2016	Egypt	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Egypt.
Supporting Syrian Women Refugees' Livelihood in Iraq	2016	Iraq	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Iraq. The document captures the vocational trainings being implemented in Iraq to support Syrian women refugees.
Towards Economic Empowerment and Community Mobilization of Women Affected by the Syrian Conflict in Lebanon	2016	Lebanon	UN Women	Understanding the contextual analysis of the WEE Syrian Regional Project being implemented in Lebanon. The document captures the nature of vocational trainings and awareness campaigns on GBV being implemented in Lebanon.
Regional Refugee & Resilience Plan 2015-16 LEBANON	2016	Lebanon	UN Women	Insights into the economic, demographic and security challenges faced by Lebanon as a result of the crisis in Syria, thus the Government has adopted a policy paper stating priorities to manage the displacement crisis.
Regional Refugee & Resilience Plan 2015-16 IRAQ	2016	Iraq	UN Women	Insights into the plan of the government to incorporate resilience interventions aimed at contributing to stronger self-reliance of refugees and impacted communities and to strengthen the capacity of the Government to provide basic services to meet the demands of the increased population in Iraq.
Regional Refugee & Resilience Plan 2015-16 EGYPT	2016	Egypt	UN Women	Understanding the 3RP - Country Plan for The Arab Republic of Egypt. The document captures ways to strengthen protection and support for Syrian refugees and host communities.

Annex VI: Country Context

Egypt

Despite the lack of a land border with Syria, Egypt has become one of the “safe havens” for Syrian refugees. The country has 117,350 registered refugees (50.8 per cent male and 49.2 per cent female) spread across 39,839 households within the host communities.⁴⁵ The government reports that the actual number of refugees is higher as many do not register due to the fear of being deported or refused asylum. While refugees are spread across the country the highest concentrations are found in the governorates of Alexandria, Cairo, Giza and Qalyubia.

Egypt is a signatory to the 1951 Geneva Convention on the protection of refugees, its additional Protocols as well as the Organization of African Unity (OAU) Convention (1969). As such, people who enter the country to avoid persecution in their own countries are entitled to asylum and protection on a temporary basis. The government's stance on refugees having a temporary presence in the country is reflected by the restrictions it has placed on five articles of the Refugee Convention related to personal status, rationing, access to primary education, access to public relief and assistance, and labour legislation and social security. Additionally, refugees are not permitted to apply for Egyptian citizenship as citizenship is acquired on the basis of descent. However, the country has signed other international treaties and agreements that have allowed for the access of resources by refugees. An example of such a policy is Egypt's ratification of the Convention on the Rights of the Child, which mandates free primary education to all individuals below the age of 18, irrespective of nationality.

Prior to July 2013, Syria nationals did not require a visa to enter the country. The departure of former President Mohammed Morsi was followed by a change in visa requirements for Syrian nationals. Syrians were required to obtain entry visas to enter the country. This led to a reduction in the number of Syrians in Egypt, especially as the new regulations were applied without prior notice, leaving several Syrian families dislocated between Syria and Egypt. While the government allows refugees and asylum seekers registered with UNHCR to regularise their residency and grants six-month renewable residency permits, one of the most critical challenges faced by refugees is their access to the labor market. As with all foreigners in the country, refugees must apply for a work permit. This process poses several difficulties for refugees due to the high cost of applying, as well as the need for the individual to find an employer who would be willing to sponsor him/her, including the payment of fees. Applicants must also provide evidence that their job cannot be filled by a local; this is made difficult because there are several laws related to the ratio of foreigners to Egyptian nationals at a particular employer. As a result of these constraints, some refugees work without permits. The lack of a permit removes all legal rights that would be accorded to a formal employee. This results in refugees working primarily in the informal labour sector and being offered very low wages. This has a subsequent effect on the ability of refugees to access basic services, such as health care and education.

For women refugees, safety and physical security are pressing issues, particularly for women living in disadvantaged neighbourhoods. A joint assessment conducted by five UN agencies (UNHCR, United Nations Children Fund (UNICEF), United Nations Population Funds (UNFPA), World Health Organisation (WHO) and WFP) in November 2013 highlighted that 32 per cent of female respondents reported having been subjected to verbal harassment, while 19 per cent reported having been subjected to physical violence. Twenty-five per cent of the respondents deemed the country unsafe for Syrian women due to increased incidences of sexual harassment that, in turn, have led to limited mobility and freedom of movement among Syrian refugee women⁴⁶.

Iraq

⁴⁵ <https://data.unhcr.org/syrianrefugees/country.php?id=8>

⁴⁶ Joint Assessment for Syrians in Egypt, Nov 2013

At the time of the initiation of the project, Iraq hosted 350,000 Syrian refugees who were predominantly Syrian Kurds. Forty-eight per cent of the refugees were women and girls. The majority of the refugees reside in the north of the country, in the area governed by the Kurdistan Regional Government called the Kurdistan Region of Iraq (KRI). The situation in Iraq is compounded by the fact that the country has its own IDPs. Many of the IDPs have also sought refuge in the Kurdistan region, which has a comparatively more stable security situation than the rest of the country.

Despite resource constraints, the Kurdistan Regional Government has taken several positive steps to ensure the safety of the refugees. In the Erbil Governorate, it has funded infrastructure in the refugee camps and provides extensive support to health and education programmes within the camps.⁴⁷ The authorities have also granted permission for Syrian refugees to enroll in public schools and work in the KRI. This approval to allow refugees to work is conditional on them having a residency permit. This poses a challenge for many refugees as the legal documents required to apply for residency are often left behind in Syria. The granting of a residency permit does not automatically grant refugees a job. Additionally, refugees are unable to register businesses, own land or open bank accounts, as these activities require Iraqi national identification documents.

A SGBV assessment conducted by UN Women in the Kurdistan region highlighted that women were at risk of violence due to the forced relocation. The increased levels of violence resulted from the breakdown of community structures and the lack of economic opportunities.⁴⁸ The lack of access to funds makes it extremely difficult for refugees to fulfill basic needs such as affordable and safe housing, food and clothing.

Additionally, a needs assessment conducted in 2014 established that 12 per cent of Syrian households living in refugee camps in the KRI reported having no source of income in the 30 days preceding the assessment.⁴⁹ Syrian refugees, particularly women, face a shortage of jobs in Kurdistan when compared to relatively less difficult access for locals; employment opportunity within camps has also remained limited. A REACH assessment report from April 2014 stated that Syrian refugees have fewer opportunities to develop livelihoods than the local population, especially due to the camp context as well as challenges such as language barriers and a volatile security situation in the country.⁵⁰ Most families were found to be in debt and receiving financial support from employed extended family members or through access to small loans. Such support mechanisms were used to cover basic needs but could have been used to fund livelihood activities. However, the challenge was compounded by the fact that the cost of living in the KRI is higher than in Syria.⁵¹

Lebanon

Lebanon has reported an intake of around 1,176,971 refugees from Syria, (52.3 per cent female and 47.7 per cent male), including 52,335 Palestinian refugees from Syria, which adds to a pre-existing Palestinian refugee population of 280,000.⁵² All refugees reside among host communities, though some have moved into the already established Palestinian refugee camps to reduce costs. The Lebanese government signed a bilateral treaty for Economic and Social Cooperation and Coordination with Syria in 1993. The agreement abolished movement restrictions on persons and granted freedom to reside and work for nationals of both countries, in accordance with the existing laws in the country. Lebanon is not a signatory to the 1951 Geneva Convention or its 1967 Protocol.

⁴⁷ Regional Refugee & Resilience Plan 2015-2016, Iraq

⁴⁸ We just keep silent: Gender-based violence amongst Syrian refugees in the Kurdistan Region of Iraq, UN Women, 2014

⁴⁹ Multi-Sector Needs Assessment of Syrian Refugees in Camps, UNHCR, 2014

⁵⁰ REACH, Thematic Assessment Report, Economic Survey of Syrian Refugees, Refugee Camps, Kurdistan Region of Iraq, April 2014

⁵¹ Rapid Needs Assessment: Situation of children, youth and adults with disabilities, within and around Domiz, Northern Iraq, Handicap International and UNICEF

⁵² <http://data.unhcr.org/syrianrefugees/country.php?id=122>

The Lebanese government initially allowed Syrian refugees to enter Lebanon with little intervention;⁵³ by January 2015 this policy changed and greater restrictions were placed on Syrians entering and residing in Lebanon. The bilateral agreement between Lebanon and Syria allows for temporary residence permits (renewal every six months) to Syrians with formal identification documents and for a fee of 200 USD. This fee places a significant burden on refugees to generate such a large amount. Many refugees have had difficulties in renewing their residencies since the 2015 policy change.⁵⁴ During the renewal process Syrian refugees are now categorized as those registered with UNHCR and those who are not. Syrians registered with UNHCR must provide a pledge not to work in Lebanon, signed in the presence of a notary.⁵⁵ Syrian who are not registered with UNHCR, must show proof of sponsorship by a Lebanese citizen. UNHCR estimates that the percentage of Syrian refugee households without valid residence permits rose from nine per cent in January 2015 to 61 per cent in July 2015.⁵⁶ Syrians refugees also enter Lebanon without valid identification and through informal border crossings. Those who enter with proper identification but without proper border inspection can apply, through a “mercy petition plea” with the authorities, which requires a fee of 600 USD per person over the age of 15 years. The second category, which comprises the majority of refugees in the country, are those without any identifying documentation. This population is extremely vulnerable.

Based on the bilateral agreement, Syrian nationals can theoretically work in limited occupations (agriculture, construction and cleaning) if they have legal work permits; they may apply for a work permit without having to pay a fee, though they must have proper documentation. Adults who fear arrest because they are unable to work legally often send their children to work instead.

A 2013 gender analysis of Syrians in Lebanon reveals changes in patterns of mobility and lifestyles, where both women and men have been forced to redefine core aspects of their identities. Losing their traditional role as breadwinner, men seeking jobs and services often face threats and discrimination from some members of host communities and many women reported feeling that they had lost their femininity. In addition to caring for their families, women now have to support their families by going to the market, running errands, making decisions, and working in informal paid employment.⁵⁷ While the project that produced the analysis aimed at increasing their sense of empowerment by building their resilience and capacities to access employment opportunities, it appears that not everyone was prepared to handle shifting gender norms.

Jordan

Jordan hosts more than 650,000 refugees (50.7 per cent are female and 49.3 per cent are male).⁵⁸ The governorates of Mafrqa, Ar-Ramtha and Zarqa, all along the border with Syria, are reported to host around 80 per cent of refugees in Jordan. Approximately 80,000 refugees reside in the Za’atari camp, while 61,318 refugees are located across Marjeeb al-Fahood, Cyber City and Al-Azraq camps; the remaining 78 per cent live among host communities in other urban and rural areas.⁵⁹ Eighty per cent of the refugees are reported to be living under the poverty line in Jordan,⁶⁰ with 35 per cent of women categorised as being at “high-risk” from SGBV upon registration with UNHCR.

Refugees do not automatically acquire rights to residency, employment, public education or healthcare in Jordan.

⁵³ This was not the case for Palestinian refugees from Syria who were denied entry to Lebanon beginning August 2013 and had difficulties renewing their residency starting in May 2014.

⁵⁴ Human Rights Watch, <http://www.hrw.org/news/2016/01/12/lebanon-residency-rules-put-syrians-risk>

⁵⁵ While Syrians registered with UNHCR are considered refugees by UNHCR, they are not legally refugees in Lebanon as Lebanon has not ratified the 1951 Geneva convention.

⁵⁶ UN Inter-Agency Coordination Lebanon, Protection Sector, Monthly Dashboard July 2015, available at: <http://data.unhcr.org/syrianrefugees/download.php?id=9508>

⁵⁷ Sifting Sands: Changing Gender roles among refugees in Lebanon, Abaad-Resource Centre for Gender Equality and Oxfam, 2013

⁵⁸ <http://data.unhcr.org/syrianrefugees/country.php?id=107>

⁵⁹ <https://data.unhcr.org/syrianrefugees/country.php?id=107>

⁶⁰ The impact of the Syrian refugee crisis on the labour market in Jordan: a preliminary analysis, ILO Regional Office for Arab States-Beirut: ILO, 2014

Foreigners require a residency permit to live in the country; most such permits are valid for one year and are granted in small numbers to refugees. The Jordanian Ministry of Labour has identified a list of professions and industries in which only Jordanian citizens are allowed to work. The government's response to the Syrian refugee crisis is outlined in the Jordan National Resilience Plan 2014-2016 (NRP) and the Jordanian Response Plan (JRP). Jordan is not a signatory to the 1951 Refugee Convention, however Jordanian law does contain important aspects with regards to *non-refoulement* under Article 21 of the constitution. The country also has a specific refugee driven directive through a memorandum of understanding (MoU) signed with UNHCR. The MOU gives UNHCR the right to determine the refugee status of asylum seekers in the country. Jordan has been a member of the UNHCR Executive Committee since 2006. The committee advises on international protection and reviews the agency's programmes. In February 2016, the Jordanian Compact was signed between the Kingdom of Jordan and the European Union, where Jordan pledged to turn the Syrian refugee crisis into a development opportunity through the development of jobs.⁶¹

An assessment of SGBV trends and patterns carried out by UN Women in Jordan showed marked gaps in GBV awareness, with many focus group participants, believing that early marriage to Jordanian nationals garnered greater benefits because, in being citizens, they had relatively greater economic and earning capacities.⁶² The assessment also highlighted that while early marriage is not uncommon in some regions of Syria, "the sense of economic and physical insecurity that, among other factors, drive early marriage is amplified in displacement."⁶³

Syria

UNHCR estimates that 13.5 million people are in need of humanitarian assistance in Syria.⁶⁴ The prolonged fighting has resulted in severe damage across the country. One of the primary challenges in deploying aid to affected people has been the conflict itself, which has hindered international aid agencies from entering the country. With this in mind, the UN Security Council unanimously adopted Resolution 2139 (2014), which states that, "all parties in particular the Syrian authorities, promptly allow rapid, safe and unhindered humanitarian access for UN humanitarian agencies and their implementing partners, including across conflict lines and across borders."⁶⁵ UNHCR states that there are 6.5 million IDPs in the country even though the number is considered fluid. Many Syrians leave their homes to escape the fighting and return when the conflict has temporarily subsided, which leaves many with the feeling of having been displaced several times over.⁶⁶

⁶¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/498021/Support_Syria_the_Region_London_2016_-_Jordan_Statement.pdf

⁶² Gender-Based Violence and Child Protection among Syrian Refugees in Jordan, with a focus on Early Marriage, UN Women, 2013

⁶³ Gender-Based Violence and Child Protection among Syrian Refugees in Jordan, with a focus on Early Marriage, UN Women, 2013, p. 3.

⁶⁴ <http://www.unhcr.org/sy/>

⁶⁵ UN Security Council S/RES/2139 (2014), February 22, 2014

⁶⁶ Syria: Overview of the Humanitarian Response, Congressional Research Service, 2014

Annex VII: Evaluation Terms of Reference

Terms of Reference for Final Evaluation of Economic Empowerment of Syrian Women Regional Project

UN Women ROAS is seeking consultancy services of a consulting firm/institution to conduct a Final Evaluation of Economic Empowerment of Syrian Women Regional Project to contribute to enhancing UN Women ROAS's approach to supporting Syrian women's economic empowerment and strengthening their capacities to claim their rights through increased access to economic recovery opportunities, training and meaningful engagement in community life.

Background	<p>The Economic Empowerment of Syrian Women Regional Project was developed in 2014 in response to the growing humanitarian crisis in Syria. Fierce fighting across large parts of the country has led to massive displacement and mounting refugee outflows. The number of Syrian refugees in neighboring countries had reached an estimated 4.3 million by December 2015.⁶⁷ The 2016 Syrian Humanitarian Response Plan estimated 13.5 million Syrians now require humanitarian assistance inside Syria, of whom 6 million are children and 6.5 million are internally displaced persons.⁶⁸</p> <p>The overall goal of the two year (March 2014 to March 2016), USD \$2.9 million project funded by the Government of Japan, is to economically empower vulnerable Syrian women and strengthen their capacities to claim their rights through increased access to economic recovery opportunities, training and meaningful engagement in community life. This is aimed at empowering the target group and laying the foundational cornerstones for increased self-reliance and durable solutions for the 'day after' in Syria. The project also aims at enhancing the protection of Syrian women through GBV training and awareness campaigns.</p> <p>The project was developed based on prior successes as well as on <i>Leadership, Empowerment, Assistance, and Durable Solutions for Syrian Women Refugees</i> project implemented in the Syrian refugee camp of Zaatari in Jordan. This project established a women's protection and vocational training centre known as the "Women and Girls Oasis," which combined a "cash for work" programme for Syrian women refugees and a safe space for recreational, educational and psychosocial activities. The centre served as a space for women to gather and share experiences providing a powerful coping mechanism for many of the women refugees. The centre has provided trainings and facilitated discussions on GBV issues including on its root causes, contributing factors, consequences, and relationship to other human rights violations.</p> <p>The Economic Empowerment of Syrian Women regional project has used this model to address Syrian women's economic vulnerabilities in Syria as well as in the four host 1 3RP Regional Refugee and Response Plan 2016-2017 – In Response to the Refugee Crisis 2 Ibid 6 countries of Jordan, Lebanon, Iraq, and Egypt. The project has two main outcomes and four outputs, listed below:</p> <p>Outcome 1: Vulnerable Syrian women empowered through increased access to economic recovery opportunities and enhanced capacities for meaningful</p>
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⁶⁷ 3RP Regional Refugee and Response Plan 2016-2017 – In Response to the Refugee Crisis

⁶⁸ Ibid

	<p>participation in community decisions by June 2016</p> <p>Output 1.0: Establishment and Expansion of Women’s Community Centres for inclusive and effective women’s and girls’ participation in community decision making</p> <p>Output 1.1: Income generation activities through the “Cash for Work” approach sustained and expanded.</p> <p>Outcome 2: GBV and VAW reduced to strengthen the capacities of the Syrian women to claim their rights and meaningfully engage in community decision making by June 2016</p> <p>Output 2.0: Advocacy campaigns conducted to increase awareness on women’s rights and capacities of Syrian women to claim their rights strengthened</p> <p>Output 2.1: Strengthen the capacities of service providers for effective service delivery to survivors of gender based violence</p> <p>Women’s centres serve as venues for vocational training and capacity building activities targeting women and girls in particular while engaging men and boys on awareness raising and advocacy on women’s rights and gender based violence. These centres have also helped establish and sustain women’s peer social support mechanisms and encouraged women’s active participation in decision-making processes and community mobilization efforts.</p> <p>The cash for work initiatives are intended to encourage women to generate income while at the same time serving to promote their self-esteem, confidence and increase their visibility. The project has provided vocational trainings and business development skills to start up economic activities including community kitchens, food processing, tailoring and other economic activities as identified by women and girls themselves and based on an initial rapid assessment to identify existing skills among women and girls in the refugee camps and host communities and context relevant economic opportunities. The access to cash, although limited, is vital to boost positive coping mechanisms among IDPs, vulnerable hosting communities and refugees. Access to economic recovery initiatives targeting women and girls in particular strengthens their position within the communities as well as mitigate some of the additional vulnerabilities they face as displaced and as refugees.</p> <p>The GBV component has focused primarily on providing GBV awareness training for Syrian women, girls, men and boys as well as host communities. These trainings have discussed existing international and national GBV related laws in each country, as well as available GBV services in each country. GBV training has also been conducted for service providers in Syria. In addition, public GBV awareness campaigns were arranged in some countries such as Lebanon and Iraq.</p> <p>The project has been tailored to respond to the contingencies of each national context. Hosting arrangements differ among countries. In Lebanon (1,176,971) and Egypt (139,289), Syrian refugees live mostly among the host communities. Refugees in Iraq (224,356) are roughly divided between camps and host communities. In Jordan (587,308), some 70 per cent of Syrian refugees live amongst the host communities, while the remainder is hosted in camps. In Iraq and Jordan, the project is being implemented in refugee camps while in Egypt and</p>
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	<p>Lebanon the focus is on refugees living in host as there are no refugee camps.</p> <p>In Egypt, the project is implemented in Giza Governorate which hosts the majority of the almost 140,000 Syrian refugees residing in Egypt. Two community centres for vocational training have been established, one in Giza and the other in the 6th October areas. These centres provide vocational training and psycho-social support and training on violence against women. As of September 2015, 560 women (60% of whom are Syrian refugees) had received vocational training and GBV training sessions.</p> <p>Project activities in Iraq are being implemented in the Baserma refugee camp in Erbil hosting about 3,485 Syrian refugees (of which 1,676 are women and girls). Vocational training is aimed at building the capacity of Syrian women by equipping them with market oriented skills and engaging them in income generation activities, through the cash for work modality, to strengthen their economic resilience.</p> <p>In Jordan, the project is being implemented in Al-Za'atari refugee camp, supporting cash for work opportunities and providing life skills and vocational training. The two Oasis Centres have provided a space for trainings, social activities, support, classes and recreation for parents and children. As of September 2015, the project had supported 118 cash for work opportunities. In addition, the two Oasis Centres within Za'tari camp had received 8,362 requests for support and a total of 1,354 women refugees and 193 men benefitted from life skills and vocational training activities.</p> <p>In Lebanon, the project supports four community centres, three in Akkar (Halba, Tekrit and Khraibet Al-Jundi) and one in Beirut (Tarik Jadidah). The four centers provide professional training in six vocational professions, agro-business and GBV, in addition to engaging the beneficiaries in income generation activities. As of December 2015, 404 women had received vocational or agro-business training, with an estimated 769 women expected to be trained in total by March 2016. In addition, 130 men and women have participated in GBV awareness sessions which are expected to reach a total number of 405 women and men by project end.</p> <p>A similar initiative has been initiated inside Syria in cooperation with UNDP where vocational training and cash for work initiatives are being extended to women IDPs to enhance their resilience and enable them support their families. The project is working with women IDPs in Homs, Hama, and Tratous. In cooperation with UNFPA, community centers in target areas are providing psycho-social support to women as well as capacity building for service providers.</p> <p>Project activities in Jordan and Iraq are being implemented directly by UN Women Country Offices in those countries, the Regional Office for Arab States is implementing the project directly in Egypt, Lebanon and Syria.</p> <p>Key stakeholders for the work conducted under the project include: i) the government of Japan (the donor); ii) key national institutions and local authorities in each country and iii) implementing partners in the UN System, specifically UNDP and UNFPA, and potentially other agencies working in the humanitarian field; and iv) national and local NGOs working on the Syrian response.</p>
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Purpose, Scope and Objectives	<p>The main purpose of the final project evaluation is to contribute to enhancing UN Women ROAS's approach to programming in the humanitarian field and the Syrian response. The findings will be used to inform future programmatic decisions, organizational learning and accountability to the Government of Japan as well as for the identification of good practices to supporting Syrian women's economic empowerment. The evaluation is also expected to feed into UN Women's flagship programme on resilience. The targeted users of the evaluation are UN Women Senior Management, project staff, and key stakeholders (donors, other regional actors, UN system) working on the Syrian response.</p> <p>The evaluation will be summative in nature, covering the entire project period from March 2014 to 2016. The scope of the evaluation is regional; it will include the five countries where activities are being implemented under the project, Egypt, Iraq, Jordan, Lebanon, and Syria⁶⁹.</p> <p>The specific objectives of the evaluation are to:</p> <ul style="list-style-type: none"> • Assess the relevance of UN Women's ROAS project strategy in supporting Syrian women's economic empowerment and enhancing their protection, as well as UN Women's comparative advantage/added value in this area as compared with key partners; • Assess effectiveness and efficiency in progressing towards the achievement of results; • Identify and validate lessons learned and good practice examples of work supported by UN Women; • Provide actionable recommendations with respect to UN Women's strategy on promoting Syrian women's economic empowerment in the region. <p>Key evaluation questions⁷⁰:</p> <p>Relevance:</p> <ul style="list-style-type: none"> • To what extent has UN Women ROAS established a relevant, realistic and strategic approach for its work in support of Syrian women's economic empowerment in humanitarian contexts in the five countries? How has the approach differed in the different countries and between host community and camp settings? • Did the project as designed and implemented meet the needs and priorities of all the targeted groups, including those who were most vulnerable? • To what extent does UN Women's approach complement and add value to that of other actors in the context of the 3RP Regional Refugee and Resilience Plan⁷¹ to in response to the Syria crisis and national response plans in the countries where they exist? <p>Effectiveness:</p> <ul style="list-style-type: none"> • What is the progress towards results that UN Women has contributed to so far? What changes, positive and negative, have occurred in the lives of participating
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⁶⁹ The inclusion of Syria in the fieldwork for the evaluation will depend on the security situation. Interviews may be conducted virtually.

⁷⁰ The proposed criteria and evaluation questions will be discussed with the evaluation team and refined in the inception report if needed. Sub-questions will also be developed for each evaluation question.

⁷¹ While UN Women is not part of the 3RP under this project, the evaluation will assess the relevance of the work UN Women is conducting under this project vis a vis the 3RP.

	<p>Syrian women as a result of project participation towards the realization of their human rights and gender equality?</p> <ul style="list-style-type: none">• To what extent has UN Women’s approach integrated gender equality and human rights in the design and implementation of the project?• What are enabling and limiting factors that contributed to the achievement of results and what actions need to be taken to overcome any barriers in future work in this area? <p>Efficiency:</p> <ul style="list-style-type: none">• How economically were resources/inputs (funds, expertise, time, etc.) converted into results?• What operational mechanisms, including management arrangements and procedures, are needed to make UN Women’s approach at the regional level, to supporting Syrian women’s economic empowerment in humanitarian settings more efficient?• Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?															
Deliverables	<p>The Regional Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the UN Women Evaluation Office.</p> <table><tr><td></td><td></td><td></td></tr><tr><td colspan="3">Inception phase of evaluation</td></tr><tr><td>Inception report (including two rounds of revision)</td><td>Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.</td><td>March 23</td></tr><tr><td colspan="3">Data collection phase of evaluation</td></tr><tr><td>Case studies</td><td>During the country visits, two case studies should be produced, one from a refugee context and one in the host community setting. The format and methodology of the case study will be defined in the inception report. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments</td><td>April 23</td></tr></table>				Inception phase of evaluation			Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and, based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference group for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	March 23	Data collection phase of evaluation			Case studies	During the country visits, two case studies should be produced, one from a refugee context and one in the host community setting. The format and methodology of the case study will be defined in the inception report. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments	April 23
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		were addressed in the final case studies.	
Analysis and reporting phase			
Draft Report (including two rounds of revision prior to the final report)	A first draft report will be shared with the Regional Office for initial feedback. The second draft report will incorporate ROAS feedback and will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.		April 23
PowerPoint presentation	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Regional Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.		April 23
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.		May 13
Evaluation Brief	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.		May 13
The payments will be completed after receipt of invoice as well as receipt and acceptance of the product/s. The schedule of payments is as follows:			
Deliverable		Payment condition	
Inception Report		40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.	
Draft evaluation report with case studies in draft form plus PowerPoint Presentation		40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.	
Final Evaluation Report and Evaluation Brief		20% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.	
Activities/ Tasks	The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the regional and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy ⁷² and adhere to the United Nations norms and		

⁷² UN Women, Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/12)

	<p>standards for evaluation in the UN System⁷³.</p> <p>The evaluation methodology will employ mixed methods and an innovative approach for capturing results, to ensure that the views of a diverse group of participants are represented in the evaluation. The evaluation will ensure to analyse potential differences with respect to design, implementation and results based on country context, host community vs. camp setting, sex, age, and other relevant categories. The analysis of the application of human rights and gender equality principles in the project will be an integral part of the final evaluation report. The evaluation team will begin with a desk review of relevant project documents including Progress Reports, PRODOC including the five concept notes developed specifically for each country, and monitoring reports. This will be followed by field visits to the countries which are part of the regional project, specifically Egypt, Iraq, Jordan, Lebanon and potentially Iraq depending on the security situation. Two case studies will be conducted during fieldwork, one in a camp setting and one in a host community setting to examine the different approaches. Given that work in Syria began in December 2015 and due to the security situation, data collection for Syria may be conducted virtually in cooperation with UNDP and UNFPA who are implementing the project.</p> <p>The evaluation process has five phases:⁷⁴</p> <ol style="list-style-type: none"> 1) Preparation: gathering and analysing project data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference group, and recruitment of the evaluation team; 2) Inception: consultations between the evaluation team and the Regional Office, project portfolio review, stakeholder mapping, inception meetings with the reference group, review of the results logic for the project and development of a theory of change, finalization of evaluation methodology and inception report; 3) Data collection and analysis: desk review, in-depth review of relevant regional and country level documents, and online interviews where necessary, country visits; 4) Analysis and synthesis stage: analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products; and 5) Dissemination and follow-up: development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website⁹, and production of other knowledge products and learning events, such as a webinar and an evaluation brief. <p>Ethical Code of Conduct</p> <p>The evaluation shall be conducted in accordance with the principles outlined in both UNEG Norms and Standards for Evaluation in the UN System and the UNEG 'Ethical Guidelines for Evaluation'. Evaluators are required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The UNEG Ethical Guidelines can be found at: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=102.</p>
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⁷³ United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4

⁷⁴ Phases one and five are the responsibility of UN Women.

	<p>The UNEG Code of Conduct for Evaluation in the UN system can be found at: http://uneval.org/papersandpubs/documentdetail.jsp?doc_id=100</p>
	<p>The core evaluation team will be composed of two (2) independent consultants from a firm which has at least five (5) years experience in evaluation. The firm should demonstrate financial stability and have sound quality assurance procedures in place. The team members should have extensive experience in evaluation, with some experience working in humanitarian settings, as well as in the thematic areas of women's economic empowerment and gender based violence. Team members should also have experience working in the Arab States region. The team will include an experienced team leader / evaluation specialist and a senior expert on humanitarian interventions (preferably with evaluation experience). All team members must sign the "Evaluation consultant's agreement form," based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system. The work should not be subcontracted to other firms.</p> <p>The combined expertise of the team should include:</p> <ul style="list-style-type: none"> • Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.⁷⁵ • Previous experience in conducting evaluations of regional, complex multi-stakeholder evaluations, preferably for the UN system. • Knowledge of the relevant international frameworks pertaining to gender equality and women's economic empowerment, humanitarian assistance and gender based violence • Country level programming expertise and knowledge about humanitarian interventions, preferably in the Arab States region • Knowledge of women's economic empowerment and gender based violence programming • Expertise in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related UN mandates • Strong experience and knowledge in human rights issues, the human rights based approach to programming, human rights analysis and related UN mandates. • Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders. • Fluency in Arabic and English. • Balance in terms of gender and international / national representation is desirable. • Experience in the Arab States region. <p>Below is a more detailed description of the tasks and qualification requirements for each team member.</p> <p>Team Leader</p> <p>The team leader, with at least 12 years of evaluation experience, will be responsible for delivering the key evaluation products. S/he will coordinate the work of all other team members during all phases of the evaluation process,</p>

⁷⁵ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

	<p>ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Task Manager (RES), he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:</p> <ul style="list-style-type: none"> • Developing an inception report outlining the design and methodology of the evaluation, including data collection tools, the required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR. • Directing and supervising the research and analysis of secondary evidence, project documents, databases and all relevant documentation. • Coordinating the conduct, overseeing and assuring quality of country visits, and taking a lead in the analysis of evaluation evidence. • Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on country visits, desk research, focus groups, surveys, etc. • Preparing for meetings with the Evaluation Task Manager and other stakeholders to review findings, conclusions and recommendations. • Leading the stakeholder feedback sessions, briefing the Evaluation Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Evaluation Task Manager. • Preparing evaluation brief, PPT presentation and working with the report editor, responding to final edits on the evaluation report. • Participating in a Webinar to present evaluation results. <p>Qualifications:</p> <ul style="list-style-type: none"> • At least 12 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in political science; • Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team; • Previous experience in conducting evaluations on humanitarian interventions, GBV or related themes would be considered an asset; • Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level; • Experience and knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women's movements; • Experience or knowledge on the human rights international framework, parliamentary work, democracy, governance, rule of law, and related mandates within the UN system; • Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders; • Fluent in Arabic and English. <p>Senior Gender and Humanitarian Expert</p> <p>The senior gender and humanitarian expert will provide substantive advice on the integration of gender in humanitarian contexts in the design and analysis of the</p>
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	<p>evaluation. Under the overall supervision of the evaluation team leader, the senior gender and humanitarian expert will participate in the inception and the conduct phases of the evaluation. S/he will provide inputs to the inception report and participate in the field work. In addition, s/he will contribute to the preparation of the final report and evaluation brief as necessary.</p> <p>Qualifications:</p> <ul style="list-style-type: none"> • At least 7-10 years professional experience in gender equality and women's empowerment issues, gender mainstreaming, gender analysis in the humanitarian context, preferably with some experience in the region; • Experience/knowledge on women's economic empowerment and gender based violence programming • Thorough knowledge of the related mandates within the UN system and particularly that of UN Women's; • Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system; • Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders; • Fluent in Arabic and English.
Roles and responsibilities of the parties	<p>The UN Women ROAS is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire an external and independent evaluation firm to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ROAS will manage the evaluation process and constitute a quality assurance system. The evaluation team will be responsible for all logistical and preparation arrangements. The Evaluation Office, through the Regional Evaluation Specialist (RES) for the Arab States, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents. The establishment of reference groups will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference group will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. It will be composed of UN Women senior managers/staff, other UN System partners, key regional level partners and civil society.</p>
Timeframe and location	<p>The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. Please see deliverables section for deliverables and timeframe. The evaluation is planned to start no later than February 2016.</p>
Communication and reporting obligations	<p>The deliverables section details the expected reports and milestones. The Regional Evaluation Specialist at the UN Women Regional Office for Arab States will be the primary liaison with the Evaluation Team. Communication will be done through virtual means.</p>