Research Terms of Reference
Livelihoods assessment focused on micro businesses in Jordan
JOR 1904
Jordan

1. Executive Summary

Country of intervention: Jordan

<table>
<thead>
<tr>
<th>Type of Emergency</th>
<th>Natural disaster</th>
<th>Conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Crisis</td>
<td>Sudden onset</td>
<td>Slow onset</td>
</tr>
</tbody>
</table>

Mandating Body/Agency: Livelihoods Working Group

Project Code: 13ALL 0B7

Overall Research Timeframe:
- 21/08/2019 – 12/12/2019 (Partner 1-funded component)
- 21/08/2019 – 29/02/2020 (BPRM-funded component)

Research Timeframe:

1. Start collect data:
   i. 30/10/2019 (Partner 1-funded component)
   ii. 01/12/2019 (BPRM-funded component)

2. Data collected:
   iii. 27/11/2019 (Partner 1-funded component)
   iv. 20/12/2019 (BPRM-funded component)

3. Data analysed:
   i. 04/12/2019 (Partner 1-funded component)
   ii. 17/01/2020 (BPRM-funded component)

4. Data sent for validation:
   i. 06/12/2019 (Partner 1-funded component)
   ii. 19/01/2020 (BPRM-funded component)

5. Preliminary presentation: 12/12/2020

6. Outputs sent for validation:
   i. 06/12/2019 (Partner 1-funded component)
   ii. 13/02/2020 (BPRM-funded component)

7. Outputs published:
   i. 12/12/2019 (Partner 1-funded component)
   ii. 27/02/2020 (BPRM-funded component)

8. Final presentation: 05/03/2020

Number of assessments:

X Single assessment (one cycle)
☐ Multi assessment (more than one cycle)

1 The assessment has two timelines because it has two components. One is funded by a partner (referred to as Partner 1) and covers their micro business beneficiaries (as a census). The second is funded by BPRM, and covers the second partner’s micro business beneficiaries. A third partner’s micro business beneficiaries will also be covered within the overall timeline, but without a defined time frame as of the writing of this document.

2 The findings from the Partner-1 component of the assessment will be integrated into the overall findings.
### Humanitarian milestones

**Specify what will the assessment inform and when**

- The shelter cluster will use this data to draft its Revised Flash Appeal.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>x Donor plan/strategy</td>
<td>29/02/2020</td>
</tr>
<tr>
<td>□ Inter-cluster plan/strategy</td>
<td>_ _ _ _ _</td>
</tr>
<tr>
<td>x Cluster plan/strategy (Livelihoods WG)</td>
<td>29/02/2020</td>
</tr>
<tr>
<td>□ NGO platform plan/strategy</td>
<td>_ _ _ _ _</td>
</tr>
<tr>
<td>□ Other (Specify):</td>
<td>_ _ _ _ _</td>
</tr>
</tbody>
</table>

#### Audience Type & Dissemination

**Specify who will the assessment inform and how you will disseminate to inform the audience**

<table>
<thead>
<tr>
<th>Audience type</th>
<th>Dissemination</th>
</tr>
</thead>
<tbody>
<tr>
<td>X Strategic</td>
<td>□ General Product Mailing (e.g. mail to NGO consortium; HCT participants; Donors)</td>
</tr>
<tr>
<td>X Programmatic</td>
<td>X Cluster Mailing and presentation of findings at next cluster meeting</td>
</tr>
<tr>
<td>X Operational</td>
<td>x Presentation of findings (e.g. at HCT meeting; Cluster meeting)</td>
</tr>
<tr>
<td>□ [Other, Specify]</td>
<td>x Website Dissemination (Relief Web &amp; REACH Resource Centre)</td>
</tr>
<tr>
<td>□ [Other, Specify]</td>
<td></td>
</tr>
</tbody>
</table>

#### Detailed dissemination plan required

□ Yes x No

### General Objective

Inform livelihoods’ response and programming with better understanding of the challenges, opportunities, impact and long term potential of micro businesses, as well as enabling factors for individuals (both Jordanians and Syrian refugees) to successfully start and operate a micro business.

### Specific Objective(s)

- Understand the demographic characteristics of Syrian refugees and Jordanians who operate micro businesses
- Identify motivations for Syrian refugees and Jordanians to start and continue micro businesses
- Identify key characteristics of micro businesses established by Jordanians and Syrian refugees, in terms of products and services, means of sales, customers, monthly profits and registration status
- Identify needs (such as skills trainings, information, funding and support) to start, operate and register micro businesses
- Identify challenges faced in establishing, operating, registering and closing micro businesses
- Understand long term potential of micro businesses in terms of sustainability, with an emphasis on potential return to country of origin by Syrian refugees
- Assess the impact of micro businesses on the owners, in terms of overall financial situation, personal development, interaction with household members and the wider community

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3 While the population of interest broadly speaking includes those who operate micro businesses in Jordan – including both Jordanians and Syrian refugees – information for this assessment will be collected primarily from a subset of this population of interest who have received support to operate micro businesses from the three partner organizations. This is mainly to ease operational planning as there is a clear sampling frame available for this subset which would not be case if the assessment were to target any Syrian refugees or Jordanians operating micro businesses across the entire country.
• Assess the impact of COVID-19 outbreak (including the movement restrictions and economic downturn) on micro businesses in terms of production, costs, sales, profits and business needs particularly in this context

### Research Questions

1) What are the characteristics - socioeconomic situation, education, sector of work, etc. - of Syrian refugees and Jordanians who operate micro businesses?

2) What are the motivations for Syrian refugees and Jordanians to start and continue their micro businesses?

3) What are the key characteristics of the micro businesses established by Syrian refugees and Jordanians?
   a) What products or services do micro businesses provide, and why?
   b) How do people operating these businesses sell and to whom?
   c) What is the amount of monthly profits generated by micro businesses? What is the percentage of micro business profits in terms of the monthly total household income?
   d) What proportion of micro businesses are registered within the population group of beneficiaries supported by partner organizations? What are the reasons for registering and not registering?

4) What inputs are needed to start and operate micro businesses, and how do micro businesses owners get these?

5) What are the challenges Syrian refugees and Jordanians face in establishing, operating and closing their micro businesses?
   a) What are the challenges faced when first starting the business?
   b) What are the challenges faced when operating the business?
   c) What are the challenges to close the business?
   d) Do micro business owners have access to information about licensing and registration procedures, health and safety procedures, food safety standards etc., and from what sources?

6) Are micro businesses operated from the perspective of short-term income generation or with a long term strategy?

7) What do Syrian refugees and Jordanians need to continue and improve existing micro businesses, in terms of (further) skills trainings, information, funding or support?

8) What is the impact of micro businesses on the owners in terms of overall financial situation, personal development, interaction with household members and community?

9) *(For Syrian refugees only)* Will Syrian refugees be able to continue the micro businesses if/when they return? What barriers do they expect to face if attempting to establish a micro business in Syria? What information do they need to better understand regulations and potential barriers for micro businesses in Syria?

10) What is the impact of COVID-19 outbreak (including the movement restrictions and economic downturn) on micro businesses in terms of production, costs, sales, profits and micro business needs particularly in this context?

### Geographic Coverage

Amman, Karak, Ma’an, Aqaba, Mafraq and Irbid

### Secondary data sources

- BPRM project documents
- USAID LENS Survey
- Reports from UN agencies and International Organisations

### Population(s)

Select all that apply:

- □ IDPs in camp
- □ IDPs in informal sites
- □ IDPs in host communities
- □ IDPs [Other, Specify]
<table>
<thead>
<tr>
<th>□</th>
<th>Refugees in camp</th>
<th>□</th>
<th>Refugees in informal sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>Refugees in host communities</td>
<td>□</td>
<td>Refugees [Other, Specify]</td>
</tr>
<tr>
<td>x</td>
<td>Host communities</td>
<td>□</td>
<td>[Other, Specify]</td>
</tr>
</tbody>
</table>

**Stratification**

Select type(s) and enter number of strata

| □ | Geographical #: Population size per strata is known? □ Yes □ No | x | Group #: 5 (by sector: Agriculture, Construction, Manufacturing, Retail Trade, Other Services) Population size per strata is known? □ Yes □ No | □ | [Other Specify] #: _ _ Population size per strata is known? □ Yes □ No |

**Data collection tool(s)**

| x | Structured (Quantitative) | x | Semi-structured (Qualitative) |

**Structured data collection tool # 1**

Individual interviews with micro business beneficiaries

- □ Purposive
- □ Probability / Simple random
- x Probability / Stratified simple random (partner 2 and 3 micro business beneficiaries)
- □ Probability / Cluster sampling
- □ Probability / Stratified cluster sampling
- x Other: Census (of partner 1 micro business beneficiaries)

**Data collection method**

- □ Key informant interview (Target #):_ _ _ _ _
- □ Group discussion (Target #):_ _ _ _ _
- □ Household interview (Target #):_ _ _ _ _
- x Individual interview (Target #): 571
  (195 for partner 1 + 114 for partner 2 + 263 for partner 3)
- □ Direct observations (Target #):_ _ _ _ _
- □ [Other, Specify] (Target #):_ _ _ _ _

**Semi-structured data collection tool # 1**

Key Informant Interviews (KII) with implementing partners for micro businesses

- x Purposive
- □ Probability / Simple random
- □ Probability / Stratified simple random
- □ Probability / Cluster sampling
- □ Probability / Stratified cluster sampling
- □ [Other, Specify]

**Data collection method**

- x Key informant interview (Target #): 5
- □ Group discussion (Target #):_ _ _ _ _
- □ Household interview (Target #):_ _ _ _ _
- □ Individual interview (Target #):_ _ _ _ _
- □ Direct observations (Target #):_ _ _ _ _
- □ [Other, Specify] (Target #):_ _ _ _ _

**Semi-structured data collection tool # 2**

Focus group discussion (FGD) with micro business owners

- x Purposive
- □ Probability / Simple random
- □ Probability / Stratified simple random
- □ Probability / Cluster sampling
- □ Probability / Stratified cluster sampling
- □ [Other, Specify]

**Data collection method**

- □ Key informant interview (Target #): _ _ _ _ _
- □ Group discussion (Target #): 6
- □ Household interview (Target #):_ _ _ _ _
- □ Individual interview (Target #):_ _ _ _ _
- □ Direct observations (Target #):_ _ _ _ _
- □ [Other, Specify] (Target #):_ _ _ _ _

**Target level of precision if probability sampling**

N/A (census) for partner 1
95% Confidence Level, 5% Margin of Error (MOE) for partner 2 and partner 3

**Data management platform(s)**

| x | IMPACT | □ | UNHCR |

**Expected output type(s)**

| □ | Situation overview #: _ _ | x | Report #: 1 | □ | Profile #: _ _ |
2. Rationale

2.1. Rationale

With roughly 750,000 registered refugees, Jordan is one of the world’s largest hosting countries compared to its population, with 89 refugees per 1,000 inhabitants and the majority of registered refugees being Syrian (88%). Around half of the UNHCR registered Syrian refugees are of working age, defined by the Organisation for Economic Co-operation and Development as those aged 15 to 64. In light of the protracted displacement and in an environment of limited livelihoods opportunities, Syrian refugees are facing increased vulnerability as their savings, assets and resources are long exhausted. The situation for Jordanians has also been exacerbated from pre-existing vulnerabilities, with unemployment rates having increased to 19.2% in 2019, with 27.2% being female.

In addition, statistics show that 90% of males aged 25 to 29 are economically active compared to just 25% of women in the same age bracket, and a UN Women/REACH report found that just 6% of Syrian women in Jordan are working. For the majority of those who do work, opportunities are limited to traditional ‘female-only’ environments such as healthcare and education professions. A disconnect between the skills women acquire and the needs of the labour market, as well as low job creation in the public sector, combine to create a situation where just 14% of Jordan’s labour force are women.

Within this context, international organizations and the public sector have been increasing their focus on micro businesses over the past few years as a means to facilitate access to economic opportunities. Evidence from many countries suggests the importance of this sector in creating job opportunities and driving economic recovery and growth. According to a study of micro and small-enterprises in Jordan conducted by USAID, micro and small enterprises account for 96% of total private sector establishments in Jordan and if licensed, home-based businesses (HBBs) in particular can have an estimated contribution of JOD 50 million per year to the national economy directly at a minimum with conservative assumptions. The same survey states that there is an estimated total of 7,852 home-based businesses, and 50% of these (an estimation of 3,926) are operated by women.

With regards to the legal framework, the Ministry of Municipal Affairs granted Jordanians the right to legally license and operate HBBs in September 2017. Following that, a new regulation passed in November 2018 by the Ministry of Labour allowing Syrians in camp and non-camp settings to register and operate HBBs without a joint venture, though with certain limitations. The regulatory changes allowed NGOs to provide technical and financial support to Syrian refugees establishing HBBs through the Jordan Response Plan, legitimizing an area of programming which has been popular among donors, framed often through an empowerment lens. While research has been conducted into Jordanian micro and small-enterprises, less is known about Syrian and Jordanian micro businesses, particularly in the light of recent policy changes.

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4 UNHCR data-portal as of 14 October 2019.
5 ibid
6 Working age population, Organisation for Economic Co-operation and Development, October 2019
7 Department of Statistics, Unemployment Rate, September 2019
8 Young women’s employment and empowerment in the rural economy, Jordan Country Brief, ILO & IFAD, 2018.
9 Women working: Jordanian and Syrian refugee women’s labour force participation and attitudes toward employment, UN Women & REACH, August 2016.
11 ibid
One of the most recent and comprehensive research is the survey of micro businesses by USAID, as part of the LENS programme, though this did not focus particularly on Syrian micro businesses.

This REACH assessment will seek to improve understanding of challenges, opportunities and long-term potential of micro businesses for Syrian refugees and vulnerable Jordanians. It will aim to identify enabling factors for individuals to successfully start and operate a micro business. It will look at the impact of owning and operating a micro business on the owners, in terms of overall financial situation, empowerment, family dynamics and community engagement. In addition, the assessment will identify needs (such as skills trainings, information, funding and support) to start and operate micro businesses, as well as the intentions, aspirations and perspectives of Syrian refugees related to continuing their business upon their eventual return to Syria.

Findings will inform understanding, response and programming related to micro businesses for implementing partners, for example, to support a larger BPRM project, which aims to increase micro businesses’ capacity to engage with local markets and to ensure effective support mechanisms to foster micro businesses’ market access and growth. As a larger impact, it is aimed that Syrian refugees and vulnerable Jordanians will access livelihoods opportunities and will contribute to Jordan's local economic development.

In light of the COVID-19 outbreak that has affected the target population, this assessment will also seek to understand the impact of the outbreak (including movement restrictions and economic downturn) on micro businesses in terms of production, costs, sales, profits and business needs particularly in this context.

### 3. Methodology

#### 3.1. Methodology Overview

The assessment will include a mixed-methods approach with both qualitative and quantitative components. Data collection will occur over the course of seven weeks and will cover Syrian refugees and Jordanians who operate micro businesses, as well as key informant interviews with implementing partners.

The assessment is supported by partners who provided lists of their beneficiaries supported with regards to establishing or operating micro businesses. Discussions with these partners revealed that there were two main types of micro businesses supported by livelihoods programmes. One of these was HBBs, working on activities such as agricultural production and food manufacturing which mainly took place at home, or home-area including gardens. The second type of micro businesses was self-employed work, either in a physical space (such as a shop, beauty salon etc.) or without a fixed space (for example working on construction activities). As such, both of these types of micro businesses will be included in the assessment.

For the first component of the assessment, a census of all micro businesses beneficiaries of partner 1 will be conducted. The findings from this component will be used to produce a first set of deliverables: a presentation of initial findings and an executive summary. In addition, data collected within this component will be used for the overall analysis. To do so, partner 1’s micro businesses beneficiaries - surveyed as census for the first set of deliverables - will be randomly selected to form a subset sample (i.e. # of surveys needed to have 95/5 precision level) using list-based sampling.

For the second component, representative sampling will be conducted to produce results that are generalizable to partner 2 and partner 3’s micro business beneficiary population with a 95% level of confidence and 5% margin of error. The survey sample will be drawn from partner 2 and partner 3’s beneficiaries engaged in micro business work and will be disaggregated by gender, nationality and governorate.

One of the major factors for success or challenges may be the micro business activity type / sector (what the beneficiary works on and offers as their product or service). For that reason, stratification will be used based on micro business sectors, ensuring that the sample will include a proportional number of each business sector.
### Table 1. Sample size based on stratification

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Total population of interest</th>
<th>Sample size for partner 1</th>
<th>Sample size for partner 2</th>
<th>Sample size for partner 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>582</td>
<td>2</td>
<td>199</td>
<td>31</td>
</tr>
<tr>
<td>Construction</td>
<td>97</td>
<td>66</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>195</td>
<td>40</td>
<td>64</td>
<td>25</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>44</td>
<td>1</td>
<td>0</td>
<td>39</td>
</tr>
<tr>
<td>Other Services</td>
<td>16</td>
<td>8</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>934</strong></td>
<td><strong>117</strong></td>
<td><strong>263</strong></td>
<td><strong>114</strong></td>
</tr>
</tbody>
</table>

Focus group discussions (FGDs) will also be conducted with beneficiaries operating micro businesses to understand their perceptions on topics such as the challenges faced in various stages, awareness about regulations, ideas on the value of registration, perspectives on the criteria of micro business success, long-term motivations etc. The FGDs will be disaggregated by gender, and nationality.

Additionally, key informant interviews will be conducted with partners implementing micro business programming (three key partners and other organizations) to understand challenges faced by micro business owners from the partner’s perspective, their understanding of micro business success, the needs for micro businesses to succeed, what gaps they see in terms of support for micro businesses, and what information they are missing to be able to make informed decisions about future micro business programming.

#### 3.2. Population of Interest

The population of interest will consist of Syrian refugees and Jordanians who operate micro businesses, in particular those who are supported by the three partner organizations. Therefore, the assessment targets the population of interest in areas where these partner organizations provide micro business support. The assessment activities conducted with partner 1’s funding will be implemented in Amman, Karak, Ma’an and Aqaba, while the broader assessment will include Mafraq and Irbid.

#### 3.3. Secondary Data Review

The following sources will be used to inform the methodology and questionnaires for the current assessment:

- BPRM project documents, reports from UN agencies and international organisations

#### 3.4. Primary Data Collection

For the assessment activities implemented with partner 1’s financial support, a full census of micro business beneficiaries will be conducted due to the relatively small population. This part of data collection will take in November 2019 and will take 4 weeks. Beneficiaries in Amman, Karak and Ma’an will be called by enumerators at the beginning of data collection period, and will be asked to take part in individual interviews. Those who agree to take part will be visited by the enumerators at a date and time agreed upon within the data collection period. Partner 1’s beneficiaries who reside in Aqaba will also be called by enumerators, and will be asked to take part in individual interviews. Those who agree to take part will be interviewed over the phone, instead of face-to-face interviews. The method of data collection is a phone call in this case because of the distance and vast scope of the Aqaba governorate.

Data collection for partner 2 is planned to take place in May 2020, over the course of one week. The partner’s beneficiaries engaged in home-based work in Mafraq and Irbid will be stratified based on sectors and will be randomly selected using the beneficiary list with a 95% level of confidence and 5% margin of error. Enumerators will call selected beneficiaries and will ask them to participate in individual interviews. Those who agree to take part will be interviewed via phone by the

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12 These numbers of surveys listed for partner 1 will be drawn from the census of their beneficiaries. Random list-based sampling will be used to form a subset sample, in accordance with the 95/5 precision level.
enumerators at a date and time agreed upon within the data collection period. For those who are not available or not willing to take part, (and for other cases of non-response), there will be a list of beneficiaries drawn as a buffer (of 15%).

For micro business beneficiaries of partner 3, the same approach will be followed. Micro business beneficiaries (around 100 individuals) will be stratified based on sectors and will be randomly selected using the beneficiary list with a 95% level of confidence and 5% margin of error. Enumerators will call selected beneficiaries and will ask them to participate in individual interviews. Those who agree to take part will be visited by the enumerators at a date and time agreed upon within the data collection period.

One potential constraint on the assessment is the fact that the BPRM component, with partner 2 as the implementing partner, is waiting for government approval for the project activities to be able to start, as of the writing of this document. The assessment covering partner 2’s beneficiaries is part of a larger project, and therefore is also dependant on the approval. The assessment timeline outlined above in Section 1 (Executive Summary) may change depending on the approval period. If the approval takes a long time, this may create a limitation because data collection for the two components of the overall assessment will take place at different times. Target population for partner 1 will be surveyed in November 2019 and target population for the BPRM component may be surveyed several months later, thus affecting the findings.

A set of 6 FGDs will be targeted. These will be divided into groups based on nationality, gender and business type (see Table 2). Thus, the groups will be Jordanian women, Jordanian men, Syrian women, Syrian men, operating a self-employed business and a traditional home-based business. To maintain homogeneity, each FGD will have beneficiaries from only one partner and will not mix beneficiaries of different partners in the same discussion. The locations of FGDs will be decided based on the number and availability of beneficiaries, as well as the availability of places that can host FGDs.

<table>
<thead>
<tr>
<th>Table 2. Target number of FGDs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business type</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Self-employed (outside home)</td>
</tr>
<tr>
<td>Traditional home-based businesses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 3. Target locations of FGDs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business type</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Self-employed (outside home)</td>
</tr>
<tr>
<td>Traditional home-based businesses</td>
</tr>
</tbody>
</table>

Additionally, key informant interviews will be conducted mainly with programme managers of livelihoods / economic recovery departments within partner organizations implementing micro business programming (three key partners and other organizations) to understand challenges faced by micro business owners from the partner’s perspective, their understanding of micro business success, the needs for micro businesses to succeed, what gaps they see in terms of support for micro businesses, and what information they are missing to be able to make informed decisions about future micro business programming.

3.5. Data Processing & Analysis
The individual interviews will be conducted using the KOBO toolbox. A daily review of data will be conducted to identify any errors in data collection and to re-code entries if needed. Upon completion of data collection, final data cleaning will be conducted and entries will be translated. Data will then be analysed by a review of descriptive statistics in addition to more advanced statistical analysis where appropriate, through Excel and SPSS.

Data generated through KIIs and FGDs will be analysed with qualitative research methods. This will include the coding of qualitative data so as to identify and explore themes and patterns from data generated through FGDs conducted during this monitoring exercise. A data saturation grid will additionally be used to manage and track qualitative data, and identify when saturation has been reached.

4. Roles and responsibilities

Table 3: Description of roles and responsibilities

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Responsible</th>
<th>Accountable</th>
<th>Consulted</th>
<th>Informed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research design</td>
<td>Assessment officer</td>
<td>Country coordinator</td>
<td>Country coordinator, key partners, HQ research design &amp; data (RDD) unit</td>
<td></td>
</tr>
<tr>
<td>Supervising data collection</td>
<td>Senior field manager</td>
<td>Senior field manager</td>
<td>Assessment officer</td>
<td>Country coordinator</td>
</tr>
<tr>
<td>Data processing (checking, cleaning)</td>
<td>Assessment officer</td>
<td>Assessment officer</td>
<td>Database officer, HQ RDD unit</td>
<td>Country coordinator</td>
</tr>
<tr>
<td>Data analysis</td>
<td>Assessment officer</td>
<td>Assessment officer</td>
<td>HQ RDD unit</td>
<td>Country coordinator</td>
</tr>
<tr>
<td>Output production</td>
<td>Assessment officer</td>
<td>Assessment officer</td>
<td>Country coordinator, HQ reporting unit</td>
<td>Donors</td>
</tr>
<tr>
<td>Dissemination</td>
<td>Assessment officer</td>
<td>Country coordinator</td>
<td>HQ communications team</td>
<td>Donors</td>
</tr>
<tr>
<td>Monitoring &amp; evaluation</td>
<td>Assessment officer</td>
<td>Country coordinator</td>
<td>HQ RDD unit</td>
<td>Donors</td>
</tr>
<tr>
<td>Lessons learned</td>
<td>Assessment officer</td>
<td>Country coordinator</td>
<td>Senior field manager</td>
<td>HQ, Donors</td>
</tr>
</tbody>
</table>
5. Data Analysis Plan

The Excel file is available on the REACH Repository for individual interviews via here and for qualitative tools via this link.
### 6. Monitoring & Evaluation Plan

<table>
<thead>
<tr>
<th>IMPACT Objective</th>
<th>External M&amp;E Indicator</th>
<th>Internal M&amp;E Indicator</th>
<th>Focal point</th>
<th>Tool</th>
<th>Will indicator be tracked?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Humanitarian stakeholders are accessing IMPACT products</strong></td>
<td>Number of humanitarian organisations accessing IMPACT services/products</td>
<td># of downloads of x product from Resource Center</td>
<td>Country request to HQ</td>
<td>User_log</td>
<td>x Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of downloads of x product from Relief Web</td>
<td>Country request to HQ</td>
<td></td>
<td>x Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of downloads of x product from Country level platforms</td>
<td>Country team</td>
<td></td>
<td>□ Yes</td>
</tr>
<tr>
<td></td>
<td>Number of individuals accessing IMPACT services/products</td>
<td># of page clicks on x product from REACH global newsletter</td>
<td>Country request to HQ</td>
<td></td>
<td>□ Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of page clicks on x product from country newsletter, sending Blue, bit.ly</td>
<td>Country team</td>
<td></td>
<td>x Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td># of visits to x webmap/x dashboard</td>
<td>Country request to HQ</td>
<td></td>
<td>□ Yes</td>
</tr>
<tr>
<td><strong>IMPACT activities contribute to better program implementation and coordination of the humanitarian response</strong></td>
<td>Number of humanitarian organisations utilizing IMPACT services/products</td>
<td># references in HPC documents (HNO, SRP, Flash appeals, Cluster/sector strategies)</td>
<td>Country team</td>
<td>Reference log</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td></td>
<td># references in single agency documents</td>
<td></td>
<td></td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Humanitarian stakeholders are using IMPACT products</strong></td>
<td>Humanitarian actors use IMPACT evidence/products as a basis for decision making, aid planning and delivery</td>
<td>Perceived relevance of IMPACT country-programs</td>
<td>Country team</td>
<td>Usage Feedback and Usage Survey template</td>
<td>Usage survey to be conducted At the end of the research cycle targeting all LWG partners.</td>
</tr>
<tr>
<td></td>
<td>Number of humanitarian documents (HNO, HRP,</td>
<td>Perceived usefulness and influence of IMPACT outputs</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
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<td>Recommendations to strengthen IMPACT programs</td>
<td></td>
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<td></td>
<td></td>
<td>Perceived capacity of IMPACT staff</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Perceived quality of outputs/programs</td>
<td></td>
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<tr>
<td>Humanitarian stakeholders are engaged in IMPACT programs throughout the research cycle</td>
<td>Number and/or percentage of humanitarian organizations directly contributing to IMPACT programs (providing resources, participating to presentations, etc.)</td>
<td>Recommendations to strengthen IMPACT programs</td>
<td>Country team</td>
<td>Engagement log</td>
<td></td>
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<tr>
<td>□ Yes</td>
<td>□ Yes</td>
<td>X Yes</td>
<td>X Yes</td>
<td>X Yes</td>
<td></td>
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