EVALUATION ANNEXES

ROAS STRATEGIC NOTE EVALUATION

2022–2025

UN WOMEN

FOR ALL WOMEN AND GIRLS

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ROSN Evaluation ToR

ANNEX 2: ROAS ENGAGEMENT IN GCC COUNTRIES

Box 1: ROAS Engagement in GCC Countries (2021–2025), Prepared by the evaluation team

Country/Office	Strategic Engagement	Partnerships & Funding to the RO	Capacity Building & Training
Bahrain	- NRA, Member of the UNCT - Supported UNSDCF implementation - Contributed to UNDIS reporting and UNCT-SWAP report	- Formal partnership with the Kingdom of Bahrain - Initial funding: USD 563,000 - Planned UN Women office (not yet established)	- Contributed to UNDIS reporting and UNCT-SWAP report - Trained 20 staff from the Ministry of Sustainable Development on gender data and SDG 5 monitoring
Saudi Arabia	- NRA, Member of the UNCT and intended signatory of the future UNSDCF. - RC requested support of a Gender Coordinator. - Strengthened UNCT gender capacities - Supported UN-SWAP development - Supported Disability Inclusion Scorecard process	- Partnership with Nokia KSA to advance Women's Economic Empowerment (WEE)	- Gender capacity building for UNCT staff
Kuwait	- NRA, member of the UNCT and intended signatory of the future UNSDCF - Management of the joint programme with UNDP. SDG 5 phase 2 as a regionally-based entity - Ministry of Foreign Affairs considering Women, Peace and Security (WPS) training for women leaders	None specified Yet	- Regional GEWE training session with 40 participants from Kuwait and Qatar
UAE (Liaison Office)	- Managed by Liaison Office - Focused on advocacy for UN Women's global mandate - Led global resource mobilization - Coordinated partnerships within the GCC - No programmatic role.	- Managed by UN Women HQ - No direct funding reported for GCC programming	- Limited integration with RO efforts; growing interest in reviewing the Liaison Office's role to align with evolving regional priorities
Qatar	- No UNCT - Ad hoc engagement with the member State - Participated in regional GEWE training session	None specified	- Regional GEWE training session with 40 participants from Kuwait and Qatar
Oman	- No UNCT - Ad hoc engagement with the member State	None specified	None specified

ANNEX 3: CASE STUDIES
Case Study 1: Gender data and evidence

The Case study questions will cover:
1. To what extent is ROAS closing the data and evidence gap internally (within UN Women) as well as externally to augment evidence informed policies, programming including humanitarian responses?
2. What have been some of the key successes, challenges as well as lessons in this area of work?
3. In the stakeholder's opinion, what would a successful data and evidence portfolio for the region look like? Is there a shared vision and a strategy underpinning this work?

During the current Strategic Note period (2022–2025), the RO articulated a clear vision to strengthen evidence-based policy and programming to achieve scale and impact. The evaluation found that the RO took concrete steps to translate this vision into institutional commitments. A key milestone was the establishment of a dedicated Data and Evidence Team, comprising a Regional Gender Statistics Specialist (P4) and a Programme Coordination Specialist – Resilience and Monitoring (P4), supported by two consultants: a Data and Results Management Specialist and a GenTRACK Specialist.

To operationalise this vision, the RO invested in the development of two online platforms—GenTRACK and Track-it! —designed to streamline and centralise data collection, and to enhance knowledge generation on gender equality and women's empowerment (GEWE) trends. These platforms aim to inform the scaling of successful interventions. The development of Track-it! was further supported by Kobo Toolbox.

The evaluation observed a total investment of US$720,000 in the development of these platforms during the evaluation period, reflecting a strong commitment to enhancing data systems and digital solutions for improved monitoring and results tracking. Specifically, Track-it! received approximately US$470,000 over three years, covering dashboard development, Kobo form creation, and global UN Women server costs. From 2026 onwards, the annual server fee (US$50,000) will reportedly be covered by UN Women HQ. GenTRACK received US$150,000 in Phase I and US$100,000 in Phase II, covering consultancy and vendor costs.

Beyond digital platforms, the RO advanced gender data and statistics through targeted interventions under the Women Count programme , as well as focus on generating gender data in conflict and emergency settings.

Stakeholders consulted during the evaluation affirmed that data generated through these systems has been consistently integrated into UN Women's communications and evidence-based advocacy at country, regional, and global levels. Investments in data capacities beyond these platforms—such as gender data in emergencies in Gaza,

Lebanon, and Yemen—have had far-reaching impacts, including positive political implications across multiple levels.

The evaluation found that under the gender data and statistics area of work, the RO delivered results across three strategic areas: enabling environments, data production, and data use. In terms of enabling environments, Tunisia was supported in developing its second National Strategy for the Development of Statistics (NSDS) for 2024–2026, which integrates a gender perspective. Additionally, the capacity of nine National Statistical Offices (NSOs) was strengthened on time-use surveys. Following this, Morocco, Jordan, and Egypt outlined plans for future implementation.

The evaluation observed that under data production, the RO partnered with UN ESCWA to co-produce the report Progress on the Sustainable Development Goals in the Arab States: Gender Snapshot 2024 , which stakeholders acknowledged as a valuable tool for SDG monitoring and evidence-based advocacy. The RO also supported ESCWA in the technical review of the Handbook on the Arab Gender Indicator Framework , developed to guide statisticians and policymakers in strengthening regional gender data efforts. A partnership with UNODC was initiated to co-produce reports on gender equality in the judiciary system, with draft reports for Egypt, Morocco, Palestine, and Lebanon available at the time of evaluation.

The RO collaborated with UNFPA and WHO to advance methodologies for measuring technology-facilitated violence against women. The RO published the first study, Using Big Data Analytics for Insights on Online Violence Against Women in Libya , which provided the first concrete dataset on this emerging form of gender-based violence in the country. According to stakeholders, the study has informed regional advocacy, including at the African Gender Statistics Forum in Morocco (November 2023), and contributed to policy dialogue on technology-facilitated violence.

In the area of data use, the RO supported gender assessments in Gaza and Lebanon, generating critical insights into the differentiated impacts of crises on women and girls. With RO's technical support, UN Women Lebanon developed a multi-domain Gender Statistical Profile.

1 GENTRACK ROAS
2 See: Track It! - accessible to internal users only.

The 2024 edition provided intersectional analysis across thirteen thematic areas, aligned with global normative frameworks and indicators across the humanitarian—development—peace nexus. The profile included disaggregated data for Lebanese, Palestinian, and Syrian populations.

The evaluation observed that the development and deployment of two online platforms—GenTRACK and Track-it! —formed a central pillar of the RO's strategy to generate gender data. Through the Track-it! portal, RO aimed to establish a unified internal monitoring system, enabling systematic tracking of qualitative and quantitative data at both output and outcome levels. The platform was developed to strengthen coherence across monitoring and reporting efforts at regional and country levels, capturing data at both output and outcome levels. Track-it! provided a centralized data system for interventions across all thematic areas.

Stakeholders interviewed during the evaluation noted that the Tract it! platform enabled the creation of a regional database of targeted individuals, allowing for the aggregation of total direct reach data at both country and regional levels. As of the evaluation period, the platform had registered 109,871 targeted individuals (9,427 male and 100,444 female) and 65 implementing partners across nine countries.

The registration process was noted to be user-friendly and accessible via multiple formats—mobile app (Kobo Collect), web form, QR code, and even WhatsApp links—with both online and offline functionality. This flexibility addressed internet accessibility challenges, particularly in crisis contexts. The evaluation also observed that the system designed to collect sex, age, and disability-disaggregated data and work was underway to capture indirect beneficiaries and population-level reach.

Importantly, the RO demonstrated adherence to UN Women's corporate policy on data privacy and protection. Data is securely stored on UN Women's private and dedicated server, with mandatory consent protocols embedded in the registration process. This ensures informed permission from target groups to retain contact information, enabling baseline establishment, follow-up during implementation, endline data collection, and potentially long-term impact assessments. Stakeholders highlighted the system's utility in enabling data collection during crises via mobile/SMS when physical access is limited.

The evaluation found that Track-it! contributed to strengthening a "One Monitoring Approach", offering a standardized set of indicators and measurement methodologies across thematic areas and country contexts. Common indicators—such as decision-making abilities, knowledge and skills development, and shifts in gender norms—enabled the capture of key results and influencing factors across programmes. This marked a shift from fragmented monitoring practices toward a holistic and integrated approach.

The evaluation observed that the streamlining of reporting indicators through Track-it! facilitated greater coherence in monitoring and reporting efforts across regional and country levels. In contexts with limited monitoring capacities and no dedicated human resources, this approach enhanced accessibility to monitoring data. Stakeholders noted that in an increasingly restricted funding environment, Track-it! has proven useful in making an evidence-based case for resource mobilization, supporting donor engagement through real-time data.

Track-it! was particularly effective in crisis contexts, such as Gaza and Lebanon, where conventional data collection methods were not feasible. The platform enabled UN Women to generate real-time insights into women's experiences, informing the development of rapid Gender Alerts. Its relevance in capturing data on women's resilience in protracted humanitarian crises was highlighted as a key strength. The rollout of the gender-sensitive resilience index through Track-it! allowed for direct data collection from target groups on changes in personal resilience linked to UN Women's interventions. Stakeholders indicated that this practice is being considered for replication in other regions.

Despite these strengths, the evaluation identified several areas for improvement. Concerns were raised about the alignment of Track-it! indicators with those in the UN Women Strategic Plan, RO

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3 The GenTrack portal is managed by HQ under the Women Count website. The cost for maintain that is reportedly incurred by the HQ. ROAS does not have access to the admin site.
4 UN Women, Women Count
5 Attended by 17 statisticians from nine NSOs.
6 ROAS Annual report 2024
7 Progress on the SDGs, a gender snapshot of the Arab region, 2024
8 UNESCWA Handbook Arab Gender Indicator Framework 2023 .pdf
9 UN Women BigDataAnalytics_OVAW Libya Jun2023 .pdf
10 UN Women. Gender Statistical Profile 2024 - Lebanon
11 See: Track It! - accessible to internal users only.
12 Population-Level Reach (Systemic Breadth) – large-scale groups or populations covered under national policies, reforms, or campaigns influenced by UN Women. ROAS
Concept Note Measuring Scale Across UN Women's Triple Mandate- Tracking Reporting of Reach.

Strategic Note, and donor reporting frameworks. This underscores the need for harmonisation of indicators and better integration of Track-it! data into corporate systems such as the Results Management System (RMS). The evaluation acknowledges ongoing efforts to address this in the forthcoming Strategic Note period.

While Track-it! captured data across multiple thematic areas—including humanitarian response, political participation, and economic empowerment—humanitarian assistance, particularly in Palestine, was most prominently represented. At the time of the evaluation, the platform reflected only the Women's Empowerment Principles (WEPs) under the WEE portfolio, limiting representation of the broader WEE programming. Additionally, programme targets across thematic areas outlined in the ROSN were not systematically captured, with the exception of the Dare to Care initiative, making it difficult to assess progress against planned results.

A discrepancy was noted between the total number of registered beneficiaries and those included in baseline and endline assessments. Of the 109,871 targeted individuals,

only 9 per cent (N=9,456) had completed baselines and 7 per cent (N=8,059) had completed endlines. This raises questions about sampling criteria, timing of assessments, and potential underrepresentation of actual reach. The system currently lacks robust data cleaning protocols, raising concerns about double counting, especially when individuals participate in multiple programmes. Clarifying how Track-it! addresses this issue is essential to strengthen data integrity.

Further, data collection is largely led by implementing partners and programme personnel, which may affect the perceived independence of data. Currently, no systematic sample verification is undertaken, and small-scale verification exercises offer limited credibility. The evaluation recommends engaging third-party actors to conduct larger-scale verification, similar to audit methodologies, to validate outcomes and inform programme adjustments. Even if not directly comparable to routine monitoring data, such assessments can provide valuable insights into beneficiary perspectives and programme effects.

Figure 1: Track-It! Coverage, prepared by Evaluation Team
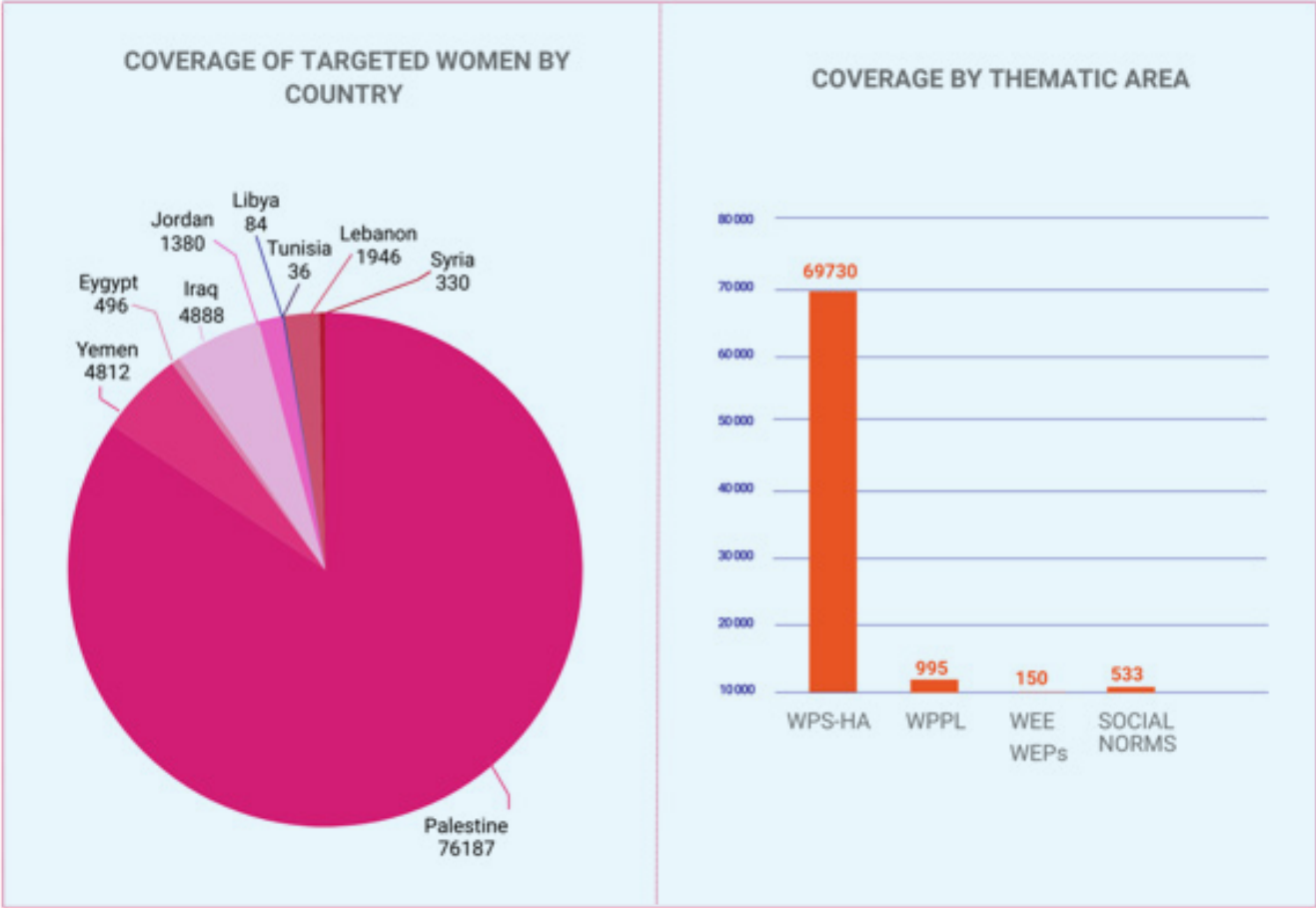
Source: Track-It!

Stakeholders also expressed concern that the system may inadvertently capture time-bound, donor-dependent results, posing a risk to continuity. Resource constraints were cited as a key limitation affecting the frequency and scale of data collection. The evaluation highlights the need for strengthened Results-Based Management (RBM) capacity across UN Women's monitoring structures and acknowledges recent RO efforts to address these gaps and expand measurement beyond individual project cycles.

Despite systematic efforts by the Data and Results Management Unit to build awareness and capacity, the uptake of Track-it! data for course correction, learning, and decision-making remains limited. Stakeholders noted that data is primarily used for reporting, with less emphasis on adaptive learning and strategic decision-making.

The evaluation found that the launch of the GenTRACK gender data portal in March 2023 represented a strategic advancement in regional gender data architecture. Developed through a multi-agency collaboration involving UN Women, ILO, ESCWA, and the World Bank, GenTRACK was designed to improve access to gender-related data and trend analysis across the Arab States. Stakeholders described the portal as a valuable tool that has created new entry points for engagement and strengthened gender data collection efforts aligned with the SDGs. Notably, authorities in Gulf Cooperation Council (GCC) countries responsible for data and statistics have shown interest in GenTRACK, indicating potential for expanded collaboration with the RO.

GenTRACK offers a longitudinal dataset comprising 194 indicators across 17 countries from 2000 to 2024, organized into four thematic domains: Women's Economic Empowerment (WEE), Gender and Governance (GG), Violence Against Women and Girls (VAWG), and the emerging Women, Peace, and Security (WPS). The portal draws on nine global datasets and indices, ensuring methodological rigor and comparability. In 2024, two contextual layers—Impactful Events and Enabling Environment—were introduced to enhance interpretability. These features allow users to correlate gender trends with historical developments and assess national legal frameworks against international standards, thereby strengthening the portal's utility for policy dialogue and advocacy.

Despite these strengths, the evaluation identified some limitations. Some external stakeholders questioned the added value of creating a new portal, citing persistent gaps in gender data—particularly on EVAW and SDG 5 indicators—and emphasizing the need for UN Women to

focus on data generation to address these evidence deficits. EVAW data, in particular, was noted as requiring sustained engagement with member states due to its sensitivity. Additionally, some stakeholders reported relying more on established platforms such as the World Bank's Gender Data Hub, suggesting limited uptake of GenTRACK for data access.

The evaluation also observed that dissemination efforts around GenTRACK were insufficient, with many external stakeholders unaware of the portal or its potential value. Internally, while GenTRACK has laid a foundation for gender data integration, further work is needed to embed its use within UN Women's thematic workstreams. Strengthening internal ownership and aligning GenTRACK with strategic priorities will be critical to maximizing its impact and ensuring its sustainability.

In the area of gender data in humanitarian crises, the evaluation found that generating timely and context-specific evidence on the gendered impacts of emergencies has been a strategic priority for the Regional Office for Arab States (ROAS). Gender analyses informed humanitarian responses to the Türkiye–Syria earthquake, the Gaza war, and Lebanon's conflict escalation. Thematic Gender Alerts covering sectors such as WASH, health, protection, and women-led organizations—were widely disseminated and referenced by key humanitarian actors, including OHCHR, Human Rights Watch, and the International Court of Justice, underscoring their credibility and relevance.

The evaluation observed that these rapid assessments, particularly those conducted in Gaza and Lebanon, were well-received by donors, UN agencies, and development partners. They positioned UN Women as a key actor in humanitarian response, contributing to evidence-based advocacy and reinforcing its role in shaping gender-sensitive interventions. The Alerts helped close external data gaps, enabling more informed decision-making by international actors and donors.

However, the evaluation identified a critical operational challenge: the internal clearance process for Gender Alerts. Stakeholders reported that multi-level approvals, including from HQ, often delayed the release of these time-sensitive products. Such delays risk undermining the utility of the Alerts in influencing humanitarian response design and decision-making, thereby limiting their strategic value. Addressing this bottleneck will be essential to ensure that gender-responsive evidence can be deployed rapidly and effectively in crisis contexts.

13 The platform leverages Indicators from nine global credible datasets and indices, which include the World Bank's Doing Business, Global Findex, Global Financial Inclusion, and Women, Business and Law databases, the UN's Sustainable Development Goals, the World Economic Forum's Gender Inequality Gap Report, the Women in Politics Database by the Inter Parliamentary Union, the Varieties of Democracy Index, the ILOSTATS database of the International Labor Organization, and others.

Box 1: Gender Analysis Conducted by the Data and Evidence Team

Syria earthquake response	Gender analysis on the Southeast Türkiye and Syria earthquake (February 2023) incorporated into the 2024 Humanitarian Needs Overview for Syria, facilitating the activation of gender-responsive humanitarian action through the Gender Working Group.
Gaza response	Initial Rapid Gender Assessment, providing an analysis of food insecurity and other risks informing UN Women's humanitarian response plan (October 2023). Subsequently, a series of gender alerts were issued for Gaza, including: the gendered impact of the crisis (January 2024) ; a gender analysis of how the conflict affected vital services essential to women's and girls' health, safety, and dignity—such as water, sanitation, and hygiene (WASH) (April 2024), the impact of the conflict on women-led organizations, including damage to offices, personnel shortages, and reduced funding, while highlighting their continued leadership in the response (June 2024 and an assessment of the war's effects on women's health (September 2024).
Lebanon response	Gender Alert generated drew attention to the disproportionate impact of the conflict on women and girls in Lebanon (September 2024), including women-headed households and women with disabilities in areas such as food security, shelter, WASH, Mental Health and Protection including Gender Based Violence and Violence against Women September 2024.

Overall, the evaluation found that the RO made notable progress in strengthening institutional capacity and systems for gender data, statistics, and evidence during the current Strategic Note period. Investments in digital platforms, strategic partnerships, and crisis-responsive data generation have positioned RO as a regional leader in gender data innovation. In particular, the availability of gender-disaggregated data during humanitarian crises emerged as a key strength, reinforcing UN Women's comparative advantage in humanitarian response. Sustaining this momentum will require continued investment in data systems, capacity development, and indicator harmonisation. To ensure strategic coherence and resource mobilisation, the evaluation recommends the development of a strategy and roadmap for this work. Such a framework would support internal alignment, enhance external communication, and guide future programming and partnerships.

14 https://arabstates.unwomen.org/en/digital-library/publictions/2023/06/gender-analysis-of-the-earthquake-impact-in-northwestern-syria
15 https://www.unwomen.org/en/digital-library/publications/2023/10/un-women-rapid-assessment-and-humanitarian-response-in-the-occupied-palestinian-territory
16 https://arabstates.unwomen.org/en/digital-library/publications/2024/01/gender-alert-the-gendered-impact-of-the-crisis-in-gaza-0
17 https://www.unwomen.org/en/digital-library/publica-tions/2024/04/gender-alert-gender-analysis-of-the-impact-of-the-war-in-gaza-on-vital-services-essential-to-womens-and-girls-health-safety-and-dignity
18 https://www.unwomen.org/en/digital-library/publica-tions/2024/06/gender-alert-voices-of-strength-contributions-of-palestinian-women-led-organizations-to-the-humanitarian-response-in-the-occupied-palestinian-territory
19 https://www.unwomen.org/en/digital-library/publications/2024/09/gender-alert-gaza-a-war-on-womens-health-hq
20 https://lebanon.unwomen.org/en/digital-library/publica-tions/2024/09/gender-alert-when-crises-strike-gender-inequalities-are-often-exacerbated-the-urgent-needs-of-crisis-affected-women-and-girls-in-lebanon

The case study will aim to answer the following questions:

1. The extent to which ROAS approaches have made a difference in promoting disability inclusion in its work in the targeted countries (through its coordination work with UNCTs as well as at the programmatic level?)
2. To what extent the initiative on disability Inclusion has created awareness, knowledge and concrete actions internally from ROAS Personnel?
3. What have been some key achievements, lessons and areas of improvement?
4. In the stakeholder's opinion, what would a successful UNDIS look like for the Arab States region?

The evaluation found that disability inclusion (DI) has emerged as a strategic priority for the RO during the current SN period, reflecting increased recognition of the imperative to centre women and girls with disabilities in gender equality and women's empowerment efforts. The launch of the United Nations Disability Inclusion Strategy (UNDIS) in 2019 catalyzed this shift, guiding the mainstreaming of DI across the RO's triple mandate and internal operations. This case study captures initial progress, lessons learned, and opportunities for deepening DI in the region

Implementation of DI has been led by the WPPL thematic advisor, with support from designated focal points at the country level. The RO undertook EnAbility Audits in 2019 and 2023 to assess and advance DI across its operations, programmes, policies, and communications. The 2019 audit established a baseline, identifying significant gaps in recruitment, accessibility, and inclusive communication. In response, the RO initiated capacity-building efforts, including a pilot training in April 2019 for personnel in partnership with the International Disability Alliance (IDA) and the Arab Organisation of Persons with Disabilities (AOPD).

The 2023 audit indicated modest progress, with increased awareness and engagement of persons with disabilities. However, persistent challenges remain in infrastructure, budgeting, and data disaggregation. Both audits underscored the need for systemic reforms, including inclusive procurement, standardized budgeting for personal aides, and strengthened consultation with disability focal points and organizations. Recommendations ranged from short-term actions (e.g., venue accessibility checks, DI training) to long-term strategies (e.g., institutionalizing inclusive communications, adapting programming models to better serve women and girls with disabilities).

Stakeholders acknowledged the RO's technical support in advancing UNDIS implementation, including promotion of the UNDIS training module. Consultations revealed growing awareness of DI among RO personnel, though application remains inconsistent. Thematic leads reported improved understanding of UNDIS priorities and increased efforts to integrate DI into workstreams. Notable examples include prioritization of conflict-affected women with disabilities in

21 UN Disability Inclusion Strategy
22 ROAS EnAbility Audits Report 2023

Scorecard. Access to DI indicator data remains uneven. Stakeholders recommended enhanced coordination with other UN agencies on DI and adoption of systemic, policy-level interventions to enable sustainable, large-scale change.

The evaluation observed that the RO has contributed to regional policy discourse on disability inclusion by convening the 2022 High-Level Dialogue in partnership with the Arab Forum for Women with Disabilities and the League of Arab States. This event brought together government ministries, international organizations, and regional actors to co-develop concrete policy actions with women with disabilities. Stakeholders consulted affirmed that such convenings have played a critical role in amplifying the narrative on disability and gender inclusion and have informed both programme design and policy development across the region.

Despite notable progress, the evaluation found that only 40 per cent of surveyed personnel (N=12/30) considered the RO's efforts to address the needs of the most marginalized groups—including persons with disabilities—as effective. Several team members emphasized the need for more proactive, collaborative, and intentional approaches, advocating for mainstreaming disability inclusion across regional programmes rather than relying on ad hoc or siloed projects or interventions.

While the technical leadership of the WPPL thematic advisor was widely acknowledged, stakeholders highlighted the limitations of checklist-style approaches and called for deeper integration of intersectionality throughout the programme cycle. A strategic misalignment was observed between the RO's commitment to UNDIS and the extent to which disability is explicitly considered in programme design and target group identification. Stakeholders noted that DI gains traction when supported by strong leadership, and in its absence, DI guidance lacks visibility and dedicated attention.

Efforts to build internal capacity—such as training and the use of the EnAbility Audit tool—have contributed to progress, yet gaps remain. Further capacity strengthening is needed, particularly to reinforce the role of focal points at the country level. Stakeholders recommended regular audits of LNOB inclusion and emphasized the importance of mainstreaming intersectionality in programme design, implementation, and monitoring frameworks.

To conclude, the RO has laid critical groundwork for advancing disability inclusion in the Arab States during the current SN period, positioning itself as a thought leader and convenor in this space. While DI is not yet fully embedded across systems and programming at the country level, promising practices have emerged—including the EnAbility Audit, coordination with UNCTs, and targeted programming for women with disabilities in conflict settings.

Realizing the full potential of this work will require sustained leadership commitment, investment in capacity-building, and robust data systems. A shift from siloed approaches to integrated programming is essential to address the complex and intersecting barriers faced by women and girls with disabilities. This calls for deliberate integration of disability considerations across all stages of the programme cycle to ensure alignment with UN Women's commitments to Disability Inclusion and the Leave No One Behind (LNOB) principle.

23 ROAS (2025) Foresight Analysis Strategic Planning Workshop 1 – 3 June 2025, Cairo, Egypt.
24 EnAbility Audit Report UN Women Tunisia, 2024
25 Action Plan EnAbility Audit 2024 – UN Women Tunisia
26 UNCT Accountability Scorecard on Disability Inclusion.pdf
27 Bahrain's support to persons with disabilities, 30th CRPD session, 2024.
28 UN Women RO SN Evaluation Personnel Survey, June 2025
29 UN Women RO SN Evaluation Personnel Survey, June 2025
30 Cited during KIIs with ROAS personnel and UN Women RO SN Evaluation Personnel Survey, June 2025
31 Cited during KIIs with ROAS personnel and UN Women RO SN Evaluation Personnel Survey, June 2025

ANNEX 4: EVALUATION MATRIX

Evaluation Matrix

#	Evaluation Questions	Indicators	Means of Verification	Sampling, sources
**Relevance: Is UN Women ROAS doing the right things?**				
1	How relevant are the RO's focus, adaptability and responsiveness (across its triple mandate) considering the changing political context of the region to advance gender equality and women's empowerment in the Arab States region.	• Evidence of adherence and alignment to national, regional and international reference frameworks including CEDAW, SDGs, UNSCR 1325, UNSDCF. • Feedback from evaluation stakeholders on relevance and alignment	Document analysis, Surveys, Semi-structured interviews	RO staff, UN programme partners, regional inter-governmental, multilateral and development partners, CSOs, donors, private sector organizations
**Coherence: How coherent is UN Women ROAS's engagement on women's empowerment across all its partners?**				
2	To what extent is UN Women leveraging its coordination mandate to strategically position itself and contribute to a more coherent and gender responsive approach by UN partners and other development actors with respect to gender equality and women's empowerment in the region?	• % of responders acknowledging the role of UN Women ROAS • Survey findings on the gaps in addressing women's empowerment • Evidence on coherence between UN Women and regional UN partners, including the joint programmes with other relevant UN entities • Evidence of RO's comparative advantages vis-à-vis other key players • Evidence of the RO's convening and leadership role in the sector	Document analysis, Surveys, Semi-structured interviews	RO staff, UN programme partners, regional inter-governmental, multilateral and development partners, CSOs, donors, private sector organizations
3	How can the Gender Equality Action Plan be leveraged by the RO to advance Gender Equality and Women's Empowerment in the UN system?	• % of respondents acknowledging the role of GEAP in supporting gender transformative programming across the UN system • Survey finding of role of GEAP • Evidence of coherence between UN entities of GEWE • Evidence of ROs leadership and convening role on the GEAP	Document analysis, Surveys, Semi-structured interviews	RO staff, UN programme partners, regional inter-governmental, multilateral and development partners, CSOs, donors, private sector organizations
**Effectiveness: Are the things UN Women ROAS is doing working?**				
4	How effective is the regional office's normative and operational work in contributing to RO SN target outcomes? What are the key planned as well as unplanned results? Sub Q 4.1. What contribution has the RO made to advancing regional/sub-regional normative frameworks and agreements? And how has it advanced normative agreements and frameworks through implementation of regional programmes? Sub Q 4.2 How effective is the regional office's operational work in contributing to RO SN target outcomes? What are the key planned results as well as unplanned results?	• Evidence on the extent the planned outcomes have been achieved to quality and on time? • Evidence of unexpected outcomes • Extent to which interventions are aligned with TOC/intended results • Results monitoring systems in place and utilized • Quality corporate and donor reporting delivered on time • Evidence of a learning culture in the RO	% of respondents who view RO as having strong expertise in GEEW, meta synthesis, document analysis, Surveys, Semi-structured interviews,	% of respondents who view RO as having strong expertise in GEEW (including WEE, EVAW, WPS and governance and leadership) RO/CO staff, regional inter-governmental partners, CSOs, donors, UN partners, private sector organizations
5	How has the RO contributed to catalyzing country efforts in relation to its triple mandate, impact areas, emerging areas, and resource mobilization? Has RO support helped secure more long-term, flexible funding for COs? (e.g. SN direct funding modality)	• % of respondents who view RO as having strong expertise in GEEW (including WEE, EVAW, WPS and governance and leadership) • Evidence of implementation for learning and knowledge management on GEWE across ROAS • Evidence of the challenges and how they were addressed by the Regional Office • Evidence of opportunities and how they were optimally utilized by the Regional Office	Document analysis, Surveys, Semi-structured interviews, meta synthesis	% of respondents who view RO as having strong expertise in GEEW (including WEE, EVAW, WPS and governance and leadership) RO/CO staff, regional inter-governmental partners, CSOs, donors, UN partners, private sector organizations

	Efficiency: Is UN Women ROAS getting the most out of limited resources? Is UN Women ROAS investing resources in the most value-added places to achieve results and impacts?			
6	To what extent is the regional office's functions- a) Resource Mobilization particularly to secure more long-term flexible funding such as via SN Direct Funding modality b) Knowledge Management (KM), c) standardized approach with Planning Monitoring and Reporting policy and the results architecture to improve reporting and communication of results internally and externally, d)capacity development, e) innovation, as well as f) communications effectively supporting the country offices to deliver results in the region? 6.1 To what extent have the RO's knowledge management efforts resulted in the production, dissemination, and uptake of relevant, high-quality, and cutting-edge knowledge? How have communication and advocacy efforts used such knowledge to help generate results? 6.2 How has capacity development provided by the RO contributed to the delivery of results in the region? What role has the Center of Excellence played in developing capacities? 6.3 To what extent has the RO's use of RBM and support to country offices on RBM strengthened capacities for evidence-based decision making? To what extent has RO support to COs contributed to a stronger and more standardized approach to results reporting and communication?	• Evidence of funding targets set and Percentage increase in long-term flexible funding secured. • Evidence of effective learning and knowledge management strategies and mechanisms • Presence of leadership that nurtures learning and knowledge management culture. • Evidence of programme reporting that are results-oriented, credible, accurate, timely and high quality. • Effectiveness of ROs internal coordination and communication (vertical/horizontal) mechanisms • RO Staff survey report satisfaction in risk management processes	Document analysis, Surveys, Semi-structured interviews, case study on data and evidence , meta synthesis	RO/CO staff, Donors, partners, Civil society
7	Does the RO currently have the right balance between oversight/support to COs/Non-Programme Presence (NPP) vs regional level delivery of results? And is the RO planning appropriately for the future in terms of human and financial resource scenarios accordingly?	• Evidence of strategic thinking with regards to human and financial resource management in resource mobilisation. • Staff survey report satisfaction with RO risk management processes • Feedback from COs on whether they receive regular, tailored oversight and support from the RO. • Evidence of NPP and regional level delivery results	Document analysis, Surveys, Semi-structured interview , metasynthesis	RO staff, CO Staff, NPP partners, donors
8	Is the RO structure fit for purpose to deliver against its Strategic Note as well as effectively support offices in the region? Is the regional structure (across NRAs, programme presences, country offices) and delegation of authority coherent and optimized to support delivery?	• Degree to which CO human resources align with its SN priority areas • Presence of leadership that guides the CO with a clear vision and effective (adaptive) management practices	Document analysis, Surveys, Semi-structured interview	RO staff, CO Staff, NPP partners, donors
9	How effectively has the RO managed its external partnerships? Across regional bodies, donors, civil society, academic institutions, media and other UN agencies?	• Evidence of management of strong and effective partnerships • Survey report satisfaction with RO partnerships and management processes.	Document analysis, Surveys, Semi-structured interview	regional bodies, donors, civil society, academic institutions, media and UN agencies

Human rights and gender equality, and sustainability				
10	Has the portfolio been designed and implemented according to human rights, LNOB, including disability perspective, social and environmental safeguards and development effectiveness principles (ensuring national ownership and sustainability of programming efforts)? 10.1 To what extent have HRGE and LNOB principles been incorporated into the RO's portfolio in both design and implementation? How has the RO ensured meaningful engagement of marginalized groups and their representatives, including persons with disabilities, and others? What strategies work for ensuring these principles are applied to every aspect and stage of the RO's work? 10.2 What strategies has the RO implemented to meet social and environmental standards? 10.3 To what extent has the RO contributed to developing ownership by national/regional actors and to ensuring sustainability of programming? What strategies have been more/less effective in developing ownership and sustainability, and how could these be strengthened?	• Evidence of strategies and actions that demonstrate interventions of the RO i dentifies the most marginalized groups and individuals, assesses and addresses their differential needs in a systematic way. • Evidence of strategies and actions that demonstrate interventions of the RO identifies the structural gender inequalities and addresses them in a systematic way	Document analysis, Surveys, Semi-structured interviews, case study on disability inclusion	RO, CO staff, government partners, CSOs, direct beneficiaries UNCT, donors, joint UN programme partners, private sector organizations

As part of the preparation for this evaluation, a rapid evaluability assessment (EA) was carried out. The assessment draws on three dimensions that affect evaluability – intervention design, information availability and institutional context. Each dimension represents an area in which there could be gaps which represent risks to this evaluation being able to achieve its objectives. The assessment draws on:

- A review of the ToC, it's relation to the DRF, and the causal pathways proposed.
- A review of the quality and completeness of indicators in the SN DRF and the OEEF.
- A rapid review of the availability of documentation including prior evaluations.
- Consultation with UN Women staff.

The design of interventions for ROAS is based on the objectives and logic of the Strategic Note (SN), Development Results Framework (DRF), and Theory of Change (TOC). A strong level of consistency exists between the SN and TOC, ensuring a clear sense of causation. However, initial scoping interviews and preliminary data analysis indicate that while the original TOC in the SN remains broadly accurate, it does not fully capture the Regional Office's (CO) performance framework. To address these gaps, the Evaluation Team has developed a reconstructed TOC, which will serve as the foundation for testing causal links through both the evaluation and case studies.

Adequacy of Outcomes and Outputs

The UN Women Strategic Note 2022-2025 for the Arab States is broadly evaluable, with well-defined outcomes and outputs. Impact areas are aligned with Sustainable Development Goals (SDGs) and UN Women's global Strategic Plan, ensuring coherence with global gender equality frameworks. Outcome-level statements are well-articulated, logically connected to outputs and activities, and provide a clear roadmap for change indicating the targeted stakeholders or actors involved. However, a critical gap exists in Outcome Two, where outputs have not been explicitly defined, and corresponding indicators are missing. This omission affects the measurability of progress within the Strategic Note timeframe and may limit the ability to assess results effectively. Additionally, some outputs are quite general and could benefit from being made more specific, targeted and timebound to narrow the scope to be achievable within the SN timescale.35 The use of subjective terms such as

"enhanced", "better able", "strengthened" can make it difficult to measure progress effectively without clear benchmarks and weakens the clarity of expected results.

Adequacy of Indicators

The Organizational Effectiveness and Efficiency Framework (OEEF) includes well-structured indicators for each output area, which are specific, measurable, and easy to track. However, these measures do not consistently capture the quality or nature of change across the intended impact areas36. Strengthening indicators to focus on longer-term intended change would improve their effectiveness in tracking meaningful progress. Additionally, some indicators rely on external data sources, requiring collaboration with governments and partners to ensure data is collected in a timely and reliable manner. A further key limitation is the presence of gaps in indicators within the Development Results Framework (DRF), which constrains the ability to measure progress comprehensively37. Moreover, many indicators lack disaggregation across key variables such as gender, age, region, and stakeholder type. Without disaggregated data, it is difficult to assess how different groups—especially marginalized populations—are impacted, thereby undermining the Leave No One Behind (LNOB) principle. Addressing these gaps through disaggregated, equity-focused, and qualitative indicators would provide a more comprehensive and inclusive understanding of impact. Overall, the results framework is assessed as adequate.

Information Availability

Document availability was assessed as good. Relevant ROAS SN planning documents and annual reports are comprehensive and available for relevant years.

Between 2022-2025 there have been six regional programme evaluations. These were for regional programmes on:

1. Strengthening the Resilience of Syrian Women and Girls and Host Communities programme: EU MADAD Programme (2021)
2. Final Evaluation of MWGE-Phase II programme (2022)
3. Productive employment and decent work for women in Egypt, Jordan and Palestine: Joint Programme, UN Women and ILO Mid-term evaluation (2023)
4. End-Term Programme Evaluation of UN Women Regional Programme Women Peace and Security in the Arab States Phase II (2019-2022), 2023
5. UN Women Syria Programme, Phase II Evaluation, 2024
6. Gender transformative Humanitarian Development and Peace Nexus (HDPN), under finalisation.

In addition to this, three country portfolio evaluations, Egypt Country Portfolio Evaluation (2023), Jordan Country Portfolio Evaluation (2023), and Iraq Country Portfolio Evaluation, 2024-25 (under finalisation) were also completed. The Internal Audit Services (IAS) had also conducted an internal audit of the RO in 202238. The

evaluation team developed a rapid evidence map to understand the extent to which different thematic areas have been evaluated in the period 2021-2025. It is relevant to note that more than half of the evaluations (7 out of 12) covered more than one thematic area. The thematic area that has been evaluated the most is WEE (7 evaluations), followed by EVAW (6), WPS (5) and humanitarian (5), while the least evaluated were Social Norms area (3) and Governance and Participation in Public Life (2). Sampling will ensure that those thematics areas that received less attention in previous evaluations will be prioritized for stakeholder sampling and to identify where further monitoring data might be available to supplement gaps in evaluative evidence.

Conduciveness of context

The conduciveness of the context is assessed as good. There is good support and engagement from ROAS with the evaluation and the timeliness of the process will feed into the Strategic Note planning providing opportunities for further engagement a cross fertilisation of ideas with strategic planning processes.

Regional Director, OIC

REO Programme Specialist P3, **IB**

REO Executive Associate, G6, **IB**

Deputy Regional Security Specialist (AP and AS), P3, **HQ Funds**

Security Advisor Security Advisor, P4, **HQ Funds**

Head Liaison Office, UAE, (HQ funded)

Programme Specialist, L.O, UAE

Director, Surging Women Employment in the Green, STEM and Care Economy

Deputy Regional Director P5, **IB**

WPS WPS Humanitarian Advisor, P5, **Non-Core**

- Programme Manager, P4 Syria, **Non-Core**
- Programme Specialist, P3, Beirut, **Non-Core**
- Programme Analyst, NPSA8 **Non-Core**
- Programme Analyst, NOB, Beirut, **Non-Core**
- GIHA Specialist, NOC, Gaziantep, **Non-Core**
- Gender Specialist to the Special Envoy, P3, Switzerland **Non-Core**

Senior Gender Advisor/ Secondee to the UN Resident Coordinator and Humanitarian Coordinator (UN RC/HC) for Syria , P5, Syria, **Non-Core**

Programme Specialist, WPSHA, P3 **Non-Core**

- Crises Response Specialist, P4, **Non-Core**
- GIHA Capacity Building, Int.Consultant
- Programme Analyst, Int.Consultant
- Programme Analyst, NOB, **Non-Core**
- Volunteer, **Non-Core**
- Programme Mananagement Support Analyst NOB, **Non-Core**
- Admin/Programme Assistant, NPSA7, **Non-Core**
- Admin Programme Assistant, NPSA5, **Non-Core**
- Administrative Associate NPSA6, **Non-Core**

WEE Programme Management and Development Advisor

- Programme Management and Development Advisor Int.Consultant
- Program Analyst Empowering Migrant Women, NPSA8, **Core**
- Finance and Programme associate, NPSA7, **Core**

DARE TO CARE Programme Manager P4, **Non Core (SIDA)**

- Programme Analyst, NOA, **Non-Core (SIDA)**
- Finance and Programme associate, NPSA7, **Non Core**
- Youth Mobilization and Communications, Nat.Consultant
- Monitoring and Evaluation, Int.Consultant
- Masculinities and Social Norms, Int.Consultant
- Senior Gender Equality in Academic Knowledge and Research, Int.Consultant

EVALUATION Evaluation Specialist, P4, **HQ Funds**

Evaluation International, Int.Consultant

Governance, WPP intergovernmental Political Participation Advisor WPP, P5, **IB**

Programme Associate WPP, IUNV, **Core**

EVAW Regional Programme Specialist P4, **Core**

Gender Statistics Regional Gender Statistics Specialist, P4, **Non Core**

Planning Data, and Results Management Associate, G6, **Core**

Strategic Planning Regional Strategic Planning Specialist, P4, **IB**

PSMU Programme Specialist - PSMU, NOC, **Core**

- EVAW Specialist, Int. Consultant
- EVAW Expert, Int. Consultant

Data and Innovation Programme Management Specialist – Resilience and Monitoring, P4, **Core**

Data and Results Management Data and Results Management Specialist NOD, **IB**

- Data and Results Management Specialist N.Consultant
- Gentrack Expert, Int. Consultant
- Econometrist, Int. Consultant
- Web Scraping Analyst, Int. Consultant
- Political Economist International, Int. Consultant

Coordination Regional Coordination Specialist, P4, **IB**

- IYUNV Coordination Analyst
- Results-Based Monitoring and Reporting, Int. Consultant
- Bahrain Global Award Website Manager, Int. Consultant
- Translator,Int. Consultant

Communication Regional Communications & Specialist, P4, **Core/CSB**

- Communications Associate, G6, **Core**
- Web Int. Consultant
- Communication Specialist, Int. Consultant

Human Resources HR Business Partner, P4, **Core**

- HR Associate, G6, **Core**
- HR Assistant, NPSA5, **Core**
- HR, Int. Consultant
- French language teacher, Nat. Consultant

Operations Regional Operations Manager P4, **IB**

Finance Finance Specialist, NOC, **IB**

- Finance Analyst, FTA, NOB, **Core**
- Finance Associate, G7, IB
- VGSC Financial donor reporting & Project closure, G7, **Core**
- ERP Finance Associate, NPSA7, **Core**

Procurement Procurement Analyst, NOB, **IB**

- Procurement Associate, NPSA6, **Core**
- Procurement Assistant, NPSA5, **Core**

Administrative Administrative Associate G7, **IB**

- Admin Clerk G4, **Core**
- Driver, G3, IB
- Driver, NPSA3, **Core**
- Messenger G1, **Core**

ICT ICT Associate, G7, **Core**

ICT Assistant, NPSA4, **Core**

GIHA Capacity Building, Int.Consultant (×5)

Mapping per contract type:

- RD & DRD
- JPO
- Sub-Manager
- SC
- UNV
- Manager
- Staff & UNV
- Consultant

ANNEX 7: CONTRIBUTION ANALYSIS
UN Women contribution to change during SN period, prepared by evaluation team

Thematic areas	UN Women's contribution towards policy or legal changes	Other contributing players	Results
Women Peace and Security-WPS	• UN Women supported member states in the process of adoption and endorsement of 8 NAPs across the region. • UN Women has supported the establishment of formal mechanisms to ensure the systematic engagement of women in peace processes, notably through its support to the Women's Advisory Board (WAB) in Syria and the Arab Women Mediators Network. This support has helped ensure that women's perspectives and priorities are meaningfully integrated into formal political discussions. • Technical support focused on building capacities of government institutions to apply a gender-responsive and intersectional approach to strategic planning, policy and monitoring and evaluation of strategies. • Provided technical support to develop monitoring and evaluation plans and associated training in four countries. • UN Women has contributed to the engagement of civil society organizations in the Syrian peace process, advocating for gender equality and women's representation in constitutional discussions.	Governments of Egypt Iraq, Jordan, Lebanon, Morrocco, Palestine, Tunisia and Yemen, CSOs, donor and INGO partners	• UN Women supported the successful adoption and endorsement of 8 NAPs. Iraq and Jordan committed financial investments to their NAP implementation. • The establishment of the Arab Mediator Network and Syrian Women's Advisory Board mechanisms represents a significant normative achievement toward institutionalizing women's meaningful participation in formal peace processes across the region. • The Women's Advisory Board significantly contributed to informing the Office of the Special Envoy on constitutional matters related to Syria, surpassing expectations by submitting 12 knowledge products, including seven confidential constitutional principles and one scenario paper. These contributions covered topics such as governance, state institutions, transitional justice, and constitutional supremacy. UN Women supported these results through capacity building, operational support for WAB meetings, and strengthening linkages across political tracks and stakeholders. • Through regional programming, national stakeholders enhanced their capacities for the implementation of the WPS agenda at country level in 5 countries in the region.
Humanitarian	• UN Women has contributed to cross-UN integration and mainstreaming of gender equality across humanitarian responses in the region through role as co-chair of the Regional Gender in Humanitarian Action group with OCHA and coordination with LAS. • Through UN Women's facilitation of Gender in Humanitarian Action (GiHA), UN women has support civil society organizations, including women's rights groups, have been actively involved in integrating gender-responsive approaches within the humanitarian response framework.	OCHA, LAS and other UN/development partners	• LAS developed a Framework and plan of action for the LAS' Emergency Committee for Protection of Arab Women During Armed Conflicts, which aims to shed light on the reality of the status of women during armed conflicts, and how international law can respond to the challenges faced by women. This was a result of UN Women's continued collaboration on knowledge production with the World Bank.
Gender Data and statistics	• UN Women has made significant investments in gender data and statistics through the development of two tracking tools—GenTrack and Track-it!—as well as through its support to the Gender Justice and Equality before the Law initiative and production of regional gender alerts. • UN Women's RO led advocacy efforts towards the availability of gender data to track the SDGs from a gender perspective in the region, highlight the gender gap. • UN Women's RO led advocacy efforts towards the availability of gender data to track the SDGs from a gender perspective in the region, highlight the gender gap.	UN partners, INGOs and , Country offices	• Gender Alerts informed UN Women Palestine's six-month multisectoral response. Coordination with UN sister agencies also led to the co-development of two gender data publications. • In 2024, two recommendations on gender statistics were adopted in the outcome document of the sixteenth session of the Statistical Committee convened by ESCWA and the Government of Bahrain in October 2024. Within the ESCWA regional office, the statistical committee is the highest governing body responsible for overseeing the production of statistics, including gender statistics.

WPPL/ Governance	• Through the Gender Justice and Equality Before the Law Initiative, UN Women and partners (ESCWA, UNDP, UNFPA) developed the Gender Justice Portal, enabling Member States, researchers, and CSOs to track progress on legal frameworks related to gender equality. • UN women ROAS supported 94 government institutions, local/national/international partners to promote women's representation and equal participation. • Provision of technical expertise and advocacy work in the GEWE normative process in the region. The advocacy work included, updating a regional monitoring tools on laws across the region, regional training and Community of Practice, high level intergovernmental convenings and supporting the advocacy work of regional civil societies. • UN Women ROAS contributed to 18 regional inclusive consultations on the Beijing+30 review process, enhancing stakeholder knowledge on gender data platforms for national reviews and VNRs. ROAS provided relevant data analysis during the consultations regarding regional progress towards Beijing Platform for Action and the Gender Justice before the Law updates. • UN Women supported normative progress on women's leadership and political participation across the Arab region. • UN Women contributed technical expertise and advocacy to strengthen the GEWE normative agenda (e.g., CSW67/68, Beijing, CEDAW), supported the endorsement of CSW Arab Declarations by 22 LAS Member States, and built	ESCWA, UNDP, UNFPA, members states and CSOs	• 15 Member States shared legislative updates, issuing 39 legal texts and making 16 positive legal reforms to advance the rights of Arab women, resulting in 20 positive changes in dashboard scores. • BPfA Consultations resulted in 18 national reports submitted. • Strengthened legal protections for women in elections and increased representation in national parliaments. Notable achievements include the introduction of a 20% quota for women in Libya's House of Representatives (2023), new quota provisions in Jordan's Political Parties Law (2022), and support for Iraq's Women's Quota Law, gender-sensitive Electoral Code of Conduct, and regulations on electoral violence. In Kuwait, electoral reform facilitated inclusive voter identification. In Lebanon, UN Women supported advocacy on a draft municipal quota law. In Iraq, Women's Quota Law and gender-sensitive electoral regulations. • Twenty-one LAS Member States reviewed the Cairo Declaration with a renewed focus on women's leadership and aligned on a joint Arab position for CSW66, including commitments on women and climate action at COP27. • 23 states (from Africa and the Arab region) validated gender-responsive legal updates.
Women's Economic Empowerment	• Promoted policy uptake through commitment of 761 private sector company signatories to Women's Empowerment Principles (WEPs)—Drove institutional reforms through policy engagement with LAS and member states in Egypt, Palestine, and Jordan to embed gender-responsive employment practices. • Designed and launched an ambitious $450M Regional Flagship Initiative (SWEI) to support systemic legal, policy and labour market reforms.	ILO, member states, CSOs, private sector	• 25 legal and regulatory frameworks amended through the ILO Joint Programme. • 761 companies became signatories to the Women's Empowerment Principles (WEPs)leading to uptake of gender-responsive HR reforms. • Labour reforms advanced gender equality in the workplace: Jordan (2023): Labour Law amendments prohibit gender-based discrimination, define sexual harassment, and mandate safe work environments. Oman (2023): Labour Law enforces equal pay for equal work. • Palestine: Reduced registration fees and gender-responsive procurement policies supported women-led MSEs. A Women's Economic Empowerment Fund was established, benefiting 90 women entrepreneurs. • UN Women contributed through technical support, policy advocacy, and multi-stakeholder collaboration to promote gender-responsive governance and women's leadership
Social norms	• Developed tools like the IMAGES Study and Gender Equitable Men Scale (GEMS), which informed policy and programming. • Produced policy briefs on gender-equitable religious interpretations that influenced policymakers and faith leaders across the region. • Created policy dialogue platforms with actors such as Ra'edat (Women Parliamentarians Network) and a new Regional Male Decision-Makers Network. • Strengthened strategic alliances across 18 universities, research centres, youth groups, and religious institutions.	Member states, Ra'edat, Arab Scouts, LAS, AWO, universities, religious institutions	• Paternity Leave Reforms (Morocco, Palestine, Egypt, Oman, Tunisia, Bahrain, Lebanon) Social Protection and Gender Equality in Family Law: Saudi Arabia (Equal pension rights for spouses introduced in the social insurance system (2024).New Ministry of Health Rights Document (2024) recognizes women's rights to health and legal advice on family planning and abortion in life-threatening cases.Rights of HIV patients affirmed.Palestine (2023): Amended General Retirement Law to allow widowed husbands to receive pensions from their wives—ensuring gender-equal inheritance of pensions. • Broader Care and Health Policy Advances: Egypt (2024): Adoption of the Elderly Rights Care Law, enhancing rights to health, social, and financial care. The law promotes women's economic empowerment by reducing unpaid care burdens. Morocco (2023): Draft Finance Law allocated funds to reproductive health, including for women, youth, and persons with disabilities.

| EVAW | • Provided technical assistance to draft, revise or advocate for EVAW-related laws and policies.
• Supported Member State consultations, legislative reviews, and CSW processes to integrate EVAW considerations.
• Co-chaired the Regional Gender in Humanitarian Action (RGiHA) Working Group with OCHA, ensuring gender-based violence (GBV) is addressed in humanitarian planning and coordination. | OCHA, UNFPA, UN partners, Member states | • Bahrain: Repealed the marital rape exemption (Article 353) and strengthened rape laws (Article 344) to criminalize non-consensual sex without requiring physical force. Victims are now retroactively receiving justice.
• Morocco: Ongoing advocacy for child marriage prevention and family code reform.
• Iraq: Coordinated reform efforts on the Personal Status Law and supported justice sector capacity-building, resulting in a new declaration establishing domestic violence courts.
• Lebanon: Enacted legislation addressing sexual harassment under the MWGE programme.
• UAE and Kuwait: Adopted domestic violence protection laws, bringing the total to 10 Arab countries. UAE (2024): Ministry of Health expanded access to abortion in cases of rape or incest, subject to legal verification and committee approval.
• Saudi Arabia: Amended personal status laws (2022) to set a minimum marriage age and expand marital rights, supported by UN Women's technical and financial assistance.
• Jordan: Amended Labour Law No. 10 (2023) to explicitly include and penalise sexual harassment in the workplace. Defined and criminalized workplace sexual harassment. |

ANNEX 8: SURVEY RESULTS

The Evaluation Team conducted two surveys as part of data collection. One survey was shared with UN Women personnel in the region (Regional Office and Country offices) and one with Implementing partners. The surveys stayed opened for three weeks, with two reminders sent. The UN Women personnel survey collected 30 out of 317 responses (response rate 9%); the Implementing partners surveys collected 4 out of 18 responses (response rate 22%). The results of the two surveys are reproduced in this Annex.

UN Women Personnel Survey (response rate 9%)

Q1. Which office are you currently part of?

Pie chart showing:
- Arab States Regional Office 7%
- Egypt CO 13%
- Iraq CO 7%
- Jordan CO 20%
- Lebanon CO 10%
- Tunisia and Libya Country Cluster Office 13%
- Palestine CO 7%
- Morocco CO 23%

Q2. Which office are you currently part of?

Pie chart showing:
- UN Volunteer 10%
- Temporary Appointment 3%
- Special Service Agreement 3%
- Service Contract 37%
- National Personnel Services Agreement 3%
- Fixed Term Appointment 44%
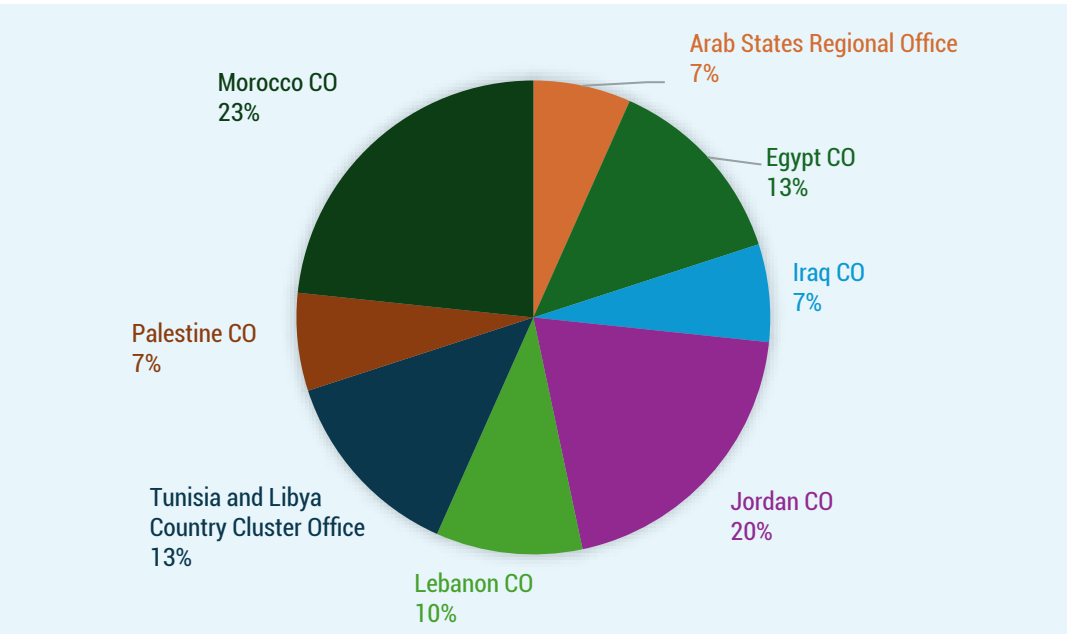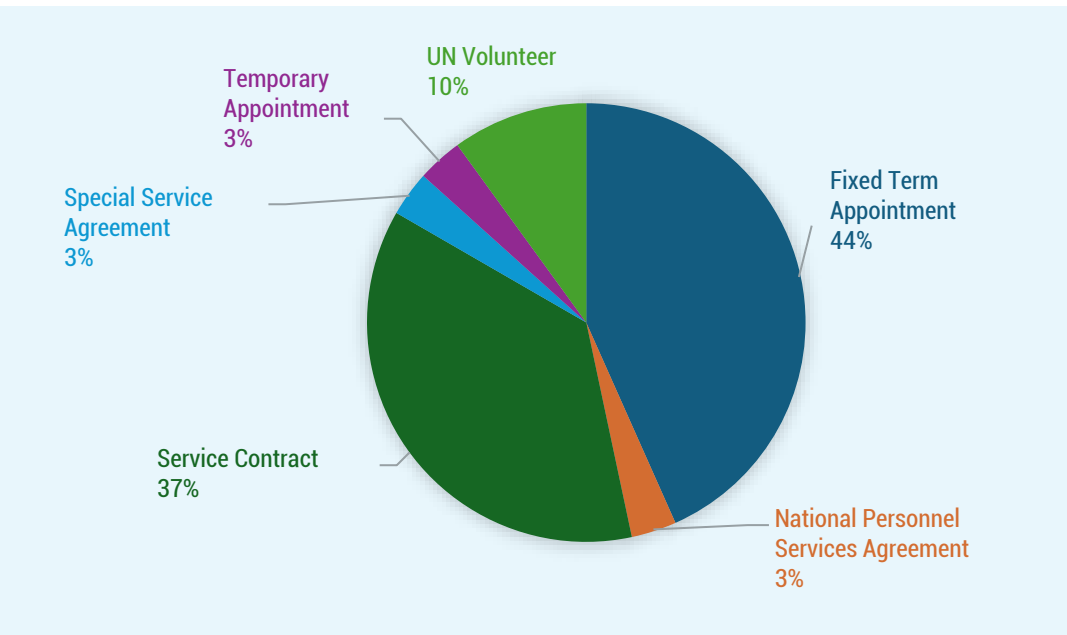
Q3. What is your Gender identification?

70 % of personnel were female and 30 percent male.

Q4. How long have you worked with UN Women?

Category	Percentage
More than a 5 years	47%
3-5 years	7%
1-3 years	33%
Less than a year	13%
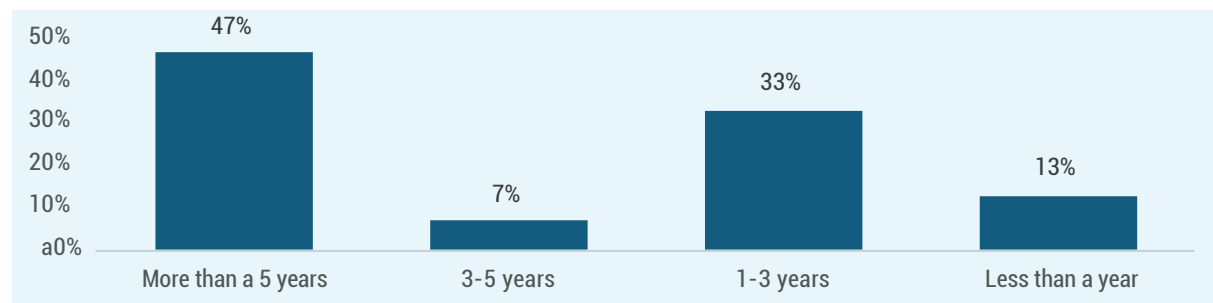
Q5. What is your main area of work?

Area	Value
Strategic planning	2
Project Management and Implementation	!14
Operations	5
Monitoring and Reporting	1
Human Resources	1
Finances	1
Country Office Leadership	2
Communications	3
Administration	1

Q6. What is your main thematic area of work? Select all that apply

Thematic area	Percentage
Other	17%
Not applicable	13%
All of the above	13%
Normative	10%
Financing for gender equality	7%
Coordination	20%
Positive social norms	17%
Gender statistics and data	10%
WPS	30%
Humanitarian action	10%
Elimination of violence against women	27%
WEE	30%
Governance and WPP	27%

Q7. On a scale of 1 to 5, how would you rate the effectiveness of Regional Office's work in the following areas?

Area	Very effective	Somewhat effective	Neither effective nor ineffective	Somewhat ineffective	Very ineffective	Not Sure / Not Aplicable
ADAPTABILITY AND RESPONSIVENESS to changing political contexts	27%	47%	10%	10%	3%	3%
IDENTIFICATION/ENGAGEMENT with most marginalised/vulnerable populations	13%	17%	13%	50%	3%	3%
Targeting the CAUSES of gender inequality	37%	33%	17%	7%	3%	3%
ALIGNMENT to the most pressing needs	33%	37%	17%	3%	3%	7%

Q8. How could the Gender Equality Action Plan be leveraged by the RO to advance Gender Equality and Women's Empowerment in the UN system?

Personnel mentioned some concrete points to leverage the GEAP in order to advance GEWE commitments within the UN System. Among these, personnel suggested to: i) Enhancing inter-agency coordination, particularly organizing joint briefings with DCO to the RCs and providing targeted technical support and capacity-building to UN Country Teams to align their work with the GEAP, ensuring regional consistency; ii) Encourage agencies to apply UN-SWAP indicators and report progress transparently; iii) Create a regional GEWE task Force with all UN agencies to track GE Action Plan indicators; iv) Promote the appointment and accountability of Gender Focal Points and senior leadership champions for gender equality.

Q9. On a scale of 1-5, please rate the extent to which the RO is leveraging its coordination mandate to build a more coherent and gender responsive approach across UN partners and other development actors with respect to gender vequality and women's empowerment in the region?

- Very low 7%
- Low 13%
- Medium 30%
- High 37%
- Very High 13%
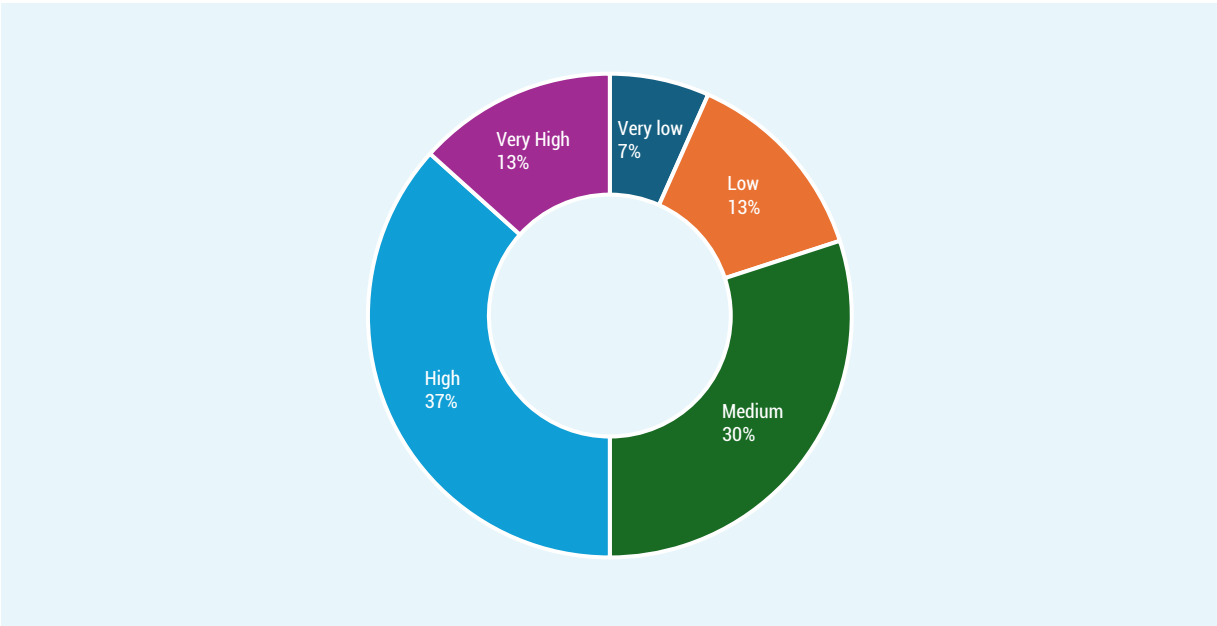
Q10. On a scale of 1-5, how effectively did the Regional Office advance internal coherence by linking country level initiatives with initiatives in other countries and at the regional level?

Response	Percentage
Not sure/not applicable	3%
Very effective	33%
Somewhat ineffective	33%
Neither effective no ineffective	17%
Somewhat ineffective	10%
Very ineffective	3%
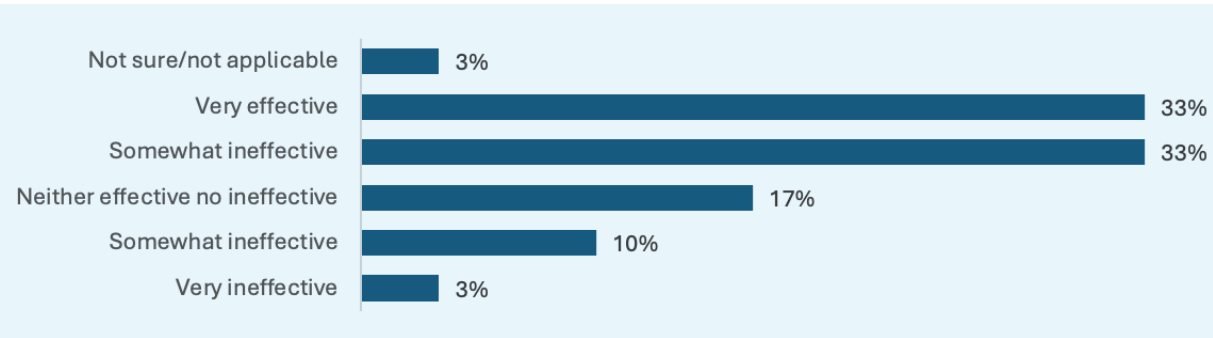
Q11. On a scale of 1-5, how effectively did the Regional Office advance internal coherence by acting as a bridge between corporate (HQ) and Country Office efforts?

Response	Percentage
Not sure/not not applicable	0%
Very effective	23%
Somewhat effective	40%
Neither effective nor ineffective	17%
Somewhat ineffective	10%
Very effective	10%

Q12. For areas where you rated the Regional office as 'very ineffective' or 'ineffective', please expand on areas where the Regional Office can support greater internal coherence

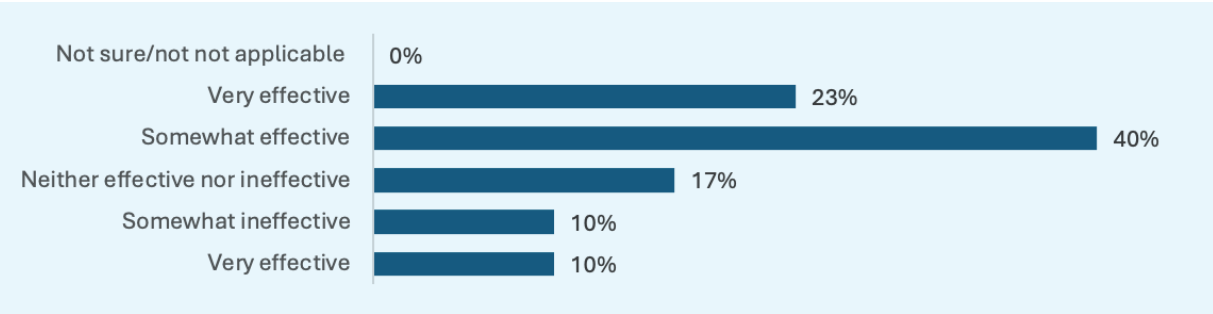According to personnel, RO can enhance internal coherence by improving timely communication and information-sharing with country offices, ensuring clearer guidance on strategic priorities, and offering them more consistent technical support. Strengthening coordination mechanisms across thematic areas, aligning regional initiatives with country-level needs, and facilitating regular dialogue and joint planning sessions would also help build synergy and coherence across the region. In addition, adapting operations policies to the different contexts could simplify the work of the country offices.

Q13. On a scale of 1-5, how effective has the RO been in catalyzing country efforts and mobilizing resources in relation to gender equality and women's empowerment?

Response	Percentage
Not sure	7%
Very effective	20%
Somewhat effective	43%
Neither effective not ineffective	7%
somewhat ineffective	10%
very ineffective	13%
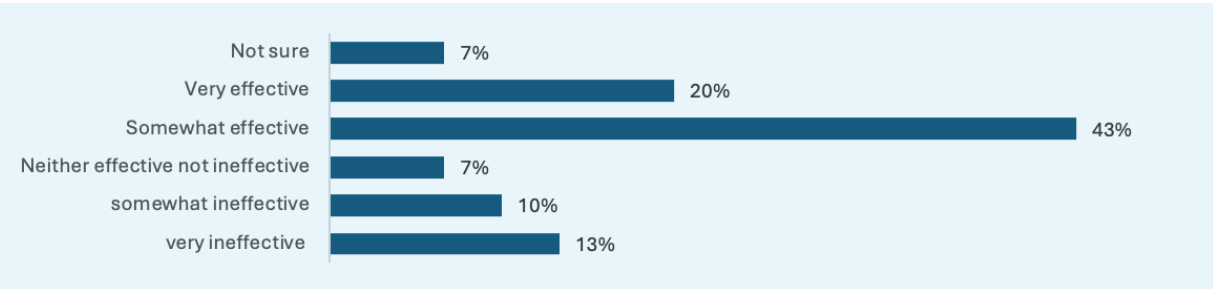
Q14. Can you provide any examples of where UN Women's regional strategies have significantly influenced country efforts and in mobilising resources?

One example is the Regional Office's support in aligning country-level programming with regional strategies on Women, Peace, and Security, which helped prioritize UNSCR 1325 implementation in national plans. This alignment enabled successful resource mobilization from donors such as Finland. Another example is the Women's Economic Empowerment strategy, that allowed different countries in the region to enhance their programming in this area of work. That said, complaints also emerged on UNW not providing the necessary support to help country offices with resource mobilization.

Q15. On a scale of 1-5, how effectively has the UN Women Regional Office contributed to NORMATIVE work in the following areas?
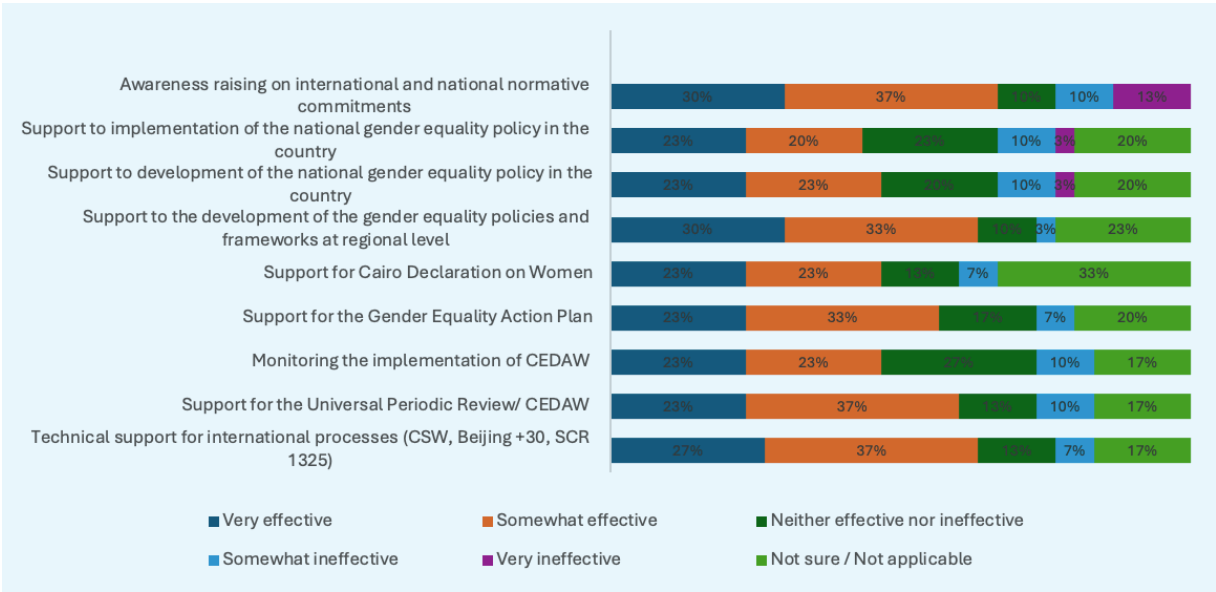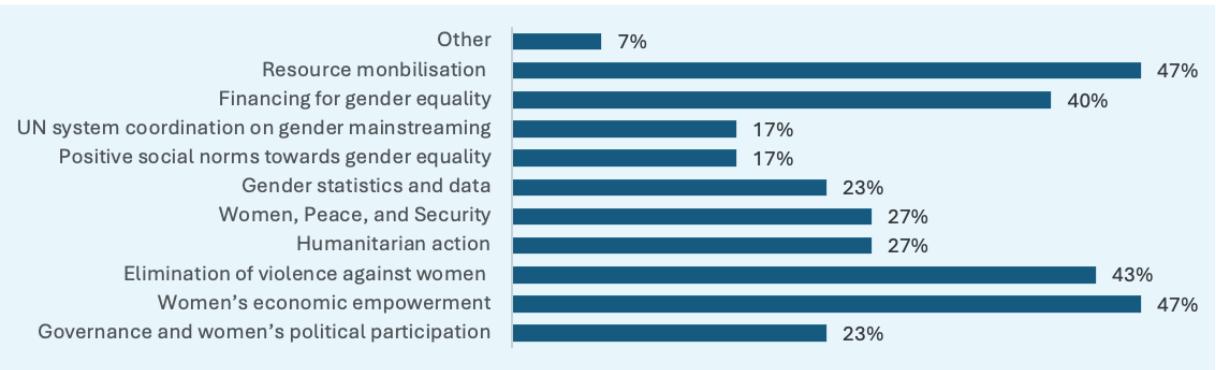
	Very effective	Somewhat effective	Neither effective nor ineffective	Somewhat ineffective	Very ineffective	Not sure / Not applicable
Awareness raising on international and national normative commitments	30%	37%	10%	10%	13%	
Support to implementation of the national gender equality policy in the country	23%	20%	23%	10%	3%	20%
Support to development of the national gender equality policy in the country	23%	23%	20%	10%	3%	20%
Support to the development of the gender equality policies and frameworks at regional level	30%	33%	10%	3%		23%
Support for Cairo Declaration on Women	23%	23%	13%	7%		33%
Support for the Gender Equality Action Plan	23%	33%	17%	7%		20%
Monitoring the implementation of CEDAW	23%	23%	27%	10%		17%
Support for the Universal Periodic Review/ CEDAW	23%	37%	13%	10%		17%
Technical support for international processes (CSW, Beijing +30, SCR 1325)	27%	37%	10%	7%		17%

Q16. Can you provide any examples of where UN Women's regional strategies have significantly influenced regional/sub-regional normative and policy frameworks on gender equality and women's empowerment?

The Strategy on Women's political participation was mentioned as an example.

Q17. Which regional thematic areas require more attention from the Regional Office to further advance regional/sub-regional normative and policy frameworks on gender equality and women's empowerment? Please select all that apply

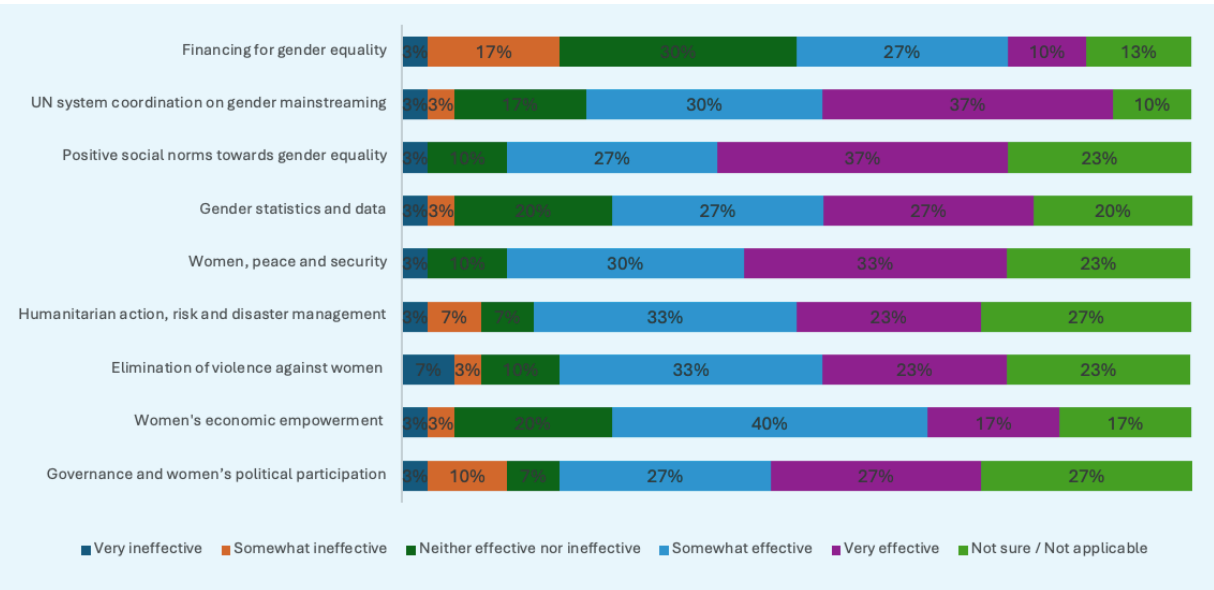|	
Other	7%
Resource monbilisation	47%
Financing for gender equality	40%
UN system coordination on gender mainstreaming	17%
Positive social norms towards gender equality	17%
Gender statistics and data	23%
Women, Peace, and Security	27%
Humanitarian action	27%
Elimination of violence against women	43%
Women's economic empowerment	47%
Governance and women's political participation	23%

Q18. For those thematic areas that require more attention to further advance regional/sub-regional normative and policy frameworks on gender equality and women's empowerment, what opportunities are there for the Regional office?

According to personnel, resource mobilization is one of the areas that needs more attention, and it requires the effort and responsibility of each staff of the Regional Office. More attention has to be drawn to areas that were somewhat under-represented in the current SN. An opportunity is seen in mobilizing resources to better support the development of WEE national policies, taking into account willingness to develop a national strategy on the care economy. In addition, a stakeholder suggests leveraging the role of technology in development.

Q19. On a scale of 1-5, how effective is the regional office's OPERATIONAL programmatic work in contributing to the RO SN target outcomes across the following areas?

	Very ineffective	Somewhat ineffective	Neither effective nor ineffective	Somewhat effective	Very effective	Not sure / Not applicable
Financing for gender equality	3%	17%	30%	27%	10%	13%
UN system coordination on gender mainstreaming	3% 3%	17%	30%	37%		10%
Positive social norms towards gender equality	3%	10%	27%	37%		23%
Gender statistics and data	3% 3%	20%	27%	27%		20%
Women, peace and security	3%	10%	30%	33%		23%
Humanitarian action, risk and disaster management	3%	7% 7%	33%	23%		27%
Elimination of violence against women	7% 3%	10%	33%	23%		23%
Women's economic empowerment	3% 3%	20%	40%	17%		17%
Governance and women's political participation	3%	10% 7%	27%	27%		27%

Q20. For areas you rated the Regional Office as 'very effective', 'effective', please provide examples of tangible achievements in term of key planned or unplanned results.

Examples of achievements mentioned by personnel are: i) the availability of sex-disaggregated data (especially during Gaza crisis), changing attitudes to women's work, interventions in response to the Gaza crisis, GiHA regional workshop and training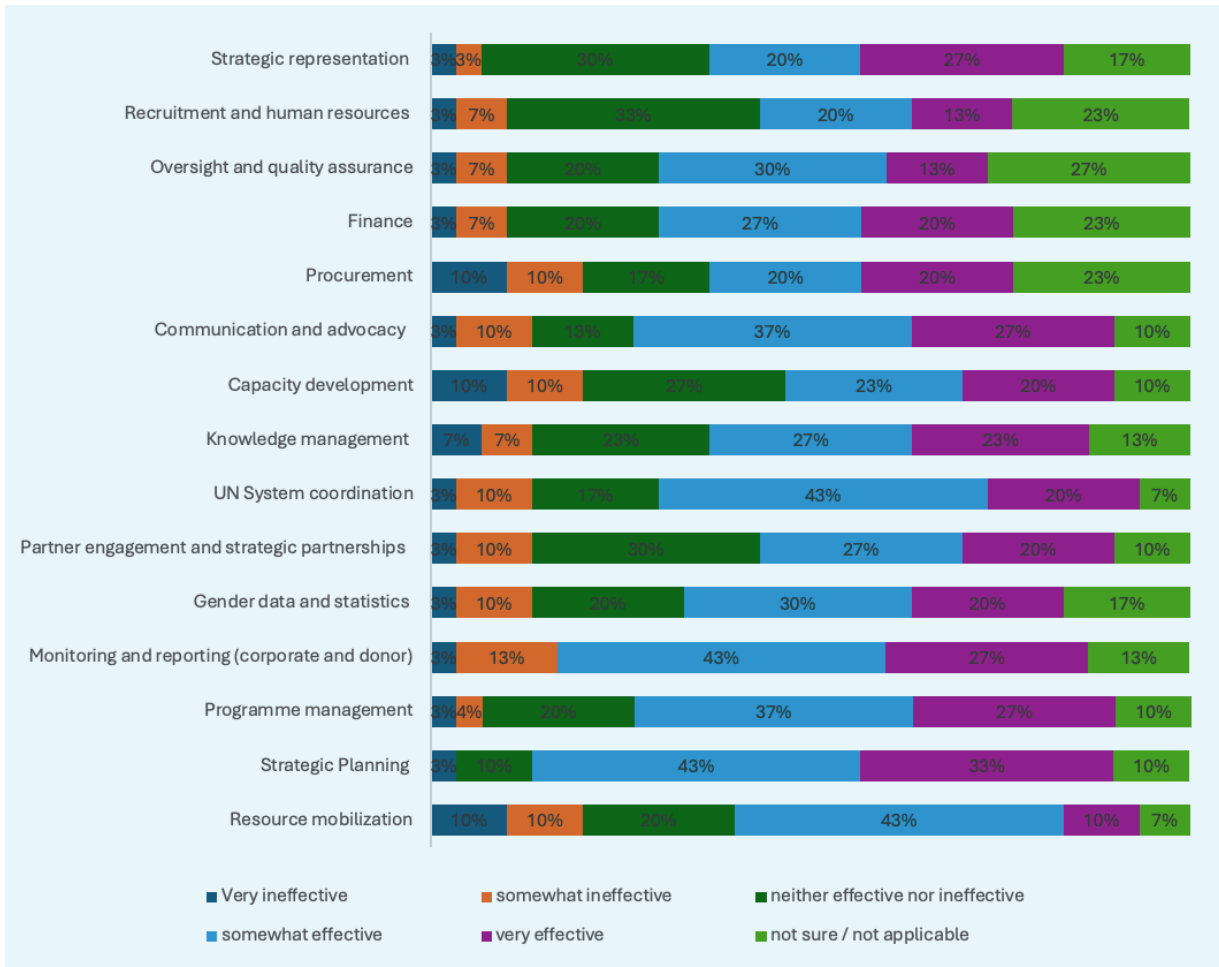, an inclusive, active and effective coordination, and a good responsiveness to the needs of the country offices. The peer-to-peer regional focal points workshop scheduled in June is perceived as a key planned result.

Q21. For areas you rated the Regional Office as 'very ineffective', 'somewhat ineffective', please elaborate and rovide recommendations for improvement.

One stakeholder mentioned that the office should focus on the situation of rural women working in the agricultural, fishing and craft sectors, working on adapting to climate change and involving women in green businesses. Other personnel mentioned that resource mobilization is an ineffective area and that there is an overall lack of visible achievements for the areas rated as ineffective.

Q22. On a scale of 1 to 5, how effectively is the Regional Office delivering against the following functions?

Chart legend:
- Very ineffective
- somewhat ineffective
- neither effective nor ineffective
- somewhat effective
- very effective
- not sure / not applicable

| Function	Very ineffective	somewhat ineffective	neither effective nor ineffective	somewhat effective	very effective	not sure / not applicable
Strategic representation	3%	3%	30%	20%	27%	17%
Recruitment and human resources	3%	7%	33%	20%	13%	23%
Oversight and quality assurance	3%	7%	20%	30%	13%	27%
Finance	3%	7%	20%	27%	20%	23%
Procurement	10%	10%	17%	20%	20%	23%
Communication and advocacy	3%	10%	13%	37%	27%	10%
Capacity development	10%	10%	27%	23%	20%	10%
Knowledge management	7%	7%	23%	27%	23%	13%
UN System coordination	3%	10%	17%	43%	20%	7%
Partner engagement and strategic partnerships	3%	10%	30%	27%	20%	10%
Gender data and statistics	3%	10%	20%	30%	20%	17%
Monitoring and reporting (corporate and donor)	3%	13%		43%	27%	13%
Programme management	3%	4%	20%	37%	27%	10%
Strategic Planning	3%	10%		43%	33%	10%
Resource mobilization	10%	10%	20%	43%	10%	7%

Q23. Please elaborate your response and suggest recommendations for improvement.

Majority of respondents suggested enhancing capacity building efforts for country offices. In additions, suggestions were made on increasing resource mobilization by engaging with the private sector and with other UN agencies at regional level to secure joint funding.

A suggestion was also made to enhance internal validation processes, as well as strengthen procurement processes which are now perceived as lengthy and ineffective. Appointing a knowledge management focal point was also suggested.

Q24. UN Women works to strengthen the capacity of its partners to develop and implement gender- responsive policies, strategies, frameworks and programmes. On a scale of 1-5, please assess the Regional Office's effectiveness in its CAPACITY DEVELOPMENT efforts with the following partners:
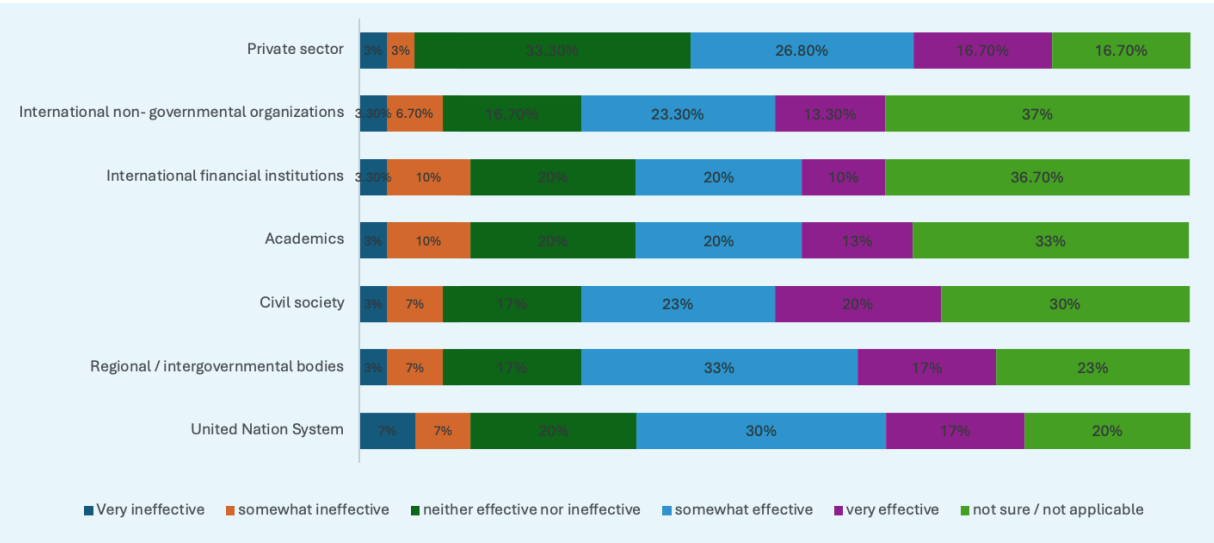
Q25. Can you provide any examples of how capacity development has strengthened results, if any?

Examples were shared about the Morocco Country Office: The capacity building for female fishers in Morocco; the comprehensive assessment of the UNCT-SWAP Gender Equality Scorecard and Action Plan, as a foundation to better address capacity building needs in the UN System in Morocco; capacity building of institutional partners on GRB, and; capacity building of institutional partners on leadership and participation.

Q26. Please select the Regional Office led TRAINING opportunities you have participated in since 2022 or after you joined the office.
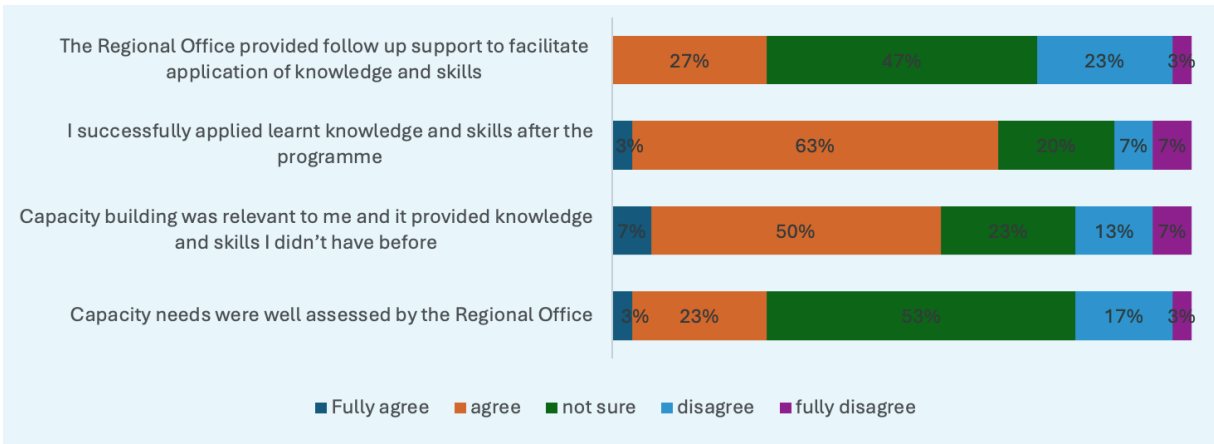

Q27. How many of the training opportunities you selected above have you participated in?

2 respondent participated in 1 activity; 5 respondents participated in 2 activities; 3 respondents participated in 3 activities; 1 respondent participated in 5 activities

Q28. To what extent do you agree with the following?

	Fully agree	agree	not sure	disagree	fully disagree
The Regional Office provided follow up support to facilitate application of knowledge and skills		27%	47%	23%	3%
I successfully applied learnt knowledge and skills after the programme	3%	63%	20%	7%	7%
Capacity building was relevant to me and it provided knowledge and skills I didn't have before	7%	50%	23%	13%	7%
Capacity needs were well assessed by the Regional Office	3%	23%	53%	17%	3%

Q29. Please expand on anything where you disagreed with the above statements.

Respondents to this question are critical of the capacity building provided, which were considered very limited, due to very limited financial resources. Additionally, the opportunities provided did not bring up untacked areas that would allow significant professional growth.

Q30. Please indicate where and how the UN Women Regional Office's support and capacity development support can be improved, if at all.

Areas where capacity building activities can be improved were mentioned as follow: innovative areas of work such as sustainable finance, linkage between AI tools and communications, evolution of communications tools 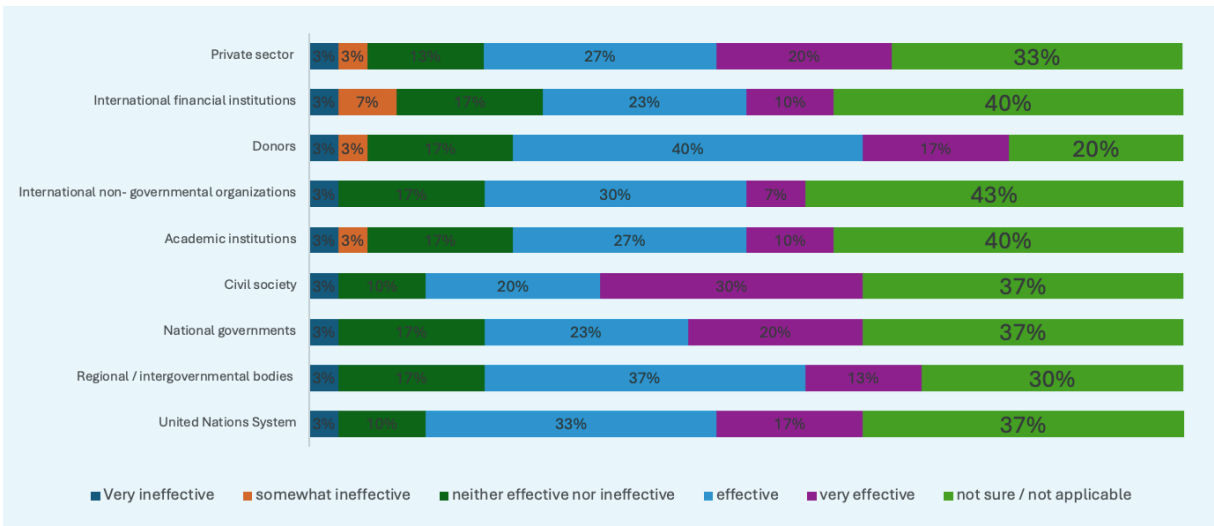including the data- driven communications. More targeted procedural trainings were also suggested like programme management cycle, Quantum, internal processes, results based management, reporting and evaluation, and knowledge sharing tools. In addition, one person suggested the need for SH ToT and Male Allyship ToT.

Q31. In your opinion, what are the areas where UN Women Regional Office has most effectively catalysed and supported the delivery of UN Women results in the region?

The following areas were mentioned: Governance and Political Participation, EVAW, WPS, Violence and governance, Coordination and GiHA.

Q32. On a scale of 1-5, please assess the effectiveness of the Regional Office's MANAGEMENT OF PARTNERSHIPS with the following actors in order to effectively fulfill its mandate.
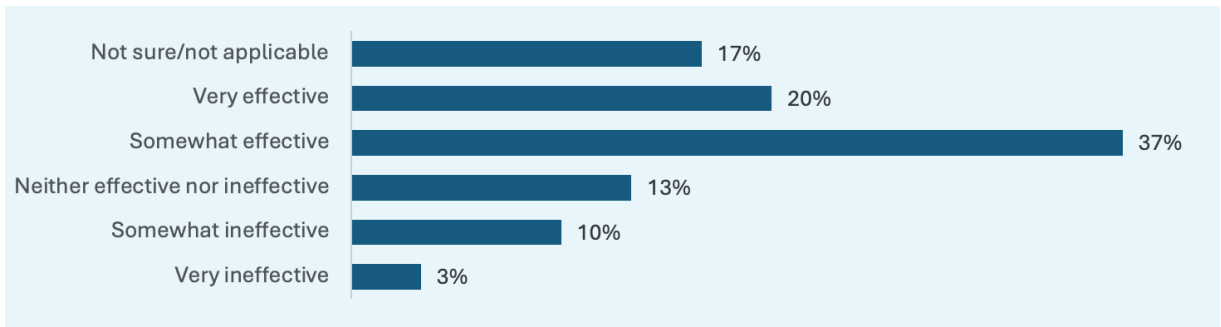

	Very ineffective	somewhat ineffective	neither effective nor ineffective	effective	very effective	not sure / not applicable
Private sector	3%	3%	13%	27%	20%	33%
International financial institutions	3%	7%	17%	23%	10%	40%
Donors	3%	3%	17%	40%	17%	20%
International non- governmental organizations	3%		17%	30%	7%	43%
Academic institutions	3%	3%	17%	27%	10%	40%
Civil society	3%		10%	20%	30%	37%
National governments	3%		17%	23%	20%	37%
Regional / intergovernmental bodies	3%		17%	37%	13%	30%
United Nations System	3%		10%	33%	17%	37%

Q33. Please share one of the results of a Regional Office partnership that you are most proud of.

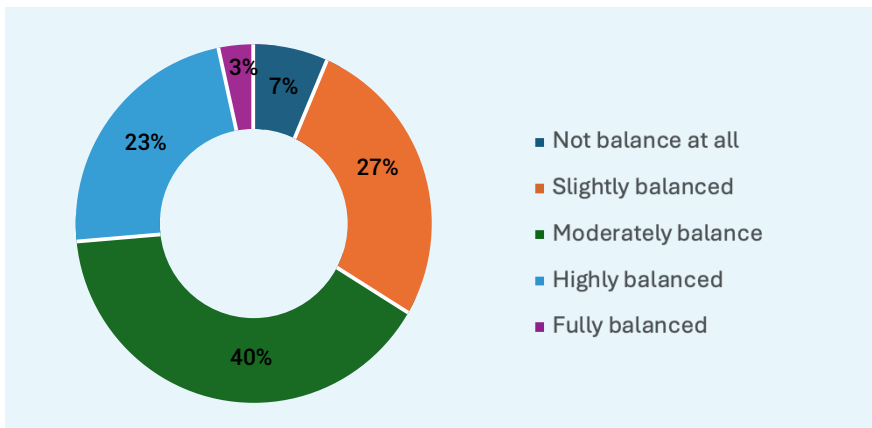WEPs Regional Forum and the partnership with WFP were mentioned.

Q34. Can you give examples of where UN Women Regional Office's partnerships could be strengthened, if at all?

Personnel suggested that UN Women can strengthen its partnership with other UN agencies where more synergies are needed, with religious leaders, IFIs, the World Bank and the private sector.

Q35. On a scale of 1-5, how effective is the current Regional Office STRUCTURE to support Strategic Note delivery?

Not sure/not applicable	17%
Very effective	20%
Somewhat effective	37%
Neither effective nor ineffective	13%
Somewhat ineffective	10%
Very ineffective	3%

Q36. Do you think ROAS has the right balance between regional programmatic engagement and functional/oversight support across the Country Offices, Non Residence entities and programme presence? Indicate it on a scale of 1-5.

- 3%
- 7%
- 27%
- 40%
- 23%

- Not balance at all
- Slightly balanced
- Moderately balance
- Highly balanced
- Fully balanced

Q37. Please share some good examples of ROAS support to the Country Offices. Please also share suggestions for improvement.

According to the respondents, ROAS provided support in the development of the country Strategic Note, in the review of annual reports and provided technical support and collaboration for technical areas. In addition, it provided strong support on operational matters such as Quantum.

Suggestions include supporting country offices with voicing their concerns and issues to HQ in a timely manner regarding issues related to systems, procedures and processes.

Q38. Is the ROAS providing adequate and appropriate support to the Countries where it does not have a Country Office, such as Algeria, Syria and GCC states? Please indicate it on a scale of 1-5
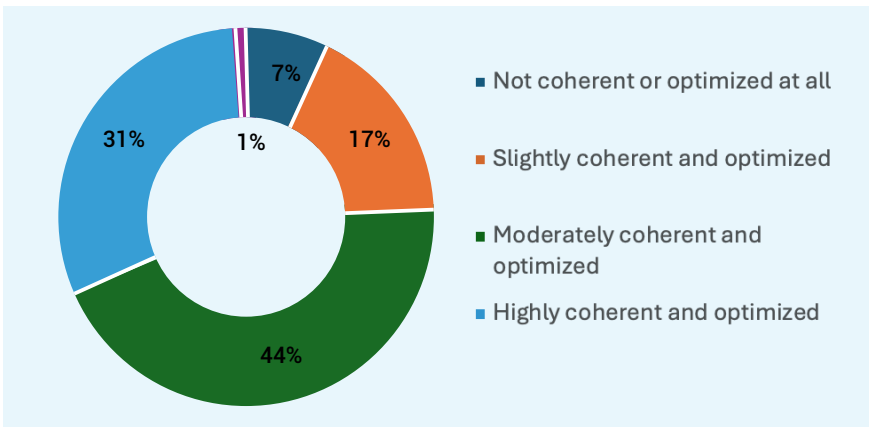

- 13% Not adequate and appropriate at all
- 23% Slightly adequate and appropriate
- 40% Moderately adequate and appropriate
- 17% Highly adequate and appropriate
- 7% Fully adequate and appropriate
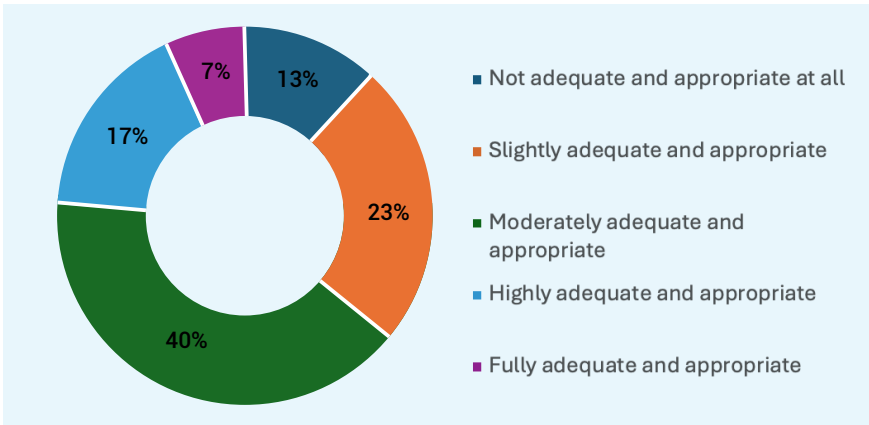
Q39. Please share some good examples of ROAS support to the Countries where it does not have a Country Office, including GCC engagement. Please also share suggestions for improvement.

One respondent suggested that more presence in GCC is recommended before other players take the lead; country offices may be able to support after obtaining management approval.

Q40. Do you have any suggestions for ways to better STRUCTURE the Regional Office to better support synergies and coherence? Have office typologies been a useful way to work?

One respondent suggested more integration and collaboration across technical areas.

Q41. On a scale of 1-5, how effectively does the current delegation of authority to offices support effective delivery?

- 7% Not coherent or optimized at all
- 17% Slightly coherent and optimized
- 44% Moderately coherent and optimized
- 31% Highly coherent and optimized
- 1%

Q42. What are the bottlenecks in relation to the delegation of authority to country offices and programme presences?

According to personnel the bottlenecks are still lot of bureaucratic paperwork, validation processes, communication between RO and country office level, procurement and HR approvals.

Q43. On a scale of 1-5, please assess the effectiveness of the Regional Offices' knowledge management efforts to help generate results?

- Knowledge generation
- Dissemination
- Production of high quality reports
- Communication and advocacy
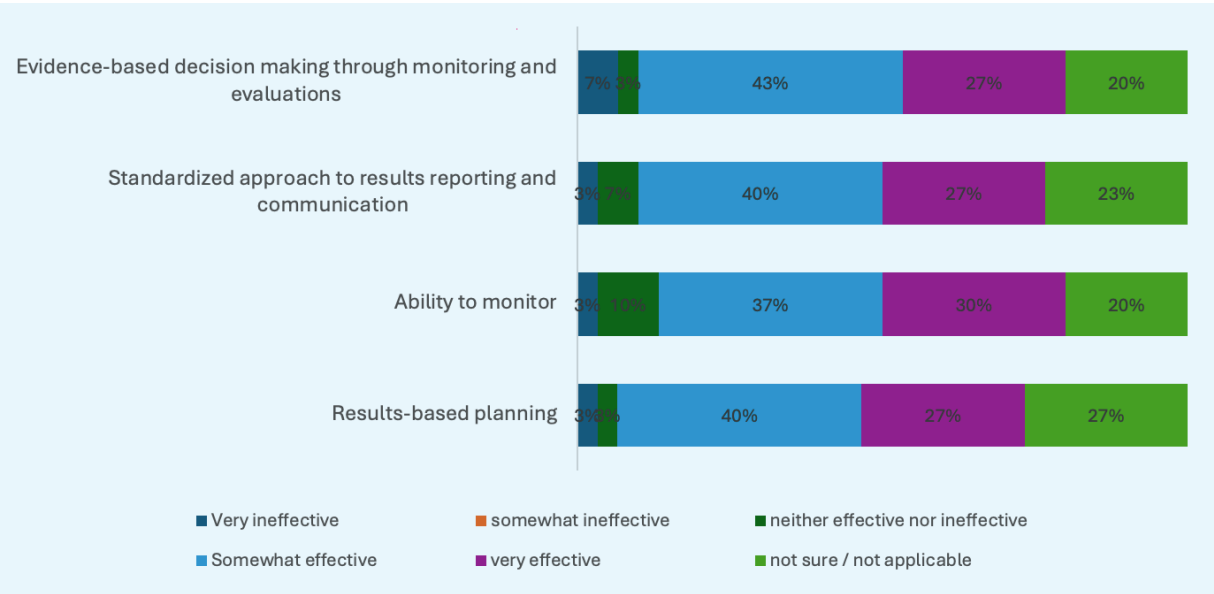- Uptake of knowledge results across stakeholders
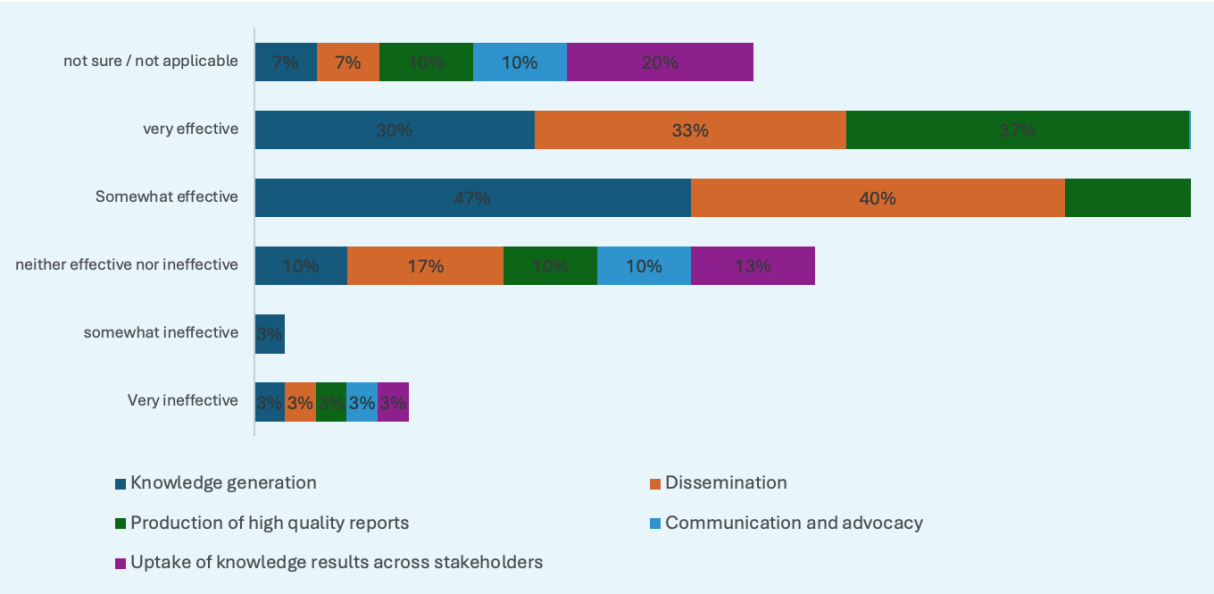
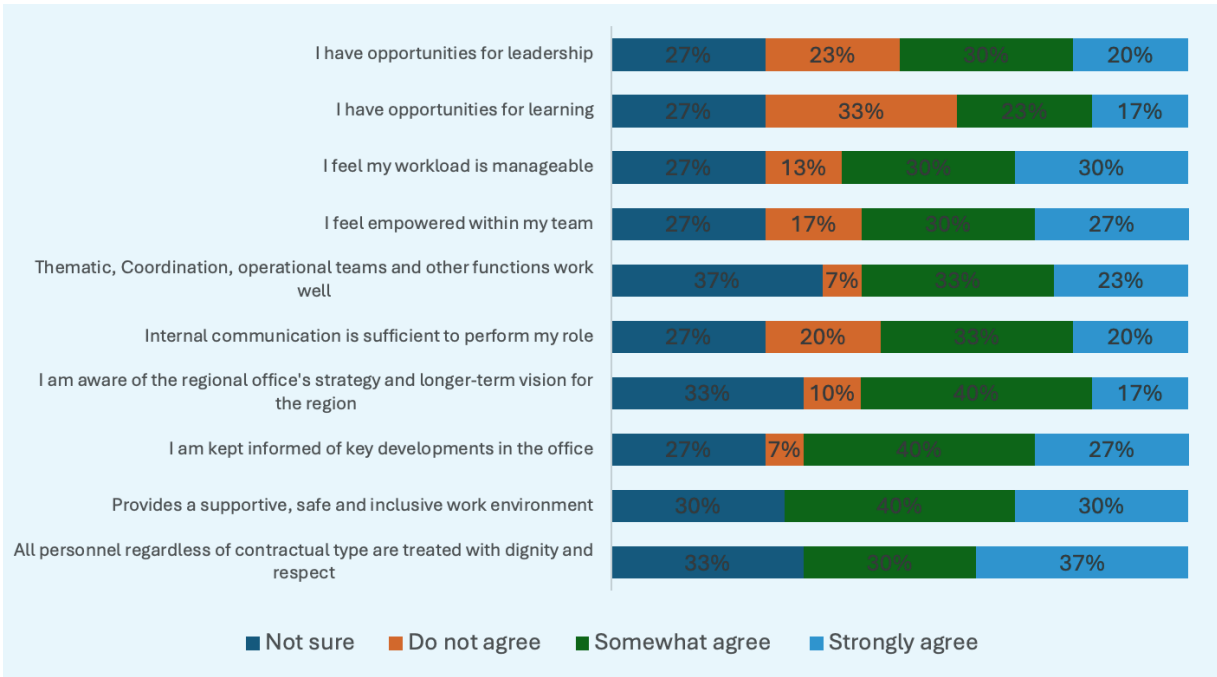**Q44. Can you give examples of where UN Women Regional Office's knowledge management could be strengthened, if at all?**

Suggestions for strengthening knowledge management are the generation of updated country specific analysis on gender equality to use in new concept notes and reports and copying country office focal points when disseminating material, which could help country offices in following up with partners.

Q45. On a scale of 1-5, how effective has the ROs use of RBM strengthened capacities for results-based planning, monitoring and decision making in the following areas?

- Very ineffective
- somewhat ineffective
- neither effective nor ineffective
- Somewhat effective
- very effective
- not sure / not applicable

Q46. On a scale of 1-4, reflecting on the working environment of the RO to what extent do you agree with the following statements

Statement	Not sure	Do not agree	Somewhat agree	Strongly agree
I have opportunities for leadership	27%	23%	30%	20%
I have opportunities for learning	27%	33%	23%	17%
I feel my workload is manageable	27%	13%	30%	30%
I feel empowered within my team	27%	17%	30%	27%
Thematic, Coordination, operational teams and other functions work well	37%	7%	33%	23%
Internal communication is sufficient to perform my role	27%	20%	33%	20%
I am aware of the regional office's strategy and longer-term vision for the region	33%	10%	40%	17%
I am kept informed of key developments in the office	27%	7%	40%	27%
Provides a supportive, safe and inclusive work environment	30%		40%	30%
All personnel regardless of contractual type are treated with dignity and respect	33%		30%	37%

Q47. On a scale of 1-5, how effectively is the Regional Office in supporting the COs and other partners to reach marginalised groups, including people with disabilities?

- Very ineffective — 13%
- Somewhat ineffective — 27%
- Neither effective nor ineffective — 16%
- Somewhat effective — 20%
- Very effective — 17%
- Not sure / not applicable — 7%
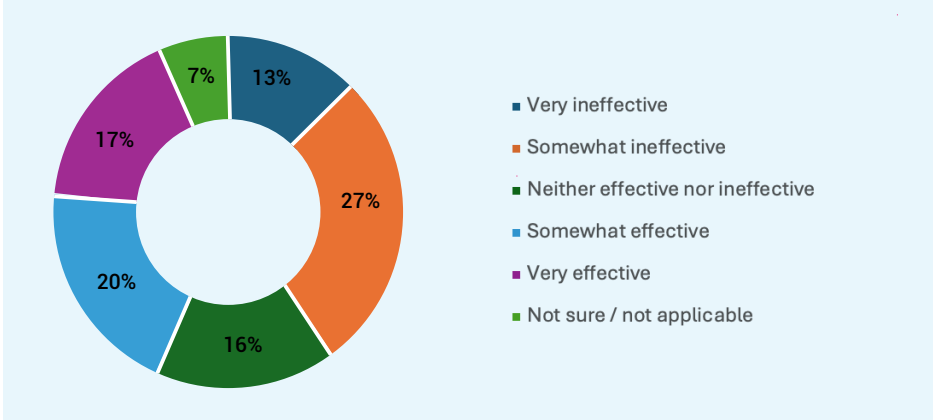
Q48. How can the Regional Office strengthen its approach to disability inclusion?

Personnel mentioned that sharing knowledge and best practice and provide capacity building, as well as coordinate with other UN agencies (e.g. UNDP, UNFPA) can help the organization. The design of a sustainable inclusion strategy at national level was also mentioned, together with promoting tolerance and effective actions within CO, by standardizing offices arrangements and flexibility for employees.

Q49. What strategies has the RO implemented to meet social and environmental standards?

Respondents say they don't know.

Q50. To what extent has the RO contributed to developing ownership by national/regional actors and to ensuring sustainability of programming? Please indicate on a scale of 1-5

- Not very sustainable
- Somewhat not sustainable
- Neither sustainable nor unsustainable
- Somewhat sustainable
- Very sustainable
- Not sure / Not applicable
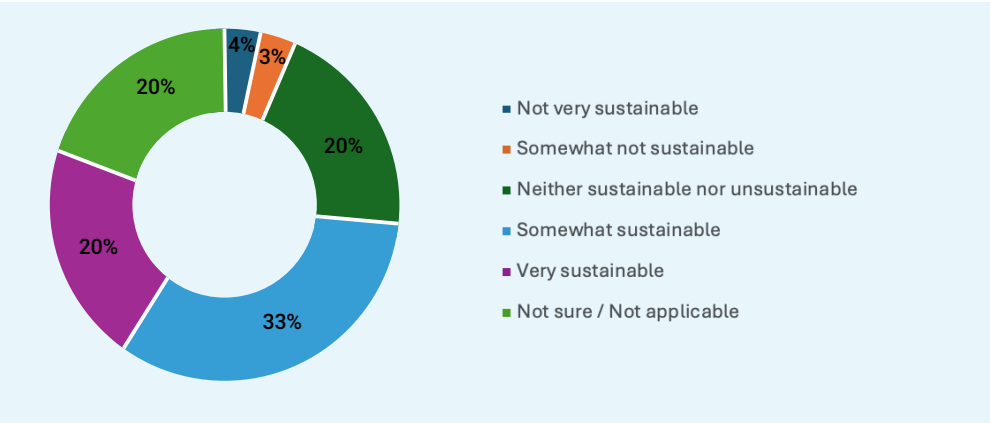
Q51. How can the Regional Office strengthen the sustainability of its work?

All the four respondents mentioned resource mobilization, either at country level and at bigger scale.

Q52. Please use this space to suggest 2-3 ACTIONS for UN Women Regional Office as it develops it next Strategic Plan

Personnel are suggesting having a more participatory approach in the design of the plan, with constant dialogue with country offices and a constructive feedback system with different stakeholders. In addition, the strategic plan should be better aligned with donor priorities, making it more appealing for resource mobilization and attracting increased funding - resources mobilization should be seen as a responsibility of each staff. Personnel are also suggesting that the Strategic Plan should enhance a more integrated and collaborative work among technical areas, fostering better coordination among thematic areas, but also promoting exchange between country offices.

Implementing Partner Survey (response rate 22%)

Q1. Please tell us about your organisation's area of work and your relationship to UN women

The implementing partners that replied to this survey are all working in the broader area of Women, Peace and Security and Humanitarian response, with their interventions also tackling issues like women' economic empowerment, climate change adaptation and disaster risk reduction.
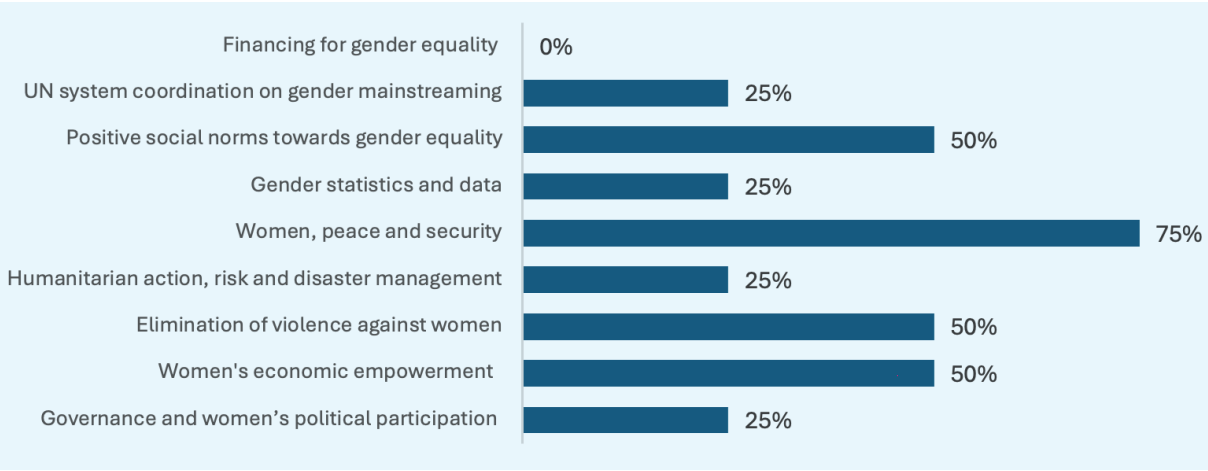
Q2. What is your gender identification?

Female 50%
Male 50%

- Male
- Female
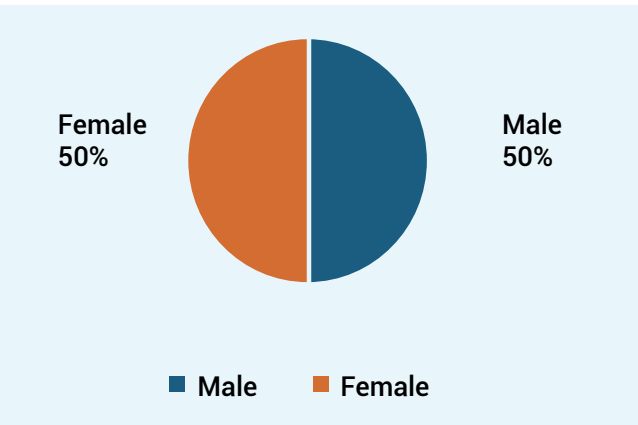
Q3. How long have your organisation been collaborating with UN Women in the region?

More than 5 years	
3-5 years	50%
1-3 years	50%
Less than 1 year	
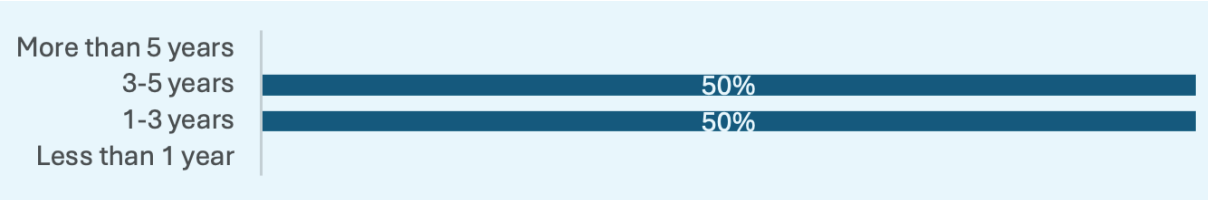
Q4. Which countries in the Arab States region do you cover? (Select all that apply)

All four respondents covered work in Syria, one also covered work in Libya, one also covered work in Yemen and another also covered work in Iraq.
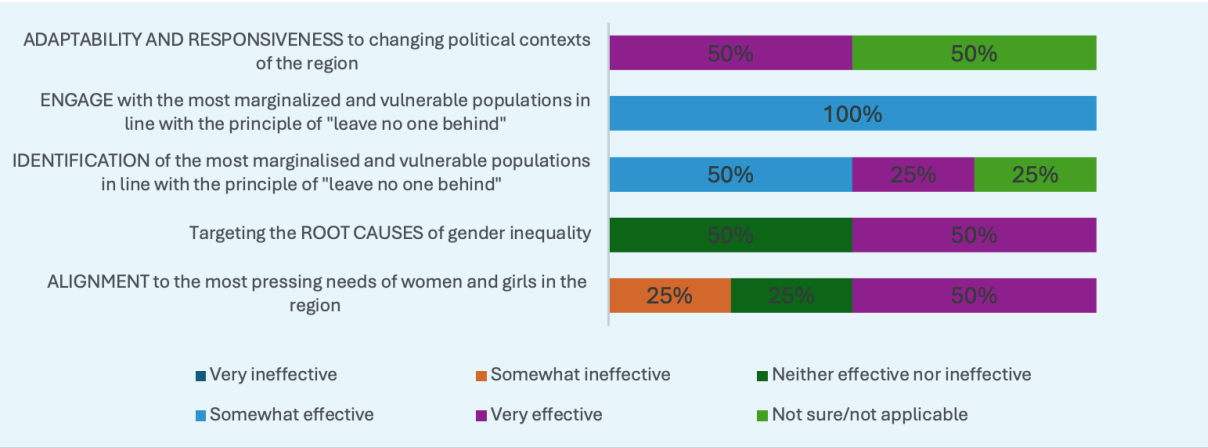
Q5. What is your main thematic area of work? (Select all that apply)

Financing for gender equality	0%
UN system coordination on gender mainstreaming	25%
Positive social norms towards gender equality	50%
Gender statistics and data	25%
Women, peace and security	75%
Humanitarian action, risk and disaster management	25%
Elimination of violence against women	50%
Women's economic empowerment	50%
Governance and women's political participation	25%

Q6. Since 2022, have you participated in any coordination mechanisms convened or co-convened by UN Women?

75 per cent (N=3/4) had participated in coordination and 25 percent (N=1/4) had not.

Q7. If yes, please list those coordination mechanisms you have participated in.

The coordination mechanisms mentioned are WPS MENA Working Group and Women-Led organizations Platform (WLOP).

Q8. On a scale of 1 to 5, how would you rate the relevance of UN Women Regional Office's work in the following areas?

ADAPTABILITY AND RESPONSIVENESS to changing political contexts of the region	Very effective 50%	Not sure/not applicable 50%	
ENGAGE with the most marginalized and vulnerable populations in line with the principle of "leave no one behind"	Somewhat effective 100%		
IDENTIFICATION of the most marginalised and vulnerable populations in line with the principle of "leave no one behind"	Somewhat effective 50%	Very effective 25%	Not sure/not applicable 25%
Targeting the ROOT CAUSES of gender inequality	Neither effective nor ineffective 50%	Very effective 50%	
ALIGNMENT to the most pressing needs of women and girls in the region	Somewhat ineffective 25%	Neither effective nor ineffective 25%	Very effective 50%

Legend:
- ■ Very ineffective
- ■ Somewhat ineffective
- ■ Neither effective nor ineffective
- ■ Somewhat effective
- ■ Very effective
- ■ Not sure/not applicable

Q9. On a scale of 1-5, please rate the extent to which UN Women is leveraging its coordination mandate to build a more coherent and gender responsive approach across UN partners and other development, humanitarian and peace actors with respect to gender equality and women's empowerment in the region?

75 per cent (N=3/4) rated the extent to which UN women had leveraged its coordination mandate as high and 25 percent (N=1/4as medium.

Q10. On a scale of 1-5, please rate the level of value added by the UN Women Regional Office in the areas listed below.

	Very low	Low	Medium	High	Very high	Not sure
Financing for gender equality		25%	25%			50%
UN system coordination on gender mainstreaming			50%			50%
Positive social norms towards gender equality			50%	25%		25%
Gender statistics and data			25%	25%	25%	25%
Women, peace and security			25%		50%	25%
Humanitarian action, risk and disaster management			50%	25%	25%	
Elimination of violence against women			50%	25%	25%	
Women's economic empowerment			50%	25%	25%	
Governance and women's political participation				50%	50%	

Q11. Can you please explain your response to the above question?

According to the respondents, UN Women Regional Office's strong value across several thematic areas, particularly in advancing governance and women's political participation, promoting positive social norms, and coordinating gender mainstreaming within the UN system, is widely recognized. UN Women's inclusive approach and consistent efforts to amplify local voices is highly valued as well as their support in areas like peace and security, GBV prevention, and gender data. At the same time, another respondent, suggests that there is a significant need for UN Women to enhance its engagement and presence by: i) Increasing involvement and coordination to foster a truly coherent and gender responsive approach among all actors; ii) increasing funding for gender equality and solid capacity improving programs.

Q12. On a scale of 1-5, how effectively has the UN Women Regional Office contributed to NORMATIVE work in the following areas

	Very ineffectively	Somewhat ineffectively	Neither effectively nor ineffectively	Somewhat effectively	Very effectively	Not sure/not applicable
Awareness raising on international and national normative commitments		25%		25%	25%	25%
Support to implementation of the national gender equality policy in the country	25%			50%		25%
Support to development of the national gender equality policy in the country	25%			25%	25%	25%
Support to the development of the gender equality policies and frameworks at the regional and sub-regional level		25%		25%	25%	25%
Monitoring the implementation of CEDAW recommendations	25%		25%	25%		25%
Support for Cairo Declaration on Women	25%		25%	25%		25%
Support for the Gender Equality Action Plan			25%	50%		25%
Support for the Universal Periodic Review and CEDAW processes			25%	50%		25%
Technical support for discussions in international processes (CSW, Beijing +25, SCR 1325)				50%		50%

Q13. Can you provide an example where UN Women's regional strategies have significantly influenced regional/sub-regional or global policy frameworks on gender equality and women's empowerment?

One notable example that was mentioned is UN Women's leadership in supporting the Women, Peace and Security (WPS) agenda in the Syria context, which has influenced both regional and global policy discussions. Through mechanisms like the Women's Advisory Board and the incubation of platforms such as the Women-Led Organizations Platform (WLOP), UN Women has ensured that the voices of Syrian women are represented in peace processes and transitional policy dialogues, shaping frameworks that prioritize gender equality and inclusive governance.

Q14. Which regional thematic areas require more attention from the Regional Office to further advance regional/sub- regional frameworks on gender equality and women's empowerment? (Select all that apply)

Thematic area	Percentage
Financing for gender equality	50%
UN system coordination on gender mainstreaming	25%
Positive social norms towards gender equality	50%
Gender statistics and data	50%
Women, peace and security	75%
Humanitarian action, risk and disaster management	50%
Elimination of violence against women	25%
Women's economic empowerment	50%
Governance and women's political participation	75%

Q15. For those thematic areas that require more attention to further advance regional/sub- regional frameworks on gender equality and women's empowerment, what opportunities are there for the Regional office?

According to stakeholders, the Regional Office has key opportunities to advance impact in these areas by increasing direct funding to local women-led organizations, supporting context-specific economic empowerment models, and strengthening gender-responsive disaster preparedness. Enhancing access to disaggregated gender data can guide evidence-based policymaking, while investing in behavior change campaigns can help shift harmful social norms. Additionally, fostering multi-stakeholder partnerships—including with youth and men—can amplify efforts to eliminate violence against women. By localizing financing mechanisms and capacity support, the Regional Office can ensure more inclusive and sustainable gender equality outcomes across the region. Additionally, bringing all the women into one single network would enhance sustainability.

Q16. How are gender equality and human rights positioned in your organization's priorities?

75 % of respondents (N=3/4) felt that HRGR were cross-cutting across their organisation's priorities and 25 percent (N=1/4) that they are both cross cutting and identified a specific strategic priority

Q17. On a scale of 1 to 5, how would you rate the effectiveness of the UN Women Regional office support to you in the following areas?

Area			
Other support	25%	25%	50%
Advocacy, communication and social mobilization	25%	75%	
GEWE knowledge products and knowledge...	25%	25%	50%
GEWE data and evidence	25%	75%	
Policy advice	25%	50%	25%

Legend:
- Very ineffective
- Somewhat ineffective
- Neither effective nor ineffective
- Somewhat effective
- Very effective
- Not sure/not applicable
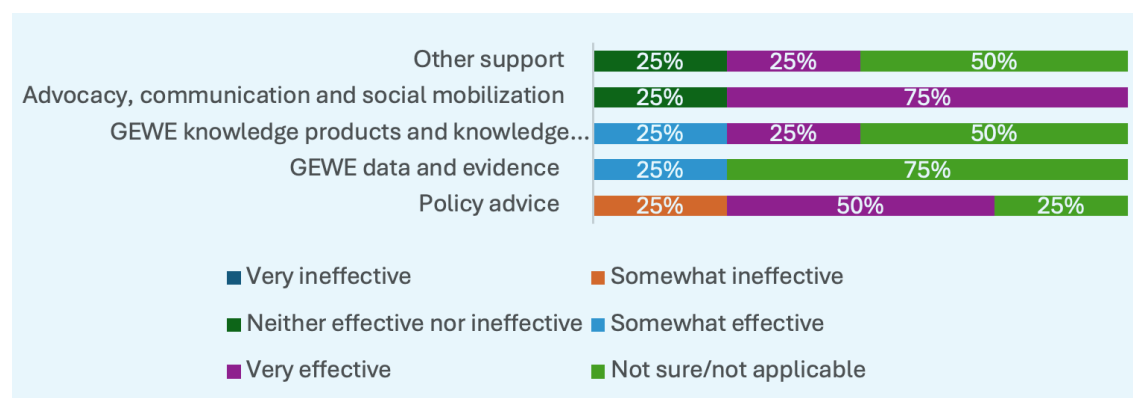
Q18. On a scale of 1-5, how would you rate the effectiveness of your partnership with UN Women?

75 percent of respondents (N=3/4) felt it was very effective and 25 percent (N=1/4) felt it was somewhat effective

Q19. Have there been any challenges related to efficiency in your cooperation with UN Women?

Stakeholders reported some challenges related to efficiency which included lengthy administrative procedures and delays in fund disbursement, which can impact timely implementation of activities, unclear partnership requirements and operations management according to UN Women's procedures and lack of training on how to complete financial forms. Additionally, stakeholders suggested that communication flow could be improved to ensure clearer guidance and quicker response times, particularly during project inception and reporting phases. Lastly, stakeholders lamented that the platform used for signing the documents from the partners/awardees doesn't allow for editing, commenting, or sharing with other employees to share their feedback.

Q20. Can you give examples of where UN Women Regional Office's partnerships could be strengthened, if at all.

According to respondents, UN Women Regional Office's partnerships could be strengthened by deepening engagement with grassroots and emerging women-led organizations, particularly in conflict-affected and hard-to-reach areas like parts of Syria. More inclusive consultation processes—especially during strategy development and funding design—would ensure local priorities are better reflected. Onboarding sessions for new partners, as well as proactive information sharing and technical support during the reporting phase would increase efficiency. Additionally, strengthening coordination with regional development actors and donors could improve alignment and resource mobilization for long-term gender equality goals. Finally, expanding partnerships with youth-led and intersectional movements would enhance outreach and sustainability of impact.

Q21. On a scale of 1-5, how effectively is the Regional Office reaching the most marginalised, including people with disabilities?

One partner rated the RO Neither effectively nor ineffectively, One partners rated the RO very effectively.

Q22. How can the Regional Office strengthen its approach to disability inclusion?

Respondents suggested that the Regional Office can strengthen its approach to disability inclusion by ensuring all program design and implementation processes are grounded in intersectionality and informed by the lived experiences of women and girls with disabilities. This includes partnering directly with organizations led by persons with disabilities, making funding more accessible to them, and integrating disability-specific indicators in monitoring and evaluation frameworks. Additionally, offering accessible communication tools, inclusive training materials, and tailored capacity-building opportunities will help ensure meaningful participation and representation in all gender equality efforts.

Q23. On a scale of 1-5, how sustainable is the work that the Regional Office is doing?
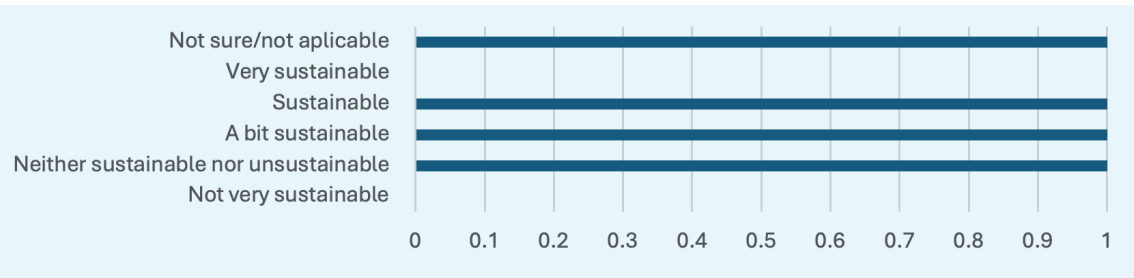
Q24. How can the Regional Office strengthen the sustainability of its work?

According to respondents, the Regional Office can strengthen the sustainability of its work by investing in long-term, flexible funding for local women-led organizations as well as increase the resource mobilization related to policy work. In addition, building the institutional capacities of women-led organization, providing long-term training and mentorship paths, together with fostering networking opportunities, would ensure greater sustainability. Prioritizing locally driven solutions, co-designing programs with grassroots actors, and supporting leadership development will ensure ownership and continuity beyond project cycles. Additionally, embedding sustainability strategies—such as knowledge transfer, policy advocacy, and integration with national systems—into program planning from the outset will help secure lasting impact on gender equality and women's empowerment.

Q25. Please use this space to suggest 2-3 ACTIONS for UN Women Regional Office as it develops it next Strategic Plan.

Actions suggested by stakeholders include:

- Prioritize direct support to local Women-Led Organizations, streamline funding mechanisms and offer multi-year, flexible grants to grassroots actors, especially in fragile and transitional contexts like Syria, to enhance their leadership, sustainability, and reach.
- Localize strategy development to ensure future strategies are co-created with local stakeholders, including youth, women with disabilities, and community-based groups, to reflect ground realities and diverse needs.
- Institutionalize capacity Ssharing and establish regional peer-learning networks and mentorship programs that allow local organizations to share good practices, scale successful models, and collectively advocate for policy change.
- Conducting research to better understanding the specific stressors and well-being needs of women leaders; considering partnering with regional mental health organizations.

ANNEX 9: LIST OF KNOWLEDGE PRODUCTS

S.No	Year	Title	Description	Thematic area	Type	Author(s)/Commissioner	Scope	Link
1	2025	Gender Alert Crisis Upon Crisis: Impact of the Recent Escalation on Women and Girls in Yemen	As Yemen stands on the brink of a deeper crisis, this Gender Alert unpacks the gender specific impacts of the recent airstrike on Yemini women and girls.	Humanitarian	Gender Alerts	ASRO	Country (Yemen)	Click here Downloads: 37
2	2025	Third meeting of the Women, Peace and Security Working Group for the Arab States/MENA Region	This report provides a summary of the key findings of the third meeting of the WPS Working Group for the Arab States/MENA Region. The views expressed in this publication emanate from the meeting discussions and do not necessarily represent the views of the convening organizations, including the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations or any of its affiliated organizations.	WPS	Meeting reports and papers	ASRO, GIZ, Friedrich-Ebert-Stiftung, American University-Beirut, Middle East Council on Global Affairs, (more)	Regional	Click here Downloads: 8
3	2025	Progress on the Sustainable Development Goals: A gender snapshot of the Arab region 2024	This report underscores the pivotal role of gender equality in driving SDG achievements and highlights the centrality of women and girls in shaping sustainable futures. It also addresses the interconnections between the SDGs, providing regional and subregional evidence of both progress and persistent inequalities.	SDGs	Data /Statistics	ASRO, ESCWA	Regional	Click here Downloads: 60
4	2025	Infographic: Advancing Gender Equality in Humanitarian Action: Transforming Lives of Women and Girls Across the Arab States	Women and girls in emergencies face heightened risks, such as violence, limited access to services, and lack of decision-making power. Despite these challenges, they are crucial to recovery and building resilient communities.	Humanitarian	Infographics	ASRO	Regional	Click here Downloads: 21
5	2025	Gender Snapshot for Gaza Strip	These shocking statistics underscore the magnitude of suffering and the urgent need for global support to protect and empower women in Gaza.	Humanitarian	Infographics	ASRO	Palestine	Click here Downloads: 14
6	2025	Infographic: Empowering Women in the Economy −Numbers Behind the Progress	The Women's Empowerment Principles (WEPs), launched by UN Women, serve as a global framework for businesses to promote workplace gender equality.	WEE	Infographics	ASRO	Regional	Click here Downloads: 39
7	2024	Meeting Report: Second meeting of the Women, Peace and Security Working Group in the Arab States/MENA Region	This report provides a summary of the key findings of the second meeting of the WPS Working Group in the Arab States/MENA Region.	WEE	Meeting reports and papers	ASRO,GIZ, Friedrich-Ebert-Stiftung, American University-Beirut, Middle East Council on Global Affairs, (more)	Regional	Click here Downloads: 48

8	2024	Gender Alert: Gaza: A War on Women's Health	The UN Women report Gaza: A War on Women's Health reveals the devastating impact of Gaza's ongoing conflict on women's health. With health facilities destroyed and thousands of women unable to access critical care, the report highlights urgent needs in maternal health, cancer treatment, and mental health support. It calls for immediate action to protect health workers, restore medical services, and prioritize the health of women and girls during the crisis.	Humanitarian	Gender Alerts	ASRO	Country (Palestine)	Click here Downloads: 254
9	2024	Gender alert: Voices of strength: Contributions of Palestinian women-led organizations to the humanitarian response in the Occupied Palestinian Territory	The war on Gaza has become one of the world's most brutal man-made humanitarian crises. The war has directly impacted more than 2.2 million people, resulting in an unprecedented number of civilians killed, alongside overwhelming displacement.	Humanitarian	Gender Alerts	ASRO	Country (Palestine)	Click here Downloads: 58
10	2024	JP Work4Women Learning Document and Companion Brief	The identification and documentation of good practices play a crucial role in knowledge sharing, learning, as well as improving interventions and policies related to decent work and productive employment.	WEE	Regional Learning Document	ASRO	Regional	Click here Downloads: 35
11	2024	Gender alert: Scarcity and fear: A gender analysis of the impact of the war in Gaza on vital services essential to women's and girls' health, safety, and dignity – Water, sanitation, and hygiene (WASH)	As the war on Gaza reached its six-month mark, it continues to be a war on women. According to UN Women estimates, more than 10,000 women have been killed to date, among them an estimated 6,000 women who left 19,000 orphan children behind.	Humanitarian	Gender Alerts	ASRO	Country (Palestine)	Click here Downloads: NA – can't be found
12	2024	Toolkit to Promote Gender Equality in Marketing & Advertising	The UN Women Regional Office for the Arab States (ROAS) new gender-responsive marketing toolkit is an innovative tool designed to guide marketers and businesses in crafting advertising and marketing strategies that promote gender equality and women's empowerment. The toolkit provides access to practical tools, strategies, ideas and examples to challenge stereotypes, and successfully create messages that are inclusive, respectful and empowering.	WEE	Manual	ASRO	Regional	Click here Downloads: 166
13	2024	Gender alert: The gendered impact of the crisis in Gaza	This document provides an overview of the situation in Gaza and articulates UN Women's work as part of its six-month multisectoral response to the crisis.	Humanitarian	Gender Alerts	ASRO	Country (Palestine)	Click here Downloads: 78
14	2023	Gendered realities in displacement: The status of Syrian refugee women in Jordan, Lebanon and Iraq	This briefing note provides the headline findings and recommendations from three country studies of the gendered realities of displacement for Syrian refugee women in Jordan, Lebanon and Iraq. The studies investigated refugee women's role, responsibilities and experiences in displacement.	Humanitarian	Research Papers	ASRO	Country (Jordan, Lebanon, Iraq)	Click here Downloads: 30
15	2023	Knowledge, Attitudes and Practices of Institutional Actors on Paternity Leave and the Role of Men in Childcare in the Middle East and North Africa Region	This research seeks to provide an overview of the global and regional trends and best practices in relation to men's childcare and paternity leave.	Social Norms	Research Papers	ASRO, Morocco CO, Jordan CO, Tunisia CO, Lebanon CO, Palestine CO, Arab World for Research and Development	Regional	Click here Downloads: 64
16	2023	Northwest Syria: Gender Assessment of the Impact of the 2023 Earthquake and the Resulting Humanitarian Needs	A series of powerful earthquakes measuring 7.7 on the Richter scale struck southern Turkey and northern Syria on February 6th, resulting in widespread devastation. The epicenter was near the Turkey-Syria border, and the region has experienced over 1,206 aftershocks. The impact of the earthquake has been particularly severe in Aleppo, Hama, Idleb, and Lattakia Governorates, worsening the existing dire humanitarian situation					

17	2023	UN Women's latest Data Innovation: GenTrack Arab States Launch	Introduced to you by UN Women's Regional Office for the Arab States, GenTRACK provides a comprehensive understanding of the situation of women and girls in the region, through easily accessible data that facilitates analyses, and informs policy decisions.	Data and Statistics	Infographics	ASRO	Country (All in the region)	Click here Algeria: 2 Bahrain: Not found Egypt: 2 Emirates: Not found Iraq: Not found Jordan: Not found Kuwait: Not found Lebanon: Not found Libya: Not found Morocco: 2 Oman: Not found Palestine: Not found Qatar: Not found Saudi Arabia: 1 Syria: 1 Tunisia: 1 Yemen: 1
18	2023	Understanding Masculinities: International Men and Gender Equality Survey (IMAGES) - Jordan	The study surveyed 2,400 Jordanian men and women aged 18-59, from 12 governorates across Jordan, as well as 512 Syrian men and women living in Amman, Zarqa, Irbid and Mafraq. The research also includes a qualitative component that involved 110 men and women who participated in 12 focus group discussions and 17 in-depth interviews.	Social Norms	Research	ASRO, Jordan CO	Country (Jordan)	Click here Downloads: 72
19	2022	Comprendre les masculinités : Enquête internationale sur les hommes et l'égalité des sexes en Tunisie	As part of this study, 2,400 Tunisian men and women, aged 18 to 59, from over 120 locations across Tunisia were surveyed. The research also included a qualitative component involving 34 men and 27 women.	Social Norms	Research	ASRO, Tunisia CO	Country (Tunisia)	Click here Downloads: 10
20	2022	Women Building Peace in the Arab States: Regional Synergies and Cross-Learning	In May 2022, the UN Women Regional Office for Arab States and the Government of Finland organized a two-day workshop titled "Women Building Peace in the Arab States: Regional Synergies and Cross-Learning" to highlight women's mediation efforts in their communities and the lessons learned from interventions under the regional WPS programme and the Syria WPS programme.	WPS	Meetings reports and papers	ASRO	Regional	Click here Downloads: 24
21	2022	Transitional Justice and National Action Plans on Women, Peace and Security in the Middle East and North Africa Region	UN Women's new report is the first to explore the mutual implementation of National Action Plans and transitional justice in the region.	WPS	Assessments / Manuals and tools/ Good	ASRO	Regional	Click here Not found
22	2022	Bridging the Gap in the Arab States: Emerging Private Sector Response and Recovery Measures for Gender Equality amid COVID-19	UN Women, the IFC and the UN Global Compact have taken action to support companies and women in the Arab States during COVID-19, recognizing that eliminating barriers to women's economic participation and empowerment drives the growth of businesses and economies and improves the lives of families and communities.	WEE	Case studies	ASRO, IFC, UNGC	Regional	Click here Download: 13
23	2022	Violence Against Women in the Online Space: Insights from Multi-Country Research in the Arab States	This report presents the findings, offers new knowledge on online violence against women and girls in the Arab States and makes recommendations for governments, Internet service providers and civil society organizations to counter it.	EVAW	Research	ASRO	Regional	Click here Download: 78

24	2022	Women's Participation in Local Mediation: Lessons from Iraq, Libya, Syria and Yemen	UN Women's new report "Women's Participation in Local Mediation: Lessons from Iraq, Libya, Syria, Yemen" sheds light on the diverse mediation roles women have played to resolve conflict and restore social cohesion in their communities.	WPS	Research	ASRO	Regional (Iraq, Syria, Libya, Yemen)	Click here Downlaoads: 150
25	2022	Mapping of laws and services for online and ICT-facilitated violence against women and girls in Arab States.	This report reviews and maps current legislation pertain to online violence in the Arab States and outlines services provided by governments and CSOs to stop online and ICT-facilitated VAWG.	EVAW	Manuals and tools	ASRO	Regional	Click here Downloads: 42
26	2022	Training Manual on Case Management and Psychosocial Support for Women Survivors of Violence	This training manual aims to build the capacity of service providers on case management and psychosocial support to women and girls' survivors of violence or exposed to its risk.	EVAW	Manuals and tools/ Case studies	ASRO,	Regional	Click here Downloads: 114
27	2022	Regional Analysis of Resilience-focused Programmes in Arab States Region	With thanks to the Government of Japan, who generously funded the regional LEAP and COVID-19 programmes as well as the resilience monitoring efforts, UN Women was able to roll-out the gender-sensitive resilience capacity index in 5 countries, namely Egypt, Iraq, Lebanon, Palestine and Yemen, through 11 of its implementing partners.	Humanitarian	Research papers	ASRO,	Regional	Click here Downloads: 5
28	2022	Guidance Note and Training Manual for Remote Service Delivery to Survivors of Violence in the Arab States Region	This toolkit is designed to support women-led civil society organisations (CSOs) in the Arab States region to strengthen their capacity to deliver remote services to survivors of violence against women and girls (VAWG).	EVAW	Manuals and tools	ASRO,	Regional	Click here Downloads: English part A: 9 English part B: 14 Arabic part A: 23 Arabic part B: 16

Organised around the four impact areas outlined in UN Women's Corporate Strategic Plan (2022-2025), ROAS´ current Strategic Note was designed to align with and contribute towards the UN Women 2022-25 Strategic Plan.

Table 3 : ROAS SN (2022 – 2025) alignment with the UN Women 2022-25 Strategic Plan

UN Women SP Impact 1-Women in the Arab States fully and equally participate in leadership and decision-making and women and girls benefit from gender-responsive governance
Outcome1: Arab States accelerate the implementation of global and regional gender norms and standards with quality comparable data particularly on the implementation of the Beijing Declaration and Platform for Action, the Sustainable Development Goals and the Cairo Declaration for Arab Women (linked to UN Women SP Outcome 1, 5, 6, 7)
Outcome 2: Women in the Arab States contend for national, local elections and for cabinet positions in safe and enabling electoral and public environments (linked to UN Women SP Outcome 1,5)
UN Women SP Impact 2- Women in the Arab States have income security, decent work, and economic autonomy
Outcome 3: More women access equitable employment opportunities and services, increasing the rate of women's participation in the workforce in Arab States, including the most marginalized. (linked to UN Women SP Outcomes – 1, 2, 3, 4, 6, 7)
UN Women SP Impact 3-More women and girls in the Arab States region live a life free from violence, particularly domestic violence and violence in the public sphere
Outcome 4: More women and girls are protected from violence, particularly domestic violence and violence in the public sphere, including through social norms change (Linked to UN Women SP outcomes 1,3,4,6,7)
UN Women SP Impact 4-More women and girls in the Arab States contribute to, and have influence in, building sustainable peace and resilience, and benefit equally from the prevention of conflicts and disasters, and from humanitarian action, leading to more peaceful and gender-equal societies in the region
Outcome 5: Women and girls in armed conflict and protracted crises meaningfully participate in peace and security processes, from formal peace talks to local peacebuilding efforts, advocate effectively for women's rights and gender equality in prevention and reconstruction efforts, and benefit from the implementation of WPS commitments across the Arab States region (linked to UN Women SP outcome 1,5,7)
Outcome 6: Women and women's organizations lead, participate and advocate effectively in the Syrian political process from a gender and women's rights perspective (linked to UN Women SP 4 and 5)
Outcome 7: Women and girls affected by crises and displacement have strengthened resilience to deal with shocks and stressors and are able to contribute to and benefit from economic empowerment to attain more equitable relationships free from violence (Linked to UN Women SP Outcomes 4, 6 and 7)

The Regional Office Strategic Note also supports and contributes towards the following UN Women 2022-25 Strategic Plan Systemic outcomes:

1: Global normative frameworks, and gender-responsive laws, policies and institutions
2: Financing for gender equality
3: Positive social norms including by engaging men & boys
4: Women's equitable access to services, goods and resources
5: Women's voice, leadership and agency
6: Production, analysis and use of gender statistics and sex-disaggregated data
7. UN System Coordination for Gender Equality

Stakeholder category	Stakeholder universe	Sample for KII/FGD	Sample for Survey
UN Women internal stakeholders	HQ - PPID; Strategic Partnerships ; Civil Society; UN System Coordination; SPRED divisions. Total: 8 UN Women ROAS Region - all personnel in ROAS, COs and NPPs covered under ROAS. Total: 317 UN Women Regional Office Thematic Team Leads and the RO leadership team, UN Women Track It Development lead, UN EVAW trust Fund EVAWG Specialist. Total: 11	Targeted:17 Reached:40	Personnel Survey Targeted: 317 Reached: 30
UN System	14 UN agencies (all UN system agencies that UN Women ROAS has collaborated with during the SN - FAO, ILO, IOM, UNHCR, UNFPA, UNICEF, UNDP, UNDPPA, WHO, UNODC, OCHA, WFP, ESCWA, UN Development Coordination Office.	Targeted: 14 Reached: 18	-
Government / regional inter-governmental NRA and PP Countries	14 regional, inter-governmental and national stakeholders that UN Women has partnered with during the SN - League of Arab States, Arab Women Organization (AWO), Gulf Cooperation Council member states, the Organisation of Islamic Cooperation (OIC), Women's Development Office (WDO), National planning Council Qatar ,UN Women focal ministry Bahrain (PP), Saudi Arabia (NRA)and Kuwait (NRA).	Targeted: 14 Reached: 5	-
Donors	21 donors (all donors that supported the ROAS SN period) - Agence Francaise De Development, Australian DFAT, European Commission, Finland, Denmark, Germany, Italy, Sweden, Japan, Italy, Netherlands, NOKIA,Norway, Open Society Institute, The Supreme Council for Women Bahrain, USA, UN Women Trust Fund, UN Women Cost Sharing Fund, UN department of economic and social affairs, WHO.	Targeted: 21 Reached: 7	-
Development partners	6 development partners (all development partners UN Women has collaborated with during the SN) - Care, Oxfam, Biligi Gelisim Dernegi, Search for Common ground, Basmeh and Zeitooneh, Save the Children.	Targeted: 6 Reached: 1	-
CSOs	18 CSO implementing partners supported during the current SNs . 7 regional organisations (all regional organisations that UN women have engaged in regional coordination) Musawah, Youth Agora, Promundo, Arab forum of women with disabilities, Arab Scouts, the Women's Centre for Legal Aid and Counselling (WCLAC).	Targeted: 7 Reached: 2	Implementing Partner Survey Targeted: 18 Reached: 4
Private sector	5 private sector (sample of private sector partners that UN women has been engaged during the SN identified by WEPs team) – Proctor and Gamble, Bank Al Etihad, Leo Burnett, Nokia,	Targeted: 5 Reached: 3	-
Financial Institutions	3 financial institutions (identified as current or prospective UN Women partners) - Islamic Development Bank, European Bank for Reconstruction and Development and World Bank.	Targeted: 3 Reached: 1	-
Academic / research Institutions	5 academic institutions (all academic institutions that have been engaged by UN women during the SN) -Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding (CCCPA), Al Azhar University, American University Beirut, Impact Civil Society Research and Development, Centre for Civil Society and Democracy Association.	Targeted: 5 Reached: 1	-
Media	6 Media (all Media partners engaged by UN women) CNN Arabic, ITP media group, Egypt Media Forum, American University in Cairo , France 24, IBC on gender justice Coordination channels.	Targeted: 6 Reached: 3	-
Total reached	6 Media (all Media partners engaged by UN women) CNN Arabic, ITP media group, Egypt Media Forum, American University in Cairo , France 24, IBC on gender justice Coordination channels.	80	34

ANNEX 12: LIST OF DOCUMENTS CONSULTED

Strategic Documents

1. UN Women Strategic Plan 2022-25
2. ROAS Strategic Note 2022-25
3. Prodocs
4. Donor reports
5. Biennial work plans 2022-25
6. Annual reports 2022-25

Evaluations (starting from the most recent ones)

1. UN Women. (2022). Egypt Country Portfolio Evaluation.
2. UN Women and OCHA. (2021). End-Term Joint Evaluation of UN Women and OCHA Joint Action Plan "Strengthened Gender Focus in Humanitarian Action", Palestine.
3. UN Women. (2022). End-term Evaluation of the Protection Component of "Women's Economic Empowerment" (WEE) Interventions, Lebanon.
4. UN Women. (2023). End-Term Programme Evaluation of UN Women Regional Programme Women, Peace and Security in the Arab States Phase II (2019–2022).
5. ONU Femmes. (2023). Evaluation finale du projet de partenariat entre le Ministère de l'Intérieur – Direction Générale des Collectivités territoriales (MI-DGCT) et ONU Femmes, pour la promotion de la gouvernance territoriale sensible au genre au Maroc.
6. UN Women. (2023). Evaluation of gender sensitive Local Development Plans in Morocco.
7. UN Women. (2023). Evaluation of Resilience and Empowerment of Vulnerable Women: The Future of Jordan's Growth and Stability (EUTF Madad Phase 2).
8. UN Women. (2023). Evaluation: UN Women Lebanon's 2021–2022 Livelihoods Initiatives.
9. UN Women. (2022). Final Evaluation of MWGE – Phase II Programme.
10. UN Women. (Forthcoming). Formative Evaluation of the Humanitarian–Development–Peace Nexus.
11. UN Women and ILO. (2023). Productive Employment and Decent Work for Women in Egypt, Jordan, and Palestine: Joint Programme – Mid-Term Evaluation.
12. UN Women. (2022). Safe Cities End-Term Evaluation, Egypt.
13. UN Women. (2021). Strengthening the Resilience of Syrian Women and Girls and Host Communities Programme: EU MADAD Programme.
14. UN Women. (Forthcoming). Iraq Country Portfolio Evaluation.
15. UN Women. (2024). Syria Programme, Phase II Evaluation.
16. UN Women. (2023). Country Portfolio Evaluation, Jordan.

Audit reports

1. Internal Audit Report, UN Women Regional Office for the Arab states, 2022

Financial Reports

2. Data package – Quantum and RMS

Human Resources

3. Data Package – RMS

External sources

1. World Bank (2025) https://data.worldbank.org/indicator/NY.GNP.PCAP.PP.CD?locations=ZQ.
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3. United Nations Population Fund, Youth participation & leadership. https://arabstates.unfpa.org/en/topics/youth-participation-leadership. Accessed March 2025.
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5. Inter-Parliamentary Union (IPU) (2025) Women in national parliaments – global ranking. https://data.ipu.org/women-ranking/?date_year=2025&date_month=02. Accessed February 2025.

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8. United Nations Economic and Social Commission for Western Asia (UN ESCWA) Synthesis: Arab regional review of Beijing Declaration and Platform for Action. https://archive.unescwa.org/sites/www.unescwa.org/files/publications/files/synthesis-arab-report-periodic-review-beijing-declaration-platform-english_0.pdf. Accessed February 2025.
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ANNEX 13: EVALUATION META SYNTHESIS

The following presents a summary of a meta-synthesis conducted by the evaluation team to consolidate evidence and lessons learned towards results achieved by UN Women ROAS under the Development Results Framework during the Strategic Note Period (2022-25). The meta-synthesis, supported by AI synthesis software (AILYZE), aggregated and analysed key insights and recommendations from country-level and regional-level evaluations conducted since 2021.

The synthesis applied a thematic analytical framework designed to identify patterns of performance, good practices, and lessons learned across ROAS's strategic outcomes, while also assessing the organization's contribution to regional development results. Examining the following questions:

- What have been the tangible results of UN Women 's operational contributions across strategic outcomes?
- What are the enabling and hindering factors that contributed to the achievement of strategic outcomes?
- To what extent has UN Women effectively implemented its triple mandate and what have been the tangible results of normative and coordination work?

To ensure consistency, the AILYZE software was prompted using a structured query developed by the evaluation team: "Identify and synthesize recurring findings, good practices, and lessons learned across ROAS and country-level evaluations since 2021, with a focus on drivers and barriers of results achievement under each Development Results Framework outcome."

This prompt directed the AI-assisted analysis to extract insights related to both enabling factors and constraints affecting progress toward Strategic Note outcomes, as well as to highlight innovations and strategic approaches that demonstrated potential for scaling. To ensure rigour and validity, the meta-synthesis followed a multi-stage QA process. First, the AI-generated thematic clusters and synthesized findings were systematically reviewed by the evaluation team to verify accuracy, eliminate duplication, and ensure contextual relevance. Second, cross-validation was conducted against original evaluation reports to confirm that synthesized evidence accurately reflected documented findings and recommendations. Finally, the consolidated synthesis underwent peer review by UN Women's Independent Evaluation Service (IES) to ensure methodological soundness, and consistency with corporate evaluation guidance.

Thematic Area	Results	Lessons	Recommendations
Normative	The Egypt CO achieved normative results through influencing key policy, legal, and institutional reforms in support of GEEW. These included: drafting of Egypt's first NAP, revisions to shelter bylaws removing mandatory family mediation, and the integration of gender perspectives into national budgeting processes. The CO also supported the development of the Observatory on the Status of Women, a tool for monitoring the National Strategy for Women's Empowerment, and contributed to national and international gender reporting processes, including CEDAW and Beijing+25 (EGYPT CPE). Through the JP, more than 17 gender equality-related policy and legislative changes were introduced or amended across Egypt, Jordan, and Palestine. In Egypt, ministerial decrees granted women equal rights to work at night and in all professions, and a decree mandated at least 25% women's representation on the boards of non-bank financial institutions. In Jordan, the Joint Programme supported childcare provisions to facilitate women's return to work, while in Palestine it contributed to raising the national minimum wage and strengthening the National Employment Strategy. (JP ILO) At the regional level, under the WPS programme, normative efforts led to the creation of the Arab Women Mediators Network and an Executive Action Plan through collaboration with the League of Arab States. Seventeen women were nominated to the mediators network by 2022, marking progress in advancing women's roles in peace and security processes.(WPS Evaluation)	The main strategies underpinning normative successes: strategic partnerships with the government and gender machineries, provision of technical advice and support including capacity building to operationalize and monitor policy and legislative changes, and policy-relevant research and evidence generation. These strategies facilitated normative outcomes by enabling government ownership, informed policymaking, and effective implementation. The CO also developed multipronged strategic partnerships to catalyze large-scale impact and systemic change, establishing itself as a trusted partner aligned with government objectives. These mechanisms highlight that normative results are achieved not only through direct outcomes but also via enabling processes and collaborations. Hence, normative results are supported by deliberate strategies involving partnership, technical assistance, capacity building, and evidence-based advocacy.	To strengthen its normative impact, COs should expand engagement in peacebuilding by operationalizing the planned women mediators' network and addressing structural barriers that limit women's participation in political parties and decision-making platforms. Building on its existing work, the RO should enhance the use of gender data and analytical evidence to inform policy dialogue and track progress more systematically. A more coherent and collaborative approach is also needed to address politically sensitive challenges, such as resistance to the term "gender," the dismantling of women's empowerment focal points in government institutions, and the ongoing issue of violence against women in politics. Restoring and reinforcing institutional gender focal points is essential to maintain consistent attention to gender equality across sectors. Additionally, the COs should develop clearer, more coordinated normative strategy for WEE, linking policy advocacy to programming and supporting the formalization of women's networks and alliances to ensure their voices influence national policymaking processes.
Coordination	In Egypt, the CO effectively advanced UNCT gender priorities through strategic co-leadership of coordination platforms. It played a central role in shaping the UNSDCF 2023–2027 and led gender integration into the UN's COVID-19 Socio-Economic Response Plan. The CO's technical support, training, and leadership resulted in over 90% of joint programmes mainstreaming gender. Notably, UNCT Egypt met or exceeded 67% of SWAP Gender Equality Scorecard indicators, reflecting strong performance in gender analysis, civil society engagement, and coordination. However, gaps remain in the form of a missing UNCT mechanism for quality assurance on gender, absence of a collective civil society engagement strategy, and no dedicated advisory group. (Egypt CPE) In Iraq, UN Women co-chaired the UNCT Gender Task Force and significantly contributed to embedding gender equality as a core priority in the UNSDCF 2020–2024. It advocated for the inclusion of key issues such as the Anti-Domestic Violence Law and the Women, Peace and Security (WPS) agenda in strategic documents like the Common Country Analysis (CCA). Between 2019 and 2024, it initiated five joint programmes with various UN agencies. However, delays in the review of the SWAP scorecard, the Country Gender Equality Profile, and gender-marker training slowed progress. Stakeholders noted the need for UN Women to take a more proactive leadership role, particularly in response to political sensitivities around the term "gender." Challenges also included limited visibility in the Kurdistan Region and insufficient corporate funding for coordination efforts, which relied heavily on non-core resources, raising concerns about sustainability. (Iraq CPE) At the regional level, under the WPS programme, UN Women supported cross-country synergies and coordination across five countries, strengthening regional advocacy. In Lebanon, gender was successfully mainstreamed into the Lebanon Crisis Response Plan through UN Women's technical guidance. The RO partnered with the LAS to develop an accountability framework to monitor member states' implementation of the WPS agenda. These efforts enhanced regional coherence and established mechanisms for tracking progress on gender commitments. (WPS Evaluation)	UN Women's coordination work has been critical in mainstreaming gender across UN planning frameworks and advancing both national and regional gender equality agendas. A key lesson is that effective coordination, when supported by strong leadership, technical capacity, and strategic partnerships, leads to meaningful results. However, the effectiveness of these efforts is closely tied to consistent senior-level presence, adequate and sustainable funding, and the political environment. In Iraq, coordination gaps were linked to leadership transitions and limited financial resources. Political sensitivities, including resistance to gender-related language, also underscored the need for unified UN advocacy and flexible strategies. At the regional level, the WPS programme illustrated the value of collaboration with institutions like the LAS in fostering accountability and alignment across countries. These experiences highlight both the strengths of UN Women's coordination mandate and the structural challenges that need to be	To strengthen its coordination role, UN Women should prioritize placing senior, technically qualified staff in decision-making positions, particularly in politically sensitive contexts, and secure core funding to ensure sustainability. A unified strategy for civil society engagement, including advisory groups, is essential to amplify women's voices. UN Women should also lead a coherent UN advocacy stance on gender issues, especially where political resistance exists. Improving visibility of its coordination role—particularly in underrepresented areas and leveraging regional platforms like the LAS can further institutionalize accountability and drive broader impact.

Thematic Area	Results	Lessons	Recommendations
WPS	The programme effectively advanced WPS outcomes, supporting the development of four NAPs, including Iraq's second NAP. UN Women supported 21 ministerial plans aligned with NAPs—exceeding the target of 10. M&E mechanisms for NAP implementation were developed in Iraq, Lebanon, and Jordan and informed the second-generation NAPs. Strong partnerships with government entities and civil society contributed to national ownership, particularly in Iraq where a Cross-Sector Task Force and a consultative body on WPS were established. The programme promoted implementation by supporting resource allocation in some countries, like the Kurdistan Regional Government's contribution to Iraq's NAPII. However, lack of sustained funding and political and economic instability were major challenges. Initiatives addressed prevention of violent extremism, women's roles in post-conflict recovery, and social cohesion. Women benefited from safe spaces to discuss sensitive issues and from targeted training for justice sector actors and protection services. Yet, a gap remained in linking trained women to formal structures and in strategies for engaging men and including persons with disabilities. UN Women supported the creation and training of women's mediation networks in Lebanon and Libya. In Libya, women from tribal groups successfully mediated local conflicts. In Lebanon, a mediation training manual was developed. (WPS evaluation). Gendered PVE research and advocacy were conducted, particularly in Jordan. Over 4,300 women and youth trained to detect early signs of radicalization. In Jordan, a national study influenced PVE strategies and integration of gender into national PVE policy frameworks. (Jordan PVE) UN Women led regional coordination on gender within the Syrian crisis response. Strengthened national capacities and facilitated grassroots CSO participation in donor dialogues and humanitarian planning. (EU MADAD)	Effective implementation of WPS requires long-term commitment, consistent funding, and collaboration with diverse partners, including civil society, governments, donors, and research institutions. There should be intentional approach to establish a link between the outcomes at the national level such as the development of WPS National Action Plans and interventions at the community level. Limited financial resources, lack of technical expertise, and shifting national priorities can undermine national ownership on implementation and progress. Limited strategic engagement of men and boys across contexts and need for more inclusive strategies addressing people with disabilities and diverse gender identities. In addition, weak feedback loops established to enable trained women and CSOs to influence decision-making structures.	UN Women should strengthen and scale-up its community level interventions by developing linkages for trained women to local governance/peacebuilding structures. The Programme should develop a strategy for engaging men to achieve a sustainable transformation. The beneficiary targeting should include clear criteria for inclusion of vulnerable groups and availability of data to assess progress and results regarding changes in the lives of most marginalized and vulnerable women. It should have a disability inclusion strategy.
WEE	placement services. A national campaign on shared household responsibilities reached 10,000 people. Under leave no one behind programming, over 1,000 women gained employment through skills and vocational training, 250 received cash assistance, and 236 participated in cash-for-work initiatives. More than 286 refugees accessed GBV-related services, and 54,600 marginalized and displaced women obtained ID cards—demonstrating impact across capacity building, livelihoods, social norm change, and essential services. (Egypt CPE) Cash-for-work component had an immediate positive influence on the lives of the beneficiaries, and it was appreciated for providing them with dignity, confidence and some level of financial freedom by providing both vocational and life skills as well as safe space, friendships and social support networks. The consultation held by the internal audit team with more than 200 beneficiaries indicated that only a few Incentive-Based Volunteers had opened their own business or obtained work. Some success outside the refugee camps in terms of job placement in partnership with Education for Employment- Jordan as well as the normative work in partnership with ILO to address bottlenecks related to women's access to decent work and their retention in the work force. (Jordan CPE) In Iraq WEE mainly delivered in a humanitarian context through the LEAP and through green skills and climate-smart initiatives in partnership with WFP. Programme targeted some of the most marginalized Iraqi women. Evidence suggests programmes, providing them with confidence, aspiration, resilience through strengthened coping strategies and led to some successes in increased access to income generation. Provision of safe, women-only spaces provided protection, skills-building, peer support and psychosocial services and entry point to WEE and GE. Positive short-term outcomes included a reduction in negative coping strategies, improved skills to generate income and women felt more empowered in household decision-making. However, sustainability remains a key challenge, and a clear transition strategy to long-term economic development is needed. The evaluation noted some awareness-raising activities with men, including through engagement of over 200 male agents of positive change, supporting awareness-raising and community mobilization. Such activities would benefit from a more strategic approach to have a greater impact on men's gender perceptions and, especially, gender behaviour. Evaluative evidence suggested that engagement of men could be more systematically underpinned in the theory of change to address the structural causes of gender-based violence and economic empowerment. (Iraq CPE)	Across all programme countries, while economic empowerment interventions achieved meaningful short-term outcomes—such as increased confidence, income, and reduced reliance on negative coping strategies—their long-term sustainability remained limited. A key learning was that vocational training and economic activities often lacked strong alignment with labour market needs, hindering women's transition to sustained employment or successful entrepreneurship. Structural barriers such as inadequate childcare, unsafe transportation, and poorly matched training also limited women's full participation. The women-only centre model proved effective in providing integrated services and psychosocial support, but its resource intensity and lack of national financial support made it difficult to scale or sustain. In Syria, economic inclusion efforts showed potential but also revealed the importance of culturally sensitive approaches to prevent social backlash. Additionally, male engagement efforts in Jordan and Iraq were promising but remained fragmented and under-strategized. Evaluations emphasized the need for a more systematic approach to engaging men and boys to address root causes of gender-based violence and economic inequality. From the ILO–UN Women Joint Programme, a major learning was the importance of adaptability in crisis contexts. During COVID-19, the programme shifted to online capacity building, supported female entrepreneurs in accessing government aid, and influenced policy through gender-responsive research and dialogue—demonstrating the value of flexibility, evidence-based advocacy, and strategic government engagement during emergencies.	To strengthen WEE programming, a clear normative strategy is needed. Future programmes must prioritize sustainability and labour market alignment by conducting market analyses and designing training with clear pathways to employment or viable entrepreneurship. Stronger partnerships with the private sector and civil society can improve access to jobs, apprenticeships, and finance. Monitoring frameworks should be enhanced to track long-term outcomes like sustained income and job retention, with disaggregated data collection to better support marginalized groups. Scaling successful models, such as women-only centres, requires government ownership and financial commitment, while alternative community-based approaches may offer scalable solutions. Structural barriers, including childcare, transportation, and flexible training formats, must be addressed through supportive services and legal reforms. Finally, systematic engagement with men and boys is critical to challenging harmful gender norms, and should be embedded into programme design to reinforce long-term social change.

Thematic Area	Results	Lessons	
	Livelihoods training was provided in all three countries, described by beneficiaries as effective and relevant. Resulting in increased access to income-generation which helped women meet essential needs and cope during the COVID-19 pandemic. In Iraq, some women reported longer-term income gains and increased self-reliance, confidence, and empowerment. Cash-for-work programmes, vocational training, and business incubation activities supported resilience and short-term economic recovery. Women-only centres (15 across the region) served as "one-stop shops" for protection and economic services, considered a global best practice. The model improved women's coping capacity and psychosocial wellbeing even if broader structural employment barriers remained. Lack of robust outcome-level indicators and tracking mechanisms made it difficult to assess sustained economic empowerment, particularly after participation ended. The connection between vocational training and actual sustainable employment or entrepreneurship was not consistently strong across the three countries. Inadequate attention to market linkages: Economic activities did not always align with labour market demand, especially in contexts where formal employment options for women were extremely limited. The women-only centre model, while effective, was resource-intensive and lacked national financial backing, making it difficult to sustain post-project High operational costs and complexity limited replication potential of the comprehensive 'one-stop-shop' service approach beyond pilot locations. (EU Madad)		
WPP	In Iraq, UN Women influenced key normative reforms around the 2021 parliamentary elections, including support for the Women's Quota Law review, a gender-sensitive Electoral Code of Conduct, and regulations on electoral violence. These efforts contributed to women winning 29% of seats—surpassing the 25% quota. Operationally, UN Women provided technical support to electoral institutions, trained women candidates and campaign leaders, and developed resources on parliamentary practices. However, the sustainability and depth of WPP efforts were constrained by limited funding, technical capacity, political sensitivities, and weak outcome-level monitoring. Much of the WPP work was absorbed under the Women, Peace and Security portfolio due to funding gaps, and there were high expectations placed on UN Women to support women parliamentarians in policy advocacy. (Iraq CPE)

In Morocco, UN Women's partnership with the Directorate General of Local Authorities (DGTC) led to institutional progress in gender-responsive governance. The DGTC gained internal capacity to implement its gender action plan, and over 300 elected officials were trained in gender-sensitive local planning. Tools such as training modules and a methodological guide supported regional and local governments in integrating gender into development plans. The project also advanced the operationalization of IEECAGs (Equity, Equal Opportunity, and Gender-Based Approach Authorities) by assessing their capacity gaps, developing a roadmap for their implementation, and delivering tailored training to over 150 local representatives. These efforts built a foundation for sustainable gender mainstreaming in territorial governance. (Morocco DGCT) | This work demonstrates the value of embedding technical expertise within institutions to drive sustainable change. However, WPP progress is highly vulnerable to resource and political constraints. In Iraq, limited funding led to the absorption of WPP into the broader WPS portfolio, reducing its visibility and prioritization. Joint programming also faced challenges, including the termination of collaboration with UNDP. UN Women encountered high expectations to support women parliamentarians despite internal technical capacity limitations. While regional surge support helped fill some gaps, it was not sufficient to meet all needs. Furthermore, weak outcome-level monitoring constrained the ability to measure and communicate results effectively. There were also political sensitivities around working with individuals affiliated with political parties, which raised concerns about neutrality and limited the effectiveness of engagement. These experiences underscore the importance of managing expectations, securing dedicated resources, strengthening internal capacities, and navigating political dynamics carefully to ensure the long-term success of WPP initiatives. | Develop a well-resourced WPP strategy to ensure deeper and more sustainable impact, UN Women should articulate a clear vision for WPP with dedicated funding and staffing. Invest in technical capacity and outcome-level monitoring, strengthening internal expertise and tools to track long-term outcomes and implementation. Sustained collaboration with electoral bodies, local governance institutions, and civil society can enhance the reach and effectiveness of both normative and operational work and institutionalization of gender in governance structures. UN women should strengthen partnerships and address structural challenges to WPP. Alongside legal reforms, efforts should be made to tackle underlying barriers, such as political violence against women and societal resistance to female leadership, through targeted advocacy and norm change strategies. |
| EVAW | UN Women's EVAW efforts across the region delivered concrete operational gains, particularly in Iraq, Jordan, Tunisia, and Lebanon. Across countries EVAW programmes also helped create safe spaces for women to discuss GBV, build confidence, and access support. In Iraq, joint programmes with UNFPA improved protection services in the Kurdistan Region, including legal aid, psychosocial support, case management, and training for 275 service providers and 83 judges. This contributed to more harmonized GBV response systems and supported the establishment of domestic violence courts in 2021. Seven shelters and safe spaces reached over 10,000 women with counselling and referrals (Iraq CPE). In Jordan, the OASIS programme helped nearly 3,000 women access referral services from 2019–2021, with self-reported reductions in GBV among beneficiaries(Jordan CPE). In Tunisia and Lebanon, targeted trainings for police, judges, prosecutors, and service providers improved survivor access to multisectoral protection services. (WEE Lebanon Evaluation and WPS Evaluation). | Trainings for justice and protection personnel enhanced institutional responses and survivor support, with evidence of increased awareness, harmonized service delivery, and confidence among providers. While women-only spaces and counselling services effectively supported survivors, their reliance on donor funding limits scale and sustainability. Lack of independent validation and limited outcome-level indicators constrained the ability to demonstrate long-term impact or systemic change. EVAW work remained concentrated in more accessible urban areas. Despite improved services, structural diversity remain major barriers to reducing violence against women. | Strengthen Outcome Monitoring and Validation. Expand Geographic Reach and Institutional Coverage of EVAW services. Advocate for government adoption and funding of safe space models and survivor support systems to ensure continuity beyond donor cycles. Renew efforts to advance domestic violence legislation and strengthen legal protection frameworks for survivors. Scale up transformation strategies, including engagement with men/boys, and integrate these a core to programme design. |

ANNEX 14: ASSESSMENT OF CONTRIBUTIONS TO LNOB ACROSS SAMPLE PROJECTS

A purposive sampling approach was used to select nine projects to assess contributions to the Leave No One Behind (LNOB) principles. Projects were selected representing RO's SN thematic areas, prioritising higher-budget initiatives within each thematic area. The LNOB target groups were defined based on the Strategic Note and included the following categories- women with disabilities, Indigenous/rural women and ethnic minorities, youth, displaced women (including refugees, IDPs, and women in humanitarian crisis affected regions) and women-headed households.

Project documents were reviewed to assess whether, and how, each project addressed the needs of for each vulnerable group. Analysis considered the design stage of the programme to assess whether planning explicitly and intentionally identified and included strategies/interventions to address the differential needs for the individuals/group. Analysis also looked into the implementation stage whether there was evidence of actual action such as through engagement, participation to assess the results.

Qualitative ratings categorised inclusion as aware (clear and explicit), somewhat aware (partial or indirect), or unaware (no explicit mention or evidence). This approach enabled identification of thematic patterns, gaps, and strengths in LNOB integration, while recognising that the sample is illustrative rather than representative of the full portfolio.

The small sample analysis reflected that Normative, Gender Statistics, Women Political Participation, Women, Peace and Security (WPS) and Humanitarian Action (HA) projects demonstrated stronger LNOB integration. Among LNOB groups, displaced and crisis-affected women were most consistently considered in both design and implementation. Conversely, rural women, women with disabilities, and ethnic minorities were the least included. The lack of disaggregated data further hinders the ability to track progress on LNOB including disability inclusion.

Further, across the prodocs and reporting, while vulnerable and marginalised groups were identified, the analysis of the nature of their specific vulnerabilities, access requirements, and needs was not sufficiently detailed. As a result, gaps remained in identifying tailored engagement strategies beyond the general targeting of specified groups.

Overall, while the RO has made some progress, there was a lack of clear strategy and accountability mechanisms for the systematic integration of intersectionality and LNOB principles and a more intentional approach is needed to reach those most at risk of exclusion.

Recommendations	Project	Women with disabilities		Indigenous/rural women/ethnic minorities		Youth		Displaced women		Women headed households	
		Design	Implementation	Design	Implementation	Design	Implementation	Design	Implementation	Design	Implementation
Normative	Implementation of Beijing +30 & Sustainable Development	Aware	Somewhat aware	Aware	Somewhat aware	Aware	Implementation	Aware	Unaware	Unaware	Unaware
Coordination	Bahrain workplan	Aware	Aware	Unaware	Unaware	Aware	Aware	Unaware	Unaware	Unaware	Unaware
EVAW	Reducing online and ICT-facilitated violence	Unaware	Unaware	Unaware	Unaware	Unaware	Unaware	Unaware	Unaware	Unaware	Unaware
Gender statistics	UN Women Count II	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Aware
Social Norms	Dare to Care	Aware	Unaware	Unaware	Unaware	Aware	Aware	Aware	Unaware	Unaware	Unaware
Humanitarian and DRR	Strengthening resilience of vulnerable refugee and IDP women impacted by crises, displacement, and disasters	Somewhat aware	Unaware	Somewhat aware	Unaware	Aware	Aware	Aware	Aware	Aware	Aware
WEE	Flagship Initiative Arab States - Surging Women Employment By 5% before 2030	Unaware	Unaware	Unaware	Somewhat aware	Aware	Aware	Unaware	Unaware	Unaware	Unaware
WPP	Sida Partnership Fund for WPP (SP3 outcome 1)	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Aware	Unaware	Unaware
WPS	Support to Syrian Women for Peace Phase II	Aware	Unaware	Aware	Unaware	Aware	Somewhat aware	Aware	Aware	Aware	Somewhat aware

32 The following nine projects were selected for the sample: Implementation of Beijing +30 & SDGs (US$25,200), Reducing online and ICT-facilitated violence, UN Women Count, Bahrain UNCT Coordination (US$557,503), Dare to Care SIDA (US$710,300), Strengthening resilience of vulnerable refugee and IDP women impacted by crises, displacement, and disasters (US$499,999), Flagship initiative(US$1,180,000), SP3 outcome 1 (US$800,00) and Support to Syrian Women for Peace Phase II Finland (US$2,453,245)

Thematic Area	Programme Name	Countries	Years	Budget	Partners	Donors
EVAW	Reducing online and ICT-facilitated violence	Tunisia, Yemen, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Palestine	2022	$36,956	ROAS	Government of Japan
WPS	Syria Programme	Syria	2022-5	$11,487,665	ROAS	Finland, Norway, Netherlands, Italy European commission
	WPS in the Arab States - Phase III	Lebanon, Tunisia, Libya, Morrocco, Iraq, Jordan	2022-5	$1,282,541	ROAS	The Supreme Council for Women
WEE	Skills building to end EVAWG and promote WEE in humanitarian response		2024	$60,562	ROAS	NOKIA
	Promoting Productive Employment and Decent work for Women	Egypt, Jordan, Palestine	2023-4	$1,034,887	UN Women joint programme with ILO	SIDA
HA	Humanitarian Response with Sustainable Impact (Sustainable Livelihoods and Social Cohesion)	Egypt, Iraq, Syria	2024-5	$555,397	ROAS	Government of Japan
	LEAP	Iraq, Jordan, Egypt	2021-24	$618,733	ROAS	Government of Japan
Social norms	Regional Programme - Men and Women for Gender Equality	RO, Egypt, Lebanon, Morocco, Palestine	2023-25	$1,405,698	ROAS	SIDA
	Dare to Care	RO, Tunisia, Egypt, Jordan, Morrocco	2023-25	$1,814,395	ROAS	SIDA/Gobierno Vasco/TAR
WPPL	SP3 Outcome WPP and Governance	ROAS	2023-25	$93309	ROAS	SIDA
	Women's Leadership- Mena	ROAS	2022-25	$1,320,875		Government of Germany
Data and statistic	RAS Women Count (gender statistic) Phase II	ROAS	2023-24	$309,744	ROAS	SIDA
Normative	Implementation of Beijing +30 & Sustainable Development	ROAS	2024	$25,200	ROAS	UN DEPT OF ECONOMIC AND SOCIAL AFFAIRS
Other	UN Women Arab States Strategic Note	ROAS, Tunisia, Egypt, Jordan, Lebanon, Morrocco	2022-23	$811,406		Finland
	ROAS Management Project		2022	$3,708,444	ROAS	UN Women
	ROAS ManaWP Bahrain gement Project	Bahrain	2022-25	$557,503	ROAS	The Supreme Council for Women
	Programme Ajyal al Egalité	Tunisia, Libya, Morocco	2025	$271,355		Agence Francaise De Development

Source: Compiled by the Evaluation Team based on data from DAMs, UN Women, 2025

UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

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