

**The United Nations Entity for Gender Equality
and the Empowerment of Women (UN Women)**

Regional Office for the Arab States (ROAS)

**Thematic Evaluation of UN Women's
Humanitarian Action in the Arab States Region**

**Evaluation Report Annexes
November 2017**

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ANNEXES

Terms of Reference Thematic Evaluation of UN Women's Humanitarian Action in the Arab States Region

UN Women ROAS is seeking the consultancy services of a team of two to three consultants to conduct a thematic evaluation on UN Women Humanitarian Action in the Arab States region to contribute to enhancing UN Women's approach to the integration of gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action.

I. Evaluation Background

The Arab States region has been experiencing a significant number of humanitarian crisis. Three of the world's worst humanitarian crises are in the Arab States region: in Syria, Yemen and Iraq. The civil war in Syria has resulted in the largest number of refugees worldwide, at more than 4.8 million refugees, and an additional 6.5 million internally displaced persons (IDPs) inside Syria.¹ This crisis not only affects refugees and displaced on all levels, but has put pressures on neighboring host countries which have experienced increased levels of unemployment and poverty and socio-political and economic unrest. Palestine is a continued protracted conflict. The ongoing conflict in Yemen has resulted in a deteriorating humanitarian situation with over 14 million Yemenis unable to meet their food needs, lacking access to clean water and sanitation and healthcare; at least 2 million people are internally displaced or refugees as a result of the escalating conflict.² The continued armed conflict and political volatility in Libya has also left an estimated 2.44 million people in need of protection and humanitarian assistance.³ Palestine is a continued protracted conflict, which has witnessed intermittent escalations of hostilities/wars that require an emergency response and a recovery and reconstruction process.

The needs and vulnerabilities of women, men, girls and boys affected by crisis are distinct and often different. Addressing these needs with effective, quality programming requires incorporation of gender equality considerations across all phases of humanitarian action – including preparedness, assessment, analysis, planning and implementation. Linking humanitarian action with development early on in emergency settings and integrating early recovery as a part of the response also increases the ownership, participation, relevance and sustainability of humanitarian efforts. This incorporation of GE considerations is essential to comply with international legal and normative frameworks that protect the equal rights of women, girls, boys and men, as well as those that define humanitarian rights and responsibilities, based on the principles of humanity, neutrality, impartiality and independence. Humanitarian action presents opportunities for advancing gender equality and women's empowerment, including new and more progressive gender roles and relationships, as well as building back better in terms of the capacity of local institutions, livelihoods, service delivery and inclusive decision-making.⁴ To date, there has been limited institutional coordination of gender equality and women's empowerment in humanitarian action.

¹ http://data.unhcr.org/syrianrefugees/regional.php#_ga=1.134208142.1670028173.1480233123

² OCHA Crisis Overview - <http://www.unocha.org/yemen/crisis-overview>

³ World Health Organization Libya Response Plan - <http://www.who.int/hac/crises/lby/appeals/en/>

⁴ UN Women Humanitarian Strategy - <http://www.unwomen.org/~media/headquarters/attachments/sections/what%20we%20do/unwomen-humanitarianstrategy-en.pdf>

In July 2010⁵, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates for greater impact. The mandate of UN Women entrusts the entity to take a leading role in normative, operational and coordination work on GE in the UN system, including on Women's Peace and Security and Humanitarian Action.

The work of UN Women is focused on responding to its three core mandates:

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both work to hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and also the broader role of the entity in mobilizing and convening key stakeholders and partnerships.

UN Women approach to integrating GE in Humanitarian Action in the Arab States region

For UN Women the concept of humanitarian action "includes response, disaster risk reduction and preparedness for risk prevention and mitigation, and early recovery". 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.⁶

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)

UN Women established a Humanitarian Unit in October 2012 within its Programme Division in New York to consolidate and support humanitarian work, including disaster risk reduction, preparedness, risk prevention and mitigation, at the global, regional and national levels, working closely with all Divisions within the organization. The work of the Unit builds on humanitarian activities previously undertaken by UN Women's (and prior to that, UNIFEM's) Peace and Security Unit. UN Women developed a Humanitarian Strategy in June 2014 through a consultative process to guide the organization's work in this area and define UN Women's comparative advantage/added value in this sector. The overall goal of the Humanitarian Strategy

⁵ UN Women became operational in January 2011. The Regional Office for Arab States was established in 2012.

⁶ UN Women Humanitarian Strategy

is: “Integration of gender equality and women’s empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action.”⁷

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 (EVAW) and Women’s Economic Empowerment (WEE). An initial review of RO and CO results framework indicates work in humanitarian action under the three impact areas of WPS, EVAW and WEE. This includes work linked to the below outcome areas of the UN Women Strategic Plan:

1. In the women’s peace and security and humanitarian action impact area, the focus has primarily been:

- Outcome 4.3: Gender equality and women’s empowerment commitments adopted and implemented throughout humanitarian action including preparedness, disaster risk reduction, response and early recovery.

Additional work related to humanitarian action has also been conducted with respect to WPS frameworks and processes, specifically:

- Outcome 4.1: Women, Peace and Security commitments and accountability frameworks adopted and implemented in conflict and post-conflict situations.
- Outcome 4.2: Peace talks, recovery, conflict resolution and peace building planning processes and transitional justice processes include provisions on women’s rights, participation and protection”

2. In ending violence against women, the work in humanitarian action to ensure protection is aligned with:

- Outcome 3.2: Women and girls use existing multi-sectoral, quality VAW services, which are survivor focused”

3. In the thematic area of women’s economic empowerment, the work in humanitarian action to support the resilience of women IDPs, refugees and vulnerable women in host communities is aligned with:

- Outcome 2.2: Gender-responsive services, access to land and control over means of production and resources, increase disaster risk reduction and climate change adaptation and enhance women’s sustainable livelihoods.

UN Women has pursued these outcomes through its three mandates:

Normative work supported by UN Women has included support to inter-governmental bodies, specifically the League of Arab States, Arab Women’s Organization, as well as Member States in their development or strengthening of national policies and strategies in line with the global normative framework and policies on humanitarian actions, as well as promoting evidence based advocacy to influence policies and programmes related to humanitarian action.

Coordination work has involved the coordination of and/or participation in existing humanitarian coordination mechanisms, specifically the Humanitarian Country Teams through the clusters, inter-cluster

⁷ Ibid

coordination groups and Humanitarian country teams and other humanitarian activities to ensure humanitarian coordination mechanisms and humanitarian action policies, programmes and operational procedures and standards respond to the specific needs of women and girls. Efforts have included advocating amongst humanitarian actors and donors on the importance of GEWE in humanitarian action initiatives, provision of seed funds to mobilize humanitarian country teams (HCTs), the assumption of leadership and convening role on gender related issues, and support to capacity development of the clusters, and providing technical support and data to integrate gender priorities in humanitarian needs overview and humanitarian response plans.

Operational work includes the production and dissemination of guidance on gender mainstreaming in assessments, gender analysis and programme implementation, as well as data and research that supports advocacy and programming for gender-responsive humanitarian action. In Palestine, research has been conducted to identify opportunities for different stakeholders to integrate women's human rights in their mechanisms using international legal mechanisms. As part of the LEAP programme in Iraq and Jordan, gender analysis and needs assessments have been commissioned to ensure that humanitarian / crisis planning, frameworks and programming are gender inclusive and responsive. Work in this area also includes the provision of technical expertise to strengthen capacity of humanitarian actors, civil society (such as women's organizations and other CSOs) and women's machineries and other national institutions in gender responsive humanitarian action, as well as the implementation of initiatives to ensure protection and promote resilience. Examples of protection related activities include promoting women and girls' access to comprehensive protection and psychological support services through the establishment of referral mechanisms for SGBV survivors and developing the capacity of services providers on gender-responsive service provision. SGBV work has also included GBV and women's rights awareness sessions, the establishment of 'safe spaces', women support groups and mobilizing women and youth against GBV. Resilience work has included the provision of vocational training, cash-for-work and employment / income generation opportunities, strengthening women's participation in community decision-making processes in camps and host communities, and promoting social cohesion in host communities.

Key stakeholders for UN Women's humanitarian action in the Arab States include: i) lead humanitarian coordination agencies (UNHCR and OCHA) ii) Member States; iii) bilateral donors; iii) humanitarian country teams (HCTs) at country level; iv) cluster coordinators and lead agencies; v) Key UN agencies that are relevant to gender in humanitarian action UNFPA and UNICEF (GBV and child protection) OHCHR (protection) and others iv) Key national stakeholders (Ministries, National Women Machineries); v) Regional intergovernmental bodies (the Arab League) working in humanitarian action as well as regional coordination structures (e.g. Agency Group on Emergency Preparedness and Response (MENA Group); and vi) international and national non-governmental organizations working in the humanitarian field.

UN Women in the Arab States region

UN Women Arab States region currently covers 17 countries, specifically: Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates, and Yemen. Within the Arab States region, UN Women has multi-country or country offices in Egypt, Iraq, Jordan, Morocco (multi-country office covering Morocco, Algeria and Tunisia), and Palestine. In addition, UN Women has programme presence in Lebanon, Libya, Syria and Yemen. The Regional Office for the Arab States (ROAS) was established in Cairo, Egypt, in 2012. As of January 2017, Country Offices in Somalia and Sudan will be included in the Arab States region as defined by the UN Women architecture.

Humanitarian action is concentrated in Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen. Work conducted in Egypt, Lebanon, Syria and Yemen is managed directly by the Regional Office, while in the Iraq, Jordan and Palestine it is managed by Country Offices.

II. Purpose, Scope, Objectives, and Expected Use of the Evaluation

The main purpose of this thematic evaluation is to contribute to enhancing UN Women's approach to integrating gender equality and women's empowerment considerations in the development and

implementation of normative, policy and procedures in humanitarian action. In the Arab States region. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices to ensure that humanitarian action is shaped by women and men's equal leadership and participation. The evaluation is also expected to feed into UN Women's efforts to address gender equality concerns across the humanitarian-development continuum, and to inform the new strategic planning cycle. The targeted users of the evaluation are UN Women Senior Management at regional and country level, programme staff, and key stakeholders (donors, other regional actors, UN system) in the area of Humanitarian Action.

This formative evaluation will analyse planning and implementation of humanitarian action as well as assess progress towards UN Women's goal to ensure that peace and security and humanitarian action are shaped by women and men's equal leadership and participation through its normative, operational and coordination work. It will take into consideration the approach for humanitarian action identified in the ROAS and CO Strategic Notes during the **time period of 2012 to quarter one of 2017**, as well as ongoing efforts by UN Women ROAS and COs to re-formulate their strategic vision/approach for this area with the aim of providing strategic input to this process. The scope of the evaluation is regional; it will include all dimensions of UN Women work in humanitarian action, namely its mandates to support normative, operational and coordination work at regional and country levels. The evaluation will focus on countries in the UN Women Arab States region where UN Women is working in humanitarian action, specifically, Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen. Where UN Women's work in humanitarian action is inextricably linked to other areas of the Strategic Notes, specifically EVAW and WEE, the evaluation will include work in those areas in support of humanitarian action.

Considering the mandate to incorporate human rights and gender equality in all UN Women work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will be central to the evaluation. A specific evaluation objective and criterion on human rights and gender equality is included.

The specific objectives of the evaluation are to:

1. Assess the **relevance** of UN Women humanitarian action at regional, national, and local levels, as well as UN Women's comparative advantage/added value in humanitarian action as compared with key partners, for example, UN System;
2. Assess **effectiveness and organizational efficiency** in progressing towards the achievement of GEWE in humanitarian action;
3. Assess how the **human rights based approach and gender equality principles** are integrated into the work in humanitarian action
4. **Identify and validate lessons learned, good practice examples and innovations** of work supported by UN Women;
5. Provide **actionable recommendations** with respect to UN Women's humanitarian action in the region.

Key evaluation questions⁸:

Relevance:

⁸ The proposed criteria and evaluation questions will be discussed with the evaluation team and refined in the inception report if needed

- To what extent has UN Women established a relevant, realistic, strategic, innovative and coherent approach (covering normative, operational and coordination roles) which links development, humanitarian / emergency and recovery work? How has this approach differed in the different country contexts (e.g. in protracted crises, conflict and manmade crises, in natural disasters)?
- To what extent is UN Women strategically positioned to integrate gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action at regional and country level?
- To what extent does UN Women's approach complement and add value to that of its key partners? Are there areas in which UN Women should not be working, given the expertise of its partners?
- To what extent has UN Women provided and disseminated relevant data, analysis and guidance on gender equality and human rights in humanitarian action to influence policy and programming?
- What should be the strategic focus of UN Women advocacy efforts in humanitarian action?
- To what extent has UN Women effectively reached out and responded to the priorities and needs of the most vulnerable groups of women and girls?

Effectiveness:

- What is the progress towards results (normative, operational, coordination) at regional and national levels that UN Women has contributed to so far? Are there good practices and innovative approaches that could be replicated or scaled-up?
- What innovative factors, dynamics and mechanisms would contribute to the achievement of more sustainable results?
- To what extent has UN Women leveraged its coordination mandate to strengthen the integration of gender equality and women's rights in humanitarian action both within the UN system and the broader humanitarian architecture? Increase response to addressing women's practical needs and promoting their rights?
- To what extent has UN Women's approach to engaging with key partners at national level been effective? To what extent has the approach been effective at the regional level?
- What are enabling (e.g. mandate) and limiting factors (e.g. size, financial contribution) that contribute to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?

Efficiency:

- Are human and financial resources and operational mechanisms in line with the mandate of UN Women in humanitarian action and the substantive input required to respond to demands identified in the field?
- To what extent have UN Women's capacities (human, technical and financial) and operational mechanisms (e.g. surge capacity, expedited and simplified operations, emergency fund, emergency response plan) been able to deliver on UN Women's normative, coordination and operational roles in humanitarian action? What additional capacities and operational mechanisms are needed to make UN Women's approach to humanitarian action more efficient and effective?
- To what extent are learnings and initiatives at the global level and flagship programmes contributing to regional and country level approach and programming in humanitarian action and vice-versa?

Gender Equality and Human Rights

- To what extent do interventions undertaken by UN Women in humanitarian settings address the underlying causes of inequality and discrimination that contribute to unequal gender power relations?

- To what extent were the human rights based approach and gender equality incorporated in the design and implementation of humanitarian action interventions?
- Were there any constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality during implementation? What level of effort was made to overcome these challenges?
- To what extent has UN Women been able to address the challenges in addressing gender equality within the framework of immediate life-saving humanitarian response?
- What have been the main results achieved so far by interventions towards the realization of human rights and gender equality?

Methodology

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 Policy⁹ and adhere to the United Nations norms and standards for evaluation in the UN System¹⁰. 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. An important component of this evaluation will be the assessment of UN Women's results logic and approach to integrating gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action. The logic model based on UN Women ROAS Strategic Notes 2012-2013, 2014, and 2015-2017 will be used to assess whether this area is on the right track and whether current and proposed interventions have the potential to achieve proposed outcomes in the planned time-frame. The analysis of the application of human rights and gender equality principles in WPP interventions will be an integral part of the final evaluation report.

The evaluation will have three levels of analysis and validation of information. *Level 1* will involve a desk review of information sources on RO and CO humanitarian action work including Annual Reports, donor reports, PRODOCS, existing portfolio analyses of humanitarian action programming, and monitoring reports. The desk review will include all countries where there is a humanitarian crisis and / or protracted crisis in the current UN Women Arab States region, as well as Somalia and Sudan, who will be integrated into the region as of January 2017. *Level 2* will include an in-depth analysis of the humanitarian action work conducted in Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen. The analysis will be primarily based on a document review and supplemented with additional online/skype interviews with the key stakeholders. Several project level evaluations have already been conducted of UN Women work at regional and country level; these will be an important source of information for the thematic evaluation. *Level 3* will involve field visits to three (3) countries and will deploy a number of evaluation methods. A comparative analysis will be applied to systematically compare and analyse data from levels 2 and 3 to identify, if possible, necessary characteristics and factors for the progress towards results to occur. Given the different and complex contexts in each of the countries within the scope of evaluation, it will be important to pay close attention to how the context in each of the countries has shaped the combination and coherence of the RO and COs approach to addressing gender equality concerns across the humanitarian-development continuum.

The following data sources will be utilized and data will be triangulated to ensure validity and reliability:

- Review of key documents, including:

⁹ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

¹⁰ 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

- UN Women Strategic Plans; Strategic Notes of ROAS, Iraq CO, Jordan CO and Palestine CO¹¹;
 - UN Women programme documents of relevant programmes
 - UN Women Annual Reports; monitoring/reporting information, including donor reports for regional and country level programmes and initiatives;
 - Available Humanitarian Action portfolio analysis
 - Evaluation Reports of regional and country level projects
 - UN Women Humanitarian Strategy
 - Intergovernmental mandates;
 - Normative frameworks guide UN Women's work on Humanitarian Action
 - Regional and Country Response Plans
- Interviews and focus groups with UN Women staff, UN partners, national level partners, regional partners, civil society partners, and donors
 - Survey of key partners to access UN Women's comparative advantage in Humanitarian Action
 - Three (3) country field visits: A set of criteria for selecting countries will be developed by the Evaluation Team in consultation with the evaluation reference group. The parameters may include the size of investment, sub thematic-representation, potential for scaling-up, and feasibility of evaluation mission. However, a key criterion for the selection of case study countries is their potential to generate knowledge and learning on effective programming approaches.

The evaluation process has five phases:

- 1) **Preparation:** gathering and analysing programme 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, programme portfolio review, stakeholder mapping, inception meetings with the reference group, review of the results logic for this thematic area, finalization of selection criteria for country case studies, finalization of evaluation methodology and tools and the inception report;
- 3) **Data collection and analysis:** desk review, in-depth review of regional and relevant country level planning frameworks and programme documents, and online interviews, staff and partner survey/s, visits to 3 countries;
- 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 website¹², and production of other knowledge products and learning events, such as a webinar and an evaluation brief.

III. Evaluation Management

The UN Women ROAS is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire external and independent evaluation consultants to conduct the evaluation. The consultants will have a combination of the requisite experience in evaluation and technical expertise in the

¹¹ The humanitarian action work in Egypt, Lebanon and Yemen is included in the ROAS SN, programming documents and annual reports.

¹² UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

thematic area. ROAS, working closely with Country Offices, will manage the evaluation process and constitute a quality assurance system. The evaluation team will be responsible for all logistical and preparation arrangements. The Independent Evaluation Office, through the Regional Evaluation Specialist (RES) for the Arab States region, 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 documents¹³.

The establishment of a **reference group** 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 at regional and country level, other UN System partners, key regional and national level partners and civil society. Additional Country Reference Groups may be established for the 3 countries where fieldwork will be conducted. The Country Reference Groups will be composed of representatives of UN Women, UN system partners and key governmental and non-governmental organization stakeholders at the country level, including women's groups as primary constituents.

IV. Evaluation Team

The core evaluation team will be composed of two to three experts with extensive experience in evaluation, gender, and the thematic area of humanitarian action, as well as experience in the Arab States region. The team will include an experienced team leader and a senior gender and humanitarian expert. 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 combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods.
- Previous experience in conducting thematic evaluations as well as corporate and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international frameworks pertaining to gender equality and women's empowerment and humanitarian action; humanitarian coordination structure at global and country level; country level 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 Arab States region.

Below is a more detailed description of the tasks and qualification requirements for each team member.

Team Leader

¹³ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

The team leader, with at least 10 years of evaluation experience, will be responsible for delivering the key evaluation products. S/he will coordinate the work with the other team member during all phases of the evaluation process, 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), s/he 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:

- Developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, 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.

Qualifications:

- At least 10 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 action is be considered an asset;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level; knowledge of humanitarian architecture is considered an asset
- Knowledge on gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system;
- Experience or knowledge on the human rights international framework;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English; working knowledge of Arabic.

Senior Gender in Humanitarian Action Expert

The senior gender and humanitarian action expert will provide substantive advice on the integration of gender in humanitarian action in the design, conduct and analysis of the 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, participate in the field work, and contribute to the analysis. In addition, s/he will contribute to the

preparation of the evaluation report and evaluation brief.

Qualifications:

- At least 7 years professional experience in humanitarian field, with some experience in the Arab States region, and strong knowledge of the humanitarian architecture;
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, gender analysis and 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 knowledge of humanitarian architecture, UN system, and UN humanitarian programming at the regional and country level;
- Experience or knowledge on the human rights international framework, as well as normative frameworks which guide humanitarian action;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English; working knowledge of Arabic an asset.

Senior Evaluation Expert

The senior evaluation expert will provide substantive advice on the design and implementation of evaluation methodology. Under the overall supervision of the evaluation team leader, the senior evaluation 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.

Qualifications:

- At least 7 practical experience in conducting evaluation of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights-responsive, and mixed methods and background in social research;
- Experience in conducting evaluations of humanitarian action in the Arab States region
- Strong knowledge of humanitarian architecture, UN system, and UN humanitarian programming at the regional and country level;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Knowledge in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system is an asset;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in in Arabic and English.

V. Evaluation Time Frame and Expected Products

The proposed time frame for the evaluation is February to June 2017. The proposed time frame and expected results will be discussed with the evaluation team and refined in the inception report. However, final deliverables must be submitted no later than June 15, 2017. 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.

Deliverables	
Inception phase of evaluation	
February-March 2017	
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.
Data collection phase of evaluation	
March-April 2017	
Case studies	The findings from the country visits will be integrated into case study reports. The format of the report will be defined in the inception report. The case studies reports will be shared with the reference groups established at country level. 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 case study reports.
Analysis and reporting phase	
April-June 2017	
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.
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.
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.
Evaluation Brief	A dissemination product/pamphlet extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format.

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	30% 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	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.

ANNEX 2: List of People Consulted

JORDAN CASE STUDY						
NO.	Date	Role-position	Organization	W/M	No. Of respondents	Method
1	23/07/2017	Programme Analyst	UN Women Jordan CO	W	1	FGD and KII
2	23/07/2017	Livelihoods Specialist	UN Women Jordan CO	W	1	FGD
3	23/07/2017	Programme Associate/M&W focal point	UN Women Jordan CO	W	1	FGD
4	23/07/2017	Recovery Specialist	UN Women Jordan CO	W	1	FGD
5	23/07/2017	Partnership and advocacy analyst	UN Women Jordan CO	W	1	FGD and KII
6	23/07/2017	Project Officer	UN Women Jordan CO	W	1	FGD
7	23/07/2017	UNHCR Representative	UNHCR/former RC/HC	M	1	KII
8	24/04/2017	Za'atari Camp Assistant	UN Women Jordan CO	W	1	KII
9	24/04/2017	Senior Camp Assistant	UN Women Jordan CO	W	1	KII
10	24/04/2017	Mass media and Communication specialist	UNHCR	W	1	KII
11	24/04/2017	Cash for work beneficiaries (current cycle)	Za'atari Camp	W	10	FGD
12	24/04/2017	Cash for work beneficiaries (former cycle)	Za'atari Camp	W	6	FGD
13	24/04/2017	Youth Committee	Za'atari Camp	W	4	FGD
14	24/04/2017	Women's committee	Za'atari Camp	W	8	FGD
15	25/04/2017	UNHCR - Livelihoods WG	UNHCR	W	1	KII
16	25/04/2017	Protection WG	UNHCR	M	1	KII
17	25/04/2017	Jordanian National Committee for Women	JNCW	W	1	KII
18	25/04/2017	Project and Funds Section - Director	MoSD	W	1	KII
19	25/04/2017	Gender Focal Point	MoSD	W	1	KII
20	25/04/2017	Second Secretary, Economic Cooperation	Japan Embassy	M	1	KII
21	25/04/2017	SGBV WG	UNFPA	1	1	KII
22	26/04/2017	General Manager	Housewives Society/Family Guidance and Awareness Center - AYA PARTNER	W	1	KII
23	26/04/2017	Assistant to the General Manager	Housewives Society/Family Guidance and Awareness Center - AYA PARTNER	W	1	KII
24	26/04/2017	Women's Cafè beneficiaries	Housewives Society/Family Guidance and Awareness Center - AYA PARTNER	W	6	FGD

JORDAN CASE STUDY						
NO	Date	Role-position	Organization	W/M	No. Of respondents	Method
25	26/04/2017	Response Coordinator Syrian Refugee Crisis	ILO	W	1	KII
26	26/04/2017	General manager	JWU	W	1	KII
27	26/04/2017	Haymati Project coordinator	JWU	W	1	KII
28	26/04/2017	Women's Shelter	JWU	W	1	KII
29	27/04/2017	Assessment Manager	REACH	M	1	KII
30	27/04/2017	Livelihood Programme Manager	ACTED	W	1	KII
31	27/04/2017	Project Development Manager	ACTED	W	1	KII
32	27/04/2017	Head of Emergency Programme - AICS Amman	Italian Embassy	W	1	KII
33	27/04/2017	Director - AICS Amman	Italian Embassy	M	1	KII
34	27/04/2017	Representative	UN Women Jordan CO	M	1	KII
35	27/04/2017	Recovery Specialist	UN Women Jordan CO	W	1	Consultation
36	27/04/2017	Project Officer	UN Women Jordan CO	W	1	Consultation
37	27/05/2017	Programme Analyst	UN Women Jordan CO	W	1	Consultation
38	28/05/2017	Partnership and advocacy analyst	UN Women Jordan CO	W	1	KII

PALESTINE CASE STUDY					
	Date	Role-position	Organization	W/M	Method
1	7th of May	UN Women Special Representative	UN Women	W	KII on 7th, 12th, 15th of May
THE GAZA STRIP					
2	7th of May	Programme Officer	UN Women (Gaza)	W	KII on 7th and 11th of May
3	7th of May	Project Associate	UN Women (Gaza)	W	KII on 7th and 11th of May
4	7th of May	Programme Associate	UN Women (Gaza)	M	KII
5	7th of May	Project Manager	UN Women (Gaza)	M	KII on 7th and 11th of May
6	7th of May	Information, Counseling and Legal Assistance Project Manager	Norwegian Refugee Council (Gaza)	W	KII
7	7th of May	ICLA Project coordinator	Norwegian Refugee Council (Gaza)	M	KII
8	7th of May	Gender Programme Associate	UNFPA	W	KII
9	8th of May	Executive Director	AISHA Foundation Gaza	W	KII and FGD on 10th of May Local Implementing NGOs
10	8th of May	Projects Officer	AISHA Foundation Gaza	W	KII
11	8th of May	8 SGBV survivors - women who sought counselling, economic	AISHA Foundation Gaza	8 W	FGD

PALESTINE CASE STUDY					
	Date	Role-position	Organization	W/M	Method
		support, vocational training at AISHA Foundation			
12	8th of May	Humanitarian Affairs Officer - Gaza Office	UNOCHA Gaza	M	KII
13	8th of May	Director Gaza	PNGO Gaza	W	KII
14	9th of May	8 SGBV survivors - women who sought counselling, economic support, vocational training at HAYAT Centre	Hayat Centre	8 W	FGD
15	9th of May	Commissioner - Director	Hayat Centre - Women's Centre for Legal Aid and Counselling	W	KII and FGD on 10th of May Local Implementing NGOs
16	9th of May	Gender Officer	UNRWA	W	KII
17	10th of May	Gaza Programme Coordinator - Food Security Sector - Gender Focal Point	We Effect	W	Cluster - FGD
18	10th of May	Project Coordinator - Education Cluster - Gender Focal Point	Tamer Institute	W	Cluster - FGD
19	10th of May	Project Coordinator - WASH Gender Focal Point	Palestine Environmental Friends	W	Cluster - FGD
20	10th of May	M&E Officer - Shelter Cluster Focal Point	MA'AN Development Centre	W	Cluster -FGD
21	10th of May	Education Sub-Cluster coordinator	UNICEF	W	Cluster - FGD
22	10th of May	WHO Advocacy Officer - Health Cluster Gender Focal Point	WHO	W	Cluster- FGD
23	10th of May	Director	Community Media Center Gaza (CMC)	W	Local Implementing NGOs - FGD
24	10th of May	Executive Director	Wefaq Association	W	Local Implementing NGOs - FGD
25	10th of May	Director	Women's Affairs Center (WAC) Gaza	W	Local Implementing NGOs - FGD
26	10th of May	General Director	The Culture and Free Thought Association	W/M	Local Implementing NGOs - FGD
27	10th of May	Gaza Branch Director	Women's Affairs Technical Committees (WATC)	W	Local Implementing NGOs - FGD
28	11th of May	Visit start-up grant beneficiaries in Beach camp; set up clothing/sewing shop		2 W	Field visit
JERUSALEM/WEST BANK					
29	12th of May	Programme Coordinator	UN Women	W	KII on 12th and 15th of May
30	12th of May	Programme Manager Women Political Participation	UN Women	W	KII

PALESTINE CASE STUDY					
	Date	Role-position	Organization	W/M	Method
31	12th of May	Monitoring and Reporting Associate	UN Women	M	KII on 12th and 15th of May
32	12th of May	National Programme Officer	UNFPA	W	KII
33	12th of May	Programme Analyst	UNFPA	M	KII
34	13th of May	Associate Professor, Faculty Member - Institute of Women's Studies	Bir Zeit University	W	KII
35	14th of May	Legal Adviser	Ministry of Women's Affairs	W	KII
36	14th of May	Office Director	Ministry of Women's Affairs	W	KII
37	14th of May	Acting Director Aid Management Department	Palestinian Central Bureau of Statistics (PCBS)	W	KII
38	14th of May	Acting Director International Relations Directorate	Palestinian Central Bureau of Statistics (PCBS)	W	KII
39	14th of May	Acting Director General Registers and Statistical Monitoring Directorate	Palestinian Central Bureau of Statistics (PCBS)	M	KII
40	14th of May	Visual and Audio Media Officer	Women's Affairs Technical Committees (WATC)	W	FGD Women's NGO partners
41	14th of May	Member of GUPW General Secretariat and Chairwoman of Najda Society	General Union of Palestinian Women (GUPW)	W	FGD Women's NGO partners
42	15th of May	Project Manager 'Humanitarian Action'	Spanish Cooperation	W	KII
43	15th of May	Senior Programme Manager - Rural and Economic Development	Spanish Cooperation	M	KII
44	15th of May	Head of Programme	FAO	M	KII
45	15th of May	Deputy Head of Office	UNOCHA	W	KII
46	15th of May	Humanitarian Affairs Officer	UNOCHA	W	KII
REMOTE SKYPE INTERVIEWS					
47	24th of May	Project Manager and Protection Specialist - Rule of Law - UN Women	UN Women	W	KII
48	25th of May	Humanitarian Technical Advisor	UN Women / UNOCHA	W	KII
49	25th of May	Gender Mainstreaming Officer	UN Women	W	KII

REMOTE INTERVIEWS					
	Date	Role-position	Organization	W/M	Method
1		Regional Director for Arab States	UN Women	M	KII (skype)
2	23/03/2017	Humanitarian Coordinator (Head of the Humanitarian Section at HQ), Deputy Director Programme	UN Women	M	KII (skype)

REMOTE INTERVIEWS					
	Date	Role-position	Organization	W/M	Method
3	28/03/2017	Deputy Regional Director for Arab States	UN Women	W	KII (skype)
4	30/03/2017	Special Representative of the UN Women Palestine Country Office	UN Women	W	KII (skype)
5		Gender mainstreaming officer	UN Women	W	KII (skype)
6		Programme analyst	UN Women	W	KII (skype)
7	04/04/2017	Focal point for Violence against Women (VAW) in the Regional Office	Un Women	W	KII (skype)
8	05/04/2017	Jordan Country Representative	UN Women	M	KII (skype)
9	10/04/2017	Regional Advisor on Peace and Security and Humanitarian Action;	UN Women	W	KII (skype)
10	to be set	Programme Manager for Humanitarian work in Lebanon (regional office)	UN Women	W	KII (skype)
11	24/05/2017	Former Head of UN Women Country Office in Yemen from Dec 2014 to Mar 2017	UN Women	W	KII (skype)
12	30/05/2017	Head of UN Women Country Office in Iraq (about Yemen)	UN Women	W	KII (skype)
13	16/06/2017	HoCO in Iraq (about Iraq)	UN Women	W	KII (skype)
14	15/09/2017	UNFPA Global Evaluation GBV and Harmful Practices	Independent Consultant	W	KII (skype)

ANNEX 3: List of Documents Consulted

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Evaluation

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ANNEX 4: Evaluation Matrix

Compared to the ToR, the number of EQs has been reduced in the matrix from 19 to 16 EQs; this streamlining has been made under all the criteria: Relevance, Effectiveness, Efficiency and Gender Equality/Human Rights. The amendments and their rationale are explained below.

The number of EQs under Relevance has been reduced from 6 to 4, as follows.

- EQ (bullet point in the ToR) n°4 has been transferred to Effectiveness, as it seemed to be more closely related to that second criteria¹⁴: *“To what extent has UN Women’s provided and disseminated relevant data, analysis and guidance on gender equality and human rights in humanitarian action to influence policy and programming?”*
- The same transfer was applied to EQ (bullet point) n°6, which also referred closely to Effectiveness: *“To what extent has UN Women effectively reached out and responded to the priorities and needs of the most vulnerable groups of women and girls?”*

Under the criteria of Effectiveness, the 1st bullet point has been merged with the 2nd one (new EQ 5), to avoid duplications of answers as the two initial questions were quite close, as follows: *“What is the progress toward results, (normative, operational, coordination) at regional and national levels that UN Women has contributed so far? Are there good practices and innovative approaches that could be replicated or scaled-up, to improve effectiveness and the sustainability of results?”*

Under Efficiency, bullet points 1 and 2 in the ToR which were somewhat duplicating, have also been merged into 1 new EQ (n°11) as follows: *“To what extent have UN Women’s capacities (human, technical and financial resources) and operational mechanisms (e.g. surge capacity, operational procedures, guidelines, emergency fund, emergency response plan) been able to deliver on UN Women’s normative, coordination and operational roles in humanitarian action? What additional capacities and operational mechanisms are needed to make UN Women’s approach to humanitarian action more efficient and cost-effective in terms of gender-disaggregated needs assessment, response, M&E follow up, linkage with recovery and development, advocacy?”*

Under Gender Equality and Human Rights, bullet points 3 and 4 were also found slightly redundant and have been merged as follows in the new EQ 15: *“To what extent has UN Women been able to address the challenges against human rights and gender equality during the implementation of humanitarian response? What level of efforts was made to overcome these challenges?”*

¹⁴ Definition of effectiveness in OECD/DAC: “A measure of the extent to which an aid activity attains its objectives”.

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
Relevance				
<p>EQ 1</p> <p>To what extent has UN Women established a relevant, realistic, strategic, innovative and coherent approach (covering normative, operational and coordination roles) which links development, humanitarian/emergency and recovery work? How has this approach differed in the different country contexts (e.g. in protracted crisis, conflict and manmade crisis, in natural disasters)?</p> <p><i>Note: there were no natural disasters in which UN Women has implemented humanitarian activities in the concerned Middle East countries between 2012 and 2016</i></p>	<p>C.1.1. In <u>protracted crises</u>, UN Women has established a relevant approach (aligned with humanitarian and recovery policies, well positioned in coordination mechanisms, adequate programs, adequate network of skilled partners) between humanitarian and recovery work. If not, why not?</p> <p>C.1.2. In <u>conflict and man-made crises</u>, UN Women has established a relevant approach between humanitarian and recovery work. If not, why not?</p>	<p>+ Perceived (by UN Women staff, partners in UN agencies, national institutions) degree (1 to 5 and narrative) of relevance in <u>normative work</u> in the protracted crises (<u>Palestine</u> etc) - explain why and give examples</p> <p>+ As above for <u>coordination</u> role</p> <p>+ As above for <u>operational</u> role</p> <p>+ HA budget of UN Women compared to (i) overall UN Women budget and (ii) overall HA budget (all actors)</p> <p>+ As above for Egypt</p> <p>+ As above for Iraq</p> <p>+ As above for Jordan</p> <p>+ As above for Lebanon</p> <p>+ As above for Syria</p> <p>+ As above for Yemen</p>	<p>+ Sustainable Development Goals (n°5...)</p> <p>+ IASC guidance and reports</p> <p>+ Flagship programmes</p> <p>+ UN Women Humanitarian strategy and plans</p> <p>+ Project documents (ProDocs)</p> <p>+ Quarterly/6-mths progress and final reports</p> <p>+ Monitoring reports</p> <p>+ UN Women staff (HQ, RO, COs)</p> <p>+ Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP</p> <p>+ Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG</p> <p>+ Implementing partners</p> <p>+ Women's organizations</p> <p>+ External concerned actors</p> <p>+ National authorities</p> <p>+ Local authorities</p>	<p>+ Desk reviews</p> <p>+ web surveys</p> <p>+ KII meetings by Skype and during field visits</p>
<p>EQ 2</p> <p>To what extent is UN Women strategically positioned to integrate gender equality and women's empowerment considerations in the development and</p>	<p>C.2.1. UN Women is strategically well positioned (aligned with national policies, well known, good networking, not duplicating, past achievements) in <u>Egypt</u> to integrate GEWE in</p>	<p>+ Perceived degree (1-5 and narrative) of strategic positioning by UN Women staff</p> <p>+ Perceived degree (1-5 and narrative) of strategic positioning by</p>	<p>+ Flagship programmes</p> <p>+ UN Women Humanitarian strategy and plans</p> <p>+ Project documents (ProDocs)</p> <p>+ Quarterly/6-mths progress and final reports</p>	<p>+ Desk reviews</p> <p>+ web surveys</p> <p>+ KII meetings by Skype and during field visits</p>

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
implementation of normative, policy and procedures in humanitarian action at regional and country level?	humanitarian actions. If not, why not?	<ul style="list-style-type: none"> coordination mechanisms (clusters, WG) + Perceived degree (1-5 and narrative) of strategic positioning by concerned national authorities 	<ul style="list-style-type: none"> + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women's organizations + External concerned actors + National authorities 	
	C.2.2. UN Women is strategically well positioned in <u>Iraq</u> to integrate GEWE in humanitarian actions. If not, why not	+ As above		
	C.2.3. UN Women is strategically well positioned in <u>Jordan</u> to integrate GEWE in humanitarian actions. If not, why not	+ As above		
	C.2.4. UN Women is strategically well positioned in <u>Lebanon</u> to integrate GEWE in humanitarian actions. If not, why not	+ As above		
	C.2.5. UN Women is strategically well positioned in <u>Palestine</u> to integrate GEWE in humanitarian actions. If not, why not	+ As above		
	C.2.6. UN Women is strategically well positioned in <u>Syria</u> to integrate GEWE in humanitarian actions. If not, why not	+ As above		
	C.2.7. UN Women is strategically well positioned in <u>Yemen</u> to integrate GEWE in	+ As above		

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
		humanitarian actions. If not, why not		
EQ 3	To what extent does UN Women's approach complement and add value to that of its key partners? Are there areas in which UN Women should not be working, given the expertise of its partners?	C.3.1. UN Women's approach has appropriately complemented the humanitarian activities of <u>OCHA</u> in every concerned country. If not, why not?	<ul style="list-style-type: none"> + Perceived degree (1-5 and narrative) of complementarity by UN Women staff + Perceived degree (1-5 and narrative) of complementarity by the concerned agency (OCHA) 	<ul style="list-style-type: none"> + IASC guidance and reports + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + National authorities
	C.3.2. UN Women's approach has appropriately complemented the humanitarian activities of <u>UNICEF</u> in every concerned country. If not, why not?	+ As above		
	C.3.3. UN Women's approach has appropriately complemented the humanitarian activities of <u>UNFPA</u> in every concerned country. If not, why not?	+ As above		
	C.3.4. UN Women's approach has appropriately complemented the humanitarian activities of <u>UNDP</u> in every concerned country. If not, why not?	+ As above		
	C.3.5. UN Women's approach has appropriately complemented the humanitarian activities of <u>UNHCR</u> in every concerned country. If not, why not?	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		C.3.6. UN Women’s approach has appropriately complemented the humanitarian activities of <u>WFP</u> in every concerned country. If not, why not?	+ As above		
		C.3.7. UN Women’s approach has appropriately complemented the humanitarian activities of <u>UNWRA</u> (Palestine, Lebanon, Jordan). If not, why not?	+ As above		
EQ 4	What should be the strategic focus of UN Women advocacy efforts in humanitarian action?	C4.1. What has been the most effective focus of UN Women’s humanitarian advocacy in <u>Egypt</u> , and why?	<ul style="list-style-type: none"> + Perceived degree (1-5 and narrative) of effectiveness of focus (A, B...) by UN Women staff + Perceived degree of effectiveness of focus (A, B...) by UN partners + Perceived degree of effectiveness of focus (A, B...) by coordination mechanisms (working groups) + Perceived degree of effectiveness of focus (A, B...) by national authorities + Perceived degree of effectiveness of focus (A, B...) by implementing national partners + Perceived degree of effectiveness of focus (A, B...) by end beneficiaries 	<ul style="list-style-type: none"> + IASC guidance and reports + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women’s organizations + External concerned actors + National authorities + Local authorities + End-beneficiaries 	<ul style="list-style-type: none"> + Desk reviews + Field visits / walk around + web surveys + KII meetings by Skype and during field visits + Focus groups (FGD) during field visits with gender-responsive approaches as relevant/feasible (appreciative enquiry, most significant change, story-telling...)

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		C4.2. What has been the most effective focus of UN Women's humanitarian advocacy in <u>Iraq</u> , and why?	+ As above		
		C4.3. What has been the most effective focus of UN Women's humanitarian advocacy in <u>Jordan</u> , and why?	+ As above		
		C4.4. What has been the most effective focus of UN Women's humanitarian advocacy in <u>Lebanon</u> , and why?	+ As above		
		C4.5. What has been the most effective focus of UN Women's humanitarian advocacy in <u>Palestine</u> , and why?	+ As above		
		C4.6. What has been the most effective focus of UN Women's humanitarian advocacy in <u>Syria</u> , and why?	+ As above		
		C4.7. What has been the most effective focus of UN Women's humanitarian advocacy in <u>Yemen</u> , and why?	+ As above		
Effectiveness					
EQ 5 (merged with former EQ 8 in the ToR)	What is the progress towards results, (normative, operational, coordination) at regional and national levels that UN Women has contributed so far? Are	C.5.1. There have been progresses in normative, coordination and/or operational works which have impacted on humanitarian interventions in <u>Egypt</u> . If not, why not?	+ Adequacy of baseline (data, coverage) to measure progress + Adequacy of objectives set in Intervention Logic, Theory of Change or logframe(s)	+ Sustainable Development Goals (n°5...) + IASC guidance and reports + Flagship programmes + UN Women Humanitarian strategy and plans	+ Desk reviews + Field visits / walk around + web surveys

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
	there good practices and innovative approaches that could be replicated or scaled-up, to improve the sustainability of results?	<ul style="list-style-type: none"> + Quality and regularity of monitoring indicators and reports + Results (use?) of IASC Gender Markers + List lessons learnt, good practices and innovative approaches that can be replicated elsewhere + Degree (1-5 and narrative) of resilience and/or sustainability or results? 	<ul style="list-style-type: none"> + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women’s organizations + External concerned actors + National authorities + Local authorities 	<ul style="list-style-type: none"> + KII meetings by Skype and during field visits
	C.5.2. There have been progresses in normative, coordination and/or operational works which have impacted on humanitarian interventions in <u>Iraq</u> . If not, why not?	<ul style="list-style-type: none"> + As above 		
	C.5.3. There have been progresses in normative, coordination and/or operational works which have impacted on humanitarian interventions in <u>Jordan</u> . If not, why not?	<ul style="list-style-type: none"> + As above 		
	C.5.4. There have been progresses in normative, coordination and/or operational works which have impacted on humanitarian interventions in <u>Lebanon</u> . If not, why not?	<ul style="list-style-type: none"> + As above 		
	C.5.5. There have been progresses in normative,	<ul style="list-style-type: none"> + As above 		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		coordination and/or operational works which have impacted on humanitarian interventions in <u>Palestine</u> . If not, why not?			
		C.5.6. There have been progresses in normative, coordination and/or operational works which have impacted on humanitarian interventions in <u>Syria</u> . If not, why not?	+ As above		
		C.5.7. There have been progresses in normative, coordination and/or operational works which have impacted on humanitarian interventions in <u>Yemen</u> . If not, why not?	+ As above		
EQ 6 (formerly EQ 4 in the ToR, related to effectiveness rather than relevance)	To what extent has UN Women's provided and disseminated relevant data, analysis and guidance on gender equality and human rights in humanitarian action to influence policy and programming?	C.6.1. UN Women has been in a position to disseminate relevant data, and this data has been used for humanitarian purposes in <u>Egypt</u> . If not, why not?	+ Degree (1 to 5 and narrative) of use of data with HCT, concerned clusters WG, CSOs, and national authorities	+ UN Women Humanitarian strategy and plans + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP	+ Desk reviews + web surveys + KII meetings by Skype and during field visits
		C.6.2. UN Women has been in a position to disseminate relevant data, and this data has been used for humanitarian purposes in <u>Iraq</u> . If not, why not?	+ As above	+ Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + National authorities	
		C.6.3. UN Women has been in a position to disseminate relevant data, and this data has been used for	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		humanitarian purposes in <u>Jordan</u> . If not, why not?			
		C.6.4. UN Women has been in a position to disseminate relevant data, and this data has been used for humanitarian purposes in <u>Lebanon</u> . If not, why not?	+ As above		
		C.6.5. UN Women has been in a position to disseminate relevant data, and this data has been used for humanitarian purposes in <u>Palestine</u> . If not, why not?	+ As above		
		C.6.6. UN Women has been in a position to disseminate relevant data, and this data has been used for humanitarian purposes in <u>Syria</u> . If not, why not?	+ As above		
		C.6.7. UN Women has been in a position to disseminate relevant data, and this data has been used for humanitarian purposes in <u>Yemen</u> . If not, why not?	+ As above		
EQ 7 (formerly EQ 6 in the ToR, related to effectiveness rather than relevance)	To what extent has UN Women effectively reached out and responded to the priorities and needs of the most vulnerable groups of women and girls?	C.7.1. UN Women has effectively responded to the identified priority needs for the most vulnerable groups in <u>Egypt</u> . If not, why not?	+ Numbers of vulnerable women/ end-beneficiaries supported (by project/ year: new skills acquired, income generation schemes started, other employment, protection in safe spaces, awareness	+ IASC guidance and reports + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports	+ Desk reviews + Field visits / walk around + web surveys + KII meetings by Skype and during field visits

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
		<ul style="list-style-type: none"> about GBV and rights, women leaderships) + Ability for women end-beneficiaries to make small or large purchases independently, as a result of UN Women humanitarian activities + Availability of legal services and justice to women (and others concerned) among vulnerable end-beneficiaries of UN Women humanitarian activities + Enforcement of legislation related to the protection of human rights for women (and others concerned) among vulnerable end-beneficiaries of UN Women humanitarian activities + Degree of perception of legal, political and human rights among vulnerable women and men rights-holders / end-beneficiaries of UN Women humanitarian activities + Degree of knowledge about human rights obligations among 	<ul style="list-style-type: none"> + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women’s organizations + External concerned actors + National authorities + Local authorities End-beneficiaries 	<ul style="list-style-type: none"> + Focus groups (FGD) during field visits with gender-responsive approaches as relevant/feasible (appreciative enquiry, most significant change, story-telling...)

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
		<p>women and men duty-bearers in UN Women humanitarian activities</p> <p>+ Degree (1 to 5 and narrative) of perceived effectiveness (timeliness, adequacy, quantity) of response (services, deliveries, information) by stakeholders and end-beneficiaries</p>		
	C.7.2. UN Women has effectively responded to the identified priority needs for the most vulnerable groups in <u>Iraq</u> . If not, why not?	+ As above		
	C.7.3. UN Women has effectively responded to the identified priority needs for the most vulnerable groups in <u>Jordan</u> . If not, why not?	+ As above		
	C.7.4. UN Women has effectively responded to the identified priority needs for the most vulnerable groups in <u>Lebanon</u> . If not, why not?	+ As above		
	C.7.5. UN Women has effectively responded to the identified priority needs for the most vulnerable groups in <u>Palestine</u> . If not, why not?	+ As above		
	C.7.6. UN Women has effectively responded to the identified priority needs for	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		the most vulnerable groups in <u>Syria</u> . If not, why not?			
		C.7.7. UN Women has effectively responded to the identified priority needs for the most vulnerable groups in <u>Yemen</u> . If not, why not?	+ As above		
EQ 8	To what extent has UN Women leveraged its coordination mandate to strengthen the integration of gender equality and women's rights in humanitarian action both within the UN system and the broader humanitarian architecture?	C.8.1. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Egypt</u> . If not, why not?	+ Evidence (reports etc) of effective consultations with key partners + Evidence of contribution to relevant clusters / WG results, in line with UN Women's strategy / Intervention Logic / Theory of Change + Degree (1 to 5 and narrative) of increased response to addressing women's practical needs and promoting their rights within the concerned HCT, clusters and working groups (GBV...)	+ UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG	+ Desk reviews + web surveys + KII meetings by Skype and during field visits
		C.8.2. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Iraq</u> . If not, why not?	+ As above		
		C.8.3. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Jordan</u> . If not, why not?	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		C.8.4. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Lebanon</u> . If not, why not?	+ As above		
		C.8.5. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Palestine</u> . If not, why not?	+ As above		
		C.8.6. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Syria</u> . If not, why not?	+ As above		
		C.8.7. UN Women has effectively enacted its coordination mandate in the humanitarian architecture of <u>Yemen</u> . If not, why not?	+ As above		
EQ 9	To what extent has UN Women’s approach to engaging with the key partners at national level been effective? To what extent has the approach been effective at regional level?	C.9.1. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners in <u>Egypt</u> . If not, why not?	+ Numbers of proficient NGO/ CSO humanitarian partners + Level of adequacy (1 to 5 and narrative) of the partners’ resources and coverage, compared to needs + Effectiveness (1 to 5 and narrative) of capacity building measures (describe which measure) in favour of the non-proficient partners	+ IASC guidance and reports + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP	+ Desk reviews + Field visits / walk around + web surveys + KII meetings by Skype and during field visits + Focus groups (FGD) during field visits

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
		+ Numbers and proficiency of government partners	+ Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners	
	C.9.2. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners in <u>Iraq</u> . If not, why not?	+ As above		
	C.9.3. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners in <u>Jordan</u> . If not, why not?	+ As above		
	C.9.4. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners in <u>Lebanon</u> . If not, why not?	+ As above		
	C.9.5. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners in <u>Palestine</u> . If not, why not?	+ As above		
	C.9.6. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners in <u>Syria</u> . If not, why not?	+ As above		
	C.9.7. UN Women has been able to work effectively through a network of skilled	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		humanitarian implementing partners in <u>Yemen</u> . If not, why not?			
		C.9.8. UN Women has been able to work effectively through a network of skilled humanitarian implementing partners at the <u>regional</u> level. If not, why not?	+ Numbers and proficiency of regional partners		
EQ 10	What are the enabling (e.g. mandate) and limiting factors (e.g. size, financial contribution) that contribute to the achievement of results and what actions need to be taken to overcome any barriers that limit the progress?	C.10.1. There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Egypt</u> over the period 2012-17	+ Evidence of unintended effects (positive or negative) on interventions for the most vulnerable end-beneficiaries + List/ compare factors as they are given by stakeholders + Perceived level of importance of the factors by the various stakeholders (which is the most important?)	+ Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women's organizations + External concerned actors + National authorities + Local authorities	+ Desk reviews + web surveys + KII meetings by Skype and during field visits
		C.10.2 There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Iraq</u> over the period 2012-17	+ As above		
		C.10.3. There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Jordan</u> over the period 2012-17	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		C.10.4. There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Lebanon</u> over the period 2012-17	+ As above		
		C.10.5. There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Palestine</u> over the period 2012-17	+ As above		
		C.10.6. There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Syria</u> over the period 2012-17	+ As above		
		C.10.7. There were enabling and/or limiting factors which have impacted on UN Women's humanitarian interventions in <u>Yemen</u> over the period 2012-17	+ As above		
Efficiency					
EQ 11 (merged with former EQ 13 in the ToR)	Are human and financial resources and operational mechanism in line with the mandate of UN women in humanitarian action and the substantive input required to respond to	C.11.1. UN Women has adequate resources and operational mechanisms to implement efficiently its humanitarian activities in <u>Egypt</u> . If not, why not?	+ Number of staff with humanitarian responsibilities compared to n° of activities / budget + Level of technical proficiency of UN Women staff in humanitarian interventions	+ Flagship programmes + UN Women Humanitarian strategy and plans + Organizational charts at national and regional level + Project documents (ProDocs)	+ Desk reviews + Field visits / walk around + web surveys + KII meetings by Skype and during field visits

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
	demands identified in the field?		<ul style="list-style-type: none"> + Adequacy of support (including surge capacity) from regional office and HQ in case of need + Adequacy of administrative and operational procedures for emergency humanitarian activities + Availability of appropriate guidelines + Adequacy of funding vs appeals (% earmarked funds) 	<ul style="list-style-type: none"> + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Implementing partners 	
		C.11.2. UN Women has adequate resources and operational mechanisms to implement efficiently its humanitarian activities in <u>Iraq</u> . If not, why not?	+ As above		
		C.11.3. UN Women has adequate resources and operational mechanisms to implement efficiently its humanitarian activities in <u>Jordan</u> . If not, why not?	+ As above		
		C.11.4. UN Women has adequate resources and operational mechanisms to implement efficiently its humanitarian activities in <u>Lebanon</u> . If not, why not?	+ As above		
		C.11.5. UN Women has adequate resources and operational mechanisms to implement efficiently its	+ As above		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		humanitarian activities in <u>Palestine</u> . If not, why not?			
		C.11.6. UN Women has adequate resources and operational mechanisms to implement efficiently its humanitarian activities in <u>Syria</u> . If not, why not?	+ As above		
		C.11.7. UN Women has adequate resources and operational mechanisms to implement efficiently its humanitarian activities in <u>Yemen</u> . If not, why not?	+ As above		
EQ 12	To what extent have lessons learnt at the global and Flagship programmes level been captured and utilized in the Programme Cycle Management to further improve policy and programming in humanitarian action at country and (if you have an overview) regional level?	C.12.1. UN Women has been able to capture lessons learnt and utilize them as appropriate in the implementation of humanitarian interventions in the Arab States region. If not, why not?	<ul style="list-style-type: none"> + Numbers of lessons learnt from global and Flagship programmes, that were effectively integrated at regional level during the period 2012 – 17 + Perceived level of efficiency (1-5 and narrative) of the overall PCM mechanism for integrating lessons learnt + Adequacy of reporting cycle and formats for transparency and learning purposes + Efficiency (1-5 and narrative) of (results-based?) monitoring and evaluation procedures and formats 	<ul style="list-style-type: none"> + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners 	<ul style="list-style-type: none"> + Desk reviews + web surveys + KII meetings by Skype and during field visits

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
Gender Equality and Human Rights				
EQ 13	To what extent do interventions undertaken by UN Women in humanitarian settings address the underlying causes of inequality and discrimination that contribute to unequal gender power relations?	<p>C.13.1. Underlying causes have been effectively addressed in humanitarian activities in <u>Egypt</u>. If not, why not?</p> <ul style="list-style-type: none"> + Degree of adequacy (1-5 and narrative) of surveys / baselines to assess and outline underlying causes + Degree of effectiveness (1-5 and narrative) in addressing underlying causes in Normative work + Degree of effectiveness (1-5 and narrative) in addressing underlying causes in coordination structures (clusters, WG) + Adequacy of Theories of Change and programming (logframes) to tackle underlying causes in projects' objectives + Perceived (1-5 and narrative) effectiveness of interventions to tackle underlying causes, (with practical examples and impact on lessons learning) + Extent of project focus on advocating among youths (both females and males) 	<ul style="list-style-type: none"> + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women's organizations + External concerned actors + National authorities + Local authorities 	<ul style="list-style-type: none"> + Desk reviews + web surveys + KII meetings by Skype and during field visits
		<p>C.13.2. Underlying causes have been effectively addressed in humanitarian</p>		

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		activities in <u>Iraq</u> . If not, why not?			
		C.13.3. Underlying causes have been effectively addressed in humanitarian activities in <u>Jordan</u> . If not, why not?	+ As above		
		C.13.4. Underlying causes have been effectively addressed in humanitarian activities in <u>Lebanon</u> . If not, why not?	+ As above		
		C.13.5. Underlying causes have been effectively addressed in humanitarian activities in <u>Palestine</u> . If not, why not?	+ As above		
		C.13.6. Underlying causes have been effectively addressed in humanitarian activities in <u>Syria</u> . If not, why not?	+ As above		
		C.13.7. Underlying causes have been effectively addressed in humanitarian activities in <u>Yemen</u> . If not, why not?	+ As above		
EQ 14	To what extent were the human rights based approach and gender equality incorporated in the design and implementation of humanitarian action interventions?	C.14.1. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Egypt</u> . If not, why not?	+ Adequacy of Theories of Change and programming (logframes) to address HR and GE in projects' objectives + Perceived degree of incorporation by UN Women staff	+ IASC guidance and reports + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) + Quarterly/6-mths progress and final reports	+ Desk reviews + web surveys + KII meetings by Skype and during field visits

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
		C.14.2. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Iraq</u> . If not, why not?	+ As above	<ul style="list-style-type: none"> + Monitoring reports + UN Women staff (HQ, RO, COs) 	
		C.14.3. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Jordan</u> . If not, why not?	+ As above		
		C.14.4. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Lebanon</u> . If not, why not?	+ As above		
		C.14.5. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Palestine</u> . If not, why not?	+ As above		
		C.14.6. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Syria</u> . If not, why not?	+ As above		
		C.14.7. Human rights and gender equality have been adequately incorporated in humanitarian interventions in <u>Yemen</u> . If not, why not?	+ As above		
EQ 15 (merging of former EQs 17 and 18)	To what extent has UN Women been able to address the challenges against human rights and gender equality	C.15.1. Challenges against human rights and gender equality have been effectively and efficiently addressed in	+ Degree of effectiveness (adequacy and timeliness of decision-making, flexibility of procedures including donors and UN	<ul style="list-style-type: none"> + Flagship programmes + UN Women Humanitarian strategy and plans + Project documents (ProDocs) 	<ul style="list-style-type: none"> + Desk reviews + Field visits / walk around + web surveys

Evaluation Question		Judgment Criteria or sub-questions	Indicators	Sources	Tools
	during the implementation of humanitarian response? What level of efforts was made to overcome these challenges?	humanitarian activities in <u>Egypt</u> . If not, why not?	to UN agency agreements, resilience of Flagship programmes, proficiency of staff and partners) to implement required measures and possible changes	<ul style="list-style-type: none"> + Quarterly/6-mths progress and final reports + Monitoring reports + UN Women staff (HQ, RO, COs) + Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP + Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG + Implementing partners + Women's organizations + External concerned actors + National authorities + Local authorities + End-beneficiaries 	<ul style="list-style-type: none"> + KII meetings by Skype and during field visits + Focus groups (FGD) during field visits with gender-responsive approaches as relevant/feasible (appreciative enquiry, most significant change, story-telling...)
		C.15.2. Challenges against human rights and gender equality have been effectively and efficiently addressed in humanitarian activities in <u>Iraq</u> . If not, why not?	+ As above		
		C.15.3. Challenges against human rights and gender equality have been effectively and efficiently addressed in humanitarian activities in <u>Jordan</u> . If not, why not?	+ As above		
		C.15.4. Challenges against human rights and gender equality have been effectively and efficiently addressed in humanitarian activities in <u>Lebanon</u> . If not, why not?	+ As above		
		C.15.5. Challenges against human rights and gender equality have been effectively and efficiently addressed in humanitarian activities in <u>Palestine</u> . If not, why not?	+ As above		
		C.15.6. Challenges against human rights and gender equality have been effectively and efficiently addressed in	+ As above		

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
	<p>humanitarian activities in <u>Syria</u>. If not, why not?</p> <p>C.15.7. Challenges against human rights and gender equality have been effectively and efficiently addressed in humanitarian activities in <u>Yemen</u>. If not, why not?</p>	<p>+ As above</p>		
EQ 16	<p>What have been the main results achieved so far by interventions towards the realization of human rights and gender equality?</p> <p>C.16.1. Results in terms of human rights and gender equality have been achieved in humanitarian activities (Flagship and/or other programmes) in <u>Egypt</u>.</p> <p>C.16.2. Results in terms of human rights and gender equality have been achieved in humanitarian activities (Flagship and/or other programmes) in <u>Iraq</u>.</p> <p>C.16.3. Results in terms of human rights and gender equality have been achieved in humanitarian activities (Flagship and/or other programmes) in <u>Jordan</u>.</p> <p>C.16.4. Results in terms of human rights and gender equality have been achieved in humanitarian activities (Flagship and/or other programmes) in <u>Lebanon</u>.</p> <p>C.16.5. Results in terms of human rights and gender equality have been achieved</p>	<p>+ Perceived degree of effectiveness and sustainability of results</p> <p>+ List practical examples</p> <p>+ As above</p> <p>+ As above</p> <p>+ As above</p> <p>+ As above</p> <p>+ As above</p>	<p>+ Flagship programmes</p> <p>+ UN Women Humanitarian strategy and plans</p> <p>+ Project documents (ProDocs)</p> <p>+ Quarterly/6-mths progress and final reports</p> <p>+ Monitoring reports</p> <p>+ UN Women staff (HQ, RO, COs)</p> <p>+ Concerned staff from OCHA, UNDP, UNFPA, UNICEF, UNHCR, WFP</p> <p>+ Coordination staff: UN CT, HCT, leads of concerned clusters, leads of concerned WG / sub-WG</p> <p>+ Implementing partners</p> <p>+ Women's organizations</p> <p>+ External concerned actors</p> <p>+ National authorities</p> <p>+ Local authorities</p> <p>+ End-beneficiaries</p>	<p>+ Desk reviews</p> <p>+ Field visits / walk around</p> <p>+ web surveys</p> <p>+ KII meetings by Skype and during field visits</p> <p>+ Focus groups (FGD) during field visits with gender-responsive approaches as relevant/feasible (appreciative enquiry, most significant change, story-telling...)</p>

Evaluation Question	Judgment Criteria or sub-questions	Indicators	Sources	Tools
	in humanitarian activities (Flagship and/or other programmes) in <u>Palestine</u> .			
	C.16.6. Results in terms of human rights and gender equality have been achieved in humanitarian activities (Flagship and/or other programmes) in <u>Syria</u> .	+ As above		
	C.16.7. Results in terms of human rights and gender equality have been achieved in humanitarian activities (Flagship and/or other programmes) in <u>Yemen</u> .	+ As above		

Notes:

- As relevant, indicators will be assessed on a 5-level scale with 1: Very low/very weak, 2: Low/weak, 3: Average; 4: High/strong; and 5: Very high/very strong, and will in most instances be supported by a to-the-point narrative description. This scale is an internal tool to the evaluation team and will not be indicated as such in the reports.
- SMART and quantitative indicators are most appropriate to measure Effectiveness and Efficiency of specific activities, but much less so for Relevance or policy issues (qualitative indicators).

ANNEX 5: Evaluation Criteria

Evaluation Criteria
Relevance: the relevance of UN Women HA at regional, national and local levels as well as the UN Women’s comparative advantage/ added value in HA and nexus with recovery and development
Effectiveness reflects the progress towards the achievement of GEWE in HA
(Organizational) Efficiency: reflects to what extent the internal processes of the organization, such as organizational structure, have contributed (or not) to the achievement of GEEW in HA
Human Rights and Gender Equality reflects the extent to which a human rights based approach and gender equality principles have been integrated into HA

ANNEX 6: Stakeholder Analysis

14 A: Jordan's Stakeholder Mapping

Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)
Duty-bearers (with the authority to make decisions related to the intervention): - government institutions - officials - funding agency	<u>-UN Women RO, HQ</u> <u>-Donors:</u> WFP, UNFPA, Netherlands, Japan, Finland, Italy, Iceland,	-Deciding programs -Funding (and programming?)	Lesson learning (formative), future HA strategy	Duty-bearers (with the authority to make decisions related to the intervention): - government institutions - officials - funding agency	<u>-UN Women RO, HQ</u> <u>-Donors:</u> WFP, UNFPA, Netherlands, Japan, Finland, Italy, Iceland,	-Deciding programs -Funding (and programming?)	Lesson learning (formative), future HA strategy
Duty-bearers (who have direct responsibility for the intervention) -funding agency -program managers -partners (individual and organization) -staff members	<u>UN Women staff:</u> RO CO <u>Implementing partners</u> Refugee camp management and committees <u>INGOs:</u> Save the Children, IRC, CARE, IRD - International Relief and Development, Japan Emergency NGOs (JEN) <u>Local NGOs:</u> -Jordanian Women's Union (JWU) -ARDD - legal aid	Program planning, implementation Joint planning and implementation	Lessons learning (formative), future HA strategy Lessons learning (formative), understanding of context and priorities, future HA strategy, improved implementation mechanisms, procedures, capacity building	Duty-bearers (who have direct responsibility for the intervention) -funding agency -program managers -partners (individual and organization) -staff members	<u>UN Women staff:</u> RO CO <u>Implementing partners</u> Refugee camp management and committees <u>INGOs:</u> Save the Children, IRC, CARE, IRD - International Relief and Development, Japan Emergency NGOs (JEN) <u>Local NGOs:</u> -Jordanian Women's Union (JWU)	Program planning, implementation Joint planning and implementation	Lessons learning (formative), future HA strategy Lessons learning (formative), understanding of context and priorities, future HA strategy, improved implementation mechanisms, procedures, capacity building

Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)
	-The Specific Union for Farmer Women -JEFE, AYA, INJAZ, JNCW, REACH				-ARDD - legal aid -The Specific Union for Farmer Women -JEFE, AYA, INJAZ, JNCW, REACH		
Secondary duty-bearers -private sector -employers -other authorities within the context of the intervention	<u>UN</u> : OCHA, UNICEF, UNHCR (Senior Livelihood Officer), UNFPA, WFP, ILO (Syrian Refugee Response Coordinator), UNESCO, UNDP, FAO <u>Coord</u> : UN CT, HCT, Inter-Agency Task Force (IATF), Vulnerability Assessment Framework (VAF) working group, Sectoral Gender Focal Points Network; Cash-for-Work Working Group, Protection WG, SGBV Sub WG, Social Protection Task Force, Livelihoods TF, UNDAF results group, refugees, social equity and gender theme groups, Food Security Sector WG <u>Govt</u> : Ministry of Social development (MoSD), Planning and International Cooperation (MOPIC),	Joint planning, coordination Coordination, planning, possible partners	Lessons learning (formative), future HA strategy, understanding of context and priorities Improved coordination mechanisms, understanding of context and priorities understanding of context and priorities	Secondary duty-bearers -private sector -employers -other authorities within the context of the intervention	<u>UN</u> : OCHA, UNICEF, UNHCR (Senior Livelihood Officer), UNFPA, WFP, ILO (Syrian Refugee Response Coordinator), UNESCO, UNDP, FAO <u>Coord</u> : UN CT, HCT, Inter-Agency Task Force (IATF), Vulnerability Assessment Framework (VAF) working group, Sectoral Gender Focal Points Network; Cash-for-Work Working Group, Protection WG, SGBV Sub WG, Social Protection Task Force, Livelihoods TF, UNDAF	Joint planning, coordination Coordination, planning, possible partners Joint planning, close cooperation in implementation,	Lessons learning (formative), future HA strategy, understanding of context and priorities Improved coordination mechanisms, understanding of context and priorities understanding of context and priorities

Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)
	<p>Health, Labour, Justice, Jordanian National Commission of Women (JNCW), National Centre for Human Rights, Higher Council for Affairs of People living with Disabilities, Higher Council for Youth, Civil Society Advisory Group</p> <p><u>local government</u> in Mafraq, Zarqa, Irbid, Amman</p>	<p>implementation, capacity building</p> <p>Joint planning, close cooperation in implementation, capacity building</p>	<p>understanding of context and priorities</p>		<p>results group, refugees, social equity and gender theme groups, Food Security Sector WG</p> <p><u>Govt</u>: Ministry of Social development (MoSD), Planning and International Cooperation (MOPIC), Health, Labour, Justice, Jordanian National Commission of Women (JNCW), National Centre for Human Rights, Higher Council for Affairs of People living with Disabilities, Higher Council for Youth, Civil Society Advisory Group</p> <p><u>local government</u> in Mafraq, Zarqa, Irbid, Amman</p>	<p>capacity building</p> <p>Joint planning, close cooperation in implementation, capacity building</p>	<p>understanding of context and priorities</p>
Rights-holders (individuals,	Vulnerable women and SGBV victims among	Beneficiaries, participants	Lessons learning, understanding of	Rights-holders (individuals,	Vulnerable women and SGBV victims	Beneficiaries, participants	Lessons learning, understanding

Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	Who (stakeholders, disaggregated as appropriate)	Actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)
communities, organizations) who are the intended and unintended beneficiaries from the intervention	Syrian refugees and Jordanian hosts, in refugee camps (in particular safe spaces in Za'atari), private housing, governorates of Amman, Mafraq, Irbid, Zarqa		context and priorities	communities, organizations) who are the intended and unintended beneficiaries from the intervention	among Syrian refugees and Jordanian hosts, in refugee camps (in particular safe spaces in Za'atari), private housing, governorates of Amman, Mafraq, Irbid, Zarqa		of context and priorities
Rights-holders who should be represented in the intervention but are not	Palestinians refugees from Syria?	Beneficiaries,	Understanding of uncovered priority needs	Rights-holders who should be represented in the intervention but are not	Palestinians refugees from Syria?	Beneficiaries,	Understanding of uncovered priority needs
Other interest groups who are not directly participating in the intervention: -other agencies working in the area -CSOs -other organizations	<u>The World Bank: (consultant)</u> <u>Danish Refugee Council:</u> <u>CSOs?</u>	Observer Possible future partners, coordination, planning	Information (for the evaluation) understanding of context and priorities	Other interest groups who are not directly participating in the intervention: -other agencies working in the area -CSOs -other organizations	<u>The World Bank: (consultant)</u> <u>Danish Refugee Council:</u> <u>CSOs?</u>	Observer Possible future partners, coordination, planning	Information (for the evaluation) understanding of context and priorities

14 B: Lebanon' Stakeholders Mapping

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)	Who (stakeholders, disaggregated as appropriate)
<p>Duty-bearers with the authority to make decisions related to the intervention:</p> <ul style="list-style-type: none"> - government institutions - officials - funding agency 	<p><u>UN Women RO, HQ</u></p> <p><u>Donors:</u> Japan</p> <ul style="list-style-type: none"> - UN Human Security Fund - Ford Foundation 	Funding	Future HA strategy	Interviews (skype, field visits) Electronic survey	Inception, data collection phases	1 2	<p>Duty-bearers with the authority to make decisions related to the intervention:</p> <ul style="list-style-type: none"> - government institutions - officials - funding agency
<p>Duty-bearers who have direct responsibility for the intervention</p> <ul style="list-style-type: none"> -funding agency -program managers -partners (individual and organization) -staff members 	<p><u>UN Women staff:</u> RO Blerta Aliko CO Faten Tibi</p> <p><u>UN :</u> UNHabitat , UNICEF (Joint partners in UN Human Security Fund)</p> <p><u>Implementing partners:</u> -ABAAD Institute for Gender Equality -Fair Trade Lebanon (agro-Business NGO), -SAFADI Foundation (vocational training) - local NGO Al Majmoua – Sub contracted</p>	<p>Program planning, implementation</p> <p>Joint planning and implementation of UN Human Security Fund</p> <p>Implementing partners</p>	<p>Lessons learning (formative), future HA strategy</p> <p>Lessons learning (formative), understanding of context and priorities, future HA strategy</p> <p>Lessons learning (formative), future HA strategy, understanding</p>	<p>Interviews (in-country and via skype)</p> <p>Interviews in-country</p> <p>Interviews in-country and where relevant part of field visits to meet with</p>	<p>Inception, data collection phases</p> <p>Data collection phase</p> <p>Data collection phase</p>	1 1 1 (not all of the partners but a representative selection should be met and be part of the field visits)	<p>Duty-bearers who have direct responsibility for the intervention</p> <ul style="list-style-type: none"> -funding agency -program managers -partners (individual and organization) -staff members

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)	Who (stakeholders, disaggregated as appropriate)
	<ul style="list-style-type: none"> -Lebanese Red Cross – Sub contracted -Directors of Social Development Centers - Relevant Local authorities in Akkar, Tripoli, Beirut - Heads of municipalities in Akkar Lebanon 		of context and priorities	rights-holders Electronic survey			
<p>Secondary duty-bearers</p> <ul style="list-style-type: none"> -private sector -employers -other authorities within the context of the intervention <p>-Any potential donors who have</p>	<p><u>UN</u>: UNCT, UNHCR, WFP, UNICEF, UNDP, UNFPA, UNOCHA SGBV Nat’l Task Force</p> <p><u>Govt</u> : Ministry of Social Affairs (MOSA), with community centers, State Ministry for Women’s Affairs</p> <ul style="list-style-type: none"> -Federation of Chambers of Commerce in Tripoli -Private businesses in Tripoli 	<p>Joint planning, coordination</p> <p>Coordination, planning, partners</p> <p>Possible future partners / Present coordination</p> <p>Placement program private sector</p>	<p>Lessons learning (formative), future HA strategy, understanding of context and priorities</p> <p>future HA strategy, understanding of context and priorities</p> <p>Understanding of context and priorities</p>	<p>Interviews in-country Electronic survey</p> <p>Interviews in-country, electronic survey</p> <p>Interviews in-country – where relevant</p>	<p>Data collection phase</p> <p>Data collection phase</p> <p>Data collection phase</p> <p>Data collection phase</p>	<p>1 (all UN agencies listed) 1 SGBV Task Force (UNHCR coordinator)</p> <p>2 (only if part of an existing program)</p> <p>3 (only if part of an existing program)</p>	<p>Secondary duty-bearers</p> <ul style="list-style-type: none"> -private sector -employers -other authorities within the context of the intervention <p>-Any potential donors who have</p>

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)	Who (stakeholders, disaggregated as appropriate)
shown interest in UN Women's HA work? (SIDA,...)			Understanding of context and priorities	Interviews in-country – where relevant			shown interest in UN Women's HA work? (SIDA,...)
Rights-holders (individuals, communities, organizations) who are the intended and unintended beneficiaries from the intervention	Vulnerable women and heads of households, refugees and host communities, targeted for economic opportunities. Youth, both male and female (targeted for economic opportunities, awareness around SGBV, rights...) SGBV victims among Syrian refugees and Lebanese hosts	Beneficiaries, participants Beneficiaries, participants Beneficiaries, participants	Lessons learning, understanding of context and priorities Lessons learning, understanding of context and priorities Lessons learning, understanding of context and priorities	FGDs, KIs, field visits FGDs, KIs, field visits FGDs, KIs, field visits	Data collection phase Data collection phase Data collection phase	1 1 1	Rights-holders (individuals, communities, organizations) who are the intended and unintended beneficiaries from the intervention
Rights-holders who should be represented in the intervention but are not	Palestinian refugees present in Lebanon since 1948 and Palestinian refugees who fled Syria (very vulnerable)	Beneficiaries, participants	understanding of context and priorities	FGDs, KIs, field visits	Data collection phase	1	Rights-holders who should be represented in the intervention but are not
Other interest groups who are not	<u>CSOs</u> : Masar Association (youth); Beyond; Basma	Possible future partners, coordination, planning	understanding of context and priorities	Interviews in-country,	Data collection phase, inception phase	1	Other interest groups who are not directly

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)	Who (stakeholders, disaggregated as appropriate)
directly participating in the intervention: -other agencies working in the area -CSOs -other organizations	&Zeitouna (set up by Syrian expats) <u>Int'l NGOs:</u> Danish Red Cross, DRC, IRC			electronic survey			participating in the intervention: -other agencies working in the area -CSOs -other organizations

14 C: Palestine/Gaza's Stakeholder Mapping

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)
Duty-bearers with the authority to make decisions related to the intervention: - government institutions - officials - funding agency	- <u>UN Women RO, HQ</u> - <u>Donors:</u> Spain, Japan, Italy, Iceland, UNDP (Rule of Law) -OCHA (coord, advisers, joint action plan), - Humanitarian gender advisor	-Deciding programs -Funding (and programming ?) Joint planning and implementation, hosting of Senior Humanitarian Gender Advisor, seconded by UN Women (through 2014)	Lesson learning (formative), future HA strategy Lessons learning (formative), comparative advantage, understanding of priorities, future HA strategy	-Interviews (skype, field visits) -electronic survey -interviews/field visit	Inception, data collection phases data collection phase	1 2 1
Duty-bearers who have direct responsibility for the intervention -program managers -partners (individual and organization) -staff members	<u>UN Women staff:</u> RO CO Special Rep, Program analyst (Gaza), Gender Mainstreaming Officer Protection Specialist	Programme planning and implementation	Lessons learning (formative), comparative advantage, understanding of priorities, future HA strategy	-interviews/field visit	data collection phase	1

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)
	<u>Implementing partners:</u> OCHA, MOWA, Birzeit university/ women studies center Johud CWLRC	Programme planning and implementation	Lessons learning (formative), comparative advantage, understanding of priorities, future HA strategy	interviews/field visit Electronic survey		1 1 2 3 ?
Secondary duty-bearers -private sector -employers -other authorities within the context of the intervention	<u>HC, HCT, Gender Task Force</u> <u>Cluster: Inter Cluster Coordination group (ICCG), GBV sub-working group- UNFPA Protection Cluster/headed by OCHA, Wash Cluster, Education Cluster, New subworking group on DRR15</u> <u>UN: FAO, UNRWA (new Gender plan), OHCHR/ DNA-Gaza, UNICEF,</u> <u>Govt in Ramallah (not Gaza): Gender Units with Ministries of the Interior, Social Affairs,</u>	-Strategic Coordination, mainstreaming of gender and humanitarian issues Strategic Coordination, mainstreaming of gender and humanitarian issues & technical support and backstopping on gender in humanitarian action	Lessons learning (formative), comparative advantage, understanding of priorities, future HA strategy	Interviews/ field visits Electronic survey	Data collection phase	1 1 1

15 This is mentioned to be new but UN women is not a member, Currently, their work in oPt is focussed on response and recovery but not DRR

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)
	<p>Agriculture, Justice, National Economy, the Prime Minister's Office, Palestinian Civil Police/Family and Juvenile Protection Unit, High Judicial Council, Palestinian Bar Association, PCBS16</p> <p><u>INGOs</u>: Oxfam Gaza, JVC, APS, NRC, AIDA</p> <p>PNGO?</p>	<p>Coordination and beneficiaries-technical backstopping / training on integrating gender in humanitarian work</p> <p>Beneficiaries from capacity building Coordination in assessments</p>				<p>1</p> <p>2</p> <p>2</p>
Rights-holders (individuals, communities, organizations) who are the intended and unintended beneficiaries from the intervention	<p>-Women CSO organizations in Palestine</p> <p>- Johud, CFTA</p> <p>-The AMAL coalition to combat Violence Against Women in Gaza</p> <p>-CWLRC / Hayat multipurpose Centre in Gaza</p> <p>AISHA Association for Women and Child Protection, SAWA, APS</p>	Beneficiaries from capacity building and TA, research and assessments		<p>Collective Interviews/ field visits (FG)</p> <p>Electronic survey</p>	Data collection phase	1

16 Consultations with national authorities (PCBS) on addressing humanitarian gender related data gaps in the 2017 Census and 2015 Sefsec

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	When (stage of the evaluation)	Priority 1 -3 (how important in the evaluation)
	-Women victims of GBV and women from refugee camps					
Rights-holders who should be represented in the intervention but are not	?					
Other interest groups who are not directly participating in the intervention: -other agencies working in the area -CSOs -other organizations	Forums: -The Caucus Group - GUPW -The Committees to Promote Women’s Participation in Public Life - AWCSW -The Shadow Constitution Committee - PCPD -The National Coordination Committee for Women with Disabilities– Stars of Hope -The Public Committees in Gaza – WATC -Local Aid Coordination Secretariat (LACS)	Coordination, planning,		Collective Interviews/ field visits (FG) Electronic survey	Data collection phase	3

ANNEX 7: General Interview Guidelines

Semi-structured interview guidelines for FIELD VISITS (general format)

These guidelines have been partly tested in the preliminary interviews carried out during the inception phase. During actual interviews, the team members will ensure that only questions relevant to the specific stakeholders interviewed (UN Women staff at HQ, RO and CO levels, UN agencies, implementing partners in the field and local authorities, end-beneficiaries, other stakeholders) are being used.

INTRODUCTION

- Explain background and objectives of the evaluation
- For partner organizations, outline UN Women's 3-pronged approach in normative, coordination and operational work, Flagship programmes in general and LEAP in particular;
- Ask the interviewee to please describe briefly her/his own position, background, experience;
- Outline confidentiality of interview, for all interviewees.
- Thank the interviewees for their availability and contribution!

GUIDELINE 1 - FOR UN WOMEN FIELD STAFF

- In your views, what are UN Women's comparative advantages in humanitarian aid, actual or potential added value?
- What are the current weak points, main constraints? (for the 3 core mandates of normative, coordination, operational work)? (SWOT if possible)
- Which are the best examples of good practice, positive results/achievements that you have witnessed or heard about?
 - What have been the main results achieved so far by interventions towards the realization of human rights and gender equality?
- What is your opinion about the relevance and effectiveness of LEAP?
- To what extent do interventions undertaken by UN Women in humanitarian settings address the underlying causes of inequality and discrimination that contribute to unequal gender power relations? If not, why not?
- What are the coordination mechanisms (clusters, working groups) in your country / region, and are they actually working? Who are the best, most trusted partners (UN, NGO, authorities, CSO) in these mechanisms?
 - To what extent is UN Women strategically positioned in this framework?
 - Has UN Women been able to use and leverage its mandate in the existing coordination mechanisms to strengthen the integration of gender equality and women's rights in humanitarian action (WEE, EVAW, WPS?), both within the UN system and the broader humanitarian architecture? Did this leverage funding from other agencies?
 - Would you recommend any change in the coordination strategy?

- To what extent is UN Women strategically aligned with the government’s humanitarian and development policies?
 - To what extent has UN Women succeeded in providing and disseminating relevant gender-disaggregated data, analysis and guidance on gender equality and human rights in humanitarian action to influence policy and programming? What results from these activities have you witnessed (practical examples)? If not, why not?
- In the ‘grey area’ of the nexus/LRRD/continuum/contiguuum that links humanitarian/ emergency, recovery and development works, to what extent has UN Women established a relevant, realistic, strategic and coherent approach (covering normative, operational and coordination roles)? Please provide concrete examples of positive achievements. If not, why not?
- To what extent have UN Women’s capacities (human, technical and financial resources) and operational mechanisms (e.g. surge capacity, operational procedures, guidelines, emergency fund, emergency response plan) been able to deliver on UN Women’s normative, coordination and operational roles in humanitarian action?
- What additional capacities and operational mechanisms are needed to make UN Women’s approach to humanitarian action more efficient and cost-effective in terms of gender-disaggregated needs assessment, response, M&E follow up, linkage with recovery and development, advocacy?
- To what extent has UN Women’s approach to engaging with the key partners at national level been effective? How do you select your partners (criteria)?
 - Does UN Women provide capacity building to national partners when necessary, and how (effective)? To what extent has the approach been effective at regional level? If not, why not?
 - Would you recommend any change in the partnership strategy?
- Do you have all the necessary policy papers and operational guidelines, adapted to your country, about e.g.
 - priority needs assessment of most vulnerable groups,
 - LEAP livelihoods,
 - Cash handouts, cash for work,
 - DRM/DRR,
 - resilience for female-headed households (and what does ‘resilience’ include?)
 - capacity building of local partners in humanitarian skills
- Which new/updated guidelines are most urgently needed?
- (if you have a regional/global overview) How has UN Women’s approach differed and to what extent has it achieved effectiveness in the different humanitarian contexts: protracted crisis, conflict and manmade crisis, natural disasters?
- Which actions would you recommend to overcome any barriers that limit the progress?
- Which actions would you recommend to improve the sustainability of the results?

- (if you know) To what extent have lessons learnt at the global and Flagship programmes level been captured (by reporting, monitoring, evaluations?) and utilized in the Programme Cycle Management to further improve policy and programming in humanitarian action at country and (if you have an overview) regional level?

GUIDELINE 2 - FOR UN and INGO PARTNERS, INSTITUTIONAL STAKEHOLDERS

Relevance

In your views:

- To what extent is UN Women strategically positioned (in distinct countries, or in the region if you have an overall perspective) to integrate gender equality, women's empowerment, and protection against gender violence in the development and implementation of policy, strategy and procedures in humanitarian action?
- To what extent is UN Women strategically aligned with the government's humanitarian and development policies?
- To what extent does UN Women's approach complement and add value to that of its key partners in humanitarian assistance? Does UN Women's mandate give it a 'comparative advantage' or an added value in the sometimes crowded environment (Syrian crisis) of humanitarian actors? Do the key 'Flagship programmes' (in particular LEAP) provide a comparative advantage and added value?
- More specifically, among UN Women activities what works best, and why? To what extent and how/where has UN Women most effectively reached out and responded to the priorities and needs of the most vulnerable groups of women and girls? What should be the strategic focus of UN Women advocacy efforts in humanitarian action?
- At the opposite, are there areas in which UN Women should not be working, given the expertise of other actors on the ground?
- In the 'grey area' of the nexus/LRRD/continuum/contiguuum that links humanitarian/ emergency, recovery and development works, to what extent has UN Women established a relevant, realistic, strategic and coherent approach (covering normative, operational and coordination roles)? Please provide concrete examples of positive achievements. If not, why not?
- (if you have a regional/global overview) How has UN Women's approach differed and to what extent has it achieved effectiveness in the different humanitarian contexts: protracted crisis, conflict and manmade crisis, natural disasters?

Effectiveness

In your views:

- Compared to the situation in (2-3 years ago, or as the stakeholder remembers), what has been the progress toward results (normative/legal framework, coordination and operations in favour of gender mainstreaming, equality and rights, protection, economic recovery, civil and political empowerment) at national and (if you have an overview) regional levels? What has been the extent of UN Women's contribution to these results? Are there good practices and innovative approaches (implemented by UN Women or others) that could/should be replicated or scaled-up?

- To what extent has UN Women succeeded in providing and disseminating relevant gender-disaggregated data, analysis and guidance on gender equality and human rights in humanitarian action to influence policy and programming? What results from these activities have you witnessed (practical examples)? If not, why not?
- To what extent has UN Women been able to use and leverage its mandate in the existing coordination mechanisms (e.g. clusters), to strengthen the integration of gender equality and women's rights in humanitarian action, both within the UN system and the broader humanitarian architecture? Has UN Women's participation in coordination mechanisms significantly contributed to increasing response to addressing women's practical needs and promoting their rights? If not, why not? Would you recommend any change in the coordination strategy?
- To what extent has UN Women's approach to engaging with the key partners at national level been effective? Does UN Women provide capacity building to national partners when necessary, and how (effective)? If not, why not?
- What are the main enabling factors (e.g. UN Women mandate and strategy, external factors) and limiting factors (e.g. size of programmes/coverage, financing, humanitarian expertise, external dynamics and mechanisms) that have most contributed to the achievement of results?

Efficiency

In your views:

- To what extent have UN Women's capacities (human, technical and financial resources) and operational mechanisms (e.g. surge capacity, operational procedures, guidelines, emergency fund, emergency response plan) been able to deliver on UN Women's normative, coordination and operational roles in humanitarian action?

Gender Equality and Human Rights

In your views:

- To what extent were the human rights based approach and gender equality with gender-disaggregated data incorporated in the design and implementation of humanitarian action interventions?
- Where there any constraints (e.g. political, practical and bureaucratic) to addressing human rights and gender equality during implementation? (see also limiting factors above) What level of effort was made to overcome these challenges?

GUIDELINE 3 - FOR END-BENEFICIARIES

Introductory note to the interviewer:

it is important to allow the respondent to provide information about their personal situation, background, size of the family, when did they have to leave Syria, how many children, do the children go to school, shelter type, which kind of support received. *(This is important to allow the person to feel at ease, comfortable with telling their story and responding to the questions).*

For FGDs, this also allows the interviewer to check the variety of the sampling of the focus group (age, origin, family situation, economic situation)

Throughout the discussion, if you feel that it may be conducive to building confidence, use as much as feasible responsive techniques of *appreciative enquiry* (to outline the best aspects of the project, strengths, successes, and potential) and simple *story-telling* to let the interviewees illustrate their statements with their own words and concerns).

- Have you been involved in the preparation/design of UN Women's operations? Did they ask your opinion before starting their programme – was there a participatory process for identification of needs and priorities? Are UN women activities implemented in your community relevant – in response to your needs and priorities?
- What has been most helpful to you in UN Women's assistance? (most significant change) Have they been able to respond to your most crucial problems in terms of protection/GBV, livelihoods (is it sustainable?), empowerment while facing men, authorities? (appreciative enquiry) What have they provided that others did not/could not, and why? Are there activities that others are doing better than UN Women? Why?
- Has UN Women been able to deliver rapidly the most adapted type of assistance, in sufficient quantities? Was there anything missing or late?
- Do they speak to you regularly about the situation, your problems, and do you discuss openly/equally possible changes/solutions?
- Do you know about other very vulnerable women / girls around you who should also be supported but have not been supported?
- If UN Women has to stop its support, how sustainable will your activities become? Are you confident that you do it yourself? Can you expect support from other international agencies or local authorities?
- What are the priority needs to be addressed for you as a woman, for your family, in your community?
- Any other idea, suggestion or recommendations?

ANNEX 8: Humanitarian Crisis in Region: Gender Issues and Legislative National Contexts

The Syrian crisis

The conflict in **Syria** is producing one of the largest refugee exoduses in recent history¹⁷. The Syrian crisis is now entering its seventh year, with no end yet in sight and serious domestic, regional and global consequences. Over 13.5 million Syrians are in need of humanitarian assistance, and over half of the population been forced to flee from their homes for generalized violence and specific persecution¹⁸. There are over four million registered Syrian refugees¹⁹, 48.5% of whom are girls and women²⁰. Refugees continue to stream across borders, putting increasing pressure on neighbouring countries, most notably in Jordan, Iraq, Lebanon, Turkey and – to a lesser extent - Egypt. The coping abilities of these countries are increasingly strained, also considering that many refugees settled in already poor and disadvantaged areas, exacerbating vulnerabilities among the local population and creating competition for limited resources.

With an estimated population of around 4 million people, **Lebanon** hosts around 1,500,000 Syrian refugees²¹ and 526,744 Palestinian refugees²²; such huge numbers are gravely threatening internal security and stability of an already fragile country. Furthermore, there are some 31,000²³ Palestinian refugees from Syria in the country, who are facing a double forced displacement and who live in overcrowded camps or sub-standard shelters and in poverty due to limited access to formal employment and to public services. This situation makes them increasingly reliant on United Nations Relief and Works Action (UNRWA) for support and services. The majority of both vulnerable refugees and Lebanese are women, percentages being 68.75% and 52% respectively.

The picture in neighboring **Jordan** is very similar. With a population of 7.595 million in 2015²⁴, the kingdom hosts 1.4 million Syrians, 656,231 of whom are registered with the United Nations High Commissioner for Refugees (UNHCR)²⁵. 49% of the refugees are girls and women, with the majority living in host communities (78%)²⁶. There are also 16,000 PRS in the country²⁷, who are also living in host communities around the urban centers of Amman, Irbid and Zarqa. The vast majority of PRS in Jordan struggle to meet their basic needs and are categorized as extremely vulnerable, relying completely on UNRWA since the government prevents them from accessing humanitarian assistance reserved for other refugees from Syria.

Many refugees have depleted their few resources and are increasingly dependent on assistance, but Jordanians living in the same communities are facing hardship as well, mostly because of overcrowded health centers and schools, increased competition for housing and employment, and higher prices for many consumer goods. According to World Bank estimates, Jordan's decision to accept Syrian refugees has cost the country more than \$2.5 billion annually.

17 Various authors, Syria Regional Response Plan 2014.

18 UN OCHA, Syria Humanitarian needs overview, December 2016.

19 According to UNHCR data, registered Syrian refugees are 4,961,300, updated 15 March 2017, <http://data.unhcr.org/syrianrefugees/regional.php>

20 Ibidem

21 Regional Refugee & Resilience Plan - Lebanon 2015-16, 3RP 2016.

22 Ibidem

23 Data from UNRWA, <https://www.unrwa.org/syria-crisis#Syria-Crisis-and-Palestine-refugees>

24 Source: World Bank

25 UNHCR, UNHCR Operational Update Jordan, March 2017

26 ECHO, Factsheet. Jordan: Syrian crisis, January 2017

27 Data from UNRWA, <https://www.unrwa.org/syria-crisis#Syria-Crisis-and-Palestine-refugees>

Egypt has accepted 187,838 refugees and asylum seekers registered in mid-2016²⁸, most of whom are Syrians. The majority lives in three urban areas, namely Greater Cairo, Alexandria and Damietta²⁹, posing issues of coexistence with hosting communities. People identification and provision of assistance, particularly for vulnerable groups (i.e., women and children, elderly, persons with disabilities and others with specific needs) represent the main challenges, together with the provision of basic services, notably food and housing.

Other humanitarian crises in the region

Yemen is facing a two-year domestic conflict, which exacerbated an already concerning situation. Being already among the poorest³⁰ countries in the Middle-East, Yemen is now facing an extremely arduous situation. Almost 80 per cent of the population (or 18.8 million people) are in need of assistance and protection in order to meet their basic needs. In particular, 10.3 million people are in acute need and require immediate assistance to save and sustain their lives³¹. Internal displacement is spreading on large-scale, and out of the 2,809,088 people considered as “people of concern” by UNHCR, the vast majority (2,532,032 people) is represented by IDPs. Furthermore, despite the fragile situation Yemen continues to be a destination country for new arrivals, notably from Somalia, and a transit country for asylum-seekers and migrants, utterly complicating the picture.

The situation in **Iraq** is complex and volatile and has worsened since the 2014 conflict in Central Iraq. The country bears the effects of both its domestic crises and the backlashes of the Syrian conflict. Overall, almost half the Iraqi population lives in conflict-affected areas³², there are 11 million people in need of humanitarian assistance in the country, out of which 5.4 million are girls and women³³, and three million IDPs, with massive waves of displacement occurring. Given the long-term nature and volatility of the conflict, issues related to both the multiple displacements and to the returning IDPs represent a major issue. In addition, the influx of Syrian refugees persists, notably in the Iraqi Kurdistan Region, where more than one million IDPs and refugees have gathered.

The humanitarian situation in **Palestine** is quite particular, as it has a deep-rooted and protracted nature. Out of a population of around 4.8 million people in the West Bank - including East Jerusalem - and Gaza Strip, 2 million people at the end of 2016 were in need of humanitarian assistance and 1.6 million people were targeted by assistance³⁴, including 1.1 million in the Gaza Strip. Girls and women represent the 49.87% of such targeted people. After the 2014 bombing and nine years of blockade, the humanitarian needs in Gaza remain a major concern. The destruction of basic infrastructures and productive resources significantly affect the public service delivery and around one million inhabitants in Gaza are living in a moderately-to-severe food insecurity³⁵. In the West Bank, the limited economic opportunities, the lack of access to resources, the

28 UNHCR, Egypt Operational Update. June to August 2016 Highlights,

29 Regional Refugee & Resilience Plan - Egypt 2015-16, 3RP 2016

30 Yemen's GDP PPP (current international \$) per capita was sensitively lower than the regional average even before the outbreak of the crisis in 2015, having fluctuated between 3,100.1\$ and 4,390.9\$ in the period 2000-2014, with the Middle East and North Africa (MENA) region average ranging between 10,316.3\$ and 18,817.0\$ in the same period. Data: World Bank Group, DataBank – World Development Indicators

31 UN OCHA, Yemen Humanitarian Response Plan January-December 2017, January 2017.

32 Out of 36 million inhabitants, 15 million live in conflict affected zones. UN OCHA, Iraq Humanitarian Response Plan 2017, Advanced Executive Summary

33 Ibidem

34 UN OCHA, Occupied Palestinian Territories Humanitarian Response Plan January-December 2017, December 2016

35 Ibidem

continuing expansion of the settlements and the consequent destruction of homes and livelihoods represent the main driver of humanitarian vulnerability.

The armed conflict and the political instability in **Libya** left an estimated 1.3 million people, 44% of which are girls and women³⁶, in need of protection and humanitarian assistance in 2016. The IDPs, the refugees and migrants are those facing the most difficult conditions while, at the same time, also the returnees and the non-displaced Libyans in the worst conflict-affected areas are in need of humanitarian assistance. The insufficient access to basic services, notably healthcare and medicines, and the vulnerability of specific groups - particularly the refugees, the migrants, people with fewer resources, women and children - are elements of major concern.

Legislative and policy context by country

The challenges the refugees and IDPs – especially girls and women - face are multiple and include legislative and bureaucratic issues regarding their status and their access to protection, assistance, community participation and economic opportunities. Such issues are thus closely linked to the specific national legislative, political and policy contexts.

Jordan is not a signatory to the UN 1951 Geneva Convention on Refugees, but the article 21 of the Jordanian Constitution prohibits the of political refugees³⁷. Furthermore, on the basis of the commitments undertaken in the 2016 London Conference, the Government started granting a limited number of work permits for Syrian refugees in the construction and agricultural sectors. With an existing high unemployment rate, livelihoods and access to decent job opportunities for both the refugees and the host communities thus represent a priority. However, when refugees have the opportunity to find work jobs, these are mainly taken by men. Syrian women, notably the most vulnerable ones (widows and other women on their own), hence face major persisting challenges. UN Women has contributed to empower them and facilitate their participation in the economic and social life, through an increased access to economic opportunities and enhanced capacities (cash for work provision, skills development trainings, education opportunities, community leadership/engagement delivered in Safe spaces). Such efforts included also women from host communities. Community engagement and livelihoods coupled with protection services, and the elimination of GBV in camps and host communities remains a crucial issue. The country is implementing the “Jordanian National Action Plan for the 1325” that will support a meaningful engagement of women in the peace related issues.

In **Lebanon**, the public institutions face a widening gap between the scale of emerging challenges and their capacities to meet them³⁸. The country is neither a State party to the 1951 Refugee Convention nor its 1967 Protocol and responded to the displacement crisis by integrating a targeted humanitarian response into a broader plan to support Lebanon’s stabilization in the Lebanon Crisis Response Plan (LCRP). The Plan is articulated around three priorities: (i) reducing the number of individuals registered in Lebanon by UNHCR as refugees from Syria; (ii) addressing the rising security concerns in the country; and (iii) sharing the economic burden through a more structured approach benefiting Lebanese institutions, communities and infrastructure. However, the political instability and the economic fragility in the country create further difficulties for Syrian and Palestinian refugees based in the country. The regional, political and religious

36 UN OCHA, Libya Humanitarian Needs Overview, November 2016.

37 The Constitution of The Hashemite Kingdom of Jordan <http://www.refworld.org/pdfid/3ae6b53310.pdf>

38 3RP Lebanon

divisions are huge and public services are overstretched, making the coexistence between refugees and host communities more difficult. The high unemployment rates and the competition for jobs and access to resources created tensions and led the Government to prohibit work permits for Syrian refugees, causing further serious difficulties to their livelihoods and resilience. More in general, the legal stay in Lebanon is recognized through the possession of residency documents, which are obtained by Syrian refugees upon arrival to Lebanon and should be renewed by paying a fee. Such permits are of pivotal importance, since their lack constricts the freedom of movement of de facto refugees, their access to basic services, assistance and income-earning opportunities.

The situation in **Iraq** continues to be extremely unstable and daunting, as the country is living both a political and a security crisis. The recent military operations left IDPs without access to basic services and infrastructures and in need of humanitarian assistance to sustain their lives. Moreover, irregular border openings affected the influx of Syrian refugees in need of protection. Iraq is not a signatory to the 1951 Refugee Convention nor its 1967 Protocol and the lack of a clear and well-structured legislative framework for refugees results in inconsistency in the standards of treatment and assistance provided. At the same time, returnees to stabilized cities – notably women – have specific needs, mainly regarding their livelihood opportunities and protection needs.

It should be outlined that the narrative report of the UN Women Strategic Note 2016 – 2019 does not mention any progress in the normative work in Iraq. Whilst the 2005 Constitution for Iraq states that the quota for women in parliament should be increasing from 10.8% in 1990 to 27.3% (the Kurdistan Regional Government has set a minimum quota at 30%), these gains in numbers were not translated into participation and leadership. None of 1,000 laws passed between 2005 and 2010 were related to women, and women were also excluded from all key political negotiations.

Egypt is a signatory to the 1951 Refugee Convention and the 1967 Protocol, as well as to the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa and in the last years political stability in the country improved. The visa and security requirements for Syrians are nevertheless rather strict and often result in limited access to territory and asylum, particularly for women, children and elderly. Syrians in need of international protection face risk of prolonged detention or deportation to third countries and the visa procedures remain long and bureaucratic, thus impacting the protection needs of Syrian refugees.

Palestine continues to be under Israeli military occupation, thus in a chronic and protracted crisis and at present day the Israeli-Palestinian peace process is at a stalemate. The West Bank and the Gaza Strip, are governed by a different Palestinian government entity since 2007, further destabilizing the area and creating increasing disparities in access to services. Overall, the right to an adequate standard of living is not fulfilled for a large proportion of the population, participation, empowerment, employment and economic opportunities, movement and access to services are limited, making the population highly vulnerable. Citizens' rights remain undefined and differentiated, because of the "stateless" nature of Palestine, its geographic fragmentation, the internal political divisions, the multiple legal frameworks and limited jurisdiction of "state" structures. Such an unclear legal framework substantially affects the most vulnerable ones – including underrepresented girls and women. Women are highly underrepresented in both the leadership of political parties and in the peace talks with Israel, which took place before 2014 and are now suspended. To tackle the issue, the government finalized and approved in 2016 the first Strategic Framework and National Action Plan (NAP) on the Implementation of UNSCR 1325 through technical and financial assistance provided by UN Women, stating its commitments to strengthen women's voice and agency in peace and security. Such NAP is the second in the Arab States Region after Iraq and the NAP establishes a

comprehensive action framework in support of the Government of Palestine, civil society and women's movement's efforts to make participation of women and inclusion of their perspectives and needs in peace, security and humanitarian processes a reality and enhance human rights protection, relief and recovery.

In **Yemen**, the large-scale humanitarian and political crisis exacerbated discrimination against women and the worsening security situation negatively affected women's political participation in the conflict resolution and peace-building process, posing strict limitations on women's access to public and political spaces. The number of IDPs is high and Sana'a airport closure and visa restrictions for Yemenis cause further concerns.

Libya remains de facto divided among three main political entities (Presidency Council based in Tripoli, House of Representatives based in Tobruk and General National Congress in Tripoli), in addition to hundreds of militias spread on national territory. Therefore, the legal framework, including refugees and IDPs related legal provisions is not well defined and implemented.

Gender dimensions within the above-described humanitarian settings

Since leaving **Syria**, refugees' lives have changed in four key areas: 1) changes in gender norms, values and identities; 2) changes in levels of physical safety and emotional stress; 3) changes in control over resources, and 4) access to aid and basic services. In Lebanon, Syrian refugee women face high levels of sexual and gender-based violence with rape, assault, intimate partner violence and survival sex appearing increasingly common.

Conflict and a dire humanitarian situation have created intense levels of stress for refugees, as in many cases they have been forced to take on new responsibilities at odds with their *traditional gendered social roles*. Both women and men have been forced to redefine the core aspects of their identities. Many refugee men are experiencing severe stress and feelings of powerlessness because they are unable to fulfil their traditional role as family provider and protector. While many women, in addition to fulfilling their traditional roles, need to work in paid informal employment to financially support the family.

Lower self-esteem among refugee men has probably contributed to an increase in *violence towards women and children* as some men vent their frustration and abuse their power within the household. Outside the household, women and girls are at an increased risk of facing physical and verbal harassment. Widows or other women on their own are particularly vulnerable.

Across the region, a high percentage of the most vulnerable refugee population is reportedly represented by *female-headed households*. With low or no income and high recurring expenses such as rent, coping strategies for vulnerable refugees include reducing meals, taking children out of school, sending children and young daughters to work, buying food on credit, cutting back on medical and educational expenses. Resorting to early marriage of daughters is increasingly becoming a new coping strategy.

Syrian refugees have very *limited opportunities for work* in **Lebanon** and **Jordan**. Refugees only have access to a restricted number of professions in a few sectors. Even when they do find work, wages are low, working conditions are generally poor and refugees often face discrimination and harassment.

Refugee men generally retain *control over household income* and as heads of households are often the primary recipients of income-generating activities or cash transfers. Widows and other women on their own are often excluded from receiving aid as there is no male member of the household to be registered with humanitarian agencies.

In **Gaza**, Palestinian women are still profoundly affected by the events of July-August 2014, with many not having been able to 'move on'. As the primary caregivers, women bear the responsibility of caring for children

and elderly relatives, and after each war in Gaza women also take on the responsibility of caring for the injured and managing the grief amongst remaining family members. The strain on women in holding their family and community together, in addition to the potential impact on society of the deterioration in the social fabric resulting from this, is unquantifiable. Fear and distress among women remain high while facing the ongoing Israeli occupation and blockade, the regular military operations in Gaza, with homes and entire neighbourhoods in rubble, no accountability for the destruction and loss of civilian lives, and 70 per cent of youth unemployed and 80 per cent of the population dependent on aid. The challenges particularly affecting women include the prevalence of gender-based violence and limited access to water, housing, land and property, employment opportunities, higher education and health care, including prenatal and neonatal health care. The psychosocial distress levels, which were already high among the Gaza population, have worsened significantly because of the 2014 conflict and require specialized support, specifically for children, adolescent girls and women.

Countries such as **Libya** and **Yemen** are in the midst of *unpredictable political transitions and high levels of insecurity*. To a lower extent **Egypt** – and particularly its Christian minority population - is also subject to growing insecurity due to IS pressure. This volatile environment impacts negatively on women's political participation and empowerment. In many instances, their participation affects their security and their ability to participate in public and political life. Politically motivated sexual violence against women and men is used to deter people from engaging in political or social movements.

From the literature review, it is unclear how the humanitarian community is integrating existing gender guidance across all sectors and whether gender is being dealt with centrally as an institutionalised way of working, rather than peripherally. This will be further explored during the in-country visits. *As an example:* in Jordan, it was found that UN agencies and international organizations are working at full capacity and trying harder to integrate gender into planning and programming, but women and girls still face huge anxieties in the camps and urban and rural areas, particularly around personal safety, sexual violence and harassment, hygiene, housing and direct access to food and services.

Across the region an improved understanding of the impact by gender of the different conflicts is therefore important to support the design and implementation of gender-sensitive programming. Despite representing half – and often more- of the population impacted by such humanitarian crises, women are still marginalized and not properly involved. Furthermore, girls and women have specific needs and vulnerabilities in humanitarian contexts, which are exacerbated by the scarce resources, the lack of public order and the difficult access to basic services. They thus lack equitable access to humanitarian relief efforts, as well as participation in formal peace negotiations, which could further empower their position³⁹.

More in general, the Arab States region as a whole ranks last in Global Gender Gap Index, having the highest distance to gender parity worldwide⁴⁰. The first in the group (Qatar) is 119 out of 144 countries and Yemen, where one of the L3 humanitarian crisis is taking place, being the last one worldwide⁴¹. On average, the remaining gender gap amounts to 39% and no country fully closed its gender on either sub-index (Economic Participation and Opportunity, Educational Attainment, Health and Survival, Political Empowerment)⁴².

39 UN Women AS-RO Country Office, UN Women Strategic Note 2015-2017, SN Report 2017, AWP Cover Note, Report Date: March, 15th, 2017.

40 World Economic Forum Global Gender Gap Report <http://reports.weforum.org/global-gender-gap-report-2016/the-global-gender-gap-report-2016/>

41 Ibidem

42 Ibidem

Gender-equality topics and related issues are particularly culturally sensitive in the region, as they encompass a wide range of deeply-rooted social, historical and institutional elements and social stigma remains strong, affecting humanitarian action as well.

ANNEX 9: Regional and Country HA Projects by Impact Area

Women Peace and Security and Humanitarian Action

The regional office supports women's engagement in building sustainable peace in Yemen, Libya and Syria, by strengthening women's leadership and participation, and by enhancing the capacity of all actors engaged in inclusive peace-making, conflict resolution and national dialogue processes to secure gender-responsive outcomes. In **Yemen** for example the RO has implemented the United Nations Development Programme (UNDP) funded "*Civil Society Protection of Human Rights through documentation and advocacy of human rights and psycho-social support to victims*" project together with the Women National Committee as implementing partner from mid-September 2015 until June 2016.

As per UN Women 2017 Annual Work Plan, the RO will start implementing in 2017 a project funded by Germany aiming to leveraging political will at the national level, engaging women inside Syria and Yemen as agents of change and increasing their capacities to actively participate in a longer recovery process as well as benefiting from humanitarian relief. The aim of the project is ensuring long-term change by creating sustainable linkages between grassroots organizations to the national and UN brokered peace talks to ensure national ownership.

In **Lebanon**, UN Women is currently implementing since April 2016 a LEAP programme called "*Community mobilization and economic empowerment of Women and youth in crisis affected areas in Lebanon*", which followed the Regional Response Plan (RRP6). The programme aims at providing the poorest and most excluded women with livelihoods and protection against violence. The first 6-months progress report has covered the period until September 2016.

UN Women jointly signed with the United Nations International Children's Emergency Fund (UNICEF) and UN Habitat in May 2016 the proposal agreement for a 2-years joint project, "*Improving Human Security through Neighborhood Upgrading and Economic Empowerment of Vulnerable Refugees and Host Communities*", which aims at enhancing the human security elements within the communities in Tripoli that are hosting the Syrian refugees through addressing socio-economic and protection challenges, as well as enhancing urban/public services which all represent the root causes behind the lack of human security within vulnerable host communities in Tripoli. UN Women has taken the leading role in mainstreaming gender equality within the joint project, which has started in January 2017 and will focus on strengthening the safety and protection of women and youth in the most vulnerable areas in North Lebanon as well as reducing their vulnerability through economic and social empowerment.

Other projects are in the pipeline, such as the regional project "*Strengthening Resilience and Protection of Women and Youth in Host Communities*" which is expected to start on April 2017 with the aim to reinforce and build the resilience of marginalized women and youth within communities that are affected by Syrian crisis as well as enhance their capacities and create an enabling environment to meet their own needs.

Since 2012 the Palestine CO has been recognized by the UN Agencies (FAO, UNRWA but also UNCT and HCT inter alia) and other relevant development and humanitarian stakeholders (such as the Local Development Forum) that did not have the skills to conduct gender analyses or to apply an engendered approaches to programming, as the entity to provide them with the necessary technical and political support in this area.

UN Women **Palestine** CO has been implementing the project "*Engendering Humanitarian Action in Palestine*" funded by the Spanish cooperation agency (AECID) since October 2015. The planned outcome of the project is to contribute to gender equality and address the needs and priorities of women, men, girls and boys equitably and effectively in the humanitarian context. Another project funded by Japan was completed in September 2016.

The Palestine CO is implementing a number of other projects: (i) from May 2014 to April 2017 jointly with UNDP the project "*Strengthening the Rule of Law in the oPt: Justice and Security for the Palestinian People*". The overall goal is to strengthen the rule of law by developing an effective, accountable and harmonized justice and security institutions, which are gender sensitive and rights-based, while also improving access to justice and security services to disadvantaged social groups, especially women and girls; (ii) the Italian-funded "*Holistic Approach to Sheltering Services for Women Victims and Survivors of Violence in Palestine*"; and (iii) the Iceland-funded "*Support to UN Women*

Country Programme in the State of Palestine: Enhancing the Protection of Women and Mainstreaming of Gender in National Plans".

UN Women Palestine CO and the Office for the Coordination of Humanitarian Affairs (OCHA) have signed in 2015 a 2-years joint *Action Plan for Strengthened Gender Focus in the Humanitarian Response* in Palestine. Building on previous relevant collaboration, OCHA and UN Women in Palestine have developed this joint action plan in order to further strengthen this partnership and work towards strategic benchmarks. UN Women has the primary responsibility of coordination of the country team in relation to gender issues. As chair of the UN inter-agency Gender Task Force (GTF), UN Women leads coordination of the UN Country team, facilitates participation of gender advocates in strategic country processes (the United Nations Development Assistance Framework -UNDAF- , national development planning, humanitarian response) and supports national efforts for gender mainstreaming. UN Women should be in a good position to ensure coherence between development and humanitarian work on gender issues.

UN Women **Jordan** and **Iraq** COs launched the multi-country project "*Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP)- Iraq and Jordan*" for the period April 2016 – March 2017, funded by the Government of Japan. The overall goal of the project is to promote self-reliance and social cohesion for Iraqi and Syrian displaced women and their Iraqi and Jordanian host communities, in areas affected by the ongoing conflicts. The project aims to support women's access to livelihoods and their political inclusion, as well as to increase women's and girls' protection from all forms of violence. This project will continue with another multicountry project (which will include also Iraq), i.e. *Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP) – Egypt, Iraq, Jordan*, for additional 12 months starting from April 2017.

The **Iraq** CO has launched the "*Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP) – Iraq*", which has been delayed until now by funding issues. Through this project, UN Women is meant to work in partnership with the UNDP Iraq Crisis Response and Resilience Programme (ICRRP) to address women's vulnerability and leverage their leadership in the newly liberated areas in Iraq.

Ending Violence against Women

UN Women RO has established since 2012 strong partnerships with local and national governmental bodies, UN agencies, stakeholders from civil society and media engaged in efforts to end violence against women. Country specific and sub- regional programmes in Jordan, Iraq, Palestine, Lebanon, Egypt under the UN Fund for Equality and other donor contributions have been delivered in order to put women on the frontline of justice delivery⁴³. These programmes have developed and implemented national policy frameworks; reformed laws discriminating against women; established multi-sectoral prevention and protection services; undertaken research and data collection; and regional advocacy and awareness-raising strategies combating VAW.

UN Women **Jordan** CO has launched the project "*Supporting Women in Host Communities and in Jordan's Refugee Camps through Prevention and Response to Gender-based Violence and Promotion of Self-reliance and Social Cohesion*" (2015-2016) whose overall goal was to support vulnerable groups affected by the on-going Syrian crisis to have access to improved social protection and improved legal and operational protection frameworks and services in the governorates most affected by the crisis.

Furthermore, Jordan CO has implemented the project "*Hemayati: Promoting women and girls health and well-being*" (September 2014- September 2016) with the aim to increase Sexual and Gender based Violence (SGBV) survivors' access to comprehensive lifesaving protection services including health, psychological and legal services in four governorates (Amman, Irbid, Zarqa and Mafraq).

In **Iraq** UN Women has launched in January 2016 the project "*Enhanced Access to Justice and Protection of Women and Girls from Conflict Related Violence (CRSV) through the Provision of Legal Aid Services in Iraq*" jointly with UNDP Iraq.

⁴³ UN Women Arab States Strategy and Regional Work Plan, [2012-2013](#)

With a duration of 12 months (now completed) the project focused on empowering the government and the civil society actors active in justice service provision to combat GBV, support conflict related sexual violence survivors, and increase the resilience of vulnerable communities from CRSV.

Women's Economic Empowerment

Since 2012 the RO is committed in the region to provide support to socially excluded women such as rural, migrants, refugees and VAW survivors by creating equal employment opportunities, increasing access to skills development training and education, implementing advocacy for equal protection under national labor laws and support to socially excluded women rural, migrants, refugees and VAW survivors.

From 2014, the RO, through its country presences in Lebanon, Syria and country offices in Egypt and Jordan, has been implementing a multi-country programme for *"Expanding Syrian Women Refugees' Access to Economic Recovery Opportunities and Meaningful Engagement in Community Life"* (launched in June 2013 and ended in December 2015). The overall development goal of the project was to empower vulnerable Syrian women refugees through increased access to economic opportunities and meaningful engagement in community life and to put in place the foundational cornerstones for the present and future enjoyment of their rights.

In Palestine since 2012 economic security represented a primary priority demanded by women in the territories and it spanned both humanitarian and development work.

One frame of reference has been the Palestinian National Plan (2011-2013) *"Palestine: Ending the Occupation, Establishing the State"* that articulated a set of planned policies focusing on human development, dignity and rights recognizing the continuing need for humanitarian action to tackle immediate needs of marginalized communities and groups. With the purpose of placing gender equality and women's empowerment at the core of the Palestinian National Plan, the Ministry of Women's Affairs (MOWA) was tasked to develop a Cross-Sectoral National Gender Strategy (CSNGS) 2011-2013 and UN Women supported the ministry in its development.

In **Lebanon** the regional office is launching the project *"Building Business Bridges for women in host communities to enhance their resilience and protection- Lebanon"* (January-December 2017) which aim at ensuring decent job opportunities to vulnerable women, Syrians and Lebanese, within host communities that are severely affected by the crisis, and enhance their safety and protection.

Within the framework of the Regional Response Plan (RRP6) and national response plans, UN Women initiated a regional project, *"Economic Empowerment of Syrian Women"* with the assistance of the Japanese government in August 2014. The regional programme targeted a total of five countries, namely Lebanon, Jordan, Iraq, Egypt and Syria., and was designed to respond to the specific needs of the Syrian women and girls and reduce their vulnerabilities. Through this project, UN Women aims to work at multiple levels through provision of livelihood support, building on their own initiatives and skills as well as addressing vulnerabilities as identified by themselves in their women centers. The overall goal of the project is 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 **Jordan** CO launched in 2014 the project *"'Eid bi Eid' (Hand in Hand)"* that was a multi-year project aimed to support the Government of Jordan to address issues of employment and gender inequality in Jordan, exacerbated by the impact of the Syrian crisis on the Kingdom. The project *"Expand self-reliance & social cohesion opportunities for Jordanian women in Mafraq Governorate and camp-based Syrian refugee women and promote meaningful engagement in community life (Eid bi Eid) – Phase II (January 2017-December 2018)* currently serves as a second phase of the Eid bi Eid project with funding from the Governments of Finland, Iceland and Italy – and the World Food Programme, aimed at supporting the immediate needs of refugees and Jordanians affected by the crisis. The second phase utilizes a resilience framework for achieving gender equality and women's empowerment goals and aims to promote individual and community ability to absorb shock, while fostering social cohesion between groups.

In February 2015 UN Women Jordan CO and the Government of Japan signed an agreement for a project entitled *Promoting Social Cohesion through Women's Economic Empowerment and Protection Initiatives in Irbid and Zarqa* (February 2015-July 2016). It addressed the Syrian refugee crisis' effects in vulnerable Jordanian communities, focusing on women using social cohesion programs. The project objective was to foster social cohesion and resilience through the provision of community-based economic empowerment initiatives and strengthened access to services, by targeting vulnerable populations, particularly women, in refugee hosting communities of Irbid and Zarqa governorates.

In December 2015 UN Women Jordan CO signed an agreement with the World Food Programme (WFP) to procure an industrial kitchen for the UN Women/WFP shared space (Oasis 3 for Women and Girls) in Za'atari refugee camp. This project was implemented by UN Women with the support and technical assistance from the WFP and works within the framework of the Jordan Response Plan (JRP) 2016-18 for the Syria Crisis through the provision of basic needs support to female and male Syrian refugees living in Za'atari camp. Furthermore, a second agreement has been signed by UN Women Jordan CO and WFP in January 2017 to *Supporting Syrian Women's Economic Empowerment in Za'atari and Azraq Refugee Camps*.

Finally, in Jordan the UN Women CO has launched the project *"Promoting rural women's food security in Jordan"* in April 2016 (April-September 2016). The project covered the Mafraq and Irbid governorates and was funded by the Government of Japan.

ANNEX 10: List of Projects Implemented (source: UN Women)

Column1	ID		Donor	Start Date	Project Duration	Currency	Value	Country
1	33114	Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP) - Jordan, Egypt and Iraq	Japan	7/03/17	4/1/2017 - 3/31/2018	USD	3.000.000,00	Egypt, Iraq, Jordan
2	9414	Economic Empowerment of Syrian Women	Japan	1/04/14	4/1/2014 - 3/31/2016	USD	3.000.000,00	Egypt, Iraq, Jordan, Lebanon, Syria
3	11634	Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response, Iraq and Jordan	Japan	2/03/16	4/1/2016 - 3/31/2017	USD	5.170.000,00	Iraq, Jordan
4	11589	Enhanced Access to Justice and Protection of Women and Girls from Conflict Related Violence (CRSV) through the Provision of Legal Aid Services in Iraq	Multi-Donor TF Office	1/01/16	1/1/2016 - 1/1/2017	USD	109.000,00	Iraq
5	11801	Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP)	UNDP	1/08/16	8/1/2016 - 7/31/2017	USD	120.000,00	Iraq
6	11487 11488	Supporting Women in Host Communities and in Jordan's Refugee Camps through Prevention and Response to Gender Based Violence and Promotion of Self-Reliance and Social Cohesion "Eid bi Eid"	Finland Italy	17/10/14	10/29/2014 - 12/31/2016	Euro	500,000.00 500,050.00	Jordan
7		Expanding Syrian Women Refugees' Access to Economic Recovery Opportunities and Meaningful Engagement in Community Life	Netherlands		6/2013 - 12/2015	USD	999.380,00	Jordan
8	11498	Enhancing the well-being of Syrian Women Refugees in Za'atari Camp	Iceland	17/01/16	1/17/2016 - 6/30/2017	USD	352.882,00	Jordan
9	11575	Promoting Social Cohesion through Women's Economic Empowerment and Protection Initiatives in Irbid and Zarqa	Japan	10/03/15		USD	1.760.000,00	Jordan
10	11843	Expand self-reliance & social cohesion opportunities for Jordanian women in Mafraq Governorate and camp-based Syrian refugee women and promote meaningful engagement in community life (Eid bi Eid) – Phase II	Finland	16/12/16	1/1/2017 - 12/31/2018	Euro	1.500.000,00	Jordan
11	32353	Supporting Syrian Women's Economic Empowerment in Za'atari and Azraq Refugee Camps	WFP	1/10/16	1/1/2017 - 4/30/2017	USD	172.083,36	Jordan
12	9392	Hemayati: Promoting Women and Girls' health and well-being	UNFPA	22/09/14	6/1/2015 - 12/31/2016	USD	2.100.000,00	Jordan
13	2257	Procuring an Industrial Kitchen to Support Food Security and Livelihood for Female Syrian Refugees Living in Zatari Camp	WFP	23/12/15	12/23/2015 - 6/30/2016	USD	20.043,00	Jordan
14	9405	Community Mobilization and Economic Empowerment of Women and Youth in crisis-affected areas in Lebanon	Japan	2/03/16	4/1/2016 - 3/31/2017	USD	2.000.000,00	Lebanon
		Supporting Rural Women's Food Security in Jordan	Japan		4/1/2016 - 3/31/2017	USD	1.200.000,00	Jordan
15	11848	Improving Human Security through Neighbourhood Upgrading and Economic Empowerment of Vulnerable refugees and Host Communities	UNTF for Human Security	20/12/16	12/20/2016 - 12/19/2018	USD	638.522,50	Lebanon

16	11853	Building Business Bridges for women in host communities to enhance their resilience and protection - Lebanon	Ford Foundation	23/01/17	1/23/2017 - 12/31/2017	USD	300.000,00	Lebanon
17	11458	Engendering Humanitarian Action in Palestine	Spain	19/11/15	10/15/2015 - 10/14/2016	Euro	150.000,00	Palestine
18	11521	Improving Holistic Protection Services for Women and Girls in the Conflict Affected Context of the Gaza Strip	Japan	12/03/15	4/1/2015 - 9/30/2016	USD	848.000,00	Palestine
19	11818	Engendering Humanitarian Action in Palestine - Introduciendo la perspectiva de genero en la Accion Humanitaria en Palestina	Spain	28/07/16	12/31/2016 - 12/30/2017	Euro	150.000,00	Palestine
20	1792	Strengthening the Rule of Law in the oPt: Justice and Security for the Palestinian People	Multi-Donor TF Office	1/05/14	10/1/2013 - 9/30/2019	USD	4.703.785,00	Palestine
21	11806	A Holistic Approach to Sheltering Services for Women Victims and Survivors of Violence in Palestine	Italy	16/12/16	12/16/2016 - 12/15/2017	Euro	500.000,00	Palestine
22	11445	Support to UN Women Country Programme in the State of Palestine: Enhancing the Protection of Women and Mainstreaming of Gender in National Plans	Iceland	11/09/15	1/1/2016 - 12/31/2017	USD	189.473,45	Palestine
23	5368	Civil Society Protection of Human Rights through Documentation and advocacy of human rights and psycho-social support to victims	UNDP	17/09/15	9/17/2015 - 6/24/2016	USD	124.997,00	Yemen

ANNEX 11: ToC of the LEAP Flagship Programme Initiative

II. THEORY OF CHANGE: Women's Leadership, Empowerment, Access & Protection (LEAP) in Crisis Response

A TOC by nature encompasses the actions required by all partners to achieve a transformative change. The aim of the TOC is to help UN Women identify these actions and strategic partnerships. Consequently this draft TOC reflects interventions beyond those that UN Women will do by itself.

Goal	<p>Women and girls affected by crisis will lead, participate in, and benefit from relief and response efforts Key indicators: % of funding allocated to gender-responsive actions; % of women benefiting from the response</p>		
Goal Statement	<p>If (1) humanitarian planning and programming are gender responsive; if (2) relief efforts prioritize the participation, safety and economic wellbeing of women displaced by sudden onset emergencies; and if (3) the response promotes positive coping strategies for marginalized women who continue to be affected by protracted crises; then (4) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts; because (5) their rights and needs will be at the center of humanitarian assistance.</p>		
Outcomes	<p>1. Humanitarian/crisis response planning, frameworks and programming are gender inclusive & responsive % of projects with gender marker 2a and 2b; % of women participating in relief planning</p>	<p>2. Protection and economic opportunities for women in temporary shelters & in host communities displaced by sudden onset emergencies (conflict/disease outbreak/disaster) is promoted # of women participating in camp coordination structures; % change in income of displaced women in temporary shelters and in host communities; % change in incidences GBV of displaced women in temporary shelters and in host communities</p>	<p>3. Positive coping mechanisms are promoted for marginalized women and girls affected by protracted & slow onset crises (conflict/disaster, temporary shelters & host communities) % change in income of marginalized women; % of FHH and marginalized women with access to support services</p>
Outcome TOC	<p>If (1) women's needs inform humanitarian planning and programming; and national, UN, and civil society organizations have the capacity and opportunity to integrate gender equality into planning and programming; then (2) humanitarian planning and programming will be gender inclusive, responsive and promote women's empowerment; because (3) experience shows that explicit involvement of women in the design and implementation of humanitarian assistance facilitates meeting their needs</p>	<p>If (1) women who have been displaced by sudden onset emergencies are meaningfully engaged in the humanitarian relief; if they have access to productive and financial assets, protection mechanisms, and effective support services; then (2) their safety and economic wellbeing will be promoted; because (3) the relief effort will have been engendered.</p>	<p>If (1) marginalized women and girls affected by protracted and slow onset crises have access to the required assets, skills and partnerships; and if social services and practices are supportive; then (2) marginalized women and girls will be able to cope positively with protracted and slow onset crises; because (3) their absorptive capacity has been strengthened</p>
Outputs	<p>1.1. Gender analysis and assessments conducted to inform multi-sectoral humanitarian/crisis response planning and programming (guidance & tools on gender analysis and assessments made available to UN and govts; analysis / assessments conducted, budgetary allocations assessed; disaggregated data collected)</p> <p>1.2. Increased capacity and effective engagement of women & gender machineries in humanitarian planning, response frameworks and programming (organizational mapping, capacity development, engagement with women, networking and coalition building, increasing access and participation of affected women to planning and programming)</p> <p>1.3. National, UN & aid coordination mechanisms strengthened to identify, address and monitor the needs of women and girls (technical assistance, trainings, surge support, disaggregated data collected).</p>	<p>2.1. Increased leadership and engagement by displaced women in relief efforts & decision making (promote participation and leadership opportunities for women in relief distribution, monitoring & coordination committees)</p> <p>2.2. Increased access to effective services & protection mechanisms through social spaces in temporary shelters and in host communities (establish centers in temporary settings; identify centers with host governments, awareness raising, reduce stigma for survivors capacity development of service providers for multi-sectoral services, including prevention and response to SGBV, promote existing referral mechanisms, create women support groups, provide child-care services)</p> <p>2.3. New sources of income and economic opportunities created through targeted cash for work & development of capacities and skills (identify and create partnerships with potential buyers/employers in camps/temporary settings and host communities, provide targeted cash for work in return for relevant services/products provided, transfer productive assets to women cooperatives in camps/temporary settings and host communities, vocational training based on identified market needs, business development skills)</p>	<p>3.1. Marginalized women (including displaced and host) have increased access to the required assets, skills and partnerships (identify and create partnerships with potential buyers/employers, transfer start-up packages, including productive assets and micro-finance, vocational training based on identified market needs, business / entrepreneurship development, finance / accounting skills)</p> <p>3.2. Capacity of service providers to offer support services to marginalized women and girls strengthened (capacity development of service providers to offer support services including child-care, safe/social spaces for survivors of GBV, mental and psycho-social services etc. Services providers may include civil society and local government).</p> <p>3.3. Promoting positive attitudes and behaviours of men and boys towards gender equality (assess the root causes of attitudes & behaviours; develop advocacy strategies; awareness raising; outreach to community/religious leaders, capacity development of CSOs to engage men and boys; use of media)</p>
Key Assumptions	<ul style="list-style-type: none"> - Political will amongst government, UN, and international actors to support and promote planning, response frameworks and programming that integrate gender equality and women's empowerment. - Supportive social and cultural norms and practices. 	<ul style="list-style-type: none"> - Host governments permit displaced women to immediately access income generation schemes and social spaces in camp and non-camp settings when there has been an onset of a sudden emergency, without balancing the need to invest in host communities in the short-term - UNW able to leverage its coordination mandate and convening role to mobilize service providers 	<ul style="list-style-type: none"> - Host governments/communities require investments in host communities when the crisis becomes protracted and return of displaced women is not possible; Service providers are supportive of gender-responsive service delivery
Risks & Barriers	<ul style="list-style-type: none"> - Recommendations from gender assessments are not adopted or prioritized due to political, social or financial barriers. 	<ul style="list-style-type: none"> - Income generation schemes do not translate into higher incomes due to intra-household imbalances. - Tension between men and women increase due to lack of opportunities for men and boys. - Social and cultural attitudes and behaviours towards ending GBV cannot be changed. - Insecurity limits movement. - Stigma / cultural barriers limit survivors from coming forward. 	<ul style="list-style-type: none"> - Income generation schemes do not translate into higher incomes due to intra-household imbalances and limited local markets. - Tension between men and women increase due to lack of opportunities for men and boys. - Social, cultural, political barriers towards promoting positive coping mechanisms for marginalized women - Insecurity limits movement. - Stigma / cultural barriers limit survivors from coming forward.

ANNEX 12: Internal and External Factors

	Egypt	Iraq	Jordan	Lebanon	Palestine	Syria	Yemen	comments
External factors: positive / enabling								
Normative: laws for GEWE		quotas	In progress (art 308 revised), quotas					
Strategic positioning in coordination					Good coop with OCHA			
Co-chair of WG, leveraging			GTG, JRP/ social protection, UNCT/social equity, UNCT/GTG, UNAF social equity, leverage in UNSDPF					
Overall gender mainstreaming, use of gender marker			UNCT gender scorecard					
National champions of gender			Queen Rania, Princess Basma					
Networking with women's groups			X					
Quality/ n° / skills of implementing partners								
External factors: limiting / challenges								
disruptive conflict conditions		X				X	X	
Normative: lack of GEWE		No GEWE law progress	Still to come: work permits for refugee women					
Normative: HR/HA laws			Not signatory of refugee convention	Not signatory of refugee convention				
NO IASC member, weak coordination, no chair of clusters, WG			Participating only in most UNCT result groups, HPF, GDCG		Weak coop with UNRWA			
limited overall gender mainstreaming, use of gender marker			X (WASH...)					
Traditional attitude detrimental to GEWE		X	X					
Lack of VAW awareness			X					
Lack of HA skills of implementing partners								

Internal factors: positive / enabling								
Commitment of HA staff			X (direct implementation in camps)	X	X			
N° of HA staff								
Turnover, length of engagement								
Salary scale								
HA proficiency of staff								
Office structure, positioning of HA staff								
limited core budget for HA work								
Support from HQ								
Support from RO								
Delegation of authority								
Contracting procedures								
Soft procurement								
Surge from HQ, GenCap								
Adapted guidelines								
Reporting formats								
Regular M&E								
Internal factors: limiting / challenges								
N° of HA staff								
Turnover, length of engagement								
Salary scale								
HA proficiency of staff								
Office structure, positioning of HA staff								
limited core budget for HA work								
Support from HQ								
Support from RO								
Delegation of authority								
Contracting procedures								
Soft procurement								
Surge from HQ, GenCap								
Adapted guidelines								
Reporting formats								
Regular M&E								

ANNEX 13 A: Evaluability Assessment Framework

Evaluability criteria	Preliminary findings
Clear definition of the evaluation's objectives	Purposes and scope are clearly defined in section II (pages 8-9) of the ToR. "Inextricable linkages" between HA and contiguous areas of EAW and WEE – which may blur the boundaries of HA - are outlined on page 6, §3 of the ToR. However, the ToR are less clear regarding the exact scope of what UN Women's may realistically expect to achieve in the region in terms of HA normative work, in a relatively short timeframe (ToR page 7, §2). The much wider efforts by lead "humanitarian" agencies such as UNHCR towards e.g. mitigating the fact that Jordan and Lebanon are not signatories of the Refugee Convention, are not mentioned.
Progress towards results is measurable	Indicators for measuring outcomes do not appear sufficiently operationalized, and would only partly support the work of this evaluation on effectiveness. In progress reports such as AWP annual reports or DRFs, the 3 outcome indicators for impact area 4 are generally measured only by quantitative indicators (probably SMART) which provide some indications of outputs (e.g. n's of meetings, participants etc) – which is a measure of UN Women's efforts in organizing events and publishing data, but not a measure of the actual effect / results of such efforts. Qualitative or proxy indicators of outcomes are rarely to be found to assess e.g. the less tangible aspects of strategic positioning and partnership, and the contribution of UN Women's in the results is not indicated.
Data is available (1)	<p>Annual Work Plans (AWP) and Strategic Notes (SN) are usually available at CO and RO levels and provide baselines, indicators, and some comments. Strategic overviews are valuable and comprehensive in the case of Jordan and Palestine (although mostly through the UN general prism in Palestine). Early years 2012 and 2012 are sometimes only covered summarily (RO, Jordan) or not at all as activities started later (Lebanon, Yemen). Syrian and Egypt do not have country reports, only regional ones..</p> <ul style="list-style-type: none"> - RO: AWP, DRF, OEEF 2014 – 2017 - Jordan: AWP and SN 2012 – 2017, monitoring 2015, 2016 - Lebanon: AWP and monitoring 2015, 2016 - Palestine: SN 2012 – 2016, AWP 2014 – 2017, no monitoring - Syria: only regional programmes - Egypt: only regional programmes - Iraq: AWP 2012 – 2017, DRF and OEEF 2016, SN 2016 – 2019, monitoring 2015, 2016 - Yemen: AWP and monitoring 2015, 2016 <p>However, the usefulness of AWP, DRFs and OEEFs for the evaluation's data collection is relatively limited as these documents are not easily readable. AWP for example tend to be long (up to 86 pages) and unclear in their formatting; they appear as working documents with data for internal use only, without a summary narrative or user's guide for external stakeholders. Figures or percentages indicated for outcomes, outputs, baselines and target values are not clear. In many cases, not all 3 outcome indicators under area 4 are mentioned in the reports.</p> <p>Monitoring reports are useful, but are only available for 2015 and 2016 in Jordan, Lebanon, Iraq and Yemen (not Palestine or Egypt).</p>
Data is available (2)	Many of the documents made available are often general in nature (strategic notes, concepts, prospectives) or refer to as yet prospective proposals or agreements that are still to be implemented. There is often a lack of project reports, except in the following cases:

	<ul style="list-style-type: none"> - Jordan: 7 projects with useful data, 2 of them evaluated externally. - Lebanon: 1 progress report (LEAP); - Palestine: 2 project reports on engendering HA and cooperation with OCHA; - Iraq: 1 progress report for LEAP (Dec 2016); - Egypt: 1 dedicated project report within the regional WEE programme; - Yemen: all quarterly and final reports on the Civil Society support which ended in June 2016; - Regional: WEE for Syrian refugee women: final report March 2016 to Japan, and for UNW March 2017; semi-annual report on LEAP for Iraq and Jordan (Sep 2016).
<p>Activities are accessible to the evaluation team, and institutional memories are available for interview</p>	<p>Activities are readily accessible in Jordan, Lebanon and Egypt; access to Gaza depends on the issuance of permits by Israeli authorities. For Iraq, safe access is limited to a narrow strip around Erbil, where only one small refugee camp has been targeted. The narrative report of the 2016 – 2019 Strategic Note for Iraq further stresses that the CO had undergone a reorganization, which may undermine effectiveness and evaluability of field visit. Access is not possible in Syria and Yemen, due to security reasons.</p>

ANNEX 12 B: Evaluability table with Criteria for Selecting Third Country in Field Visits

A choice was still to be made between Iraq and Lebanon for the 3rd field visit, although some factors point to Lebanon, as shown in the table below.

Operational work	Actual projects	status	M&E reports	Progress reports	Comments
Iraq	Regional WEE: Economic Empowerment of Syrian women	Completed for over 1 year (implemented Apr 2014 – Mar 2016)	NA	3 quarterly reports for 2015, final narrative report	<p>- Only the relatively small camp (<3,500 Syrian refugees) of Basirma near Erbil is reachable</p> <p>- Lack of sustainability may be a constraint for field evaluation after 1 year (safe space, cash for work, GBV protection) Final reports indicates that “financial sustainability by the government is a challenge”.</p> <p>- Organizational issues within Iraq CO, and no progress on normative work in Iraq (narrative report, Strategic Note 2016 -19)</p>
	LEAP (regional)	April 2016 – March 2017	NA	1 st semi-annual report Apr – Sep 2016	<p>- Improved protection for SGBV survivors;</p> <p>- 520 IDP and 600 returning women received emergency employment, training and capacity-building; 1200 projects were funded (cash-for-work and business grants);</p> <p>-300 IDP and returning women received vocational training</p> <p>However, the indicated locations do not appear accessible: Baghdad, Anbar, Mosul...</p>
	LEAP 2017	Not yet started	NA	Quarterly report Aug – Dec 2016	Late funding
	3RP	unknown	NA		UNW is involved in 2 sectors (Livelihoods, Protection); budget (actual committed unknown) of 0.6m\$ for Livelihoods only
Lebanon	Regional WEE Economic Empowerment of Syrian women	Completed for over 1 year (implemented. Apr 2014 – Mar 2016)	NA	3 quarterly reports for 2015, final narrative report	<p>Apparently strong partnerships that should ensure sustainability with Ministry of Social Affairs (MOSA) who provided 4 community centers, Directors of Social Development Centres and relevant Local authorities in Beirut, Bekaa, Akkar and Tripoli, and NGOs: Fair Trade Lebanon (agri-Business component), SAFADI Foundation (vocational training), ABAAD-Centre for Gender Equality</p> <p>Evaluable results:</p> <p>-1st women-led Agro-business cooperative in Akkar</p> <p>-4 vocational training and women’s protection Centres in Akkar and Beirut</p> <p>-“Training the trainers” for sustainability by ABAAD (19 trainers on GBV, +450 women trained)</p>

					-two large public awareness campaigns on GBV in 2014 and 2015 (TV spots, 2500 billboards) to reach 500,000 women
	“LEAP Lebanon” (= continuation of WEE above?)	Ongoing Apr 2016 – Mar 2017		1st 6-months progress report Apr – Sep 2016	<p>-Continuation of the above</p> <p>-Partners as above + new ones: Federation of Chambers of Commerce in Tripoli, and private businesses in Bekaa, Beirut, Tripoli</p> <p>Evaluable results:</p> <ul style="list-style-type: none"> -5 Community centers in Akkar, Beirut, Tripoli -860 women trained in food processing and vocational training -child friendly space in Akkar -placement programme, -cash for work -GBV and social responsibility training focused on young people (107), women and men, Lebanese and Syrian
	FORD Foundation: “Building Business Bridges for women in host communities to enhance their resilience and protection-Lebanon”	Proposal only, no programme document available at this stage			
	“Improving Human Security through Neighbourhood Upgrading and Economic Empowerment of Vulnerable Refugees and Host Communities”	Proposal only, no programme document available at this stage			

ANNEX 14: Trend of the Planned Budget (PB) and Actual Expenses (AE) for Impact Area 4 - 2012-17

	HA boundaries/ Comments	Source
Palestine	<p><u>Focus in 2017:</u></p> <p>1) support HCT on gender 2) generate gender data</p>	Annual Work Plans Financial resource table is USD
Yemen	<p><u>Focus in 2016:</u></p> <p>1) technical and logistics preparation (48% of AE) 2) cap bldg. workshop (19% of AE)</p>	Monitoring of AWP for 2016
Lebanon	<p><u>Focus in 2016:</u></p> <p>1) vocational training: 65% of AE 2) GBV advocacy: 9% 3) business analysis: 1%</p>	Monitoring of AWP for 2016 (Q2-4)
Jordan	<p><u>Focus in 2015:</u></p> <p>1) safe spaces: 4% of PB 2) livelihoods: 7% 3) awareness: 4% 4) SGBV: 16% 5) shelters: 4% 7) social cohesion: 44% 8) business initiative: 21%</p> <p><u>Focus in 2016:</u></p> <p>1) normative work: 16% of AE 2) social cohesion, access to social svcs: 66% of AE 3) Eco empowerment, safe spaces, C4W: 18% of AE</p>	<p>AWPs of Jordan in 2015 and 2016 Monitoring of Jordan AWP 2015 (Q3-4) and 2016 (Q1-3)</p> <p><u>Remark:</u> components of area 4 are not similar in 2015 and 2016</p>
Iraq	<p><u>Focus in 2015:</u> advocacy</p> <p><u>Focus in 2016:</u></p> <p>1) livelihoods (69% of AE) 2) capacity building of local partners (11% of AE)</p> <p><u>BUT very limited access</u></p>	Monitoring of Iraq AWP 2015 and 2016
Regional	<p><u>Focus in 2017:</u></p> <p>1) Women participation: 22% 2) support coord: 40% 3) WPS frameworks: 38%</p>	ROAS WFP 2017

- The above information was calculated based on information found while seeking indications on the projected budgets for «Peace and security and Humanitarian Action» by office and / or country, in the quarterly progress reports for Yemen, Lebanon, Jordan and Iraq for 2015 and 2016 only. For Palestine, the data was found in the Annual Work Plans' Financial Resource Table in US\$. At regional level, ROAS AWP have been explored.

NC: non core - C : core

ANNEX 15: Short Biographies of the Team Members

In accordance with the ToR requirements, the proposed experts combine:

- Excellent evaluation experience, including performing similar complex evaluations, full familiarity with a range of international organizations (UN agencies such as UNHCR, UNRWA, UNDP, ILO , EC, WB etc.) and bilateral cooperation agencies (Danida, DFTAT,NORAD, DFID, etc.) evaluation approach and methodology, the ability to bring in methodologies and perspectives from other donor organizations, and thus the familiarity with the most diverse evaluation methods, including drafting, analysing and refining theories of change, intervention logic and the use of participatory and adapted approaches (i.e. human rights and gender responsive) such as mixed methods for triangulation and credibility purposes, an evaluation matrix to be used as a basis for interviews/focus groups guidelines and SWOT analyses to be used to assess comparative advantages and added value, and utilization focused recommendations; experience in evaluating the effectiveness of policies and guidelines in the field, experience evaluating humanitarian and development interventions in conflict settings requiring to take in consideration context, sudden changes;
- Detailed thematic expertise covering all areas of UN Women programming in Humanitarian Action in the Arab States cooperation including gender equality and women’s empowerment, gender analysis, human rights; ending violence against women, women peace and security, support for women IDPs and vulnerable women, disaster risk reduction etc.;
- In-depth knowledge of the Arab States Region, deriving from several experiences in the countries covered by the UN Women’s Humanitarian Action (Egypt, Iraq, Jordan, Lebanon, Palestine, Syria and Yemen). One of the team member is based in Palestine;
- Strong capacity of working in team and in a multicultural environment, as well as excellent interpersonal and communication skills (the team has previously worked together on large scale DFID evaluation);
 - Fluency in the languages required by the ToR, i.e. English for the whole team and, moreover, the Team Leader/Gender and Humanitarian Expert is *familiar* with Arabic language and the Senior Evaluator has Arabic as *mother tongue*.

Name and position	Key qualifications
<p>Team Leader/ Gender and Humanitarian Expert</p> <p>Martine VAN DE VELDE</p>	<p>Ms Van De Velde is an international development and humanitarian assistance expert, with extensive experience in humanitarian field and in the Arab States Region. She has deep knowledge in evaluating aid programmes against OECD DAC criteria, applying UN Standards for Evaluation, using a rights-based approach, gender analysis, quantitative and qualitative methods, innovative and participatory evaluation strategies, results based M&E, the Theory of Change. Under a thematic point of view, she possesses solid knowledge of support to community resilience gender mainstreaming, sustainable livelihoods, women’s economic and social empowerment, women’s participation in community and national level decision making, advocacy around women’s rights, human rights, policy development, transition from emergency to development assistance, relief assistance and early recovery, peacebuilding and conflict transformation. Ms Van De Velde possesses as well a strong understanding of operational implications of the International Human Rights Framework, the Humanitarian Charter and other frameworks guiding UN Women’s work on Humanitarian Action. Finally, her solid track record demonstrates excellent ability in providing evidence based, sustainable, realistic and pragmatic recommendations to strengthen programme strategies and results and to support coherence and</p>

Name and position	Key qualifications
	<p>coordination of programmes with multiple actors through developing common goals and outcomes. In addition, she has strong writing, communication and interpersonal skills.</p> <p>Among her most relevant assignments:</p> <p>NPA, <i>Evaluation of NPA Palestine Humanitarian Programme</i>, January-March 2015</p> <p>DFID, <i>Evaluation of DFID's Palestinian Operational Plan and Country Strategy</i>, August-September 2013, January-March 2014</p> <p>DFAT, <i>Evaluation of projects addressing Violence against women in the Asia-Pacific Region</i>, October 2012; March 2013</p>
<p>Senior Evaluation Expert</p> <p>Nahed FREIJ</p>	<p>Ms. Freij is an expert with 9 years of experience in international development and cooperation in the Arab States. She has experience in evaluating humanitarian action in the Arab States region, in working with and evaluating UN Programs at country and regional level and in assuring adherence to UN norms and standards for evaluation in the UN system. She led and executed numerous of small and large scale humanitarian and development programs and projects in diverse array sectors in the Middle East, in times of fragility and emergencies including conflict, post conflict and transitional periods. Ms Freij has solid experience in evaluation approaches and methods including; appreciative inquiry, case study, theory based, contribution analysis, humanitarian evaluation, surveys (large and small), qualitative data analysis, outcome mapping, qualitative impact evaluations, participatory evaluation, most significant change, utilization-focused. She brings in work experience in a number of Arab countries such as Palestine, Lebanon, Jordan and Egypt and has a strong and demonstrable familiarity with the socio-political context of the MENA region including the Syria Crisis. Ms Freij also brings in sector specific expertise, which includes areas of gender equality and human rights, youth development, market development and poverty reduction approaches, humanitarian aid. An Arabic mother tongue, she is proficient in English and has substantive experience in socio-economic research including areas of women peace and security, empowerment, and GBV. She further has substantive experience in working with aid cooperation agencies using participatory approaches (direct engagement with stakeholders and first hand interaction).</p> <p>Her experience includes:</p> <ul style="list-style-type: none"> -UNFPA, <i>4th Palestine Country Program Evaluation</i>, August -December 2012 -UN Women (Fund for Gender Equality), <i>Mid Term Evaluation- "Enhancing Palestinian Women's Participation in Public and Political life</i>, December 2013- February 2014 - UNOPS, DFID, <i>Evaluation of the Access Coordination Unit</i>, September-November 2015
<p>Evaluator</p> <p>Marta BALESTRINI</p>	<p>Mrs. Balestrini is an anthropologist with a post-graduate master in Project Cycle Management and Evaluation Methodology, with 8 years of relevant professional experience in the field of international cooperation. She has a solid experience in data collection and research activities and a very good knowledge of evaluation methodologies (inventories, log frames, theory of change, evaluation grid, case study, Multi-criteria analysis, Cost-effectiveness analysis, context indicators, etc.). Social development expert with professional experience in the fields of social anthropology and civil society, her track record proves relevant experience in gender equality and women's empowerment; human rights; child protection; poverty analysis; poverty reduction strategies; MDGs; participatory strategy design; community-driven development. She has been involved in a number of evaluation exercises research studies and technical assistances. Ms. Balestrini also participated in Un Women evaluations, including UN Women ROAS Thematic Evaluation on Women's Political Participation, thus she possesses knowledge of UN Women approach and working modalities, as well as relevant experience in gender issues in the Arab States region. With very good skills in the creation and analysis of databases, the collection and analysis of quantitative and qualitative data, and documentary reviews, Mrs. Balestrini has also a high ability in managing complex databases and in supporting evaluation teams during the implementation of specific assignments. Fluent in English and French, she has very good interpersonal and communication skills. Main relevant past assignments include:</p> <ul style="list-style-type: none"> - Un Women HQ, <i>Corporate Evaluation on strategic Partnerships for Gender Equality and Women's Empowerment</i>, September 2015 – December 2016 -UN Women Nepal, <i>Final Evaluation of the "Strengthening Implementation of the Women Peace and Security Agenda (National Action Plan on UNSCRs 1325 and 1820) in Nepal</i>, September 2016 – December 2016

Name and position	Key qualifications
	<ul style="list-style-type: none"> - UN Women ROAS, <i>Thematic Evaluation on Women’s Political Participation</i>, March – August 2016 -UNFPA, “<i>Mid-Term Review of UNFPA’s 2014-2017 Strategic Plan</i>, January/April 2016 -UNDP Kazakhstan, <i>Outcome Evaluation on Civic Engagement</i>, September/December 2015
<p data-bbox="167 365 352 456">Quality Advisor (Support Expert)</p> <p data-bbox="188 495 331 551">Elena BUONOMINI</p>	<p data-bbox="379 365 1428 813">Social development expert with 16 years of experience in project planning, evaluation, institutional building and participatory strategy design. Mrs Buonomini has excellent management skills and specific abilities in the supervision of long and complex studies, team coordination, facilitation of multi-stakeholders’ learning processes. She has gained substantial experience in managing, supervising and providing quality control of complex evaluation exercises, covering several countries and sectors. Her expertise spans from support to civil society, people’s participation and empowerment, human and child rights, gender equality, to local economic development, rural development and regional integration, having managed and supervised, for example, an important European Commission technical assistance project to the ECOWAS Secretariat (<i>Capacity Building for Regional Integration 2002-2005</i>). With extensive field experience in Africa, Mrs. Buonomini has a good knowledge of evaluation methodologies, research methods, as well as strong interpersonal, organizational and communication skills, including flexibility, a problem-solving attitude and the ability to efficiently work and deliver under pressure. . Key qualifications include:</p> <ul style="list-style-type: none"> - Excellent knowledge of instruments and programmes of external co-operation of several international donors (EC, UN agencies, Danida); - Good knowledge of evaluation approaches and methodologies of several donors, including EC, UN agencies (UN Women, UNDP, UNICEF), and Danida; - Proven experience in documentary reviews and conduction of surveys and assessments; - Excellent project management skills and specific abilities in the preparation and management of complex projects and evaluations and team coordination; - Good knowledge of PCM techniques, participatory approaches and research methods, with extensive experience in stakeholder and beneficiary analysis; multi-stakeholders’ learning processes and consultations, organization and facilitation of participatory workshops and training sessions, baseline field studies; - Extensive experience in providing quality assurance and technical backstopping of complex projects and evaluations, supervising overall quality of project/evaluation performance, reviewing project/evaluation outputs and reports; - Very good interpersonal and communication skills (both spoken and written)