



Supporting the United Nations Network on Migration in Iraq

PROJECT EVALUATION REPORT

Assessed Activities:

- Activity 2.1: Deliver migration governance training sessions.
- Activity 2.2: Mainstream the SDGs in national strategic documents.
- Activity 2.3: Conduct consultation sessions with migration governance and other stakeholders on including migration activities in Iraq's SDG Voluntary National Review which starts in June 2021.
- Activity 3.1: Develop, plan, and produce research on pertinent migration related issues.
- Activity 4.3: Establish safe spaces in the local communities for women and girls
- Activity 4.4: Training for returnee and displaced youth to boost labour market supply

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Supporting the United Nations Network on Migration in Iraq

FINAL PROJECT EVALUATION

Project/Outcome Information		
Project title and Outcome title	Supporting the United Nations Network on Migration in Iraq UNDAF OUTCOME INVOLVING UNDP: Outcome A.2: Targeted government institutions capacities strengthened for accountability, transparency, and provision of equitable and quality services.	
Sustainable Development Goals (SDGs)	SDG : 10.7 SDG 5: GENDER EQUALITY SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS SDG 17: Partnership for the Goals	
UNDP Project ID	Project ID: 00112936 / Output ID: 00127216	
Country	Iraq	
Geographical coverage	Nationwide	
Beneficiaries	Migration, internally displaced people, and internal returnees	
Date Project document signed	13 April 2021	
Project dates	Start	end
	1 May 2021	31 December 2021
Project budget (USD)	\$218,750 USD (UNDP budget only)	
Programme delivery at the time of evaluation (as of 31 December)	\$218,750 USD	
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Implementing party	United Nations Development Programme	
Assignment Start Date	15 November 2021	
Assignment End Date	31 December 2021	

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ACRONYM

CSO	Civil Society Organization
GO	Governor's Office
GOI	Government of Iraq
HCCP	Higher Coordinating Commission for Provinces
IRFAD	Iraqi Research Foundation for Analysis and Development
KRG	Kurdistan Regional Government
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MoF	Ministry of Finance
MoP	Ministry of Planning
NGO	Non-governmental Organization
PC	Provincial Council
PCC	Provincial Council Chair
UNDP	United NATIONS DEVELOPMENT PROGRAMME
VPGG	Vulnerable Populations Gender Gap Index

BACKGROUND AND RATIONALE

Iraq faces complex migration management challenges, including many internally displaced persons (IDPs), and Iraq also hosts refugees from neighbouring countries, foreign workers, tourists, and receives returning Iraqis.

Iraq adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) in 2015, which recognized for the first time the contribution of migration to sustainable development. Iraq Vision 2030 encapsulates an ambitious governance agenda to achieve sustainable human development and sustain peace. This includes upholding the rule of law and access to justice, fostering integrity, transparency, and fighting corruption, but also improving administrative decentralization, promoting effective public participation in decision-making, enhancing the values of citizenship, and reducing inequality, promoting a culture of tolerance and community peace, as well as matters of achievement, initiative, and volunteerism. To continue supporting the Government of Iraq (GoI), manage migration safely, orderly. Humanely by strengthening its migration governance framework, the UN Network on Migration (the 'Network') in Iraq was established as the coordinating body for UN agencies, GoI Ministries, international and local non-governmental organizations, civil society organizations, and other stakeholders.

Since 01 May 2021, the project framework has focused upon achieving results which drive from the following priority lines of support: (i) The UN Network on Migration in Iraq is functioning with an established Coordinator and Secretariat; (ii) the government and local stakeholders have strengthened institutional and analytical capacities on migration governance and related SDGs; (iii): Research on migration-related topics is made available and supports improved knowledge; and (iv) local actors have a more robust understanding of migration-related issues and ability to tackle them.

The CAM evaluation compares the project's outcome trajectories with the program's underlying causal premises and how program implementation adapts accordingly. The approach aims to empower UNDP's management leads and staff with the tools to understand how their interventions are working to reach more significant numbers of beneficiaries, influence broader

systems, and develop more profound and more sustainable impact. CAM also aims to identify and learn which parts of the program are working and have the potential, if supported and scaled, to make a more significant difference and communicate them to the technical team. In addition, CAM evaluation addresses UNDP's requirements for functional studies to address future programming needs to design effective interventions in Iraq's complex context.

EVALUATION, PURPOSE, AND EVALUATION QUESTIONS

The final evaluation was conceived as both a performance and a process evaluation. It serves as a source of evidence to help inform decisions about future program designs and policies, including in-country partners at national, regional, and local levels (e.g., UNDP, MOI, other relevant ministries, local organizations, communities in project areas, UN. Agency, and the international global community at large. The evaluation explores the extent to which the assumed causal pathways between the project's outcome objectives and its activities are sound and whether or not activities yielded the intended outcomes. It sought to identify bottlenecks and constraints experienced in pursuit of the products and provide an opportunity for project stakeholders to take stock of accomplishments and lessons learned to date.

Evaluation purpose

This evaluation has been undertaken as part of the UNDP Programme Management requirements to:

- To promote accountability and transparency, assess whether the project has achieved its output level results, synthesize lessons to help guide future design and implementation of UNDP Projects, and contribute to the overall assessment of developments in achieving strategic objectives.
- Evaluation is an integral part of the UNDP project cycle¹. Its purpose is to provide a comprehensive and systematic account of the performance of the project by assessing its design, process of implementation, achievements (outputs, outcomes, impacts, and their sustainability) against project objectives endorsed by the UNDP and government (including any agreed changes in the goals during project implementation) and any other results.

The Evaluation is undertaken to gain a deep understanding of project development impact. This will involve assessing project progress toward its stated objectives and contribute to the relevant outcome: Targeted government institutions' capacities strengthened for accountability, transparency, and provision of equitable and quality services.

EVALUATION METHODS

The evaluation methods were carried out under UNDP evaluation guidelines and policies, including United Nations Group Evaluation Norms and Ethical Standards, OECD/DAC evaluation principles and procedures, DAC Evaluation Quality Standards, and Evaluation guidelines during COVID-19. And use a broad range of evaluation methods such as incorporating before-after comparisons, descriptive, normative, cause-and-effect questions "so what," and activities impact and results achieved.

The evaluation drive to provide analysis of the output level change in the target institutions, the difference in knowledge and skills of the beneficiary officials, and the new planning and management tools that have been made available to the target entities, and how they are contributing to improving the performance of these entities. The evaluation also analyzes the change in knowledge of civil society and community level beneficiaries and how the beneficiaries for emergency preparedness are exploiting the newly acquired knowledge or skills.

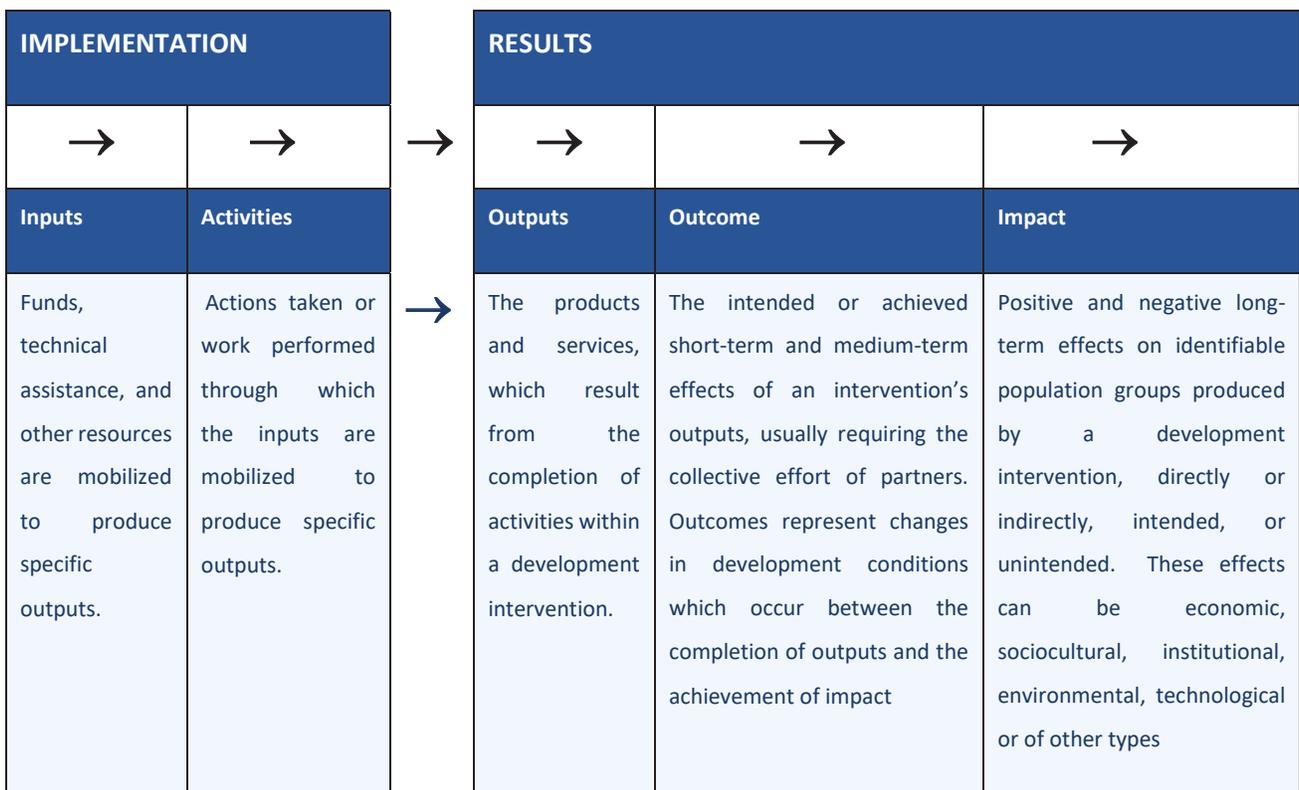
A mixed-methods approach was taken, in which a desk review of existing data sources was complemented with supplemental key informant interviews (KIIs), resulting in a balance of quantitative and qualitative data. Primary data sources included existing project documents and reports.

In-depth qualitative interviews were conducted with 15 project stakeholders, including project staff, consultants, and women were recruited based on their availability and willingness to participate.

Furtherly, the evaluation consultant's approach to this contract was to ensure that we remain flexible in planning and implementation, remaining responsive to possible agenda changes and altered needs and demands by the Project counterparts and the stakeholders. Both consultant and the UNDP evaluation team promoted ownership of the results through open communication and fair consideration of all interests involved, ensuring outputs accurately reflect country realities and well-defined national systems, procedures, and work modalities.

The evaluation approach also remains participatory, initiating input, interaction, and dialogue with the beneficiaries to widen perception and analysis of concerns and interconnected issues. Finally, the evaluation consultant has guided the beneficiaries towards the sustainability of results.

The overall implementation approach was based on the results-oriented methodology, as illustrated in the following diagram:



EVALUATION METHODS AND LIMITATIONS

The methodology for this final evaluation consisted of a mixed-methods approach, using both quantitative and qualitative data. The system comprised a desk review of existing data sources and the collection of supplemental qualitative data to complement existing data.

SECONDARY ANALYSIS OF EXISTING DATA

The primary data sources for the final evaluation were existing project documents and reports

COLLECTION OF SUPPLEMENTAL QUALITATIVE DATA

In-depth qualitative interviews were conducted with 15 project stakeholders, including project staff, consultants, and women were recruited based on their availability and willingness to participate.

The Project Evaluation methodology included the following data collection tools:

- Reviewing the relevant project documents
- One-to-one interviews with Government and civil society partner institutions, volunteers, and beneficiary population, who are directly engaged in the project implementation
- Discussions with UNDP CO senior management and relevant project staff
- Consultations with international partners who implemented specific project outputs (IOM), as needed.
- Talks with appropriate government representatives/implementing partners involved in the implementation of the project both at national and provincial levels.
- Review the social media content produced by the Project (Facebook, Instagram, Twitter) and the electronic media content (if applicable).

EQUALITY, INCLUSION AND CONFLICT, AND SENSITIVITY CONSIDERATIONS

A. Conflict Sensitivity:

- The consultant will strictly apply 'do-no-harm' principles in the design, planning, and implementation of activities to avoid inciting conflict or maximize any potential the evaluation activity may present to reduce existing friction.
- The consultant will ensure adherence to the principles of do-no-harm to prevent inciting conflict and seize opportunities to reduce existing friction where possible: develop an implementation strategy and measures that spells out how the evaluation activity will avoid subtle aspects of competition in that specific province or in that particular group at the evaluation activity design and activity implementation.

B. Equality and Inclusion:

Selection criteria for targeting participants will be designed to ensure inclusive participation throughout the implementation of the evaluation activities, especially of women and other vulnerable groups. In all instances, selection criteria will be aimed at identifying participants. The composition of participants reflects the demographic within which evaluation activities are implemented, including male/female composition and inclusion of vulnerable groups such as ethnic or religious minorities. The consultant will ensure that all activities are designed, planned, and implemented due to disparate effects on different genders and societal groupings to avoid perpetuating cultural/traditional practices that inhibit the participation of any specific group in society in the evaluation activities.

The consultant will work closely with the UNDP project team to ensure the above principles are adhered to and will include in all work plans or reports produced in respect of deliverables for this evaluation activity as the description of how aspects of inclusivity were considered in the design, planning, and implementation of this evaluation activities.

EXECUTIVE SUMMARY

- I. The present document is the evaluation report of the **Supporting the United Nations Network on Migration in Iraq** UNDAF OUTCOME INVOLVING UNDP: Outcome A.2: Targeted government institutions capacities strengthened for accountability, transparency, and provision of equitable and quality services. This project focuses on *enhancing institutional abilities for comprehensive, evidence-based migration management*. The project was approved under UNDAF trust Fund. UNDP and IOM implemented it.
- II. The evaluation was managed and implemented the external evaluator **Dr. Sameer Garawy** starting on November 21, 2021.
- III. This evaluation aims to assess the efficiency, effectiveness, relevance, and sustainability (evaluation criteria) of project implementation and, in particular, to document the project's results about its overall objectives and expected results as defined in the project document. Additionally, the evaluation identified good practices and lessons learned, which can be used when designing similar interventions in the future.
- IV. The evaluation employed a mixed methodology of quantitative and qualitative research tools in an integrated design to enrich the process and provide a more insightful understanding. The evaluator applied the traditional evaluation tools. He used a mixed method to collect data, including desk reviews of critical documents (annual report and strategic review), project data, other reference materials, interviews, Key Informant Interviews (KII), and meetings with relevant stakeholders. The data and information were collected via various methods, including semi-structured interviews covering participants in-development projects, project members, and data review and analysis of monitoring and other data sources and methods. The gathered information was analyzed and consulted with the project, and then this evaluation report draft was developed. The desk review (qualitative)

consisted of an analysis of associated project documents to extract information and an overview of the processes promoted before; (b) semi-structured interviews (qualitative), that is, individual meetings in which the interviewer applied a framework of themes to explore the issues openly, thus allowing the interviewee to bring up new ideas and approaches; and (d) self-administered surveys (quantitative) using questionnaires (sets of questions with closed and open answers).

- V. The evaluation sources included 15 surveys stakeholders' candidates, consultants, 15 interviews (15 carried out remotely by phone),
- VI. Several potential limitations, assumptions, and constraints were identified at the inception stage. In most cases, these were addressed or mitigated with the support of the evaluation management and by triangulating information gathered from various sources to provide more robust evidence-based conclusions.
- VII. Conclusions: The conclusions are divided into sections related to the evaluation criteria and the evaluation questions around project design, relevance, efficiency, effectiveness, sustainability, and cross-cutting issues.

(a) Program design: The project's program theory was appropriate and relevant in general terms, but it could have been more defined, explicit, clear, and better linked after the design and inception phases.

(b) Relevance: Although there are areas for improvement, the project was generally relevant and aligned with country needs, the United Nations Development Program.

(c) Efficiency: Project management was good, but project governance left room for improvement, and this affected knowledge-sharing. Collaboration and coordination mechanisms left room for improvement. Given the scale of the challenges, activities were implemented reasonably, timely, and reliable, according to the priorities established by the project document.

(d) Effectiveness: The project contributed to expected and unexpected results. It effectively completed the activities and contributed to the goals and objectives outlined in the project document.

(e) Sustainability: The project is sustainable even if the challenges remain. Some elements that would have contributed to sustainability were omitted at the design stage, while others were devised but not implemented.

(f) Cross-cutting approaches: Gender and human rights and knowledge management

- There was a common cross-cutting gender perspective. Monitoring presented some challenges related to (i) the need to be less activity- and data-focused and more focused on analysis; and (ii) the lack of capacity for monitoring and the use and sharing of the resulting knowledge.
- The progress reports were accurate but failed to capture existing information regarding the quality of the events, using the same documentation forms by the trainers and facilitators, such as in training and workshops.

VIII. Lessons learned. The evaluation also reveals some lessons learned that could be useful for the following purposes: (a) to improve the process of design and inception of regional projects activities; (b) to develop better implementation plans; (c) to improve monitoring and reporting; (d) for better consideration of the implications of an interregional project in terms of organization, governance, coordination, collaboration and financial management; and (e) to improve the development of exit strategies, knowledge management, and knowledge-sharing.

IX. Recommendations. Six recommendations are arising from this evaluation are explained in more detail in the main report and highlight the priorities, those in charge, and some possible elements of an action plan for the management response. These recommendations relate to (a) improving the process of designing interregional projects; (b) developing better implementation plans; (c) improving monitoring and reporting; (d) better consideration of the implications of an interregional project in terms of organization, governance, coordination, collaboration, and financial

management; (e) improving exit strategies and knowledge management at the activity and project levels to ensure sustainability; and (f) better integration of gender throughout the project cycle.

1. Evaluation Criteria and Key Questions

1.1. Evaluation is an evidence-based assessment of a project's concept and design, implementation, outputs, outcomes, and impacts as documented in the document—evidence gathered by reviewing documents and interviewing key and selected stakeholders (the UNDP Project team).

1.2. According to the UNDP evaluation policy, the considered standard evaluation criteria were Relevance, Impact, Effectiveness, Efficiency, and Sustainability.

1.3. The Project Evaluation generates evidence of progress and challenges faced, helping to ensure accountability for the implementation of the project and identifying and sharing knowledge and good practices through following standard Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria.

Relevance: The extent to which the project strategy, proposed activities, and expected outputs and outcomes are justified and remain relevant for upholding coherency of interventions as aligned to the Networks' mandate and Terms of Reference and in support of the GoI to achieve enhanced institutional capacities for comprehensive, evidence-based migration management. More specifically, the relevance of the project assessed through the following guiding questions:

- Which target groups and individuals were reached within the scope of migration through the project activity goals?
- How effective has the targeted approach been for achieving the activity goal?
- Are the project approach and inputs realistic, appropriate, and adequate to the target group's needs (s) and achieve the results?
- How has management adapted the activity design or implementation based on monitoring information and feedback from the target population?
- To what extent are the project's outcome and outputs achieved?
- To what extent have the achieved results contributed to SDG 5 and SDG 16, in line with the Sustainable Development Agenda (SDA) and Iraq's 2030 Vision?
- What factors (internal and external) have contributed to achieving or limiting the intended project outcome and outputs?
- Has the partnership approach been appropriate and effective for achieving outcomes?
- Relevance of the project to national migration management priorities?

Coherence:

- To what extent has the project complemented work undertaken by different entities, especially with other UN actors?
- If the project was a part of a broader support package, to what degree was the project's design, implementation, monitoring, and reporting aligned with that of other projects?
- To what extent and how were stakeholders involved in the project's design and implementation?
- Has the project implementation been undertaken coherently and jointly by both key participating parties (IOM and UNDP)?

Efficiency:

The extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs. More specifically, the efficiency of the project should be assessed through the following guiding questions:

- How efficient are the project management, technical support, administrative, procurement, and financial management procedures? To what extent have the project management structure and allocated resources efficiently achieved the expected results?
- To what extent have the project funds and activities been delivered promptly?
- What is the visibility and communications strategy adopted by the project? Has it been cost-effective in terms of promoting the project and its achievements?
- How is the project keeping track of progress on expected outputs and outcomes? Does the monitoring and evaluation system allow for continuous collection and analysis of quality and segregated data on desired results and outcomes?

Effectiveness:

The extent to which the project's expected outputs and outcomes are being achieved or are expected to be achieved. Factors contributing to or detracting from completing the project's desired results and objectives should also be included in the assessment. More specifically, the effectiveness of the project should be assessed through the following guiding questions:

- Have the planned project activities achieved their objectives?
- Is the project management strategy effective in delivering desired/planned results?
- Is there a suitable M&E framework to monitor and support the implementation of the targeted results at the project level and CO?
- Are the implementation tools used in the project implementation practical?
- Is the project effective in responding to the needs of the direct beneficiaries and targeted institutions, and what results can be shown?
- To what extent was the project impacted or affected by any crises, including COVID-19?
- To what extent has the project actively sought partnership with relevant actors to strengthen project implementation and/or ensure project sustainability?

Impact:

The extent to which the project's goals are expected to contribute to longer-term outcomes/results. The impact or effect of the intervention in proportion to the overall situation of the target institutions or direct beneficiaries.

- What difference does the implementation of the project activities have within Iraq?
- Which results — expected and unexpected, positive and negative—were experienced by the targeted beneficiaries and other stakeholders?
- Which are the key factors that appear to have facilitated or inhibited these changes?
- Which actions appear to be more or less critical to achieving activity outcomes?
- Does the implementation of the overall project activities indicate that they will contribute to longer-term outcomes/results?

Sustainability:

Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

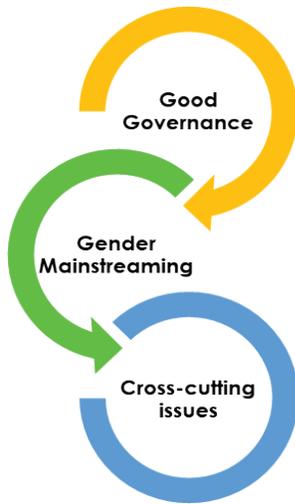
When evaluating the sustainability of the Action, the Evaluation Consultant considered the following questions:

- To what extent did the benefits of a program or project continue after donor funding ceased?
- What were the significant factors, which influenced the achievement or non-achievement of sustainability of the program or project?

Furthermore, the Consultant considered:

- Whether gender, environment, and climate change were mainstreamed
- The relevant SDGs and their interlinkages were identified
- The principle of Leave No-One Behind and the rights-based approach methodology was followed in the identification/formulation documents and the extent to which they have been reflected in the implementation of the Action, its governance, and monitoring

The consultant also put specific attention to:



Good governance: Establishing good governance means addressing participation, transparency, responsiveness, the rule of law, consensus, equity and inclusiveness, effectiveness, efficiency, and accountability. He intends to carry out all the project’s activities by considering the sound governance principles and supporting the Iraqi institutions and authorities in fostering cooperation to achieve this goal and thus move toward a sector-wide approach.

Gender mainstreaming: Gender mainstreaming or gender perspective is not about adding on a ‘women’s component,’ or even a ‘gender equality component,’ to an existing activity, but according to UNESCO’s accomplishment (1995), is “the process of assessing the implications for women and men of any planned action including legislation, policies, and programs, in any area and at all levels.” Its implementation can require empowerment, integration, and changes in organizations’ structures, procedures, and cultures to create organizational environments conducive to promoting gender mainstreaming. The consultant was very sensitive to this issue. He intends to facilitate these processes during the implementation of the project, from the decision-making process to the implementation of relevant instruments.

Cross-cutting issues:

During the implementation of Project Activities, special attention was paid to promoting cross-cutting objectives of UNDP, namely: Environment and climate change, Rights-based approach, Persons with disabilities, indigenous peoples, and gender equality, human rights, sustainable development goals, and civil society engagement. Moreover, government and non-government partnerships leave no one behind commitment, Do-No Harm and, conflict sensitivity principles.

Overall, the Consultant deeply considered:

- To what extent are the project’s benefits likely to be sustained after completing the overall project cycle?

- What is the likelihood of continuation and sustainability of the project outcome and benefits after completing the project?
- How effective are the exit strategies and approaches to phase out the project, including contributing factors and constraints?
- What are the key factors that will require attention to improve prospects of sustainability of the project outcome and the potential for replication of the approach?
- How are capacities strengthened and sustained at the individual and institutional level (including contributing factors and constraints)?
- Describe the main lessons that have emerged?
- To what extent are lessons learned documented by the project team and shared with appropriate parties who could learn from the project?
- To what extent did the activity align with the host government migration governance strategy and institutional policies?

Gender equality:

All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.

- To what extent have gender equality and the empowerment of women and girls been addressed in the design, implementation, and monitoring of the project ?
- Is the gender marker assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and women's empowerment? Did any unintended effects emerge for women, men, or vulnerable groups?
- To what extent were beneficiary women and girls included in the project activities and discussions so that their voices were heard and meaningfully involved? Were mechanisms used to ensure this maintained focus and sufficient representation ratio?
- To what extent did local authorities and other stakeholders also recognize and emphasize the importance of gender equality within the project implementation process?
- What barriers did the women and girls involved in the project face?

Disability

- Were persons with disabilities consulted and meaningfully involved in program planning and implementation?
 - Was adequate consideration given to the needs of these individuals during the process?
 - What proportion of the beneficiaries of a program were persons with disabilities?
 - What barriers did persons with disabilities face?
 - Was a twin-track approach adopted?2
-

1. INTRODUCTION

1. This document is an end-of-cycle evaluation of an interregional project that focuses on *enhancing institutional capacities for comprehensive, evidence-based migration management*.

This evaluation was designed, managed, and implemented by Dr. Sameer Garawy.

2. The unit of analysis or object of study for this evaluation is the project “**Supporting the United Nations Network on Migration in Iraq**”. It is understood as the components, outcomes, outputs, activities, and inputs detailed in the project document and the associated modifications made during implementation.

3. The objective of this evaluation is to assess the efficiency, effectiveness, relevance, and sustainability (evaluation criteria) of project implementation and, in particular, to document the project’s results about its overall objectives and expected results as defined in the project document. Additionally, the evaluation process identified good practices and lessons learned, which can be used when designing similar interventions in the future.

1.4. 4. The evaluation process comprised a global analysis involving desk review and surveys. The specific objectives of the evaluation are to promote accountability and transparency, assess whether the project has achieved its output level results, synthesize lessons to help guide future design and implementation of UNDP Projects, and contribute to the overall assessment of developments in achieving strategic objectives, and provide a comprehensive and systematic account of the performance of the project by assessing its design, process of implementation, achievements (outputs, outcomes, impacts, and their sustainability) against project objectives endorsed by the UNDP and government (including any agreed changes in the goals during project implementation) and any other results.

ASSUMPTIONS AND KEY ISSUES

The Consultant would like to point out the main assumptions underlying the successful completion of the assignment:

- **Assumption 1:**

The operational context of the project in Iraq is complex, with layers of complicated variables and complex dynamics. In such a challenging context, a variety of samples is key to the successful measurement of the impact of the variant program activities in targeted areas

- **Assumption 2:**

There is rarely a one-size-fits-all intervention that yields the same outcome and impact in all institutions, provinces, or regions; therefore, the evaluation must be localized to meet the different characteristics of the institutions, areas, and local communities.

- **Assumption 3:**

Due to project duration and the number of missions/informants, all stakeholders will have difficult access. The consultant will establish relationships with stakeholders from various governmental and non-governmental agencies. To ensure sustainability, the documents produced by the Project will be shared with the stakeholders for comments, approval, and dissemination.

STAKEHOLDER INDIVIDUAL INTERVIEWS

The stakeholder interview was used to elicit and evaluate key facts, opinions, concerns, and perceptions of the selected participants re-presenting various internal and external stakeholder groups critical to the project's success.

MATERIALS REVIEW

There was also a materials review with the UNDP team looking at samples of reports, success stories, social media, and websites. These are carefully examined from a reviewer's perspective to see what was implemented and whether the project was implemented according to a professional standard.

METHODOLOGICAL APPROACH AND DESIGN FOR THE PURPOSE OF THE EVALUATION

The approach chosen for this final evaluation considers three aspects: first, the kind of requested questions, second, the nature of the subject of the review or assessment, and third, the balance between evaluability and the evaluation resources –time and human resources. The project was a complex one. By itself, it would not have been able to produce the expected results, as it also needed support from the context and other stakeholders.

The intended program theory focused on the following: (a) networking; (b) coordination; (c) clarification of definitions and standards; (d) harmonization; and (e) motivating decision-makers. These are the areas in which the project helped improve participants' capacities to produce statistics and indicators, both in quantity and quality, contributed to the effective use of data for monitoring and reporting.

KEY FINDINGS & OBSERVATIONS

The findings presented here are based on critical questions of the Analytical Framework, as is requested in the ToR. This part of the report is structured by critical issues and questions from the Analytical Framework.

Overall findings for all the interviewees are: **Project achievement of results (Evaluation questions)**

Stakeholders interviewed during supplemental qualitative data collection were primary achievements of the project.

1- To what extent is the project successful in delivering migration governance training sessions?

To answer this question, the consultant developed a set of secondary evaluation questions to evaluate: How many training courses were delivered and how many CSOs were reached, to what extent was the training topics, curriculum, and inputs realistic, appropriate, and adequate to the CSOs participant's needs, and to what extent the training contributed in strengthening the government and local stakeholders institutional and analytical capacities on migration governance and related SDGs?

The consultant found that the project has successfully supported the government and Local stakeholders through training, consultations, and workshops to enhance their migration governance capabilities, mainstream SDGs in national strategic documents, including migration activities in Iraq's SDG VNR process implement the GCM.

The training provided for Go (the TWG), relevant CSOs, and NGOs on capacity gaps as identified through the Network Topics was related to areas supporting the implementation of the NMS such as developing legal frameworks, use, and reporting of migration data, return, readmission and reintegration; or SDG thematic areas related to migration including SDG 5 and SDG 16.

And despite a short implementation period, the project was able to accomplish the targeted training and technical assistance sessions and successfully provided four thematic training and three consultation sessions,

However, it was insufficient to cover all the beneficiaries and targeted groups. The events' duration was not enough to cover the most critical training topics (Communication mechanism and how to start a project, Women and safety, and Women's wages and equity).

Moreover, the handouts provided weren't helpful to the participants as their contents lack the required information and are not relevant to the topics in some of the sessions.

2- **Assessing the efficiency of the project through the extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs**

The consultant developed a set of secondary evaluation questions to answer this question: What is the visibility and communications strategy adopted by the project, and has it been cost-effective in promoting the project and its achievements?

The consultant found that the project management was good, but project governance left room for improvement. Essentially, the project lacked mechanisms of "affecting knowledge-sharing," It was essential to adopt an effective system that allows the smooth interchange of knowledge and information inside the project and with the governmental representatives.

Also, the collaboration and coordination mechanisms left room for improvement. It was more sufficient to use broader communication tools to facilitate coordination by including intermediate management leaders (middle management staff) in the partner departments and directorates. On the other hand, the project did not emphasize collaborative efforts and building sustained partnerships with the beneficiaries and stakeholders.

However, given the scale of the challenges, activities were implemented reasonably and reliable manner, according to the priorities established by the project document.

3- **To what extent are the project's expected outputs and outcomes being achieved or expected to be completed.**

The consultant developed secondary evaluation questions: Are the implementation tools used in the project implementation effective? To what extent was the project impacted or affected by any crises, including COVID-19? How has the project actively sought partnership with relevant actors to strengthen project implementation and/or ensure project sustainability?

The consultant found that the project implementation tools are practical, and there is clarity in defining goals and objectives, and clearly what is in and out of the scope. Last, they ensure the time and budget estimates are reasonable. The past program year has been tumultuous for all Iraqi CSOs, beginning with widespread protests that paralyzed the Iraqi government and led to the dissolution of local governance to the COVID-19 pandemic that limited CSO activity. While these crises may be ebbing, the “new normal” itself will continue to present challenges to the groups we work with.

UNDP worked with both its government and partner organizations to help weather these challenges and prepare to move forward. UNDP faced these challenges head-on, pivoting their operations to help address the concerns of their constituencies and provide humanitarian support in the wake of the COVID-19 pandemic while continuing to implement the project.

4- **What is the extent to which the project's goals was contributed to longer-term outcomes/results?**

The consultant developed a set of secondary evaluation questions to evaluate: Which results — expected and unexpected, positive, and negative—were experienced by the targeted beneficiaries and other stakeholders, and which actions appear to be more critical to achieving activity outcomes?

The consultant found a challenge and an opportunity both that the project faces is the eagerness and willingness among stakeholders to get involved more and deeply as partners with implementing the project activities and in more UNDP projects in Iraq. It found that governors and local CSOs are strongly willing to work again with UNDP projects. This eagerness is built on the reputation of successful previous UNDP projects in Iraq.

5- **To what extent have gender equality and the empowerment of women and girls been addressed in the design, implementation, and monitoring of the project?**

To what extent has the project promoted positive changes in gender equality and women's empowerment? Did any unintended effects emerge for women, men, or vulnerable groups?

To what extent have the voices of beneficiary women and girls included in the project activities and discussions heard and were meaningfully involved?

The consultant found that all interviewed participants pointed out the understanding that empowered women and girls contribute to the productivity of their families, communities, and countries. The project extends a positive change in gender. They were also involved in decision-making regarding project activities or response management. Women and other diverse voices were heard regarding their needs during all the activities and continually got more time to speak up.

6- **Were persons with disabilities consulted and meaningfully involved in program planning? And adequately consideration given to their needs during the implementation? What proportion of the beneficiaries of a program were persons with disabilities?**

The consultant found that consultation had been done with the Iraqi alliance of people with disabilities. In the consultation session with 65 F/M with disabilities, they addressed the importance of taking their issues and needs and integrating their problems into all policies and programs. PWDs were engaged in most of the activities under this project.

7- **Did the project consider the Cross-cutting issues such as gender, human rights, sustainable development goals, and civil society engagement? Did the project consider the Do-No Harm and conflict sensitivity principles?**

The consultant found that UNDP mainstreams gender equity and social inclusion to ensure that all individuals, women benefit equitably from these reforms. The Equality, Inclusion and Conflict, and Sensitivity Considerations are taken are:

A. Conflict Sensitivity:

Adopting the principle of Do No Harm, UNDP has taken into consideration the following issues in the design and planning stages of activity as follows:

1. While the activity focuses on capacity building and strengthening relations with local governments, it is also implemented in two different demographics and socio-economic provinces:
2. Civil society in Iraq is a nascent sector; the party affiliations and lack of resources of CSOs impact their performance and activities.

B. Equality and Inclusion.

Inclusive participation ensured as follows:

1. The project focuses on the rights of the marginalized communities, women, disabled communities, vulnerable populations, and IDPs in presenting their interests concerning services provision.
2. encourage and advance the inclusion of women, vulnerable populations (VP), and youth criteria
3. Encourage and advance the inclusion of the women, vulnerable populations, and youth in the technical assistance provided to support.

- Activity 2.1: Deliver migration governance training sessions.

Activity 2.1: Deliver migration governance training sessions.									
#	Province	Date	Attendance		Participants			Implemented By	# of interviewing participants
			CSOs	Officials	Total	Male	Female		
1	Baghdad	Oct. 13-14, 2021	Yes		29	0	29		2 (Zeinab Ali) And (Batool Farooq)
2	Missan	Nov. 7, 2021	Yes	Yes	17	9	8	Maysan Women Leaders Forum	
3	Muthana	Nov. 2, 2021	Yes	Yes	26	16	10	The Iraqi Skilled Women Foundation	
4	Najaf	Nov. 3, 2021	Yes	Yes	20	13	7	The General Assembly for the development of women	

1	Kirkuk	June 25, 2021	30		56	33	23	26	-	2 (Buthaina Mahmood) (Eman Abdulrahman)
2	Diyala	June 21, 2021	-	-	36 (age 18-50)	17	19	7	29	
3	Salah al-Din	June 15, 2021		14 from 39 (10 male – 4 female)	39	9	16	25	0	
						10	4			

Output 3:

- Activity 3.1: Develop, plan, and produce research on pertinent migration-related issues.

3.1: Develop, plan and produce research on pertinent migration related issues.									
#	Province	Date	Attendance		Participants			Implemented By	# of interviewing participants
			CSOs	Officials	Total	Male	Female		
1									3 (Mrs. Heam Rasheed (Director of the Human Rights Department and Gender Responsible)

										Awatif Al-Mustafa Janet Salim
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Output 4:

- Activity 4.3: Establish safe spaces in the local communities for women and girls

Activity 4.3: Establish safe spaces in the local communities for women and girls										
#	Province	Date	Attendance		Participants			Implemented By	# of interviewing participants	
			CSOs	Officials	Total	Male	Female			
1									3 (Raghda Hikmat) (Esha Mizher) (Alyaa alansary)	

The total participants in the consultation for activity 4.3 are 57 participants in online assessment and six one-to-one meetings (total of 63 participants), from women and girls, Government officials, and NGO staff.

- Activity 4.4: Training for returnee and displaced youth to boost labor market supply.

Activity 4.4: Training for returnee and displaced youth to boost labor market supply.									
#	Province	Date	Attendance		Participants			Implemented By	# of interviewing participants
			CSOs	Officials	Total	Male	Female		
1	Baghdad	July 25-29, 2021	0	0	20	-	-	UNDP	3 (Abdulbasit Maan) (Haifaa Khalid) (Donia Rashed)

RECOMMENDATIONS

The evaluation process resulted in several recommendations that can be very important for future projects. The most important ones are:

- The methodology on which the project was based, in fact, strengthening of institutional capacities of the participants and concrete help through grants, proved to be very successful. Having this in mind, the team of evaluators thinks that the methodological approach, with adequate padding, should be kept
- The recognition and the acceptance of UNDP's needs through development grants made this project unique. The evaluators encourage UNDP to keep this approach, which means trusting the participants themselves and accepting that they know best what is necessary to improve their work conditions.
- Social entrepreneurship and its development should be one of the focuses of future projects. Marketing with all its specificities, work on legal regulations related to social entrepreneurship are only some of the areas in which there is considerable room for work

- It is still necessary to support public advocacy actions. The evaluators think it is an excellent practice to connect the steps with the Communication & advocacy plan. By doing this, strategic thinking about all such activities gains its value.
- The evaluation process showed that the participants prefer coaching and mentoring over classic and usual training. In addition, that the participants chose the sessions to be more personal, where they could each provide input and practically apply their learnings, both within the session itself as well as externally, on an independent basis
- Consultants' services were one of the crucial elements of the project. But, considering the significant number of consultants' services and the fact that it sometimes caused additional confusion among participants themselves, it would be good to think about less frequency of the consultants where it is possible to merge the terms of reference and to engage a fewer number of consultants but with a more extensive scope of works.

CHALLENGES AND LESSONS LEARNED

Apart from the tight restrictions imposed by the federal and regional governments on mobility and interpersonal engagements across the country due to the pandemic, noted challenges and lessons learned in several areas, which include the following:

High expectations

Challenge: High expectations raised by the stakeholders during work plan implementation.

Action: The work plan was developed based on discussions with each stakeholder within the framework of project objectives. The work plan is implemented in cooperation and partnership with stakeholders. UNDP always listens and accommodates stakeholders' requests as much as possible within allowable project objectives, work plan, time, and budget.

Outcome: All the activities were implemented, and the deliverables were accomplished.

Delay in response

Challenge: Delay in stakeholder's response.

Action: Since most activities are demand-driven, delays are resolved by professional and consistent follow-up with the stakeholders, focusing on the impacts.

Outcome: The Project team took the additional necessary steps to secure all the required responses in time, and, thus, all the activities were achieved.

Pandemic Challenge: The ongoing COVID-19 outbreak all over Iraq limits the team's movement.

Action: The team works closely with relevant government agencies to determine new infection spikes in target areas. The team closely observed the protocols for critical face-to-face meetings and utilized online communication, such as Skype, for specific conferences and discussions.

Outcome: The scheduled meetings to obtain critical data and decisions pushed through even if somewhat less preferable than face-to-face discussions.

Many occasions and official holidays

Challenge: Iraq and the KRG have many religious and official holidays, which disrupt work and activity plans.

Security Consideration

The security situation is another challenge that affects the implementation and hinders it, especially when tight security measurements need to be taken to meetings and workshops where senior government representatives are participants. By other side, the deteriorated security situation in liberated areas and IDPs camps prevents participants access to training venues and facilities and lay more burdens and difficulties on both of the participants and the project—for example, needing to take into account security aspects and safety of participants throughout the training – especially for instances where government stakeholders were involved.

Furtherly, about the beneficiaries themselves and from the security-wise, the project was only able to reach those within the scope of the NGOs, as many who are displaced and returnees it has been challenging to track and get without their help (especially in light of the camp closure)

Lesson Learned: Some stakeholders in the provinces favor continuing the training activities that fall within holidays as they too are keen to finish the activity. Therefore, the Project consults with training participants to hold holidays instead of outright canceling or suspending the training.

Annex 1

Data Analysis

The consultant developed a training evaluation form designed to measure five core areas of the training: Preparation, Trainers, Training Curriculums and Materials, Trainees Interactive, Training Environment, Venue, and Overall Impression and Satisfaction of the training. The form contains 26 questions, as 11 questions to evaluate the preparation, evaluate the curriculum and materials used in training, four to evaluate the trainer's performance, engagement, and interaction of the trainees, three to evaluate the venue, and finally, six questions directed to measure the success and the overall satisfaction of the participants. The adopted evaluation measurement scale used 1 – 5 selections as:

1= strongly disagree, 2= disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

The tables below summarize the results per activity:

Activity 2.1: Deliver migration governance training sessions.

1- Preparation

#	Question	1	2	3	4	5
1	UNDP staff explained content duration and modality clearly				1	1
2	Topics covered were relevant					2
3	There were sufficient opportunities for interactive participation and practice				1	1

	during the event					
4	Event arrangements and management allowed me to get to know the other attendees				1	1
5	Event language was easy and not difficult to understand.				1	1
6	Event experience will be useful in pursuing my job aspiration.					2
7	I had most of my questions answered during the event.					2
8	Event materials were pitched at the right level					2
9	Event Materials distributed were pertinent and useful.					2

10	Duration of the event provided sufficient time to cover the most important training topics .			1		1
11	Event handouts provided were helpful.		1			1
Total			1	1	4	16
Percentage			%5	%5	%18	%72

2- Trainers, Speakers, and Event Leaders

#	Question	1	2	3	4	5
1	Event Leaders had proper knowledge about event topics			1		1
2	Event Leaders encouraged active participation during event activities.				1	1
3	Event Leaders				1	1

	answered questions in a complete and clear manner.					
4	Trainers were respectful of the different skills, expertise, and values displayed by the attendees.				1	1
Total				1	3	4
Percentage				%10	%40	%50

3- Venue

#	Question	1	2	3	4	5
1	The event venue was convenient for most attendees including me.					2
2	Time given for breaks and meals was adequate					2
3	Tools and equipment were suitable					2

	and worked well during event Sessions					
Total						6
Percentage						%100

4- General Satisfaction

#	Question	1	2	3	4	5
1	I am satisfied with my increased understanding of the topic					2
2	Overall, the event was worthwhile and it would be useful to be conducted on regular basis.					2
Total						4
Percentage						%100

5- Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

Questions	Comments
Which presentations, topics or activities discussed during event were the most useful to you?	<ul style="list-style-type: none"> - Communication mechanism and how to start a project - Women and safety - Women's wages and equality
Which presentations, topics or activities discussed during event did you find least useful?	<ul style="list-style-type: none"> - Nothing is useless – but the definition of gender is incomprehensible
What presentations or topics were you expecting to hear, but were not presented?	<ul style="list-style-type: none"> - Applicable modern methods - qualitative and small analysis that represents the real community environment and reflects the real reality
What items or activities would you like to see added to this event in case it will be repeated in future?	<ul style="list-style-type: none"> - Time needs to be much longer and includes practical exercises
What additional events would you like to attend in the future?	<ul style="list-style-type: none"> - More trainings and workshop that develops our knowledge and understanding for migration
Feel free to ask any questions or add any notes and recommendations.	<ul style="list-style-type: none"> - The Trainer does not deliver the material because he/she is not capable

Activity 2.2: Mainstream the SDGs in national strategic documents

1- Preparation

#	Question	1	2	3	4	5
1	UNDP staff explained content duration and modality clearly					2
2	Topics covered were relevant					2
3	There were sufficient opportunities for interactive participation and practice during the event					2
4	Event arrangements and management allowed me to get to know the other attendees					2
5	Event language was easy and not difficult to understand.					2
6	Event experience will be useful					2

	in pursuing my job aspiration.					
7	I had most of my questions answered during the event.					2
8	Event materials were pitched at the right level					2
9	Event Materials distributed were pertinent and useful.					2
10	The duration of the event provided sufficient time to cover the most critical training topics .			1		1
11	Event handouts provided were helpful.				2	
Total				1	2	19
Percentage				%5	%9	%86

2- Trainers, Speakers, and Event Leaders

#	Question	1	2	3	4	5
1	Event Leaders had proper knowledge about event topics					2
2	Event Leaders encouraged active participation during event activities.					2
3	Event Leaders answered questions in a complete and clear manner.					2
4	Trainers were respectful of the different skills, expertise, and values displayed by the attendees.				1	1
Total					1	7
Percentage					%13	%87

3- Venue

#	Question	1	2	3	4	5
1	The event venue was convenient for most attendees including me.				1	1
2	Time given for breaks and meals was adequate			1		1
3	Tools and equipment were suitable and worked well during event Sessions				2	
Total				1	3	2
Percentage				%16	%50	%34

4- General Satisfaction

#	Question	1	2	3	4	5
1	I am satisfied with my increased understanding of the topic					2
2	Overall, the event was worthwhile and it would be useful to be conducted on regular basis.					2
Total						4
Percentage						%100

5- Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

Questions	Comments
Which presentations, topics or activities discussed during event were the most useful to you?	- Writing report about the sustainable development
Which presentations, topics or activities discussed during event did you find least useful?	- All information counts

What presentations or topics were you expecting to hear, but were not presented?	- Use statistics and numbers
What items or activities would you like to see added to this event in case it will be repeated in future?	- Sharing the idea and conducting sessions with the rest of the governorates - Quality
What additional events would you like to attend in the future?	- The way in linking poverty with goals and include them through the general budget - and that the project contribute to training us on budgets and the law on budgets
Feel free to ask any questions or add any notes and recommendations.	- More trainings in migration and the development goals

Activity 2.3 Conduct consultation sessions with migration governance and other stakeholders to include migration activities in Iraq's SDG Voluntary National Review, which starts in June 2021.

1- Preparation

#	Question	1	2	3	4	5
1	UNDP staff explained content duration and modality clearly					2
2	Topics covered were relevant					2
3	There were sufficient opportunities for					2

	interactive participation and practice during the event					
4	Event arrangements and management allowed me to get to know the other attendees					2
5	Event language was easy and not difficult to understand.					2
6	Event experience will be useful in pursuing my job aspiration.					2
7	I had most of my questions answered during the event.					2
8	Event materials were pitched at the right level					2
9	Event Materials distributed			1		1

	were pertinent and useful.					
10	Duration of the event provided sufficient time to cover the most important training topics .				1	1
11	Event handouts provided were helpful.					2
Total				1	1	20
Percentage				%5	%5	%90

2- Trainers, Speakers, and Event Leaders

#	Question	1	2	3	4	5
1	Event Leaders had proper knowledge about event topics				1	1
2	Event Leaders encouraged active participation					2

	during event activities.					
3	Event Leaders answered questions in a complete and clear manner.					2
4	Trainers were respectful of the different skills, expertise, and values displayed by the attendees.			1		1
Total				1	1	6
Percentage				%12.5	%12.5	%75

3- Venue

#	Question	1	2	3	4	5
1	The event venue was convenient for most attendees including me.	1		1		
2	Time given for breaks					2

	and meals was adequate					
3	Tools and equipment were suitable and worked well during event Sessions					2
Total		1		1		4
Percentage		%17		%17		%66

4- General Satisfaction

#	Question	1	2	3	4	5
1	I am satisfied with my increased understanding of the topic				1	1
2	Overall, the event was worthwhile and it would be useful to be conducted on regular basis.				1	1
Total					2	2
Percentage					%50	%50

5- Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

Questions	Comments
Which presentations, topics or activities discussed during event were the most useful to you?	<ul style="list-style-type: none"> - How to link development goals with indicators - the goal related to women
Which presentations, topics, or activities discussed during the event did you find least helpful?	<ul style="list-style-type: none"> - We are at the beginning of the road and we need more time to understand and realize the topics
What presentations or topics were you expecting to hear, but were not presented?	<ul style="list-style-type: none"> -
What items or activities would you like to see added to this event in case it will be repeated in future?	<ul style="list-style-type: none"> - How to advocate and pressure the government to adopt the goals - identifying indicators on women's issues, especially in Iraq
What additional events would you like to attend in the future?	<ul style="list-style-type: none"> - Trainings and how to share the ideas of the workshops with the ministries - more explanation of the two goals 16-17
Feel free to ask any questions or add any notes and recommendations.	<ul style="list-style-type: none"> - There must be governmental adoption of sustainable development - the inclusion of participants in all sectors of the local government, organizations and the private and public sectors within the sustainable development workshops. The committees formed in the governorates have no role in the public sector as well as the Ministry of Planning

Activity 3.1 Develop, plan and produce research on pertinent migration-related issues.

1- Preparation

#	Question	1	2	3	4	5
1	UNDP staff explained content duration and modality clearly					3
2	Topics covered were relevant					3
3	There were sufficient opportunities for interactive participation and practice during the event					3
4	Event arrangements and management allowed me to get to know the other attendees				1	2
5	Event language was easy and not difficult to understand.					3

6	Event experience will be useful in pursuing my job aspiration.					3
7	I had most of my questions answered during the event.					3
8	Event materials were pitched at the right level					3
9	Event Materials distributed were pertinent and useful.					3
10	Duration of the event provided sufficient time to cover the most important training topics .				1	2
11	Event handouts provided were helpful.				1	2
Total					3	30

Percentage					%9	%91
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2- Trainers, Speakers, and Event Leaders

#	Question	1	2	3	4	5
1	Event Leaders had proper knowledge about event topics					3
2	Event Leaders encouraged active participation during event activities.					3
3	Event Leaders answered questions in a complete and clear manner.					3
4	Trainers were respectful of the different skills, expertise, and values displayed by the attendees.					3
Total						12
Percentage						%100

3- Venue

#	Question	1	2	3	4	5
1	The event venue was convenient for most attendees including me.					3
2	Time given for breaks and meals was adequate					3
3	Tools and equipment were suitable and worked well during event Sessions					3
Total						9
Percentage						%100

4- General Satisfaction

#	Question	1	2	3	4	5
1	I am satisfied with my increased understanding of the topic				1	2
2	Overall, the event was worthwhile and it would be useful to be conducted on regular basis.				1	2
Total					2	4
Percentage					%33	%67

5- Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

Questions	Comments
Which presentations, topics or activities discussed during event were the most useful to you?	- Sharing real stories, especially Mosul - presenting and analyzing cases
Which presentations, topics or activities discussed during	- Nothing

event did you find least useful?	
What presentations or topics were you expecting to hear, but were not presented?	- If there is a link between international human rights treaties and the subject of training
What items or activities would you like to see added to this event in case it will be repeated in future?	- How to write a policy paper for protection of adolescent girls - a special gender workshop - a special course for gender equality - gender data analysis - gender linking
What additional events would you like to attend in the future?	- Tolerance and peaceful coexistence
Feel free to ask any questions or add any notes and recommendations.	- The time for the training should be increased - ToT on coexistence and peaceful tolerance - In addition educate women about the disadvantages of social media

4.3 Establish safe spaces in the local communities for women and girls

1- Preparation

#	Question	1	2	3	4	5
1	UNDP staff explained content duration and modality clearly					2

2	Topics covered were relevant					2
3	There were sufficient opportunities for interactive participation and practice during the event					2
4	Event arrangements and management allowed me to get to know the other attendees					2
5	Event language was easy and not difficult to understand.					2
6	Event experience will be useful in pursuing my job aspiration.				1	1
7	I had most of my questions answered during the event.				2	

8	Event materials were pitched at the right level				2	
9	Event Materials distributed were pertinent and useful.				2	
10	Duration of the event provided sufficient time to cover the most important training topics .				2	
11	Event handouts provided were helpful.				2	
Total					11	11
Percentage					50%	50%

2- Trainers, Speakers, and Event Leaders

#	Question	1	2	3	4	5
1	Event Leaders had proper knowledge about event topics					2
2	Event Leaders encouraged active participation during event activities.					2
3	Event Leaders answered questions in a complete and clear manner.					2
4	Trainers were respectful of the different skills, expertise, and values displayed by the attendees.					2
Total						8
Percentage						%100

3- Venue

#	Question	1	2	3	4	5
1	The event venue was convenient for most attendees including me.				2	
2	Time given for breaks and meals was adequate				2	
3	Tools and equipment were suitable and worked well during event Sessions				2	
Total					6	
Percentage					%100	

4- General Satisfaction

#	Question	1	2	3	4	5
1	I am satisfied with my increased understanding of the topic					2
2	Overall, the event was worthwhile and it would be useful to be conducted on regular basis.					2
Total						4
Percentage						%100

5- Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

Questions	Comments
Which presentations, topics or activities discussed during event were the most useful to you?	- All information is new and help
Which presentations, topics or activities discussed during event did you find least useful?	- We need more like this training

What presentations or topics were you expecting to hear, but were not presented?	- NA
What items or activities would you like to see added to this event in case it will be repeated in future?	- NA
What additional events would you like to attend in the future?	- Sewing, bakery
Feel free to ask any questions or add any notes and recommendations.	- NA

4.4 Training for returnees and displaced youth to boost labor market supply.

1- Preparation

#	Question	1	2	3	4	5
1	UNDP staff explained content duration and modality clearly					2
2	Topics covered were relevant					2
3	There were sufficient opportunities					2

	for interactive participation and practice during the event					
4	Event arrangements and management allowed me to get to know the other attendees					2
5	Event language was easy and not difficult to understand.					2
6	Event experience will be useful in pursuing my job aspiration.					2
7	I had most of my questions answered during the event.					2
8	Event materials were pitched at the right level					2
9	Event Materials distributed were					2

	pertinent and useful.					
10	Duration of the event provided sufficient time to cover the most important training topics .					2
11	Event handouts provided were helpful.					2
Total						22
Percentage						%100

2- Trainers, Speakers, and Event Leaders

#	Question	1	2	3	4	5
1	Event Leaders had proper knowledge about event topics				1	1
2	Event Leaders encouraged active participation during event activities.				1	1

3	Event Leaders answered questions in a complete and clear manner.					2
4	Trainers were respectful of the different skills, expertise, and values displayed by the attendees.					2
Total					2	6
Percentage					%25	%75

3- Venue

#	Question	1	2	3	4	5
1	The event venue was convenient for most attendees including me.					2
2	Time given for breaks and meals was adequate					2
3	Tools and equipment					2

	were suitable and worked well during event Sessions					
Total						6
Percentage						%100

4- General Satisfaction Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

Questions	Comments
Which presentations, topics or activities discussed during event were the most useful to you?	- Help me how to open my own project
Which presentations, topics or activities discussed during event did you find least useful?	- T idea of private business - The differentiate between small projects and entrepreneurial projects - What the mean of sustainable goal, work
What presentations or topics were you expecting to hear, but were not presented?	- NA
What items or activities would you like to see added to this event in case it will be repeated in future?	- We can use some forms to tracks our progress

What additional events would you like to attend in the future?	<ul style="list-style-type: none">- Sewing – Embroidery- Photography- baking- Building and construction
Feel free to ask any questions or add any notes and recommendations.	<ul style="list-style-type: none">- If they can provide more financial support and equipments.

Annex 2

Evaluation Questions Matrix - مصفوفة أسئلة التقييم

Table A. Sample of evaluation matrix - الجدول أ. عينة من مصفوفة التقييم

Relevant evaluation criteria معايير التقييم	Key questions - الاسئلة الرئيسية	Specific sub-questions - الأسئلة الفرعية المحددة	Data sources مصادر جمع البيانات	Data collection methods/tools طرق جمع المعلومات \ أدوات	Indicators/ success standard المؤشرات \معايير النجاح	Data analysis method طريقة تحليل البيانات
	<p>To what extent the project success delivering migration governance training sessions?</p> <p>ما مدى نجاح المشروع في تقديم دورات تدريبية حول حوكمة الهجرة؟</p>	<p>- How many training courses delivered and how many CSOs were reached.</p> <p>- To what extend was the training topics, curriculum, and inputs realistic, appropriate, and adequate to the CSOs participant’s needs?</p> <p>- to what extend the trainings contributed in strengthening the government and local stakeholders institutional and analytical capacities on migration governance and related SDGs.</p> <p>-كم عدد الدورات التدريبية المقدمة وعدد منظمات المجتمع المدني التي تم الوصول إليها.</p> <p>-إلى أي مدى كانت موضوعات التدريب ، والمناهج الدراسية ، والمدخلات واقعية ومناسبة وكافية لاحتياجات المشاركين في منظمات المجتمع المدني؟</p> <p>-إلى أي مدى ساهمت الدورات التدريبية في تعزيز القدرات المؤسسية والتحليلية للحكومة وأصحاب المصلحة المحليين بشأن حوكمة الهجرة وأهداف التنمية المستدامة ذات الصلة.</p>		<p>- Activity 2.1 sub-session training reports from trainers.</p> <p>- Virtual interviews with Ms. Batool Farooq – Najaf, And Ms. Zeinab Ali – CSO</p> <p>النشاط 2.1 تقارير تدريب الجلسات الفرعية من المدربين.</p> <p>-لقاءات افتراضية مع السيدة بتول فاروق - النجف.</p>		<p>TBD</p>

				والسيدة زينب علي - منظمة	
<p>To what extent the project was succeeded in including migration activities in Iraq's SDG Voluntary National Review which starts in June 2021?</p> <p>إلى أي مدى نجح المشروع في تضمين أنشطة الهجرة في المراجعة الوطنية الطوعية لأهداف التنمية المستدامة في العراق والتي تبدأ في يونيو 2021؟</p>	<p>- To what extent the project has conducted successful consultation sessions with migration governance and other stakeholders and integrating the needs of the displaced into the sustainable development agenda?</p> <p>- How many consultation sessions were conducted, what was the outcomes?</p> <p>- To what extent the issues and needs of displaced women and men has included in the development agenda?</p> <p>- إلى أي مدى عقد المشروع جلسات مشاور ناجحة مع إدارة الهجرة وأصحاب المصلحة الآخرين ودمج احتياجات النازحين في أجندة التنمية المستدامة؟</p> <p>- كم عدد جلسات التشاور التي أجريت ، وماذا كانت النتائج؟</p> <p>- إلى أي مدى تم تضمين قضايا واحتياجات النازحين من النساء والرجال في أجندة التنمية؟</p>		<p>Virtual meeting</p> <p>/interview with Mrs. Buthaina Mahmood – NGO, Diyala</p> <p>اجتماع افتراضي</p> <p>مقابلة مع السيدة بثينة محمود - منظمة غير حكومية ، ديالى</p>		TBD
<p>To what extent the project was succeeded in helping local actors have better understanding of migration related issues and ability to address them?</p>	<p>- How many consultation sessions the project have successfully conducted with multi-stakeholders to outlines of the safe spaces' guideline.</p>		<p>Virtual interviews with: - Ms. Amira Al-Baldawi – CSO</p>		TBD

	<p>إلى أي مدى نجح المشروع في مساعدة الجهات الفاعلة المحلية على فهم أفضل للقضايا المتعلقة بالهجرة والقدرة على معالجتها؟</p>	<p>- To what extent the project contributed to the establishment of safe spaces in Iraq local communities for migrants' women and girls.</p> <p>- How many consultation sessions the project have successfully conducted with multi-stakeholders to outlines of the safe spaces' guideline.</p> <p>- To what extent the data gathered and assessment reports has shared with the federal/local governments and other stakeholders and decision makers ?</p> <p>-كم عدد جلسات التشاور التي أجراها المشروع بنجاح مع أصحاب المصلحة المتعددين لوضع الخطوط العريضة للدليل الإرشادي للأماكن الآمنة.</p> <p>-إلى أي مدى ساهم المشروع في إنشاء أماكن آمنة في المجتمعات المحلية العراقية للنساء والفتيات المهاجرات.</p> <p>-كم عدد جلسات التشاور التي أجراها المشروع بنجاح مع أصحاب المصلحة المتعددين لوضع الخطوط العريضة للدليل الإرشادي للأماكن الآمنة.</p> <p>-إلى أي مدى تمت مشاركة البيانات التي تم جمعها وتقارير التقييم مع الحكومات الفيدرالية / المحلية وأصحاب المصلحة الآخرين وصناع القرار؟</p>		<p>- Mr. Ghaleb Al-Attiyah, (Director of the community police in Iraq affiliated to the Ministry of Interior)</p> <p>- لقاءات افتراضية مع: - السيدة أميرة البلداوي - منظمات مجتمع مدني</p> <p>- السيد غالب العطية - (مدير شرطة المجتمع في العراق التابعة لوزارة الداخلية)</p>		
	<p>To what extent the project has successfully provided training for returnee and displaced youth to boost labour market supply?</p>	<p>- To what extent the project helped you develop of ideas, market study, marketing strategies and management in a deeper way. What results impacts achieved?</p>		<p>Desk review of the Establishing businesses workshop.</p>		<p>TBD</p>

	<p>إلى أي مدى نجح المشروع في توفير التدريب للشباب العائدين والمهجرين لتعزيز المعروض في سوق العمل؟</p>	<p>- To what extent the project has successful in determine acceptable criterions for selecting the participants and evaluating them? According to the objectives set for the business development training and workshops?</p> <p>- Did you faced any difficulties in joining the livelihood training courses? Did you get post-training technical support and consultation?</p> <p>- To what extent the livelihood trainings were available and accessible to the IDPs and returnees?</p> <p>-إلى أي مدى ساعدك المشروع في تطوير الأفكار ودراسة السوق واستراتيجيات التسويق والإدارة بطريقة أعمق. ما هي نتائج الآثار التي تم تحقيقها؟</p> <p>-إلى أي مدى نجح المشروع في تحديد المعايير المقبولة لاختيار المشاركين وتقييمهم؟ وفق الاهداف الموضوعية لتدريب وورش عمل تطوير الاعمال؟</p> <p>-هل واجهت أي صعوبات في الالتحاق بالدورات التدريبية لكسب العيش؟ هل حصلت على الدعم الفني والاستشارة بعد التدريب؟</p> <p>-إلى أي مدى كانت التدريبات على سبل كسب العيش متاحة ومتاحة للنازحين والعائدين؟</p>		<p>Virtual (communication through mobile call) with:</p> <p>- Ms. Donia Rasheed</p> <p>- Ms. Haifaa</p> <p>مراجعة مكتبية لورشة تأسيس الأعمال.</p> <p>افتراضية (اتصال عبر الهاتف المحمول) مع:</p> <p>-السيدة دنيا رشيد</p> <p>-السيدة هيفاء</p>		
<p>Stakeholder Interview</p> <p>مقابلة أصحاب المصلحة</p>	<p>strategy, proposed activities and expected outputs and outcome was justified and relevant to support of the GoI to achieve enhanced institutional</p>	<p>To what extent have the achieved results contributed to SDG 5 and SDG 16, in line with the Sustainable Development Agenda (SDA) and Iraq's 2030 Vision?</p>		<p>Virtual (communication)</p>	<p>TBD</p>	

	<p>capacities for comprehensive migration management</p> <p>الإستراتيجية والأنشطة المقترحة والنواتج المتوقعة والنتائج كانت مبررة وذات صلة بدعم الحكومة العراقية لتحقيق قدرات مؤسسية معززة لإدارة الهجرة الشاملة</p>	<p>How effective has the project activities, and what factors (internal and external) have contributed to achieving or limiting the intended project outcome and outputs?</p> <p>إلى أي مدى ساهمت النتائج المحققة في الهدفين 5 و 16 ، بما يتماشى مع أجندة التنمية المستدامة (SDA) ورؤية العراق لعام 2030؟</p> <p>ما مدى فعالية أنشطة المشروع ، وما هي العوامل (الداخلية والخارجية) التي ساهمت في تحقيق أو الحد من نتائج ومخرجات المشروع المقصودة؟</p>		<p>through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>		
<p>Stakeholder Interview</p> <p>مقابلة أصحاب المصلحة</p>	<p>To what extent the project was coherence and relevant to the beneficiaries</p> <p>إلى أي مدى كان المشروع متماسكًا وذو صلة بالمستفيدين</p>			<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	<p>TBD</p>	
<p>Stakeholder Interview</p> <p>مقابلة أصحاب المصلحة</p>	<p>Assessing the efficiency of the project through the extent to which the project resources (funds, expertise/human resources, time, etc.) are optimally used and converted into intended outputs.</p> <p>تقييم كفاءة المشروع من خلال مدى استخدام موارد المشروع (الأموال ، الخبرة / الموارد البشرية ،</p>	<p>What is the visibility and communications strategy adopted by the project? Has it been cost-effective in terms of promoting the project and its achievements?</p> <p>ما هي استراتيجية الرؤية والتواصل التي يتبناها المشروع؟ هل كانت فعالة من حيث التكلفة من حيث الترويج للمشروع وإنجازاته؟</p>		<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	<p>TBD</p>	

	الوقت ، إلخ) على النحو الأمثل وتحويلها إلى مخرجات مقصودة				
Stakeholder Interview مقابلة أصحاب المصلحة	<p>To what extent the project's expected outputs and outcomes being achieved or expected to be achieved.</p> <p>إلى أي مدى يتم تحقيق المخرجات والنتائج المتوقعة للمشروع أو المتوقع تحقيقها.</p>	<p>Are the implementation tools used in the project implementation effective?</p> <p>To what extent was the project impacted or effected by any crises, including COVID-19?</p> <p>To what extent has the project been actively seeking partnership with relevant actors in view of strengthening project implementation and/or ensuring project sustainability</p> <p>هل أدوات التنفيذ المستخدمة في تنفيذ المشروع فعالة؟</p> <p>إلى أي مدى تأثر المشروع أو تأثر بأي أزمات ، بما في ذلك COVID-19؟</p> <p>إلى أي مدى يسعى المشروع بنشاط إلى إقامة شراكة مع الجهات الفاعلة ذات الصلة بهدف تعزيز تنفيذ المشروع و / أو ضمان استدامة المشروع</p>		<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	TBD
Stakeholder Interview مقابلة أصحاب المصلحة	<p>What is the extent to which the project's goals was contribute to longer term outcomes/results?</p> <p>ما مدى مساهمة أهداف المشروع في النتائج / النتائج طويلة المدى؟</p>	<p>Which results — expected and unexpected, positive, and negative—were experienced by the targeted beneficiaries and other stakeholders?</p> <p>Which actions appear to be more important to achieving activity outcomes?</p>		<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	TBD

		<p>ما هي النتائج - المتوقعة وغير المتوقعة والإيجابية والسلبية - التي اختبرها المستفيدون المستهدفون وأصحاب المصلحة الآخرون؟</p> <p>ما هي الإجراءات التي تبدو أكثر أهمية لتحقيق نتائج النشاط؟</p>			
<p>Stakeholder Interview</p> <p>مقابلة أصحاب المصلحة</p>	<p>To what extent have gender equality and the empowerment of women and girls been addressed in the design, implementation and monitoring of the project?</p> <p>إلى أي مدى تمت معالجة المساواة بين الجنسين وتمكين النساء والفتيات في تصميم وتنفيذ ورصد المشروع؟</p>	<p>To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?</p> <p>To what extent the voices of beneficiary women and girls included in the project activities and discussions, have heard and were meaningfully involved?</p> <p>إلى أي مدى عزز المشروع التغييرات الإيجابية في المساواة بين الجنسين وتمكين المرأة؟ هل ظهرت أي آثار غير مقصودة على النساء أو الرجال أو الفئات الضعيفة؟</p> <p>إلى أي مدى سمعت أصوات النساء والفتيات المستفيدات المشاركات في أنشطة المشروع ومناقشاته وشاركت بشكل هادف؟</p>	<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	TBD	
<p>Stakeholder Interview</p> <p>مقابلة أصحاب المصلحة</p>		<p>Were persons with disabilities consulted and meaningfully involved in programme planning? And adequately consideration given to their needs during the implementation?</p> <p>What proportion of the beneficiaries of a programme were persons with disabilities?</p>	<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	TBD	

		<p>هل تمت استشارة الأشخاص ذوي الإعاقة وإشراكهم بشكل هادف في تخطيط البرامج؟ وما هو الاعتبار المناسب لاحتياجاتهم أثناء التنفيذ؟</p> <p>ما هي نسبة المستفيدين من البرنامج من الأشخاص ذوي الإعاقة؟</p>			
<p>Stakeholder Interview</p> <p>مقابلة أصحاب المصلحة</p>		<p>Did the project took in consideration th Cross-cutting issues such as gender, human rights, sustainable development goals, and civil society engagement?</p> <p>Did the project took into consideration the Do-No Harm and, conflict sensitivity principles ?</p> <p>هل أخذ المشروع في الاعتبار القضايا الشاملة مثل النوع الاجتماعي وحقوق الإنسان وأهداف التنمية المستدامة ومشاركة المجتمع المدني؟</p> <p>هل أخذ المشروع في الاعتبار مبادئ عدم الإضرار وحساسية النزاع؟</p>		<p>Virtual (communication through mobile call)</p> <p>افتراضية (الاتصال عبر الهاتف المحمول)</p>	TBD

Event Details - تفاصيل الحدث					
Type نوعه		Title الاسم		# of Activity رقم الفعالية	
Planned date التأريخ المحدد	From - من	To - الى	Duration الوقت		
Actual date التأريخ الفعلي	From - من	To - الى	Duration الوقت		
Planned Location الموقع المحدد		Relevant Objective الهدف ذا الصلة			
Actual Location الموقع الفعلي		Relevant Indicators المؤشرات ذات الصلة			

Event Management Staff - طاقم إدارة الحدث					
Manager - مدير		Phone الهاتف		Email الايمل	
Trainer first day مدرب اليوم الاول		Phone الهاتف		Email الايمل	
Trainer second day مدرب اليوم الثاني		Phone الهاتف		Email الايمل	

Attendance Summary	for more details, please refer to event attendance sheets and supporting documents.
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ملخص الحضور	لمزيد من التفاصيل ، يرجى الرجوع إلى أوراق حضور الحدث والوثائق الداعمة				
Targeted Audience الجمهور المستهدف					
Selection Criteria معيار الاختيار					
Planned Attendees الحضور المخطط له		Females الاناث		Males الذكور	
Actual Attendees عدد الحضور الفعليين		Females الاناث		Males الذكور	
Absent Attendees عدد الحضور الغائبين		Females الاناث		Males الذكور	
Absence Reasons أسباب الغياب					

Event Activities Summary - ملخص أنشطة الفعالية			
#	Planned Activities الفعالية المخطط لها	Actual Activities الفعالية الفعلية	Comments
1			

Reference to event agenda: - إشارة الى جدول اعمال الحدث

Interviewed Attendees' Answers Summary - ملخص إجابات الحاضرين الذين تمت مقابلتهم

Following questions were asked while interviewing XXX out of XXXX attendees (representing 32% sample size). Those who

participated in the evaluation process were asked to rate their satisfaction by giving marks from One to Five (where;

1=Lowest and 5=Highest).

تم طرح الأسئلة التالية أثناء إجراء المقابلات مع XXX من أصل XXXX من الحاضرين (يمثلون 32% من حجم العينة). أولئك الذين شاركوا في عملية التقييم وطلب منهم تقييم رضاهم من خلال منح علامات من واحد إلى خمسة (حيث ؛ 1 = الأدنى و 5 = الأعلى).

Categories - الفئات	Rate your satisfaction - قيم رضاك				
	Low قليل				High عالي
Total respondents answered [Interviewees] إجمالي اعداد الأشخاص المجيبين	1	2	3	4	5
Preparation - التحضير					
Q1 - UNDP staff explained content duration and modality clearly كادر مشروع برنامج الأمم المتحدة الإنمائي					
Content Delivery - تقديم المحتوى					
Q2 - Topics covered were relevant المواضيع التي تم تناولها كانت ذات صلة -					

<p>Q3 - There were sufficient opportunities for interactive participation and practice during the event</p> <p>كان هناك فرص كافية لمشاركة فاعلة</p>					
<p>Q4 - Event arrangements and management allowed me to get to know the other attendees</p> <p>طريقة ترتيب وإدارة الحدث سمحت لي بالتعرف المشاركين الآخرين</p>					
<p>Q5 - Event language was easy and not difficult to understand.</p> <p>لغد الحدث كانت سلسلة ولم يكن التدريب صعب الفهم</p>					
<p>Q6 - Event experience will be useful in pursuing my job aspiration.</p> <p>ستكون تجربة الحدث مفيدة في متابعة طموحك الوظيفي</p>					
<p>Q7 - I had most of my questions answered during the event.</p> <p>تمت إجابة معظم اسئلتك اثناء الحدث</p>					
<p>Q8 - Event materials were pitched at the right level</p> <p>وضعت مواد الحث في المستوى المناسب</p>					
<p>Q9 - Event Materials distributed were pertinent and useful.</p> <p>المواد التي وزعت كانت وثيقة الصلة بموضوع الحث و مفيدة</p>					

Q10 - Duration of the event provided sufficient time to cover the most important training topics . و فرت مدة الحدث وقت كافيا لتغطية اهم مواضيع التدريب					
Q11 - Event handouts provided were helpful. النشرات و كراسات الحدث التي جهزت كانت مفيدة					

Trainers, Speakers, and Event Leaders المدربون, المتحدثون , وقادة الحدث					
Q12 - Event Leaders had proper knowledge about event topics كان قادة الحدث على دراية و معرفة بشأن مواضيع الحدث					
Q13 - Event Leaders encouraged active participation during event activities. شجع قادة الحدث المشاركة الفعالة خلال الفعاليات الحدث					
Q14 - Event Leaders answered questions in a complete and clear manner. أجاب قادة الحدث الأسئلة بشكل واضح و كامل					
Q15 - Trainers were respectful of the different skills, expertise, and values displayed by the attendees. ابدى قادة الحدث احتراماً لمختلف المهارات و الخبرات و القيم التي قدمها المشاركين					

Categories	Rate your satisfaction Low Higfh				
Total respondents answered [Interviewees	1	2	3	4	5

المكان - Venue					
Q16 - The event venue was convenient for most attendees including me. مكان الحدث كان ملائماً لمعظم المتدربين بضمنهم انا					
Q17 - Time given for breaks and meals was adequate الوقت المحدد للاستراحات و وجبات الطعام كان كافياً					
Q18 - Tools and equipment were suitable and worked well during event Sessions الوسائل و المعدات المستخدمة في جلسات الحدث كانت ملائمة و عملت بشكل جيد خلال الحدث					

Categories	Rate your satisfaction				
	Low				High
Total respondents answered [Interviewees]	1	2	3	4	5
القناعة العامة - General Satisfaction					
Q19 - I am satisfied with my increased understanding of the topic انا راض عن زيادة فهمي واستيعابي لمواضيع التدريب					
Q20 - Overall, the event was worthwhile and it would be useful to be conducted on regular basis. بشكل عام (بالمجمل) , كان الحدث جدير بالاهتمام و ينبغي ان ينفذ بشكل منتظم					
Total Score - مجموع النقاط					
Overall percentage - النسبة الاجمالية					

Additional Comments and Feedback from Interviewed Attendees (Beneficiaries, Participants, Trainees .. etc.)

تعليقات وملاحظات إضافية من الحاضرين الذين تمت مقابلتهم (المستفيدين ، المشاركون ، المتدربون .. إلخ)

Q 1 Which presentations, topics or activities discussed during event were the most useful to you?
ما هي العروض التقديمية أو الموضوعات أو الأنشطة التي تمت مناقشتها خلال الحدث والتي كانت أكثر إفادة لك؟

A 1

Q 2 Which presentations, topics or activities discussed during event did you find least useful?
ما العروض التقديمية أو الموضوعات أو الأنشطة التي تمت مناقشتها أثناء الحدث والتي وجدتها أقل فائدة؟

A 2

Q 3 What presentations or topics were you expecting to hear, but were not presented?
ما العروض التقديمية أو الموضوعات التي كنت تتوقع سماعها ، ولكن لم يتم تقديمها؟

A 3

Q 4 What items or activities would you like to see added to this event in case it will be repeated in future?
ما هي العناصر أو الأنشطة التي ترغب في إضافتها إلى هذا الحدث في حالة تكراره في المستقبل؟

A 4

Q 5 What additional events would you like to attend in the future?
ما الأحداث الإضافية التي تود حضورها في المستقبل؟

A 5

Q 6 Feel free to ask any questions or add any notes and recommendations.
لا تتردد في طرح أي أسئلة أو إضافة أي ملاحظات وتوصيات.

A 6

Findings and Observations

النتائج والملاحظات

Conclusion and Recommendations

الاستنتاج و التوصيات