

Evaluation of UN Women's Economic Interventions under the Leadership, Empowerment, Access and Protection in Crisis Response (LEAP) programming in the Arab States Region (Egypt, Iraq, Jordan, Lebanon)

Annexes

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Annex 1 - Terms of Reference

Title:	Evaluation of UN Women’s Leadership, Empowerment, Access and Protection in Crisis Response (LEAP) regional project in the Arab States Region
Type of Contract:	Special Service Agreement Contract (SSA) – International
Duty Station:	Home-based, with possible travel to Jordan, Egypt, Iraq and Lebanon
Organizational Unit:	Programme- WPS-HA
Duration:	3 months

UN Women ROAS is seeking a consultant to conduct an evaluation on its *Women’s Leadership, Empowerment, Access & Protection in Crisis Response (LEAP)* regional project to contribute to enhancing UN Women’s approach to promoting the economic empowerment of refugee and internally displaced women in the Arab States region.

I. Background:

The Arab States region has been experiencing a significant number of humanitarian crisis. Three of the world’s worst humanitarian crises are in the Arab States region: in Syria, Yemen and Iraq. The civil war in Syria has resulted in the largest number of refugees worldwide, at more than 4.8 million refugees, and in additional 6.5 million internally displaced persons (IDPs) inside Syria.¹ This crisis not only affects refugees and displaced on all levels, but has put pressures on neighboring host countries which have experienced increased levels of unemployment and poverty and socio-political and economic unrest. Moreover, the spill over effect of the Syria crisis has further destabilised Iraq. Conflict with armed groups in Iraq, including ISIL, has forced nearly 3.2 million people² to flee their homes since January 2014. While a growing number of people are returning to their homes since Iraqi led military efforts have retaken large areas of the country, these areas suffer from substantial damage to private property and public infrastructure - putting more pressure on the lives of the returnees.

Although the living conditions of the displaced differ across countries, the majority live in poverty and many are food insecure.³ Most have depleted their savings and resources, and rely on negative coping mechanisms to meet their basic needs. This is particularly true for female headed households not living with other refugees, who are the most food insecure in the region.⁴ Furthermore, women are reporting increasing domestic violence within their homes due to “decreasing economic and household security.”⁵

Employment continues to be a challenge across the region. The region has a bulging youth population with high unemployment numbers, and refugees in countries hosting them are adding to these challenges. For example, the current unemployment rate in Egypt is 13.2%, with youth unemployment at 34.3%. Unemployment is almost triple among female young people of their male counterparts. As such, while refugees are legally allowed to work in most countries across the region, in practice they face severe constraints in accessing legal work and restore to informal labour – which is characterized by underemployment and exploitation. For example, in Jordan around 30,000 refugees currently have work permits (of which 1% are women)⁶, out of a case load

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

² IOM’S Displacement Tracking (DTM), October 2015.

³ In Turkey, one-third of households recently interviewed by WFP were determined to being food insecure, leaving the majority of 66 per cent at risk of food insecurity. WFP. 2016. “Off camp Syrian refugees in Turkey”.

⁴ WFP and REACH. 2015. “Comprehensive food security monitoring exercise for Jordan”.

⁵ UN Women. 2014. “Beyond the camps: A perception study”.

⁶ <http://www.unhcr.org/news/latest/2016/4/57162b0a6/work-permit-boost-gives-hope-syrian-refugees-jordan.html>

of close to 650,000, and in Egypt the UN recorded 432 as accessing waged employment opportunities (formal and informal) between January and July 2016, out of a caseload of 116,013.⁷

The needs and vulnerabilities of women, men, girls and boys affected by crisis are distinct and often different. Addressing these needs with effective, quality programming requires incorporation of gender equality considerations across all phases of humanitarian action – including preparedness, assessment, analysis, planning and implementation. Linking humanitarian action with development early on in emergency settings and integrating early recovery as a part of the response also increases the ownership, participation, relevance and sustainability of humanitarian efforts.

In July 2010, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. The creation of UN Women came about as part of the UN reform agenda, consolidating the Organization's resources and mandates for greater impact. The mandate of UN women entrusts the entity to take a leading role in normative, operational and coordination work on gender equality in the UN system, including on Women's Peace and Security and Humanitarian Action.

At global level, UN Women's work in humanitarian action falls under Strategic Plan Development Results Framework Outcome Area 4 – "Peace and security and humanitarian action are shaped by women and men's equal leadership and participation. In 2012, UN Women developed a flagship programme on *Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP)* to improve the gender-responsiveness of humanitarian action by:

- i. Ensuring that humanitarian/crisis response planning, frameworks and programming are informed by gender analysis and needs assessments.
- ii. Increasing access to protection and economic opportunities for vulnerable and displaced women affected by sudden onset emergencies through safe/social spaces and income generation opportunities. These social spaces promote awareness raising; access to multi-sectoral services and referral mechanisms; women support groups; child-care services; as well as facilitating access to skills training, cash-for-work and livelihoods support.
- iii. Bridging the humanitarian/ development divide in protracted and slow onset crises by promoting positive coping mechanisms, and sustainable livelihoods for marginalized women.

UN Women in the Arab States region has been implementing components of the LEAP programme since 2012 in Jordan, and since 2014 in Egypt, Iraq and Lebanon. Central to this approach has been supporting economic opportunities for displaced and vulnerable women. As the crisis in the region have become protracted, there is a recognition of the need to move from short-term cash assistance to more sustainable economic opportunities. Through its current regional project, *Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP)*, launched in March 2016, UN Women is working to consolidate its ongoing initiatives including those related to women's economic opportunities - with the objective of supporting sustainable solutions for refugee, displaced, and host communities where viable, and working with regional bodies to support an end to conflict and instability.

The regional LEAP has one outcome and three outputs related to the economic empowerment of displaced and vulnerable women and girls, specifically:

Outcome II: Displaced and vulnerable women and girls are economically empowered and have access to humanitarian services that are gender inclusive

Output 2.1: Gender analysis and assessments conducted to inform multi-sectoral humanitarian/ crisis response planning and programming.

Output 2.2: Increased capacity and effective engagement of women & gender machineries in humanitarian planning and response frameworks.

⁷ <https://data.unhcr.org/syrianrefugees/country.php?id=8>

Output 2.3: Displaced and marginalized women and girls have new sources of income and economic opportunities through Direct Cash Assistance, cash for work and skills development.

Activities related to the creation of economic opportunities under this outcome include: (i) the identification of sustainable income-generation opportunities for vulnerable women from both refugees and host communities through a rapid business needs analysis within affected regions in the three countries to identify the exact needs of vulnerable women and sustainable income-generation activities; (ii) financial support which includes direct cash assistance, cash-for-work, and start-up packages schemes based on the country context and needs assessment; (iii) vocational training and business development skills programmes; (iv) linkages and referral to job placement capitalizing on the ongoing activities in the countries.

The project is implemented in Egypt, Iraq and Jordan to address the immediate needs of women affected by conflict, bolstering their assets and skills to enable them to meet their needs with investment in women's economic empowerment⁸ to generate immediate and long-term social dividends. The WEE component is part of more holistic approach that combines economic empowerment, enhanced protection and safe spaces and gender inclusive humanitarian services which are shaped by women's leadership and engagement in community life and relief efforts.

In **Egypt and Lebanon**, UN Women has supported community centers in host communities to provide vulnerable Syrian refugee and host community women with capacity building programmes, vocational training and access to financial services, as well as, strengthening their protection through engaging different key players including women and youth CSOs, national service providers and local authorities to address issues related to all kinds of violence. In Lebanon, UN Women has also supported the establishment of women agro-business cooperatives with Syrian and Lebanese members, as well as job placement programmes.

In **Iraq**, UN Women supports Syrian women refugees within camps and displaced women and girls dispersed across various districts and cities in Iraq due to the ongoing conflict through providing safe access to livelihood opportunities. This has included support to cash for work/income generation activities while simultaneously offering protection and psycho-social support services, through the already established women's resource and protection centers. Women in host communities are also supported with livelihood enhancing interventions. UN Women has capitalized on existing interventions of cash-for-work schemes and income generation opportunities applied in camps and recently in the newly liberated areas.

In **Jordan**, the project addresses the humanitarian priorities of Syrian women refugees living in camp (Azraq and Za'atari) and non-camp settings through the provision of employment, services for those at risk of and surviving gender-based violence, and engagement with the national authorities to promote access to justice and accountability for violent crimes against women.

Outcome III⁹ which focuses on the protection of vulnerable women and girls through the creation of safe spaces and increased access to effective services and protection mechanisms has synergies with the economic empowerment component as some of the activities / services are implemented in the safe spaces. The safe/social spaces also serve as 'economic empowerment hubs' by strengthening women's access to productive assets and skills, supporting their leadership in community life and decision making, and targeting gender-specific structural barriers and discrimination rooted in prevailing social norms and attitudes.

Key stakeholders for this evaluation include: i) specialized humanitarian agencies ii) Member States; iii) bilateral donors; iii) humanitarian country teams (HCTs) at country level; iv) cluster coordinators and lead agencies; v) Key national stakeholders (Ministries, National Women

⁸ *Women's economic empowerment* can be defined as the ability of women to bring about positive changes in their lives and societies as a result of their participation in economic activities. These activities include their ability to: function effectively in the economy; participate in labour and product markets on equal terms with men; shape the gender division of labour within the households and the labour market; accumulate their own assets; and influence governance and institutional structures that inform the relationship between the market and the state and the processes that determine the pace of economic development. They are underpinned by rights. It is generally accepted that women's economic empowerment cannot be achieved without women also having agency in other areas of their lives.

⁹ Outcome III: Protection and safety of displaced women and girls in temporary shelters & in host communities is strengthened against all forms of violence and exploitation.

machineries); vi) Regional intergovernmental bodies (the Arab League) working in humanitarian action as well as regional coordination structures (e.g. Agency Group on Emergency Preparedness and Response (MENA Group)); and vii) international and national non-governmental organizations working in the humanitarian field.

II. Duties and Responsibilities:

The main purpose of this evaluation is to contribute to enhancing UN Women's approach to supporting the economic empowerment of displaced and vulnerable women and girls in the Arab States region. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices to promote sustainable economic opportunities which strengthen women's resilience and empowerment. The targeted users of the evaluation are UN Women Senior Management at regional and country level, programme staff, and key stakeholders (donors, other regional actors, UN system) in the area of Humanitarian Action, particularly those focused on livelihoods and economic opportunities.

The evaluation will have both formative and summative elements. While UN Women has been implementing components of the LEAP flagship in the Arab States region since 2012, the approach to supporting refugee and displaced women's economic empowerment has evolved over the years as UN Women has tested ways to make interventions (economic opportunities) more sustainable. As such several of the interventions assessed are in their initial stages and will require a primarily formative evaluation lens. At the same time, the evaluation will assess interventions which have been implemented for several years where more of a summative approach is possible.

The evaluation will focus on UN Women's initiatives in promoting economic opportunities for displaced and vulnerable women affected by humanitarian crisis in the region. The scope will be limited to those initiatives which seek to promote longer-term economic opportunities, and will therefore not include cash for work. Examples of women who have been able to leverage their participation in cash for work to start their own businesses may be included to provide insights into success factors. To the extent that there are linkages with the broader work on protection and specifically the safe spaces, this will be included as well. The geographic scope of the evaluation is multi-country; it will include economic empowerment interventions under the WPS and HA portfolio in Egypt, Iraq, Jordan and Lebanon. The evaluation will assess relevant work from 2012 to the present.

Several evaluations have already been conducted on UN Women's LEAP aligned interventions in the Arab States region which have assessed their relevance, efficiency and effectiveness. This evaluation will build on these evaluations and focus on two main evaluation OECD-DAC criteria, effectiveness and sustainability. This limited focus will allow UN Women to examine these critical issues in greater depth than previous evaluations. In conjunction with the sustainability criterion, UN Women will assess connectedness, a criterion often used in humanitarian action evaluations.

The specific objectives of the evaluation are to:

1. Assess the **effectiveness** of UN Women's approach to economic empowerment of refugee and internally displaced women within the framework of the LEAP (and host community focused WEE related programming in Jordan)
2. Assess the **connectedness and sustainability** of UN Women's initiatives on increasing economic opportunities for refugee and internally displaced women
3. Identify and validate lessons **learned, good practice examples and innovation** of work supported by UN Women;
4. Provide actionable **recommendations** with respect to UN Women's approach to promoting women's economic opportunities in humanitarian settings.

Evaluation Questions:

Effectiveness

1. How effective have the economic opportunity models developed and / or implemented by UN Women been in helping women find employment (self or other) once project participation is completed? To what extent are the opportunities created ensuring the safety and security of women?
2. To what extent have the safe / social spaces established / supported through UN Women served as 'economic empowerment hubs', by strengthening women's access to productive assets and skills, supporting their leadership in community life and decision making, and targeting gender-specific structural barriers and discrimination rooted in prevailing social norms and attitudes?
3. What are the intended and unintended, positive and negative, effects of the intervention on women and men, institutions and the physical environment? How has the intervention affected the well-being of the different groups of stakeholders?

Connectedness and Sustainability

1. To what extent are the models developed and / or implemented by UN Women to promote women's economic empowerment supporting sustainable economic opportunities, particularly for host community women? What are the measures that have been built in to promote sustainability? To what extent do these measures reflect on and take into account factors which, have a major influence on sustainability e.g. economic, ecological, social and cultural aspects?
2. To what extent do interventions, as designed and implemented, take longer-term and interconnected problems into account? Do they contribute to interventions planned in the longer term, such as recovery or development?
3. What is the potential to scale existing models to reach larger groups of women?

III. Evaluation Methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the regional and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy⁵ and adhere to the United Nations norms and standards for evaluation in the UN System⁶. The evaluation methodology will employ mixed methods and an innovative approach for capturing results, to ensure that the views of a diverse group of participants are represented in the evaluation. The evaluation Consultant is expected to collect both primary quantitative and qualitative data. Qualitative methods adopted should be highly participatory in nature, drawing on more non-traditional methods, e.g. most significant change, network analysis, mapping, video, etc. The analysis of the application of human rights and gender equality principles in the development and implementation of interventions will be an integral part of the final evaluation report.

The evaluation process has five phases:

- 1) **Preparation:** gathering and analyzing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the reference group, and recruitment of the evaluation Consultant (responsibility of UN Women);
- 2) **Inception:** consultations between the evaluation Consultant and the Regional Office, programme portfolio review, stakeholder mapping, inception meetings with the reference group, review of the results logic for LEAP related interventions, finalization of evaluation methodology and inception report;
- 3) **Data collection and analysis:** desk review, in-depth review of regional and relevant country level planning frameworks and programme documents, and online interviews, staff and partner survey/s, visits to two countries;

4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report; and

5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website¹⁰, and production of other knowledge products and learning events, such as a webinar and an evaluation brief (responsibility of UN Women).

IV. Evaluation Management

The UN Women **ROAS** is responsible for the management and quality assurance of this regional evaluation. ROAS will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including possibly joining the evaluation Consultant in selected field missions. The UN Women Independent Evaluation Office (IEO), through the Regional Evaluation Specialist (RES) for the Arab States, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, United Nations Evaluation Group Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents¹¹.

The establishment of reference groups will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference group will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. It will be composed of UN Women senior managers/staff, other UN System partners, key regional and country level partners and civil society.

V. Deliverables and Payment Schedule

The proposed timeframe for the evaluation is March to May 2017. The proposed time frame and expected products will be discussed with the evaluation Consultant and refined in the inception report. The Regional Office reserves the right to ensure the quality of products submitted by the external evaluation Consultant and will request revisions until the product meets the quality standards as expressed by the UN Women Independent Evaluation Office.

Deliverable	Description	Due date
Inception phase		
Inception Report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Regional Office and, based upon the comments received, the evaluation Consultant will revise the draft. The revised draft will be shared with reference group for feedback. The evaluation Consultant will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	TBC

¹⁰ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website:

<http://gate.unwomen.org>

¹¹ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at:

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

http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

Deliverable	Description	Due date
Data collection phase		
Presentation of preliminary findings	A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the Regional Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation Consultant will incorporate the feedback received into the draft report.	TBC
Analysis and reporting phase		
Draft Report (including two rounds of revision prior to the final report)	A first draft report will be shared with the Regional Office for initial feedback. The second draft report will incorporate ROAS feedback and will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation Consultant will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts. The second draft of the evaluation report should include an Executive Summary.	TBC
Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report.	TBC

Key Evaluation Guidance Documents (Click for hyperlink)

- [Integrating Human Rights and Gender Equality in Evaluations](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Norms and Standards for Evaluation in the UN System](#)
- [UN Women Tool 14: Quality criteria for evaluation reports](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UN Women Leadership, Empowerment, Access and Protection in Crisis Response \(LEAP\) Flagship](#)

VI. Inputs

This will be a homebased assignment with possible travel to Jordan, Egypt, Iraq and Lebanon. UN Women will provide support in facilitating contact with partners and identification of relevant resource persons for all components of the assignment.

VII. Performance evaluation

The consultant's performance will be evaluated based on: timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

VIII. Competencies:

Core Values:

- Respect for Diversity;
- Integrity;
- Professionalism.

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Inclusive Collaboration;
- Stakeholder Engagement;
- Leading by Example.

Functional Competencies:

- Excellent technical expertise and skills in conducting evaluation.
- Demonstrable experience in humanitarian action and women economic empowerment in Arab region.
- Excellent writing skills.
- Ability and willingness to work as part of a team to meet tight deadlines and produce high quality work.

IX. Required experience and qualifications

The consultant should have extensive experience in evaluation, humanitarian action and women's economic empowerment, as well as regional experience. The consultant must sign the "Evaluation consultant's agreement form," based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

The consultant, with at least 15 years of evaluation experience, will be responsible for delivering the key evaluation products. In close collaboration with the Evaluation Task Manager (RES), s/he will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report.

More specifically the tasks of the consultant include:

- Developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan.
- Directing and supervising the research and analysis of secondary evidence, project documents, databases and all relevant documentation.
- Coordinating the conduct, overseeing and assuring quality of country visits, and taking a lead in the analysis of evaluation evidence.
- Preparing the PPT presentation and leading the briefing on preliminary evaluation findings.
- Drafting the evaluation report and leading the preparation of specific inputs based on country visits, desk research, focus groups, surveys, etc.
- Preparing for meetings with the Evaluation Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Evaluation Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Evaluation Task Manager.
- Participating in a Webinar to present evaluation results.

Qualifications:

- At least 15 years practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in political science
- Substantial professional experience (at least 5 years) related to women's economic empowerment and the promotion of sustainable economic opportunities in developing countries, particularly in setting affected by humanitarian crisis.
- Previous experience in conducting evaluations on humanitarian action, experience conducting complex evaluations is an asset
- Excellent knowledge of the UN system, the UN humanitarian architecture and programming at the regional and country level in the Arab States region; as well as normative frameworks which guide humanitarian action;
- Experience and knowledge on gender equality and women's empowerment and the human rights based approach, gender mainstreaming, gender analysis and the related mandates within the UN system and particularly that of UN Women's
- Language Qualifications (Fluent in English and working knowledge of Arabic)

Annex 2 – Evaluation Matrix

EFFECTIVENESS			
1A. How effective have the economic opportunity models developed and / or implemented by UN Women been in helping women find employment (self or other) once project participation is completed?			
1B. To what extent are the opportunities created ensuring the safety and security of women?			
Sub-questions	Indicators	Data sources and data collection method	Focus
<p>Are the different economic opportunity models well developed including a strong Theory of Change, business needs analysis, innovative approaches, gender analysis targeting women from both refugees, IDPs and host communities?</p> <p>What are the results of the various economic opportunity models (in terms of employment during and post-implementation)?</p>	<ul style="list-style-type: none"> ▪ Theory of Change ▪ Desired effects ▪ Results to date (quantitative, qualitative, age disaggregated) ▪ What is the percentage of women that have reported access to employment post-completion of intervention? ▪ Which beneficiaries have benefitted most/least from the program (both intended and unintended beneficiaries). ▪ % of women reporting ongoing benefits versus total number of participants 	<ul style="list-style-type: none"> ▪ Program documentation at country and regional level including design documents; implementation plans, reviews, evaluations, quarterly and annual project reports, case studies, needs analysis, and gender analysis ▪ Interviews with staff of UN Women and partners ▪ Resource persons 	<ul style="list-style-type: none"> ▪ Understanding of the different economic models used, characteristics, and common features for each (mapping of models) ▪ Assess the presence and the quality of the Theory of Change underpinning the economic models developed in the different countries including the context appropriateness of the theory of change and underlying assumptions ▪ The results UN Women is aiming for under its economic models ▪ Compare UNW economic models with other economic models implemented by other actors ▪ Causal chain linking activities of selected interventions with outputs and outcomes ▪ Expertise of implementing partners. ▪ In what areas or sectors were women able to continue working or finding new employment? ▪ Is there a difference between the rate of success in urban versus rural areas, and camps versus non-camp, refugee and IDP settings?

<p>What economic opportunity models have been more/less effective and why? Where did the model contribute to economic empowerment? What are the common characteristics? Is there a difference between the rate of success in urban versus rural areas and camps versus non-camp refugee and IDP settings?</p>	<ul style="list-style-type: none"> ▪ Criteria to assess effectiveness ▪ Women's perceptions ▪ External actors' perceptions of UNW economic interventions ▪ Business income, employment, HH income ▪ Results to date (quantitative, qualitative, age, urban, rural, refugee, host community). 	<ul style="list-style-type: none"> ▪ Program document reviews (evaluation reports) ▪ M&E system data ▪ Individual and group interviews of women ▪ Interviews with staff of UN Women and partners ▪ Private sector actors ▪ Donor representatives 	<ul style="list-style-type: none"> ▪ Economic opportunity models supporting resilience, linking relief and longer-term development. ▪ Type of interventions/camp, urban, rural ▪ Profile of women (age disaggregated / education, refugees and host communities) targeted. ▪ Process for targeting of women among both refugee, IDP populations and host communities ▪ In what areas or sectors were women able to continue working or finding new employment? ▪ To what extent did the economic opportunity contribute to broader economic empowerment?
<p>How are the different economic opportunities identified? What is the process and criteria involved? To what extent are women's capacities considered?</p>	<ul style="list-style-type: none"> ▪ Needs assessments ▪ Capacity assessments ▪ Market analysis. 	<ul style="list-style-type: none"> ▪ Interviews with staff of UN Women and partners ▪ Document review ▪ FGDs with refugee and host community women. 	<ul style="list-style-type: none"> ▪ The economic interventions that have been undertaken, how these have been determined and why ▪ The extent to which women are consulted prior to and during implementation.
<p>Are policies in place and implemented to ensure safety and security of the women?</p>	<ul style="list-style-type: none"> ▪ Policies in place ▪ Awareness. 	<ul style="list-style-type: none"> ▪ Individual meetings and FGDs with women and partners. ▪ Policy review. 	<ul style="list-style-type: none"> ▪ Women's level of knowledge of their workplace rights ▪ Access to effective services and protection mechanisms if needed.
<p>Which internal and external factors enhance or hinder aid performance and results achievements?</p>	<ul style="list-style-type: none"> ▪ Comparison results planned – achieved ▪ Risk mitigation measures in place 	<ul style="list-style-type: none"> ▪ Reported results achievements ▪ Country and conflict analysis 	<ul style="list-style-type: none"> ▪ Host government policies, volatile context, trauma and other external factors will impact on results of the interventions. ▪ Economic expertise and capacity of UN Women in-country and the region.
<p>2A. To what extent have the safe / social spaces established / supported through UN Women served as 'economic empowerment hubs', by strengthening women's access to productive assets and skills, supporting their leadership in community life and decision making, and targeting gender-specific structural barriers and discrimination rooted in prevailing social norms and attitudes?</p>			

Sub-questions	Indicators	Data sources and data collection method	Focus
What are the economic empowerment activities implemented in the Social/Safe Places? (broader than the economic activity)	<ul style="list-style-type: none"> ▪ Variety of EE activities. ▪ Number of locations ▪ Quality of the EE activities (quality of training, link with market needs, rights...) 	<ul style="list-style-type: none"> ▪ Progress reports ▪ Mapping of different intervention ▪ Interviews with staff, women 	<ul style="list-style-type: none"> ▪ Overview of the social and safe spaces and their economic interventions. Understanding of how these economic interventions were identified. ▪ Engagement of women in decision making.
Do the social/safe places provide a holistic approach to economic empowerment resulting in positive change for women agency?	<ul style="list-style-type: none"> ▪ Change in gender roles and norms; self-esteem ▪ Measurement of change in attitudes (refugee and host community) ▪ Economic and social (well-being) outcomes. 	<ul style="list-style-type: none"> ▪ Mini-surveys among women during field mission ▪ Review of available case studies – women profiles ▪ Group and individual interviews with women. 	<ul style="list-style-type: none"> ▪ Economic empowerment alone does not contribute to change in women's agency. What else is provided in the safe/social places to support women's empowerment? ▪ Examples of women taking on new roles in their community and changes in their self-esteem and abilities.
What is the number of women reached through the different safe / social spaces? What is the % of the target group in the camp or community?	<ul style="list-style-type: none"> ▪ Profile of women using the safe/social spaces ▪ Number of women accessing different types of services ▪ Coverage. 	<ul style="list-style-type: none"> ▪ Project reports (primary and secondary reports) ▪ Interviews with staff managing the spaces ▪ Visit to selected spaces. 	<ul style="list-style-type: none"> ▪ Understanding of what motivates and encourages women to access the safe spaces and why other women do not ▪ What are the barriers and the facilitating factors for women accessing spaces?
To what extent are the safe/social spaces used by 3 rd parties to support their own economic opportunities activities?	<ul style="list-style-type: none"> ▪ Use of spaces ▪ External actors perceptions of UN Women safe spaces 	<ul style="list-style-type: none"> ▪ Activity reports ▪ Interviews with organisations using the spaces 	<ul style="list-style-type: none"> ▪ Are the safe/social spaces seen by others as 'economic hubs'? ▪ How do the economic and social interventions supported by UNW compare with the other economic opportunities provided by others in the same locations?
What other activities beyond the economic activities are supported (focusing on gender roles and norms; self-confidence; role in communities...)	<ul style="list-style-type: none"> ▪ Type and number of non-economic activities ▪ Social changes reported at household and community level 	<ul style="list-style-type: none"> ▪ Post activity forms completed by participants ▪ FGDs with women participants ▪ Feedback community members 	<ul style="list-style-type: none"> ▪ Investigate whether mixed or integrated interventions providing economic skills and services alongside life skills and other training services appear to deliver the best results for women empowerment. ▪ Women's voices in selection of activities.

3A. What are the intended and unintended, positive and negative, effects of the intervention on women and men, institutions and the physical environment?

3B. How has the intervention affected the well-being of the different groups of stakeholders?

Sub-questions	Indicators	Data sources and data collection method	Focus
<p>What was the broader impact of the economic interventions on the woman, household, community, institutions? Did the different activities contribute to building trust, promote community cohesion, and reduce tension?</p>	<ul style="list-style-type: none"> ▪ Equal level of engagement of both refugees, IDPs and host communities ▪ Number of joint projects ▪ Equal access, participation ▪ Changes in gender roles ▪ Changes in policies 	<ul style="list-style-type: none"> ▪ Project visits ▪ FGDs with women (refugees, IDPs and host communities) ▪ Consultation with wider community and local government 	<ul style="list-style-type: none"> ▪ Implementation of activities where there is existing or potential for social tension between refugees, IDPs and host communities. ▪ Review secondary evidence that creating economic opportunities has a direct impact on reducing social tension. ▪ Can changes in gender roles be attributed to the economic interventions? Are there any other factors that contribute to changes?
<p>Had any of the interventions unintended positive effects? Had any of the interventions unintended negative effects that caused harm (for intended beneficiaries or on other groups)?</p>	<ul style="list-style-type: none"> ▪ Level of support for / dissatisfaction with interventions 	<ul style="list-style-type: none"> ▪ Consultation with external stakeholders ▪ Document review, monitoring reports 	<ul style="list-style-type: none"> ▪ Safeguards and measures in place to prevent anticipated potential negative outcomes. ▪ Reach of the program. ▪ Satisfaction of direct/indirect beneficiaries

SUSTAINABILITY AND CONNECTEDNESS

To what extent are the models developed and / or implemented by UN Women to promote women’s economic empowerment supporting sustainable economic opportunities, particularly for host community women? What are the measures that have been built in to promote sustainability; To what extent do these measures reflect on and take into account factors which have a major influence on sustainability e.g. economic, ecological, social and cultural aspects?

Sub-questions (sustainability)	Indicators	Data sources and data collection method	Focus
<p>What happened after the UNW supported intervention stopped in terms of income,</p>	<ul style="list-style-type: none"> ▪ Improved welfare of targeted beneficiaries 	<ul style="list-style-type: none"> ▪ Annual reports, external evaluation and review reports 	<ul style="list-style-type: none"> ▪ Were women able to continue and/or expand their business activities? What were the

employment, and women's agency? To what extent did the benefits continue after the funding ceased?	<ul style="list-style-type: none"> ▪ Ongoing access to employment and income ▪ Behaviour change ▪ Policy changes 	<ul style="list-style-type: none"> ▪ FGDs with women beneficiaries (post-project completion) 	<p>constraints/facilitating factors in doing so? Did women access ongoing employment?</p> <ul style="list-style-type: none"> ▪ What changes occurred at individual, household and community levels as a result of the economic intervention?
What are the key elements of the sustainability strategy? How is a quickly changing context considered?	<ul style="list-style-type: none"> ▪ Partnerships ▪ Local capacity building ▪ Sustainability measures ▪ Guidance in place 	<ul style="list-style-type: none"> ▪ Review of sustainability and implementation strategies ▪ Evaluation/review reports ▪ Interviews with UNW staff 	<ul style="list-style-type: none"> ▪ Review of economic, ecological, social, and cultural aspects. ▪ Which actions were taken to support sustainability?
To what extent did the different economic interventions have an impact on integration/cohesion with or separation from host communities?	<ul style="list-style-type: none"> ▪ Changes in local power structures, government capacity, gender equality ▪ New or stronger networks ▪ Joint initiatives 	<ul style="list-style-type: none"> ▪ Consultation with wider community and local government ▪ Community visits ▪ FGDs with women (refugees and host communities) 	<ul style="list-style-type: none"> ▪ Social integration between women from the refugee, IDP population and host communities has an impact on sustainability through forming and use of existing networks/working together.
Did the level of investment (cost of the intervention) lead to access to sustained income and employment for targeted women?	<ul style="list-style-type: none"> ▪ Positive cost-benefit analysis of sample of economic activities 	<ul style="list-style-type: none"> ▪ Disaggregated data for refugee women and host community women ▪ Contextualized assessments based on country specifics. 	<ul style="list-style-type: none"> ▪ Understand the success factors behind the successful interventions and why others failed from a point of view of generating income, i.e. cost per beneficiary, income per beneficiary, total investment.
<p>To what extent do interventions, as designed and implemented, take longer-term and interconnected problems into account? Do they contribute to interventions planned in the longer term, such as recovery or development?</p>			
Sub-questions (Connectedness)	Indicators	Data sources and data collection method	Focus
How are the various economic interventions strategically aligned with priorities of host government, other UN programmes, and other relevant actors?	<ul style="list-style-type: none"> ▪ Evolution of economic interventions ▪ Adaptations made 	<ul style="list-style-type: none"> ▪ Country strategies, 3RP ▪ Interviews with government counterparts, multilateral agencies and private sector actors ▪ Evaluation Reports 	<ul style="list-style-type: none"> ▪ Response to national and regional priorities. ▪ Opportunities and limitations linked to private sector engagement, local economic development, local job creation ▪ Demand-driven approach
Do the economic interventions go beyond immediate and short-term livelihood results?	<ul style="list-style-type: none"> ▪ Description of the outcomes ▪ Theory of change ▪ Assumptions 	<ul style="list-style-type: none"> ▪ Theory of Change ▪ Project design documents ▪ Evaluation reports 	<ul style="list-style-type: none"> ▪ The extent to which the intervention supports the link between humanitarian action, resilience and development.

Which longer-term problems do the interventions take into consideration? What longer-term goals and needs are supported?	<ul style="list-style-type: none"> ▪ Outcome descriptions reflect link between humanitarian action and development ▪ Type of interventions ▪ Partnerships in place 	<ul style="list-style-type: none"> ▪ Theory of Change ▪ Regional and country level strategic framework ▪ Project design documents ▪ Evaluation reports 	<ul style="list-style-type: none"> ▪ Partnerships with national and international NGOs, private sector, government. ▪ Extent to which local capacity is supported and developed. ▪ The exit strategy sustains interventions.
What is the potential to scale existing models to reach larger groups of women?			
Sub-questions	Indicators	Data sources and data collection method	Focus
What is UNW's understanding of and expectations around scaling up?	<ul style="list-style-type: none"> ▪ Link with private sector ▪ Response to identified market needs 	<ul style="list-style-type: none"> ▪ Meetings with UNW staff ▪ Project document reviews ▪ Interviews with partners 	<ul style="list-style-type: none"> ▪ Whether interventions are responding to identified market needs and are developed in consultation with private sector actors. ▪ Comparison with other economic interventions.
Which innovative approaches have been scaled up through policy dialogue, alliances, networking and dissemination?	<ul style="list-style-type: none"> ▪ Innovative approaches scaled up, replicated by others ▪ Success factors for scaling up / leverage 	<ul style="list-style-type: none"> ▪ Document study ▪ Project visits ▪ Analysis of external reviews and evaluations 	<ul style="list-style-type: none"> ▪ Are interventions designed with scaling up in mind? Level of pro-active engagement of UN Women staff to strengthen and promote WEE policies.
To what extent is there third party buy-in of changes achieved?	<ul style="list-style-type: none"> ▪ Evidence of uptake ▪ Policy or regulatory frameworks 	<ul style="list-style-type: none"> ▪ External reviews and evaluations ▪ Meetings with partners 	<ul style="list-style-type: none"> ▪ Uptake and buy-in from other development and humanitarian actors.
What is the potential of safe/social spaces supported by UNW to be further strengthened as strong economic and social empowerment hubs for both refugee, IDP and host community women?	<ul style="list-style-type: none"> ▪ Reach of safe/social spaces ▪ Perception from other actors (government, private sector, multilateral agencies) ▪ Quality of interventions supported 	<ul style="list-style-type: none"> ▪ Document study ▪ Project visits ▪ External reviews and evaluations ▪ Meetings with partners and other stakeholders (private sector, government...) 	<ul style="list-style-type: none"> ▪ What makes the safe/social spaces different from other similar initiatives? Do they have a comparative advantage? What is their added value for both the targeted beneficiaries and market actors?

Annex 3. Women’s Leadership, Empowerment, Access & Protection (LEAP) in Crisis Response Framework

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

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

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

Annex 4 – List of Documents Consulted

Regional

- UN Women. Guidance Note Women's Economic Empowerment, 2012.
- UN Women. Flagship Programming Initiatives, 2015.
- UN Women's Strategic Plan Impact Area 2: Women's Economic Empowerment (WEE).

Project documents

- Economic Empowerment of Syrian Women Refugees – Regional Programme (2014-2016)
- Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response, Iraq and Jordan (April 2016-March 2017)
- Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response, Jordan, Egypt and Iraq (April 2017-March 2018)
- Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response, Egypt, Iraq and Jordan (April 2018-March 2019)
- EU Maddad. Strengthening the Resilience of Syrian Women and Girls and Host Communities in Iraq, Jordan and Turkey (2018).

Reports

- Thematic Evaluation of UN Women's Humanitarian Action in the Arab States Region (2017).
- Economic Empowerment of Syrian Women Refugees and Host Communities in the Arab Region. Final Evaluation of UN Women Regional Project (2014-2016)
- Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response. Jordan, Egypt and Iraq (April 2017-March 2018)
- LEAP Semi-Annual (April – September 2016) – Japan – Final Donor Report 2016-2017.
- Economic Empowerment of Syrian Women Refugees – Regional Programme (1st quarter, 2nd quarter, 3rd quarter and final narrative report).

Other

- Regional Refugee and Resilience Plan. Regional Strategic Framework. 2018-2019.
- Egypt Concept Note – Syrian WEE RP
- Iraq Concept Note – Syrian WEE RP
- Jordan Concept Note – Syrian WEE RP
- Lebanon Concept Note – Syrian WEE RP

Egypt

Project documents

- Economic Empowerment of Syrian Women Refugees – Regional Programme (2014-2016)
- Women's Leadership, Empowerment, Access and Protection (LEAP) in Crisis Response. Jordan, Egypt and Iraq (April 2017-March 2018; April 2018-March 2019)

Narrative reports

- LEAP's 1st Quarter Report CARE International Egypt
- LEAP's 2nd Quarter Report CARE International Egypt
- Final Narrative Report Economic Empowerment of Syrian Women Regional Project

Other

- Perihan Abu Zied, Thaat. Almashgal Market Analysis. The positioning of socially driven fashion and craft brands in the local market. Egypt, January 2018.

Iraq

Project documents

- Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP) – Iraq and Jordan (Japan funded).
- Women's Leadership, Empowerment, Access and Protection in Crisis Response (LEAP) – Iraq. (UNDP funded).

Narrative reports

- Third Quarterly Progress Report to UNDP, reporting period 1st of July 2017 – 30th of September 2017.
- Oxfam. Resilient livelihoods for conflict affected women in Kirkuk. Reporting period 14th of May to 30th of November 2017.
- IRC – UN Women LEAP Project End line Survey Results.
- IRC – Final Report LEAP, Ninewa, Dohuk, Northern Diyala, Sulaymaniah. Reporting period 1st of January 2017 – 31st of March 2017.

Other

- LEAP – Bespoke Market Analysis, Iraq.

Jordan

Project documents

- Women's Economic Empowerment; Social Cohesion (Peace and Security). Expand self-reliance and social cohesion opportunities for Jordanian women in Mafraq Governorate and camp based Syrian refugee women and promote meaningful engagement in community life (Eid bi Eid – Phase I)

Narrative Reports

- Monitoring Report. Za'atari Camp. LEAP Programme.

Other

- REACH, UN Women. Women Working: Jordanian and Syrian Refugee Women's Labour Force participation and attitudes towards employment.
- UN Women. Rural women and climate change in Jordan.
- UN Women. Women's Economic Participation – Policy Options Paper (draft).
- REACH Women's Participation in the Agricultural Sector, Rural Institutions and Community Life, August 2017.
- ILO updates. Syria Refugee Unit Work Permit progress reports. December 2017.
- ILO's support to the formalization of Syrian refugees in the labour market in Jordan, March 2017, Dr Maha Kattaa, ILO Crisis Response Coordinator in Jordan.
- The Jordan Compact: A new holistic approach between the Hashemite Kingdom of Jordan and the international community to deal with the Syrian refugee crisis.
- Jordan Response Plan for the Syria Crisis 2017-2020.

- ODI (Abigail Hun, Emma Samman, Dina Mansour-Ille). Syrian women refugees in Jordan: Opportunity in the gig economy? (funded by IRC)
- ODI. The Jordan Compact. Lessons learnt and implications for future refugee compacts. Policy briefing. February 2018.

Lebanon

Project documents

- Economic Empowerment of Syrian Women Refugees – Regional Programme (2014-2016)
- Strengthening Resilience and Protection of Women and Youth in Host Communities.
- Building Business Bridges for women in host communities to enhance their resilience and protection (Ford Foundation)
- Community Mobilization and Economic Empowerment of Women and Youth in crisis-affected areas in Lebanon.
- Improving Human Security through Neighbourhood Upgrading and Economic Empowerment of Vulnerable refugees and Host Communities.

Narrative Reports

- Final narrative report EE of Syrian Women Regional Project.
- Community Mobilization and Economic Empowerment of Women and Youth in crisis-affected areas in Lebanon – First 6-monthly progress report + Annex II – Gender Sensitive Labour Market Study.

Other

- UN Women – Lebanon – Supporting Women’s Empowerment and Gender Equality in Fragile States. Research brief.
- Making aid work in Lebanon. Promoting aid effectiveness and respect for rights in middle-income countries affected by mass displacement. Lebanese Center for Policy Studies, April 2018.
- Lebanon Crisis Response Plan. 2017-2020. Produced by the Government of Lebanon and the United Nations, January 2017.

General

- DFID’s Sustainable Livelihoods Approach and its Framework.
- Researching livelihoods and services affected by conflict by the Secure Livelihoods Research Consortium (SLRC).
- A Roadmap for promoting Women’s Economic Empowerment (by Mayra Buvinic, Rebecca Furths-Nichols, Emily Courey Prior).
- Measuring Women’s Empowerment (by the Overseas Development Institute – ODI).
- Livelihood and Employment Creation. Women’s entrepreneurship development in refugee contexts (ILO).
- Adapting and Sustaining Demand-Driven Training Programs. A case study from the Middle East. By Global Communities.
- O’Brien Stephen. Rising humanitarian needs call for a new way of thinking. March 2018.

Annex 5: Interview Guidelines

For UN Women staff

- What are UN Women's comparative advantages in supporting resilience and women's economic empowerment in humanitarian action? (specific to the country's context)
- What is UN Women's resilience and WEE strategy for the country?
 - How was this strategy developed?
- What are the main internal and external challenges for UN Women to strengthen its engagement and effectiveness in WEE?
- What are good examples of promising economic interventions that the evaluation team should look at?
 - What makes this intervention 'promising'?
 - What are main elements?
- What are some examples of less effective interventions?
 - Why did the intervention not succeed?
 - What were the lessons UN Women can draw from this experience?
- Who are the main current and potential donors?
- What economic empowerment models have been more/less effective and why?
 - What are the common characteristics?
- Did UNW support any innovative approaches?
 - Was there any third-party buy-in?

Design of the WEE interventions:

- What is UN Women's process when designing the different in-country WEE interventions?
- Do UN Women supported economic interventions support:
 - different age-groups?
 - different socio-economic groups?
 - rural / urban / camp settings?
- How has UN Women addressed family and social pressures in the design of WEEs, as well as mobility constraints, in poorer and/or more socially conservative settings?
- What are the main employment challenges women face (individual, relational, environmental)?
 - How are these addressed in the interventions?
- When designing the interventions, how does UNW assess their costs, benefits, and sustainability?

Implementation of the WEE interventions:

- Who are the implementing partners? International NGOs, Local NGOs, Private Sector?
- What is their expertise and length of experience when it comes to implementing economic interventions?

- Does UN Women have a private sector network in the country?

Policy engagement – Regulatory frameworks

- What are the main obstacles impeding women’s access to livelihood opportunities?
- Which of the Jordan Response Plan object is UN Women supporting?
- What are the main advocacy points of UN Women towards the government?
 - (partial) economic integration
 - access to formal employment with protection in the workplace?
 - ‘Rights of Association’ – social structures to allow for joint enterprises?
 - any others?

For Implementing Partners

- What is the duration of your partnership with UN Women?
- What added value does UN Women bring to the partnership?
- What is the added value your organisation brings to the partnership?
- Does your organisation engage in advocating for the economic integration of refugees with the government?
- What projects do you implement which support refugee and host community livelihoods?
- What is your view on the sustainability of economic interventions in humanitarian action?
- Do you implement a holistic approach to livelihood opportunities?
- Where does your organisation think the emphasis should be to support the economic empowerment of women?
- Do you have experiences where ‘Cash for Work’ has supported women to engage in long term income generating activities through establishing a small business, etc.?

Implementation process of the intervention

- How did the selection of intervention beneficiaries take place?
 - What were the selection criteria?
 - How were the women followed up post-project duration?
- In case of skills training, how do you decide on what training to provide?
- Are interventions based on market analysis?
 - Are their links with the private sector?
- What is the likelihood of continued economic benefit to the women?
- What has been the impact of the economic intervention for individual women and their communities?

Women beneficiaries

(The questions will be adjusted depending on the group and the type of activity that will be visited during the in-country visits)

In case of Income Generating Activity (IGA):

- What can you tell us about this IGA?
 - How did you get involved with this activity?

- When did you start working?
- Did this opportunity meet your preferences?
- If not, what would you have preferred to do and why? (*link responses to individual's skills, closer to home...*)
- Are you paid in cash or in-kind?
- How much were you paid the last time you were paid? (local currency)
- How often are you paid? Daily / weekly / monthly
- If you were offered more work at the same daily rate would you accept it?
- In a typical week how many days do you work?
- How is the working environment? (safety, length of working day, etc.)
- Were you engaged in any other income generating activity prior to this project?
 - If yes:
 - What kind of activity?
 - For how long?
 - Do you get more income now?

In case of skills training

- What training did you follow (topic of the training)?
- What was the duration of the training?
- Who provided the training? Private Sector / NGO / Consultant
- Did you choose the training? Yes / No
- Did it increase your employability? Yes / No
- Was the training linked to an internship with a private sector company? Yes / No
- What was the quality of the training? Good / Neutral / Bad
- If you were able to give the training course, what would you do the same and what would you do differently?

In case of small business

- What does the business do?
- Did you set it up with a grant or a loan?
- What is the revenue of your business each month?
- How much does it cost to run your business?
- If you have set up your own small business, would you like to expand your business?
- Do you require assistance with the following?
 - Credit
 - Skills (technical, marketing, etc.)
 - Finding ways to sell product
 - Childcare
 - Time
 - Other
- Did you have prior skills linked to the business idea? Yes / No

- Did you have any training prior to setting up the business? Yes / No. If yes which training?
- Are you part of a network of women with similar businesses?

Opinion on women's economic role:

- Did your role as a woman change due to the displacement?
- What are the main obstacles you face as a woman to engage in an income earning activity?
- Did changes take place at a personal level? If yes, could you describe them?
- Did any changes take place for you at the interpersonal level (household and wider community)? If yes, could you describe them?
- Can you tell us something more about any constraints that you are facing when accessing income generating opportunities? (from family, community but also the challenges you face due to government restrictions, etc.)
- As a woman, are you organised in your community?
 - Are there any networks to support economic activities?
- Are you member of an organisation?

– Women's group	– Community groups
– Cooperative	– Other

Importance of different barriers to work for Syrian refugee women

(Rank of order of importance – first what is the greatest barrier to engaging in work.)

- Lack of credit
- Lack of skills/knowledge
- Fear of local authorities
- Community harassment/intimidation
- Early marriage
- Domestic issues
- Conservative religious pressures

Annex 6: Stakeholders analysis

Who (stakeholders, disaggregated as appropriate)	Names of actors, organizations	What (their role in the intervention)	Why (gains from involvement in the evaluation)	How (ways, data collection tools)	Priority 1-3 (
LEBANON					
Duty-bearers with the authority to make decisions related to the interventions UN Organizations Government institutions Funding agencies	UN WOMEN ILO UNHCR Ministry of Social Affairs (MoSA) Five MoSA Social Development Centers (SDC) Social Fund (SF) Japan	Planning and design of the intervention Decision approval of program designs Approval of funding Implementation strategy	Lessons learning (formative) WEE strategic direction Understanding of the context, opportunities and constraints	Interviews in-country, skype calls	1
Duty-bearers who have direct responsibility for the intervention Staff members UN Organisations Programme managers Partner organisations (government, NGOS, private sector) Civil Society Organizations Private sector actors Private Sector Local authorities	UN Women staff UN Habitat Cooperatives within SDC Khraybet El Jundi (Akkar) + new cooperative in Bekaa (link with supermarkets) Incubation – Ghazir SDC; Krhaybet El Jundi Production Unit Byblos. (connection with Alice Edde) Blessings Foundation	Implementation Planning Agricultural, food processing cooperative <i>(now registered with government -MoA)</i> Sewing and tailoring. Skills training. Palm leave handicrafts Handicraft – quality improvement, connecting women	Lessons learning (formative) Lessons learning (formative) Understanding of context, evolving role of SDC Understanding of EE model. Lessons learning Understanding model Lessons learning EE model	Interviews in-country/skype Interviews and field visits Interviews and field visits Interviews and field visits Interviews and field visits	1 1 2 1 1

	SAFADI Foundation (vocational training)	Vocational training, skills training.	Lessons, sustainability scaling up.	Interviews and field visits	1
	Zeitouni Company (textile)	Training in its production units, job placement, employment. Support for transport costs.	Formative. How did the relationship evolve. Process. Role of company in the partnership.	Interview with factory owner. Meeting with women working in the factory	1
	Fair Trade Lebanon (agro-business NGO) Sub-contracting with local companies for placements, training, buying of women products including Arc En Ciel, Blank Company.	Quality control, training. Cooperatives in Akkar and Bekaa. Training and job placements.	Lessons learning Scaling-up	Interviews, review quality of assistance	1
Rights-holders (individuals, communities, intended and unintended beneficiaries)	Vulnerable women in refugee and host communities – targeted for economic opportunities.	Active participants and decision makers in the different interventions.	Lessons learning Understanding the context	Field visits, FGDs Individual meetings	1
Secondary duty bearers Any potential donors who have shown interest in WEE	Ford Foundation	Possible funding	Understanding of priorities, context. Feedback on UN Women approach	Meetings	3
	Government of Canada				1
	European Union – Regional Trust Fund				2
	Chamber of Commerce Industry and Agriculture	Direction, Networks	Learning. Feedback.	Meetings	1
Other interest groups who are not directly	Cooperatives Union	Direction, Networks	Feedback. Potential for scaling up	Meeting	3

participating in the intervention. Other agencies working on WEE Research institutes	Food and Agricultural Organisation (FAO)	Potential cooperation	Learning from FAO's economic intervention.		1
	Lebanese Center for Policy Studies (LCPS)	Knowledge, research	Context	Meeting	1
EGYPT					
Duty-bearers with the authority to make decisions related to the interventions UN Organizations Government institutions Funding agencies	UN Women ILO UNHCR National Council for Women Japan	Planning and design of the intervention Decision approval of program designs Approval of funding Implementation strategy	Lessons learning (formative) WEE strategic direction Understanding of the context, opportunities and constraints	Interviews in-country, skype calls	1
Duty-bearers who have direct responsibility for the intervention	UN Women staff CARE International National Council for Women Thaat Al-Mashgel production unit	CARE subcontracted local NGO Thaat to provide skills training in Cairo and Giza (training in CARE's WFSs in Maadi and Nasr City) Training in NCW's Giza branch	Lessons learning (formative) Understanding of the context Challenges and opportunities for scaling up, sustainability	Field visits, FGDs Individual meetings	1
Rights-holders (individuals, communities, intended and unintended beneficiaries)	Vulnerable women in refugee and host communities – targeted for economic opportunities. (Egyptians, Syrians, Iraqis, other nationalities)	Active participants and decision makers in the different interventions.	Lessons learning Understanding the context	Field visits, FGDs Individual meetings	1

Secondary duty bearers Any potential donors who have shown interest in WEE	USAID? Germany? Sweden?		Learning about strategic direction, good practices	Meetings	2
Other interest groups who are not directly participating in the intervention. Other agencies working on WEE Research institutes	Arab Women's Enterprise Fund (AWEF)	Works with private sector actors and NGOs to improve labour conditions especially for women in packing houses and Ready Made Garment Factories	Lessons learning Understanding the context	Meeting	1
	Nagada, Helwan Association for Community Development (Bashayer), and Tawasol Egypt known as Istabl Antar.	Enterprises or brands with a social impact working with vulnerable women	Lessons learning Understanding the context	Meeting, visit	1
	Catholic Relief Services (CRS)	Start up businesses	Formative.	Meeting	2
	StARS	UNHCR implementing agency. Training, financial assistance...	Lessons learning Understanding the context	Meeting	2
JORDAN					
Duty-bearers with the authority to make decisions related to the interventions UN Organizations Government institutions	UN WOMEN ILO UNHCR Japan	Planning and design of the intervention Decision approval of program designs Approval of funding Implementation strategy	Lessons learning (formative) WEE strategic direction Understanding of the context, opportunities and constraints	Interviews in-country, skype calls	1

<p>Duty-bearers who have direct responsibility for the intervention</p> <p>Staff members UN Organisations Programme managers Partner organisations (government, NGOS, private sector) Civil Society Organizations Private sector actors Private Sector Local authorities</p>	<p>UN Women Ministry of Labour (regulator labour market, work permits) Jordanian Women’s Union (JWU) REACH Jordanian National Commission of Women (JNCW) Local government, municipalities (Mafrq, Amman, Irbid, Zarqa) ASK for Human Capacity Building (ASK) (Arab social enterprise) Sustainable Research Development Centre (SRD) (support on marketability and creating market shares for goods locally produced)</p>	<p>Joint planning Close coordination Implementation Capacity building Joint research initiatives Policy development</p>	<p>Lessons learning (formative) Future WEE strategy Understanding context and priorities</p>	<p>Interviews in-country, skype calls</p>	<p>1</p>
<p>Rights-holders (individuals, communities, intended and unintended beneficiaries)</p>	<p>Vulnerable women in refugee and host communities – targeted for economic opportunities.</p>	<p>Active participants and decision makers in the different interventions.</p>	<p>Lessons learning Understanding the context</p>	<p>Field visits, FGDs Individual meetings</p>	<p>1</p>
<p>Secondary duty bearers Any potential donors who have shown interest in WEE</p>	<p>USAID, DFID, KfW</p>	<p>Supporting resilience, economic initiatives in the region and in Jordan</p>	<p>Context Other good practices</p>	<p>Meetings</p>	<p>1</p>

Other interest groups who are not directly participating in the intervention. Other agencies working on WEE Research institutes	World Bank	Innovative ways in job creation	Learning from other experiences	Meetings	1
	DRC	EE initiatives		Skype calls	1
	UNDP	3X6 approach		Questionnaire	1
	International Rescue Committee (IRC)	EE initiatives			2
	Arab Women's Enterprise Fund (AWEF)	EE initiatives			1
	Jordan Education for Employment (JEFE)	Training – Skills employment			2
	Jordan Competitive Project (JCP) funded by USAID and implemented by DAI	Innovative economic approaches			1
IRAQ					
Duty-bearers with the authority to make decisions related to the interventions UN Organizations Government institutions Funding agencies	UN WOMEN UNDP UNCHR Ministry of Labour and Social Affairs (MoLSA) Directorate of Women's Empowerment High Council on Women's Affairs	Planning and design of the intervention Decision approval of program designs Approval of funding Implementation strategy	Lessons learning (formative) WEE strategic direction Understanding of the context, opportunities and constraints	Interviews using Skype Arabic and/or English depending on target group.	1
Duty-bearers who have direct responsibility for the intervention Staff members UN Organisations Programme managers	UN Women staff	Planning, monitoring, decision making	Formative, learning	Interviews using Skype	1
	Public Aid Organisation (PAO)	Delivery of livelihood and protection in Baghdad and Anbar, vocational training and business development	Lessons learning Understanding the context EE model Sustainability	Interviews using Skype	1

Partner organisations (government, NGOS, private sector) Civil Society Organizations Private sector actors Private Sector Local authorities	Tajdid – Implementing partner UNDP LEAP	Leading women’s organization in Iraq (livelihood and protection)	Understanding of potential to scale up intervention	Interview using Skype	1
	International Rescue Committee (IRC)	Support for vocational training, livelihoods and protection in Ninewa, Dohuk and Northern Diyala.		Interviews using Skype	1
	Oxfam International	Livelihoods programming in Kirkuk and Diayla		Interviews using Skype	1
Rights-holders (individuals, communities, intended and unintended beneficiaries)	Vulnerable women in refugee, IDP and host communities – targeted for economic opportunities.	Active participants and decision makers in the different interventions – aiming to improve their lives.	Lessons learning Understanding issues faced by women Differences interventions made		
Secondary duty bearers Any potential donors who have shown interest in WEE			Learning about priorities, good practices supported by donors.		
Other interest groups who are not directly participating in the intervention. Other agencies working on WEE Research institutes					

Refugee status		Family details	
Refugee	<input type="checkbox"/>	Married?	<input type="checkbox"/>
Host community	<input type="checkbox"/>	Husband working?	<input type="checkbox"/>
		Number of children?	<input type="checkbox"/>
Age			
Younger than 21	<input type="checkbox"/>	40 – 50	<input type="checkbox"/>
21 – 30	<input type="checkbox"/>	Above 50	<input type="checkbox"/>
30 – 40	<input type="checkbox"/>		
Women's perceptions: <i>With which of the statements do you agree most?</i>			
A woman can be a leader, just like a man	<input type="checkbox"/>	Men are better leaders than women	<input type="checkbox"/>
It is a waste of time to train a woman to keep financial records when you could train a man and he will do the job better.	<input type="checkbox"/>	It is good to train a woman to keep financial records because she can do the job as well as a man	<input type="checkbox"/>
A good marriage is more important for a girl than a good education	<input type="checkbox"/>	A good education is more important for a girl than a good marriage	<input type="checkbox"/>
I am equal to my peers (sisters, friends, colleagues)	<input type="checkbox"/>	I feel I do not have much to be proud of	<input type="checkbox"/>
Women are just capable as men of contributing to household income	<input type="checkbox"/>	A man's job is to earn money; a woman's job is to look after the home and the family	<input type="checkbox"/>
I feel safe to walk alone in the neighbourhood, the camp...	<input type="checkbox"/>	The area where I live is not safe and prevents me of leaving the home	<input type="checkbox"/>
I only want to work close to my home	<input type="checkbox"/>	If safe daily transport would be available, I would try to find work further away	<input type="checkbox"/>
Having no child care help prevents me of working or taking on more work	<input type="checkbox"/>	I have access to child care (family or a child care centre) which allows me to work	<input type="checkbox"/>

Annex 7: Country-specific context analysis

Egypt

Egypt is a signatory to the 1951 Refugee Convention, the 1967 Protocol, and the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa. Visa and security requirements for Syrian refugees are strict and often result in limited access to territory and asylum, particularly for women, children, and the elderly. Syrian refugees in need of international protection face risk of prolonged detention or deportation to third party countries.

Syrian refugees in Egypt do not live in camps and are instead living within Egyptian communities. The most impacted governorates are Alexandria, Cairo, Giza, and Qalyubia. As many of these communities already face difficult living conditions with high unemployment rates and insufficient access to quality services, hosting refugees places additional pressures on limited resources and services.

State institutions play a key role in supporting Syrian refugees' protection, education, and health needs. Their capacity to provide quality access to services and employment opportunities within communities that are already under pressure has been stretched. Perceptions within host communities of competition increase the risk of social tensions but these tensions remain limited. The Government grants UNHCR registered refugees and asylum-seekers with six-monthly renewable residency permits.

Jordan

Jordan is not a signatory to the 1951 Refugee Convention. Instead, a Memorandum of Understanding (MoU) (drawn up between UNHCR and Jordan in 1998 and revised in 2014) permits refugees as legal asylum seekers. Local 'integration' is thus not viewed as a possible solution within the Jordanian context. Refugees currently reside in camps (20%) and host communities (80%). The two main Syrian refugee camps (Zaatari and Azraq) were built on land provided by the authorities in northern Jordan. Outside of the camps, Syrians with UN refugee status may access basic services (schools and health), but they have no official rights to work. This has led many Syrians to work illegally in Jordan as they desperately seek to support their families.

Whilst the World Food Programme has provided food aid to the most vulnerable, in May 2015 an inter-agency assessment (UNHCR, 2015) indicated that 86% of Syrian refugees still lived below the Jordanian absolute poverty line (68 Jordanian dinar per person per month). On the basis of the commitments undertaken at the 2016 London Conference, the Government started granting a limited number of work permits for Syrian refugees in the construction and agricultural sectors. With very high unemployment rates, livelihoods and access to decent job opportunities for both refugees and host communities represent priorities for the Jordanian government.

In Jordan, the situation of refugees is shaped by gender in important ways. The rates of child marriage among Syrian refugees have increased, many refugee women have lost male family members or have become separated them, and the number of female-headed households is very high. Refugee women work mainly in the informal sector where they are at risk of exploitation and harassment and rates of domestic violence have increased due to the helplessness and frustration among male family members caused by the traumatic experience of war, violence, displacement, and unemployment.¹²

¹² CARE International, *She is a Humanitarian*, p.11.

Iraq

Iraq is not a signatory to the 1951 Refugee Convention nor its 1967 Protocol. The absence of a clear and well-structured legislative framework for refugees results in inconsistency in the standards of treatment and assistance provided.

The humanitarian crisis in Iraq is entering a new phase. Combat operations against the Islamic State of Iraq and the Levant (ISIL) have ended and hundreds of thousands of displaced people are returning to their homes and communities. As many as two million displaced Iraqis are likely to return to their homes during 2018. Although major efforts are being made by the Government of Iraq and Kurdistan Regional Government to incentivise and facilitate returns, many vulnerable families are unable to return without assistance.

Displaced people from areas which are not yet stable are likely to delay their return home until conditions improve and they will continue to need support. Families living in camps and other forms of substandard accommodation are highly vulnerable and host communities throughout Iraq, and most particularly in the Kurdistan Region, are facing widespread unemployment and deteriorating public services.¹³

Irregular border openings affected the influx of Syrian refugees in need of protection. At the same time, returnees to stabilised cities (most notably women) have specific needs, mainly regarding their livelihood opportunities and protection needs.

Lebanon

Lebanon is not a signatory to the 1951 Refugee Convention nor its 1967 Protocol. It responded to the displacement crisis by integrating a targeted humanitarian response within a broader plan to support Lebanon's stabilisation in the Lebanon Crisis Response Plan (LCRP). In Lebanon public institutions face a widening gap between the scale of emerging challenges and their capacities to meet them¹⁴.

Political instability and economic fragility in Lebanon has created further difficulties for Syrian and Palestinian refugees. Regional, political, and religious divisions are deep and public services are overstretched. These factors, coupled with high unemployment rates, competition for jobs, and access to resources has made the coexistence between refugees and host communities difficult. Increased social tensions led the government to prohibit work permits for Syrian refugees, causing further and serious difficulty to their livelihoods and decreasing their resilience.

Generally, legal stay in Lebanon is recognised through the possession of residency documents which are obtained by Syrian refugees upon arrival in Lebanon and which should be renewed by fee payment. Residency permits are of vital importance – without one freedom of movement and access to basic services, assistance, and income-earning opportunities is reduced to that of de facto refugees.

¹³ Iraq Humanitarian Response Plan, 2018.

¹⁴ 3RP Lebanon

Annex 8. List of People Consulted

Role-position	Organization Location	W/M	No. Of respondents	Method
Egypt				
Marketing Officer	UN Women	W	1	KII
Programme Director	CARE	W	1	KII
Project Officer WEE	UN Women	W	1	KII
Senior Livelihoods Officer	UNHCR	W	1	KII
Regional Advisor on Peace and Security and Humanitarian Action	UN Women	W	1	KII
Marketing Expert	Fair Trade Egypt	W	1	KII
Product Development Officer	Fair Trade Egypt	W	1	KII
National Programme Officer	International Organisation for Migration	W	1	KII
Head of Emergency Operations Unit	World Food Programme	W	1	KII
Project Manager	CARE	W	1	KII
M&E Specialist IEO/ROAS	UN Women	W	1	Consultation
Founder and Creative Director	Thaat	W	1	KII
Jordan				
Programme Manager	Embassy of Canada	W	1	KII
Programme Manager Civil Society, Media, Gender	EU Delegation	M	1	KII
Managing Director	Rimara Pak + Jordan Forum for Business & Professional Women	W	1	KII
Program Development Specialist	USAID	W	1	KII

Role-position	Organization Location	W/M	No. Of respondents	Method
Project Officer, Livelihoods and Employment	UNDP	M	1	KII
Director of Policies and Strategies	Ministry of Social Development	M	1	KII
Programme Manager Civil Society, Media & Gender	European Union Jordan	M	1	KII
Chief of Innovation and Human Capital	Zinc/Zain	W	1	KII
Director	REACH	W	1	KII
First Secretary Development	Embassy of Canada	W	1	KII
Managing Director	Dakkak Tours	M	1	KII
Partnership and advocacy analyst	UN Women Jordan CO	W	1	FGD and KII
Sr Business Development Officer	Business Development Centre	W	1	KII
Director	Cisco Systems	M	1	KII
Response Coordinator Syrian Refugee Crisis	ILO	W	1	KII
Director	Ministry of Labour	W	1	KII
CEO	Jordan Education for Employment	W	1	KII
Head, Resilience and Empowerment Unit	UN Women	W	1	Consultation
Inclusive Growth and Livelihood consultant	UNDP	M	1	KII
Social Protection Specialist	World Bank	M	1	KII
Director	Italian Agency for Development Cooperation	M	1	KII
Secretary General	Jordan National Commission for Women	W	1	KII

Role-position	Organization Location	W/M	No. Of respondents	Method
Coordinator General	AECID Spain	M	1	KII
Senior Researcher	Jordan Chamber of Industry	W	1	KII
Senior HR Officer	Integrated Technology Group	M	1	KII
Director	Ministry of Labour	W	1	KII
Executive Vice President	Arab Bank	M	1	KII
Deputy Head of Mission	Embassy of Sweden	M	1	KII
Representative	UN Women Jordan CO	M	1	Consultation
Lebanon				
Director General	Ministry of Social Affairs	W	1	KII
Project Director	Fair Trade Lebanon	M	1	KII
Senior Livelihood and Local Economic Development Coordinator	UNDP Lebanon	M	1	KII
Senior UN Coherence and Partnership Officer	ILO	W	1	KII
Project Officer Women and Youth Empowerment	UN Women Lebanon	M	1	KII
Ambassador	UN Global Compact Lebanon	W	1	KII
CEO	Blessing Foundation	W	1	KII
Director	SDC Tarik Jdideh	W	1	KII
Special Representative of the Regional Director	UN Women Lebanon	W	1	KII
Banking Advisory Services	International Finance Corporation	M	1	KII

Role-position	Organization Location	W/M	No. Of respondents	Method
Economic Cooperation Attaché	Embassy of Japan Lebanon	W	1	KII
Project Coordinator	Safadi Foundation	W	1	KII
Project Coordinator	Fair Trade Lebanon	M	1	KII
Economist and Urban Development Specialist	Lebanon	M	1	KII
Junior Professional Officer	ILO	W	1	KII
Programme Manager	UN Women Lebanon	W	1	KII
Director	MoSA	M	1	KII
First Secretary Head of Economic Cooperation Section	Embassy of Japan Lebanon	M	1	KII
Iraq				
Programme Specialist Peace, Security and humanitarian affairs	UN Women	W	1	KII