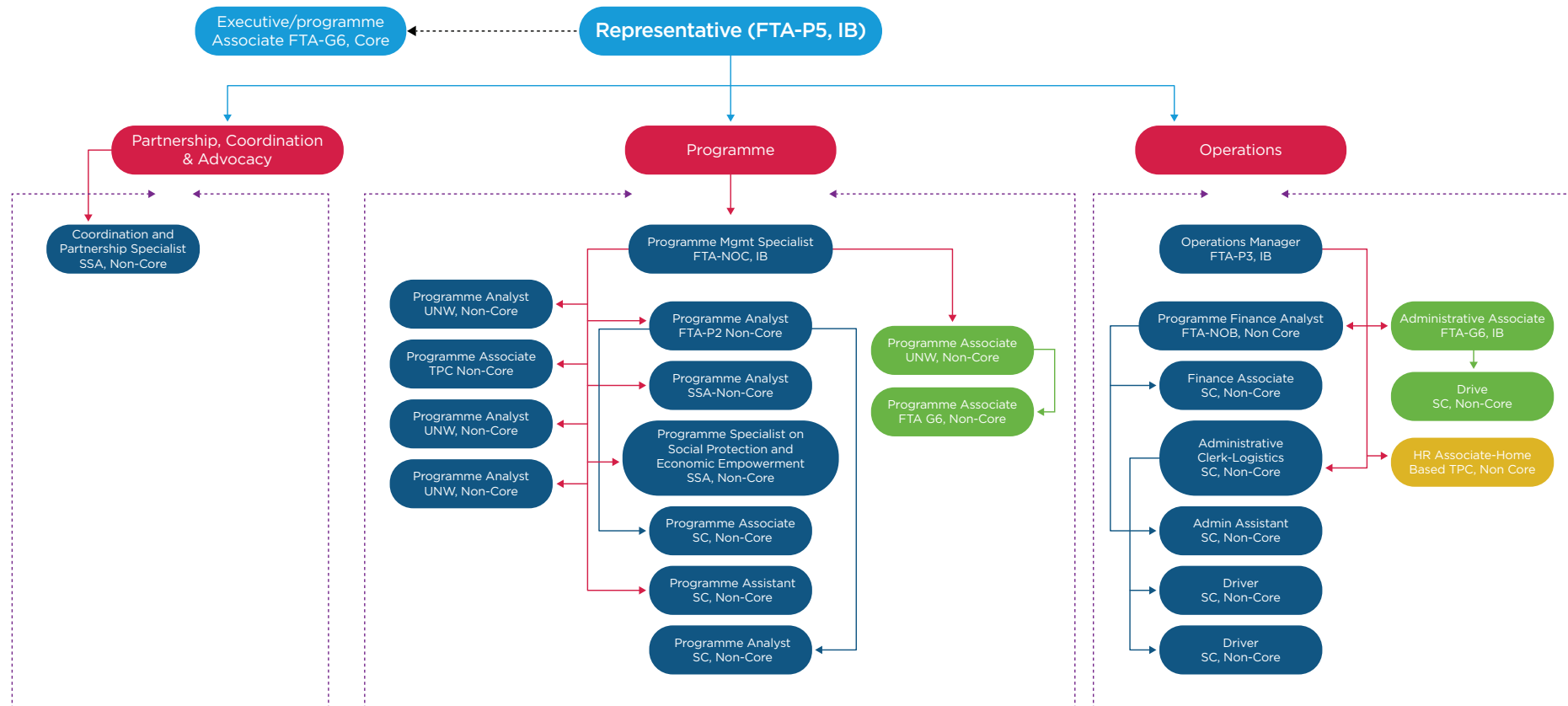# COUNTRY PORTFOLIO EVALUATION REPORT ANNEXES

IRAQ

CONTENTS

ANNEX 1: IRAQ SN COUNTRY PORTFOLIO EVALUATION, TOR, 2024

ANNEX 2: IRAQ COUNTRY OFFICE ORGANIZATION CHART, JUNE 2024

Executive/programme Associate FTA-G6, Core

Representative (FTA-P5, IB)

Partnership, Coordination & Advocacy

Programme

Operations

Coordination and Partnership Specialist SSA, Non-Core

Programme Mgmt Specialist FTA-NOC, IB

Operations Manager FTA-P3, IB

Programme Analyst UNW, Non-Core

Programme Analyst FTA-P2 Non-Core

Programme Associate UNW, Non-Core

Programme Finance Analyst FTA-NOB, Non Core

Administrative Associate FTA-G6, IB

Programme Associate TPC Non-Core

Programme Analyst SSA-Non-Core

Programme Associate FTA G6, Non-Core

Finance Associate SC, Non-Core

Drive SC, Non-Core

Programme Analyst UNW, Non-Core

Programme Specialist on Social Protection and Economic Empowerment SSA, Non-Core

Administrative Clerk-Logistics SC, Non-Core

HR Associate-Home Based TPC, Non Core

Programme Analyst UNW, Non-Core

Programme Associate SC, Non-Core

Admin Assistant SC, Non-Core

Programme Assistant SC, Non-Core

Driver SC, Non-Core

Programme Analyst SC, Non-Core

Driver SC, Non-Core

- ● Baghdad
- ● Erbil

Updated 05 Jun 2024

ANNEX 3: IRAQ COUNTRY OFFICE STRATEGIC NOTE IMPACT AND OUTCOME ALIGNMENT WITH THE UNSDCF

UNSDCF outcome areas (2022-25)	UN Women alignment with UNSDCF outcome and output areas	
UNSDCF Outcome 2.2	Outcome 7.1	People in Iraq have strengthened capacity, enabling inclusive access to and engagement in economic activities.
	Outputs	7.1.1 Women have increased access to skills development, services and assets, contributing to improved employability and socio-economic status. 7.1.2 Private sector actors support women entrepreneurship and provide linkages with skills development initiatives and markets
UNSDCF Outcome 1.1	Outcome 8.1	Strengthened and effective inclusive people-centered, gender responsive and human-rights based policies and national systems contribute to gender equality, the promotion of protection, social protection, social cohesion and peaceful societies, with a focus on the most vulnerable populations including women, youth and minorities.
UNSDCF Output 1.1.1 **UNSDCF Output 1.1.2**	Outputs	8.1.1 Government and civil society promote and develop evidence-based policies, legislation and mechanisms ensuring access to gender sensitive, inclusive access to quality social protection and protection services 8.1.2 National institutions and mechanisms including with the participation of civil society are able promote the effective implementation of WPS commitments as well as women's participation and leadership in decision-making at national, sub-national and community levels.
UNSDCF Outcome 1.2	Outcome 8.2	People in Iraq, particularly underserved marginalized and vulnerable populations, have equitable and sustainable access to quality gender- and age-responsive protection and social protection systems and services.
UNSDCF Output 1.2.2	Outputs	8.2.1 Marginalized and vulnerable populations in Iraq, including women and girls have improved access to gender- and age-sensitive, integrated, shock responsive and inclusive protection and social protection system and services.
UNSDCF Outcome 1.3	Outcome 8.3	People in Iraq participate in and benefit from effective mechanisms – at national, subnational and community levels – that prevent, mitigate and manage conflict, and contribute to social cohesion and peaceful coexistence, with particular focus on women and youth leadership in decision making, peace-building and reconciliation process.
UNSDCF Output 1.3.1 **UNSDCF Output 1.3.2**	Outputs	8.3.1 Women and youth enjoy increased participation in leadership, decision-making and peacebuilding mechanisms influencing political parties, service delivery organizations, media and local governments to promote gender equality in leadership and participation. 8.3.2 Community mechanisms, including schools and social groups are able to implement gender responsive strategies to promote peace-building and social cohesion.

Prepared by Country Office

ANNEX 4 SUMMARY OF PAST EVALUATIONS

Conclusions	Lessons	Recommendations
UN Women Regional programme, WPS Arab States Evaluation 2019-2022		
Overall, the programme was found to effectively deliver towards its intended outcomes, resulting in the development of four National Action Plans by the programme countries and accompanying M&E mechanisms, with Iraq developing their second National Action Plans. The evaluation noted the partnership and cooperation with government entities in development and adoption of NAPs. For example, in development of NAP Phase II for Iraq, the drafting process was led by a Cross Sector Task Force and multiple consultative meetings were undertaken with representatives of CSOs, National Security Agency, Iraqi High Commission for Human Rights and National Reconciliation Committee. In a similar vein, the programme's support has led some national governments to devote resources towards the implementation of the National Action Plans. However, given the magnitude of peace and security issues encountered by women in the programme countries, the availability of financial and human resources remains the biggest challenges towards the implementation of NAPs. The stakeholders consulted highlighted that through the programme an enabling environment was created where the Iraqi government created a consultative body on WPS that informed programming at the local level. The state sector and civil society have largely taken ownership of these initiatives as a result of ongoing engagement since the Phase I of this programme. The programme had also taken an active role in implementing the National Action Plans by incorporating Prevention of Violence Extremism, women's involvement in post-conflict recovery, and social cohesion. Because of these initiatives, women may now discuss sensitive subjects in safe environments, which helps them better grasp important issues such as gender-based violence. The Programme implemented various training programs in the programme countries to empower women and girls. In Iraq, the program offered multi-sectoral protection services and provided training to	Adoption and progress towards WPS require long-term commitment, continuous engagement as well as predictable financial support. Collaboration with diverse partners is crucial for successful implementation of the WPS initiatives. The involvement of civil society organizations, non-governmental organizations, government departments, donors and research institutions can provide complementary expertise, resources, and networks that strengthen the implementation process. There should be intentional approach to establish a link between the outcomes at the national level such as the development of WPS National Action Plans and interventions at the community level. Lack of availability of financial resources, limited technical knowledge of WPS, and change in national priorities such as due to COVID-19 and economic crisis can affect national ownership on implementation of the WPS National Action Plans	UN Women should strengthen and scale-up its community level interventions by developing linkages for trained women to local governance/peacebuilding structures. The Programme should develop a strategy for engaging men to achieve a sustainable transformation. The beneficiary targeting should include clear criteria for inclusion of vulnerable groups and availability of data to assess progress and results regarding changes in the lives of most marginalized and vulnerable women. It should have a disability inclusion strategy.

ANNEX 4 SUMMARY OF PAST EVALUATIONS

Conclusions	Lessons	Recommendations
UN Women Regional programme, WPS Arab States Evaluation 2019-2022		
police, judges, and prosecutors on how to respond to violence against women. The programme addressed the needs of women or marginalized populations and focused on women rights. It was crucial to however, link the trained women/embed them in national and local infrastructures in order for them to utilize their newly earned WPS-related capacities. It focused on changing norms, cultural values, power structures and the roots of inequalities and discriminations to some extent through various interventions such as trainings and mediation networks and supporting new women's roles, power dynamics and parity in the education curriculum in some countries. However, the programme lacked a clear strategy for engaging men to achieve a sustainable transformation. The programme also needed to have a clear disability inclusion strategy. The Programme's contribution to sustainability lies in enhancing the capacities of national government institutions to work towards WPS and National Action Plan implementation. However, the biggest challenges to the programme's sustainability were identified as the discontinuation of funding when the programme ends, and the political and economic challenges faced during implementation. The Kurdistan Regional Government allocated USD 250,000 of its resources for the implementation of the Iraqi NAPII, while the federal government did not allocate any resources, although some of its ministries contribute to Iraqi NAPII activities.		

ANNEX 4 SUMMARY OF PAST EVALUATIONS

Corporate evaluation of UN women's support to national action plans on women, peace and security

Particularly strong examples of UN Women's support for leadership and coordination were found in Iraq, where a UN Women project succeeded in supporting the establishment of a national coordination mechanism located in the Prime Minister's Office to oversee WPS NAP implementation. However, UN Women's efforts to develop strong leadership and coordination for NAPs were frequently hindered by high turnover of government officials and by reorganization of government structures. in Iraq stakeholders reported that the NAP in these countries was adjusted to reflect the changing security situation.

In Iraq, UNWomen supported the Women Leadership Institute to provide psychological, social, legal and economic support to displaced, abused and marginalized women and to inform these women about their legal rights.

In Iraq, the inclusive drafting process for the second WPS NAP helped to facilitate its strong national ownership; ensure that the process was led by the government and CSOs; that the NAP was not seen as a UN Women document; and took account of regional and ethnic diversity in the country. While the WPS NAP process had been inclusive, it was reported that for real sustainability more participation from wider groups such as youth, the private sector and academia was required. Limited political will and instability within government has stalled promising NAP processes.

UN Women was widely recognized as playing a unique role in relation to normative and coordination aspects of WPS NAPs and as adding significant value in these areas. UN Women was perceived as having a clear mandate to lead coordination on WPS and as being strong in this coordination role. In most contexts, UN Women plays a unique and effective role in bringing together multiple actors and providing neutral convening spaces for dialogue over WPS and NAPs.

UN Women has a unique competitive advantage in facilitating inclusive NAP development processes. Meaningful localization of WPS NAPs requires much more than the development of a local action plan. It requires building ownership of the agenda among local stakeholders; integrating WPS priorities into local development planning and budgets; empowering women to lead on these issues at local level; and supporting women CSOs to engage with the most vulnerable at grassroots level Women's Empowerment and WPS champions within government and civil society at both national and local level play a key role in driving forward successful WPS NAP processes Results-oriented reporting and granular financial information is critical to understand whether levels of investment in WPS NAPs lead to impactful results

UN Women's WPS NAP support should connect with and scale up a wider range of global normative frameworks, as well as regional frameworks and processes to increase traction. UN Women should strengthen the synergy between its normative, coordination and operational roles in support of WPS NAPs to enhance its impact.

UN Women should devise a strategy to harmonize its external coordination efforts, with a focus on strengthening and linking global, regional and national-level coordination processes. UN Women should continue to expand its current strategies to support WPS NAP development.

It should also define a clear and consistent strategy for support to WPS NAP implementation. UN Women should strengthen its understanding of how to support transformational shifts in women's empowerment, and should use this to inform its work on WPSand NAPs.

WPS management should enhance its internal reporting systems related to tracking financial resources and results towards WPS NAPs to better demonstrate and enhance results.

UN Women should expand the range of actors and processes that it engages with on WPS NAPs to broaden and deepen national level ownership and integrate with its other areas of work.

ANNEX 5: EVALUATION MATRIX

The evaluation matrix explains the key questions to be explored during this evaluation across each evaluation criteria, the data sources, as well as way for data verification. The figure below is the evaluation matrix for this CPE.

#	Evaluation Questions	Indicators	Means of Verification	Sampling, Sources
Relevance: Is UN Women Iraq doing the right things?				
Alignment				
1	How has the Country Office and the Strategic Note aligned to national priorities and regional and international commitments?	Evidence of adherence and alignment to national, regional and international reference frameworks including CEDAW, SDGs, UNSCR 1325, UNSDCF. Feedback from evaluation stakeholders on relevance and alignment	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Coherence: How coherent is UN Women Iraq's engagement on women's empowerment across all its partners?				
2	Is UN Women's thematic focus and strategy for implementation coherent for advancing gender equality and women's empowerment in Iraq considering its added value vis-à-vis other actors and coordination with actors?	% of responders acknowledging the role of UN Women CO Survey findings on the gaps in addressing women's empowerment Evidence on coherence between UN Women and UNCT including the joint programmes with other relevant UN entities Evidence of CO's comparative advantages vis-à-vis other key players Evidence of the CO's convening and leadership role in the sector	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations
Effectiveness: Are the things UN Women Iraq is doing working?				
Achievements				
3	To what extent have UN Women's contributions across its integrated mandate advanced gender equality and the empowerment of women in Iraq, including through the UN system and Government of Iraq?	Evidence on the extent the planned outcomes have been achieved to quality and on time Extent to which interventions are aligned with TOC/intended results Evidence of unexpected outcomes disaggregated by beneficiary/target group Evidence of the challenges and how they were addressed by the Country Office Evidence of opportunities and how they were optimally utilized by the Country Office	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, UNCT, donors, joint UN programme partners, private sector organizations

ANNEX 5: EVALUATION MATRIX

The evaluation matrix explains the key questions to be explored during this evaluation across each evaluation criteria, the data sources, as well as way for data verification. The figure below is the evaluation matrix for this CPE.

		Evidence of strategies and implementation for learning and knowledge management Results monitoring systems in place and utilized Quality corporate and donor reporting delivered on time Evidence of a learning culture in the Country Office % of respondents from government (NCW) and UNCT who view CO as having strong expertise in GEEW (including WEE, EVAW, WPS and governance and leadership)	Document analysis, Surveys, Semi-structured interview	RO, CO staff, UNCT, donors
Efficiency: Is UN Women Iraq getting the most out of limited resources? Is UN Women Iraq investing resources (time and money in the most value-added places to achieve results/impact?**				
Organizational Efficiency and governance				
4	Does UN Women Iraq have appropriate governance, capacity and capability to ensure good use of resources (personnel, funding, and assets) to deliver and report on results?	Degree to which CO human resources align with its SN priority areas Effectiveness of COs internal coordination and communication (vertical/horizontal) mechanisms Presence of leadership that guides the CO with a clear vision and effective (adaptive) management practices Staff survey report satisfaction in risk management processes Evidence of programme reporting that are results-oriented, credible, accurate, timely and high quality.	Document analysis, Surveys, Semi-structured interview	RO, CO staff, implementing partners, donors
5	To what extent does the CO have effective evidence, learning and knowledge management systems and culture in place?	Evidence of effective learning and knowledge management strategies and mechanisms Presence of leadership that nurtures learning and knowledge management culture.	Document analysis, Surveys, Semi-structured interview	RO, CO staff, implementing partners, donors

ANNEX 5: EVALUATION MATRIX

The evaluation matrix explains the key questions to be explored during this evaluation across each evaluation criteria, the data sources, as well as way for data verification. The figure below is the evaluation matrix for this CPE.

Human Rights and Gender Equality			
Leave No One Behind			
6 Has the portfolio been designed and implemented according to the Leave No One Behind principles, including disability perspective?	Evidence of strategies and actions that demonstrate interventions of the CO identifies the most marginalized groups and individuals, assesses and addresses their differential needs in a systematic way.	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, direct beneficiaries UNCT, donors, joint UN programme partners, private sector organizations
Gender Transformative Portfolio			
7 The extent to which the interventions have been gender transformative identifying the structural gender inequalities and addressing them systematically?	Evidence of strategies and actions that demonstrate interventions of the CO identifies the structural gender inequalities and addresses them in a systematic way	Document analysis, Surveys, Semi-structured interviews	RO, CO staff, government partners, CSOs, direct beneficiaries, UNCT, donors, joint UN programme partners, private sector organizations
Sustainability			
Capacity and Systems Development			
8 To what extent the Iraq CO has embedded sustainability principles and practices into its interventions? What are the key lessons and areas of improvement.	Evidence that programming, office has built normative frameworks, institutional capacity, skills and knowledge at the beneficiary level as well as sustainable resource flow	Document analysis, Surveys, Semi-structured interview	RO, CO staff, government partners, CSOs, beneficiaries, UNCT, donors, joint UN programme partners, private sector organizations

Note : ** Efficiency criteria will be more comprehensively covered through the internal audit.

ANNEX 6: LIST OF STAKEHOLDERS CONSULTED

The stakeholders listed below were consulted through individual interviews, surveys, or both. In total 60 stakeholders were consulted through qualitative interviews, this included interviews with 30 women and 16 men:

- 12 UN Women staff from country, regional and head offices (6 male, 6 female)
- 10 government stakeholders (2 male, 8 female),
- 22 civil society organisations (15 female, 7 male)
- 10 UNCT members (1 male, 9 women) and
- 6 donor representatives (all female).

In addition, 40 targeted individuals who were all women were interviewed.

Government:
1. Prime Minister's Advisor for Women's Affairs, Republic of Iraq
2. National Directorate for Iraqi Women
3. Women's Committee in the Iraqi parliament
4. Ministry of Planning, Republic of Iraq
5. Ministry of Justice, Republic of Iraq
6. Communication and Media Commission
7. Ministry of Labour and Social Services (MoLSA), Republic of Iraq
8. High Council for Women and Development, The Kurdistan Regional Government
9. Ministry of Labour and Social Services (MoLSA), The Kurdistan Regional Government

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Civil Society:
1. Iraqi Women Journalists
2. Iraqi Organization For Woman & Future
3. Mercy Hands
4. Baghdad Women Association
5. Jinda for Women and Girls affected by War
6. Accepting Others Organization
7. Women Leadership Institute
8. Human Relief Foundation
9. Civil Development Organization
10. Adaleh Center For Human Rights Studies
11. Odessa Organization For Women Develop
12. S.H.O-Ngo
13. Foundation Of United For Relief And Sustainable Development
14. Information Center For Research & Development
15. Zahrat Al-Iraq Organization For Humanitarian Aid

UNCT:
1. UNRC
2. UNFPA
3. UNDSS
4. UNDP
5. UNAMI
6. WFP
7. IOM
8. ESCWA
9. UNICEF
10. UNAMI DSRSG Pol Affairs

Donors
1. Government of Germany (GIZ)
2. Multi-Donor Trust Fund Office (WPHF)
3. US Department of State
4. Government of Finland
5. Italian Min. for Foreign Affairs
6. Government of Sweden, SIDA

ANNEX 7: LIST OF KEY DOCUMENTS CONSULTED

1. UN Women Iraq Strategic Notes (2016-2020, 2022-2025)
2. Iraq CO Annual workplans and supporting documents - cover note, risk register, organogram, HR table, security plan
3. UN Women Regional programme, WPS Arab States Evaluation, 2023
4. Corporate evaluation of UN women's support to national action plans on women, peace and security, 2020
5. Agulhas (2021) Strengthening the Resilience of Syrian Women and Girls and Host Communities programme: Final evaluation -15 January 2021
6. IP agreements, Narrative reports and capacity assessments.
7. Worldometer. 2024. "Asian Countries by Population" 2024.
8. Statista. 2024. "Iraq: Age structure in 2003. Accessed 16 March 2024.
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13. UN Women, UNODC. 2017. Gender Sensitive Police Response in addressing Violence Against Women in the Arab States
14. UNDP.2022. "Human Development Summary Iraq." Accessed 16 March 2024.
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16. Iraq Common Country analysis 2021
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27. UN Women. 2021. "Women Count Iraq Overview" 2024 https://data.unwomen.org/country/iraq
28. UN Women and UN ESCCWA. 2021. Impact of COVID-19 on Women's Economic Participation in Iraq
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30. United Nations Iraq. 2022. "Iraq Common Country Analysis" .
31. Internal Audit Service (2022) Operational risk assessment of UN Women Iraq and Yemen cluster Office 2022. .
32. UNDP Gender Results Effectiveness Framework (GRES)
http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf
33. Republic of Iraq Ministry of Planning (2019) 'The future we want" - Iraq vision for Sustainable Development 2030 -
34. Ministry of Planning Kurdistan Regional Government (2020) Kurdistan Regional Government 2020: A Vision for the Future –
35. Republic of Iraq Ministry of Planning (2019) National Development Plan (2018-22)
36. Federal Government of Iraq and Regional Government of Kurdistan National Action Plan II 2021-2024
37. Iraq-humanitarian-transition-overview, 2024
38. UN Women (2020) Rapid Assessment: The Effects of COVID-19 on Violence Against Women and Gendered Social Norms - A Snapshot from Nine Countries in the Arab States
39. UN Women (2020) A Gender Response to COVID-19 in Iraq: A Guidance Note on Actors' Engagement ,
40. UN Women (2021) LEAP 2020-21 regional donor report
41. UN Women (2023) prodoc, Enabling the resilience of vulnerable women affected by climate change, displacement, crisis and increasing food insecurity by taking urgent measures to handle risks and empower them to participate in and benefit from mitigation of crisis including green growth.
42. SIDA Narrative Donor Report, June 2023
43. Finland Narrative Donor Report, November 2023
44. GIZ Peace Project Narrative Donor Report 2021
45. UNDP Joint Project Donor Narrative Report 2022-23
46. German Peace Project Annual Narrative Report 2020
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48. UN Women Iraq Country Office Annual report, 20 Dec 2021
49. UNAMI (2022) Gender analysis of Iraq's October 2021 national elections
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51. UN Women (2021) Enhancing protection and response mechanisms to address gender-based violence and conflict related sexual violence in Iraq, Evaluation Report
52. UNFPA (2018) Gender Justice and the law in Iraq
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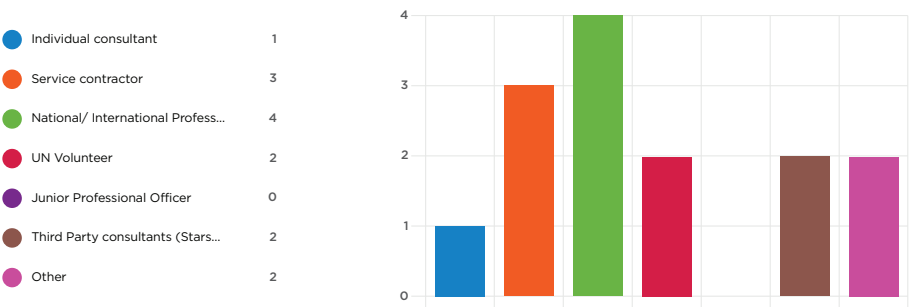
ANNEX 8 : SURVEY RESULTS

Overview

In March 2024, the Evaluation Team conducted two surveys as part of data collection for this evaluation with Country Office personnel and Implementing Partners. The results of the two surveys are reproduced in this Annex

Iraq Country Office Personnel Survey
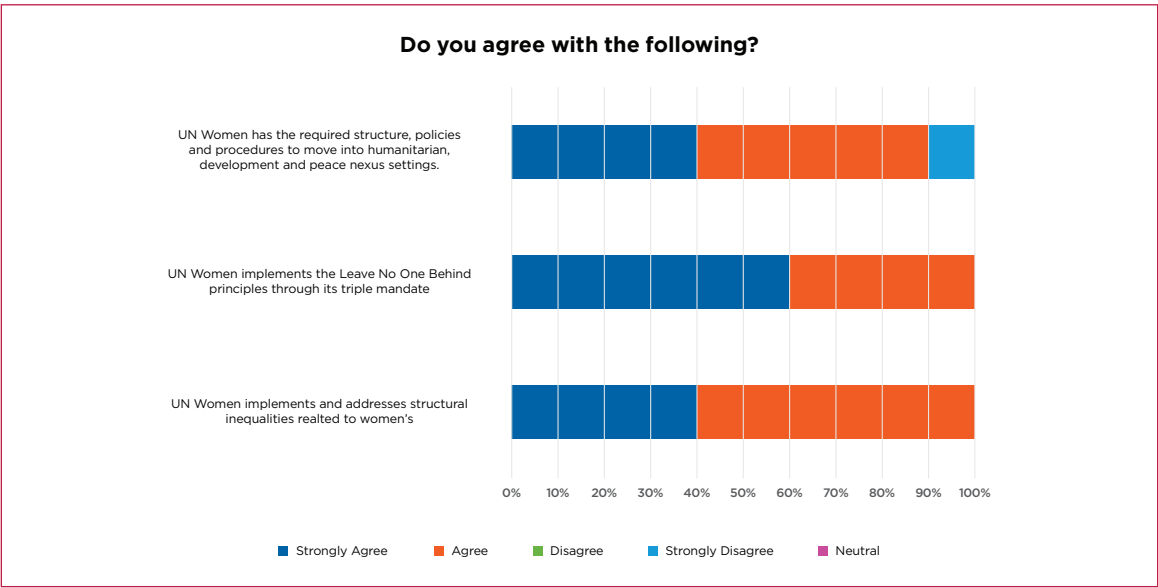
Q1. What type of contract are you currently on?

● Individual consultant	1
● Service contractor	3
● National/ International Profess...	4
● UN Volunteer	2
● Junior Professional Officer	0
● Third Party consultants (Stars...	2
● Other	2

Source: UN Women personnel survey (n=14)

Q2. Relevance of the work of UN Women office in Iraq.

● Aligned to great extent	12
● Somewhat aligned	1
● Not aligned at all	0
● I don't know	1

Source: UN Women personnel survey (n=14)

Q3. UN Women's effectiveness in addressing gender inequalities, inclusivity, and operational readiness.

Do you agree with the following?

- UN Women has the required structure, policies and procedures to move into humanitarian, development and peace nexus settings.
- UN Women implements the Leave No One Behind principles through its triple mandate
- UN Women implements and addresses structural inequalities realted to women's

■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree ■ Neutral

Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Personnel reported most positively on their effectiveness in addressing inequality through the LNOB mandate with 69 per cent (N= 9) responding strongly agree and 30 per cent (N=4) agree. They also reported highly on effectiveness in addressing the structural inequalities related to women's empowerment with 53.8 per cent of respondents stating Strongly Agree (N=7) and 46.2 per cent stating agree (N=6).

Q4. Areas for Improvement

Personnel mentioned several areas for improvement, including enhancing technical assistance and coordination, better alignment with governmental priorities, and increasing awareness and empowerment initiatives. They also mentioned the need for clear communication, improved staff retention, well-being and development, and robust monitoring and evaluation processes. Additionally, there is a call for greater investment in the implementation of clear, efficient policies. Providing more support for women's economic empowerment, WPS and addressing violence against women were also highlighted as critical areas.

Q5. Organizational Capacity and Resource Adequacy.

🔵 Yes		9
🟠 No		5

Source: UN Women personnel survey (n=14)

Q6. Do you think that UN Women Country Office in Iraq's has the necessary structure and resources to deliver in the current context of Iraq?

Most personnel mentioned that the current office structure is too small to cover the complex needs of the country. Four respondents highlighted the need for more staff, including international experts and local staff, to effectively implement projects. Others emphasized the necessity of allocating more funds to Iraq to meet the country's needs. Additionally, some pointed out the need for higher adaptability, responsiveness, and increased coordination and collaboration with the government and civil society organizations (CSOs).

Q7. In which area do you think the Iraq Country Office has a niche advantage and adds value?

Four staff highlighted that the Iraq Country Office's key areas of added value are its work under Women, Peace, and Security (WPS) and Women Political Participation (WPP). Three respondents emphasized the importance of the office's initiatives under Women's Economic Empowerment (WEE). Others identified the office's niche in supporting civil society organizations and coordination efforts. Additionally, feedback noted the office's technical expertise, effective project management, ability to deliver within short timeframes, adaptability, competent staff, and robust stakeholder network as significant strengths.

Q8. In which area do you think the Iraq Country Office need to focus its work more?

Respondents identified three main areas where the UN Women Iraq Country Office needs to focus its work more on: Women Political Participation (WPP), Women's Economic Empowerment (WEE), and donor engagement. Other important areas mentioned include the need for more technical assistance, more coordination, focusing more on women in rural areas and those with disabilities, and offering more support for Women's Civil Society Organizations (CSOs). Additionally, the importance of the Humanitarian-Development-Peace Nexus (HDPN), focusing more on youth and innovation, and strengthening efforts in Women, Peace, and Security (WPS) were also mentioned by the participants.

ANNEX 8 : SURVEY RESULTS

Q9.How effectively has UN Women in Iraq contributed to Strengthening Coordination on women's empowerment with the UN system in the following areas?

Source: UN Women personnel survey (n=14)
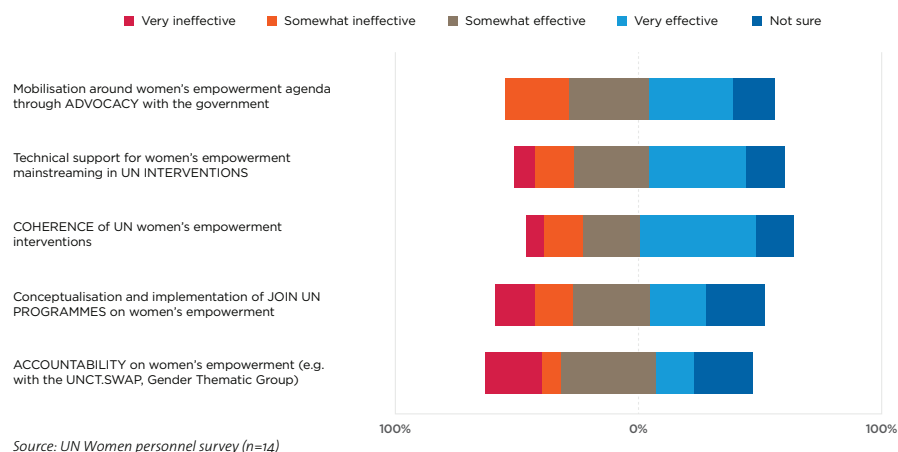
## Q10. What are the enablers and barriers affecting women's empowerment mainstreaming in the UN system?

Respondents identified several key enablers for mainstreaming women's empowerment within the UN system, such as commitment to GEWE within the UN system, clear and present frameworks, partnerships and collaboration with other agencies, government entities, and civil society organizations (CSOs) to amplify the CO efforts as well as UN women input to working groups (such as the Gender Thematic Group) were noted as examples of supporting the mainstreaming process.

Respondents noted several significant barriers to effectively mainstreaming women's empowerment within the UN system. The most frequently mentioned issues included: insufficient funding and resources allocated to gender mainstreaming efforts and the lack of coordination with other agencies. This includes some agencies not hiring gender specialists and lacking concern for gender mainstreaming, as well as competition for funding instead of collaboration on joint projects. Political barriers and instability were also highlighted as major challenges, along with cultural and social norms that perpetuate resistance to change. The limited number of female employees in leadership positions within the UN system, leading to gender imbalance, was another critical barrier noted. Additionally, the lack of governmental support for women's empowerment and the limited capacity of civil society organizations (CSOs) to advocate for women's rights further hinder progress.

Q11. Please indicate how UN Women's support in Iraq in coordination can be improved, if at all.

Suggestions cited included: recruitment of more staff in various domains such as communication, coordination, and technical expertise, additionally, providing support and capacity building for the current staff was identified as essential. Feedback about greater focus on coordination, particularly with other agencies and the government and efforts should be made to improve current joint projects was also mentioned. Moreover, developing clearer strategic plans and focusing on priorities will further enhance coordination and effectiveness.

Q12. UN Women works to build capacity of partners to develop and implement gender responsive policies, strategies, frameworks and programmes. Please rate the effectiveness of the Country office capacity building efforts with the following partners:

Source: UN Women personnel survey (n=14)
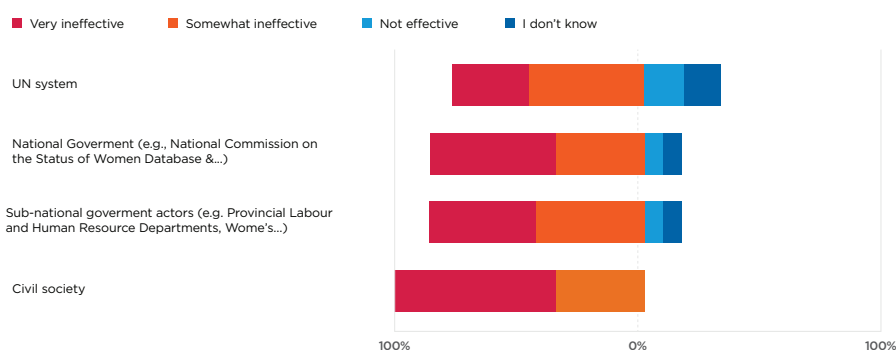
ANNEX 8 : SURVEY RESULTS

Q13. Partnerships with the below partners are effectively managed by the CO:
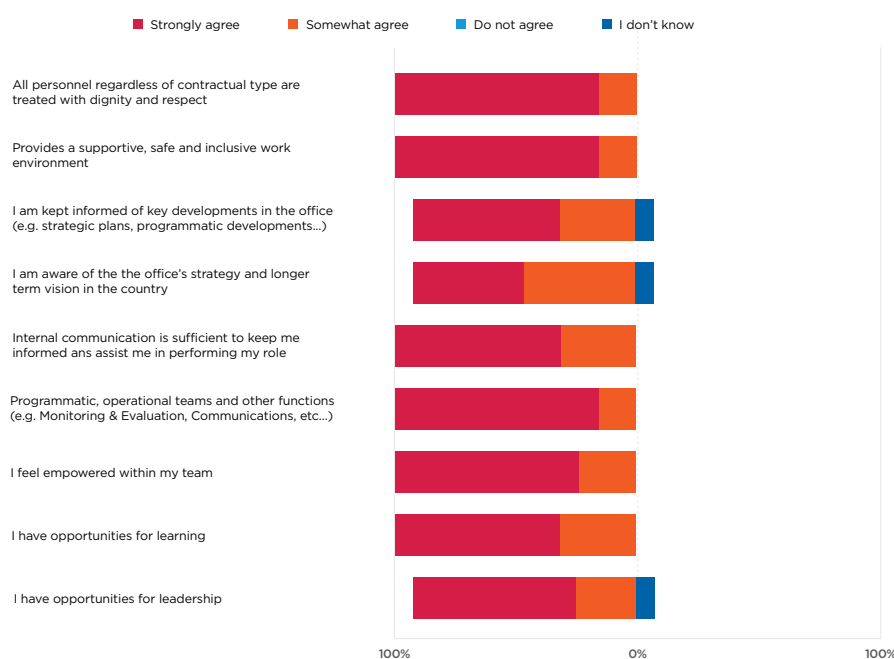

Source: UN Women personnel survey (n=14)

Q14. Can you provide examples from the office work where the partnerships (across stakeholder types) could be strengthened?

Five respondents emphasized the importance of strengthening partnerships and collaborations with governmental agencies, including in analyzing the relationship between the government and CSOs to identify and fill gaps in that relationship or to advocate for women's rights to be a greater priority on the government agenda. Additionally, some participants mentioned the need to strengthen partnerships with civil society organizations (CSOs). There is an existing strong network, but further leveraging is needed to amplify the impact. One participant mentioned the need to strengthen engagement with private sector partners, noting that while UN Women has increasingly engaged with the private sector, there is still untapped potential for collaboration in this area. Finally, increased efforts are needed for more joint programmes with other agencies.

Q15. I feel that in my Country Office:

Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Q16. Do you feel overloaded with your work?

🔵 Yes, a lot	4
🟠 Sometines	5
🟢 No, it is manageable	5

Source: UN Women personnel survey (n=14)

Q17. Please provide key reasons if you feel overloaded:

9 out of 14 staff (64 per cent) felt overloaded a lot or sometimes, this was attributed to various factors, including: frequent changes and tight deadlines with poorly structured demands cited frequently. One staff highlighted having high responsibilities, including additional tasks assigned by supervisors and following up on others' duties, also mentioning a lack of clear SOPs, particularly operational areas. Another person noted the burden of interacting with numerous stakeholders while having limited resources. Another pointed out significant issues with the Quantum system, such as workflow inefficiencies and delays, as well as workload caused by governmental instructions, for example, the management of USD liquidity in the country often had caused significant delays and created uncertainty in financial planning, further contributing to stress and workload.

Q18. To what extent is UN Women Iraq sharing knowledge/support across thematic and operational teams?
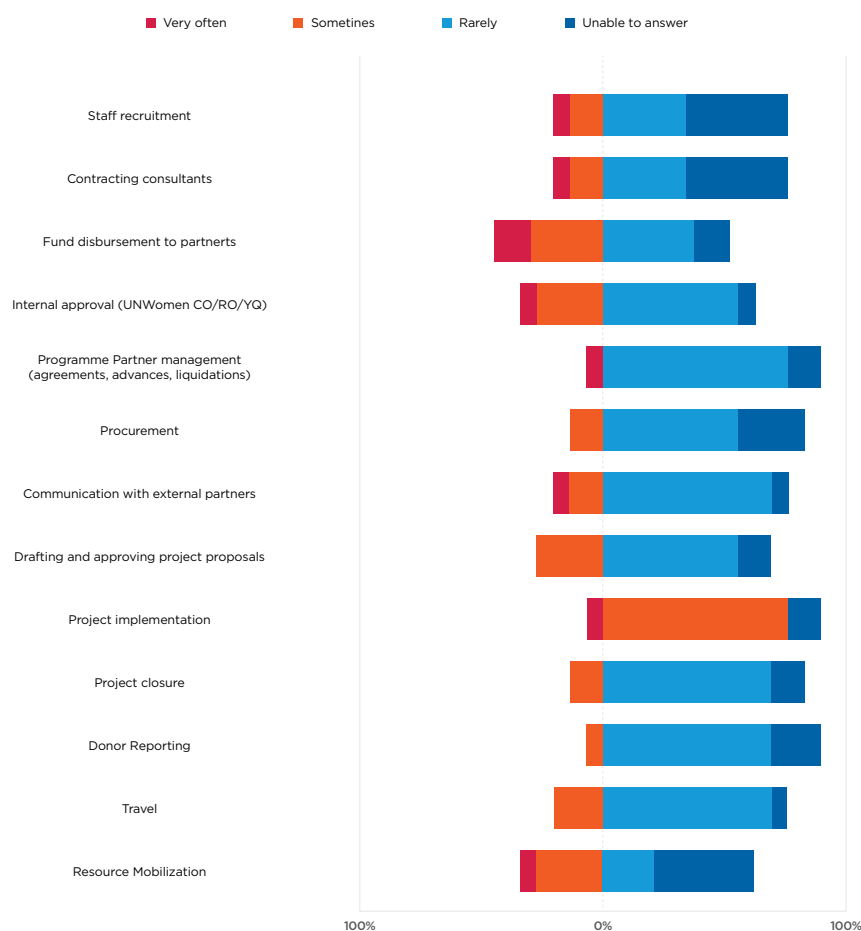
🔵 To a great extent	9
🟠 Somewhat	4
🟢 Not at all	0
🔴 I don't know	1

Source: UN Women personnel survey (n=14)

Q19. You may use this space to elaborate on your answer for the above question.

Most of the participants (4 out of 5) agreed that UN Women Iraq actively promotes knowledge sharing and support across thematic and operational teams through regular meetings.
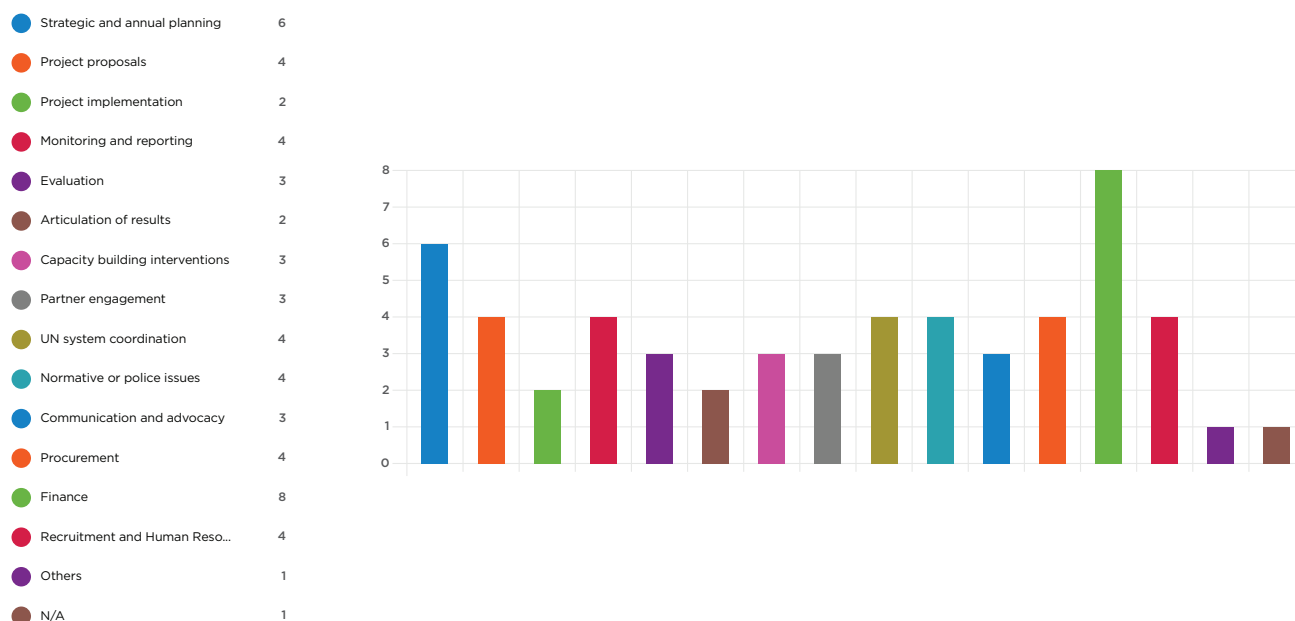
ANNEX 8 : SURVEY RESULTS

Q20. How often do you face significant bottlenecks in the following areas?

Legend: ■ Very often ■ Sometimes ■ Rarely ■ Unable to answer

- Staff recruitment
- Contracting consultants
- Fund disbursement to partnerts
- Internal approval (UNWomen CO/RO/YQ)
- Programme Partner management (agreements, advances, liquidations)
- Procurement
- Communication with external partners
- Drafting and approving project proposals
- Project implementation
- Project closure
- Donor Reporting
- Travel
- Resource Mobilization

Source: UN Women personnel survey (n=14)

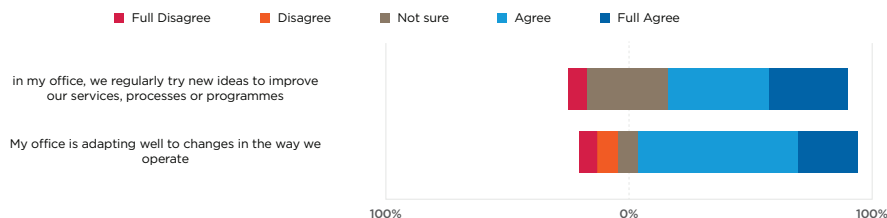## Q21. In which areas do you often seek additional support from your colleagues in the Iraq Country Office, RO or HQ?

●	Strategic and annual planning	6
●	Project proposals	4
●	Project implementation	2
●	Monitoring and reporting	4
●	Evaluation	3
●	Articulation of results	2
●	Capacity building interventions	3
●	Partner engagement	3
●	UN system coordination	4
●	Normative or police issues	4
●	Communication and advocacy	3
●	Procurement	4
●	Finance	8
●	Recruitment and Human Reso...	4
●	Others	1
●	N/A	1

Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Q22. Innovation and agility

Source: UN Women personnel survey (n=14)

Q23. Please highlight 2-3 of the key risks relevant in your area of work and mitigation strategies identified.
Several personnel highlighted risks in their work areas and proposed mitigation strategies:

• Governmental coordination and communication on gender issues challenged by conservative agendas; and noted that, altering languages using "women" instead of "gender" can avoid conflict.
• Programmatic risks noted related to lack of institutional memory hindered by staff contractual modalities, which can be mitigated by developing better retention policies.
• Competition from other UN agencies can be addressed through the involvement of the resident coordinator or by conducting joint programmes.
• Unstable security situations pose risks to programme implementation, which can be mitigated by involving all partners in activities and supervising their work.
• Currency fluctuations can be managed by setting unified exchange rates with implementing partners.
• Given the complex socio-political landscape and potential for corruption in Iraq, risks related to financial integrity, such as fraud, embezzlement, or misappropriation of funds, can be mitigated by establishing robust financial controls and oversight mechanisms. This includes implementing strict procurement procedures, conducting regular audits, promoting transparency in financial transactions, and providing staff with training on ethical conduct and anti-corruption measures.

Q24. Please provide 1-2 examples of where the work was effectively adapted to the changing context.
Several participants mentioned different examples of effective adaptation to the changing context, these included:

• the provision of greater technical assistance
• recruitment of a full-time coordination officer and changing reporting lines to provide political oversight of key files.
• identification and development of strategic support and key areas of work have effectively helped adapting to the changing context.
• Being sensitive to the usage of gender terminologies was also highlighted.
• Throughout COVID-19, the team was utilised a range of communication measures, including working hours, travel, and dynamic communication, to comply with programme implementation requirements.

Q25. Please provide 1-2 examples of areas for improvement in terms of managing emerging risks, adaptation to the changing context.

Two areas for improvement were noted in managing emerging risks. One area involves managing site-related challenges for projects. Despite conducting an assessment for a potential location for a centre under LEAP, implementation became difficult due to lack of access and attendance in the local community, caused by high costs and security issues. To address this, communication with officials and local actors led to identifying a new location in Baghdad. Another area for improvement is better alignment with key UN organizations, stakeholders, government, and donors to enhance coordination and support for projects. This alignment was cited as crucial for managing emerging risks and adapting to changing contexts effectively.

ANNEX 8 : SURVEY RESULTS

Q26. In addition to UN Women's online mandatory training courses, have you received any other training (provided by UN or otherwise) on appropriate conduct, fraud awareness and prevention, conflicts of interest, Sexual Harassment, Sexual Exploitation and Abuse or any other topics that may help you in your work?


● Yes	8
● Some	2
● None	3

Source: UN Women personnel survey (n=13)

Q27. Are you aware of your obligation to report allegations of wrongdoing?

● Yes, I am aware and know how...	12
● Yes, I am aware but do not kn...	2
● Yes, I am aware but am not co...	0
● No, I am not aware	0

Source: UN Women personnel survey (n=14)

Q28. To the best of your knowledge, does your Country Office senior management team lead by example in complying and ensuring compliance with the standards of conduct expected of international civil servants as set out in the Staff Regulations and Rules as well as the below instruments and provisions?
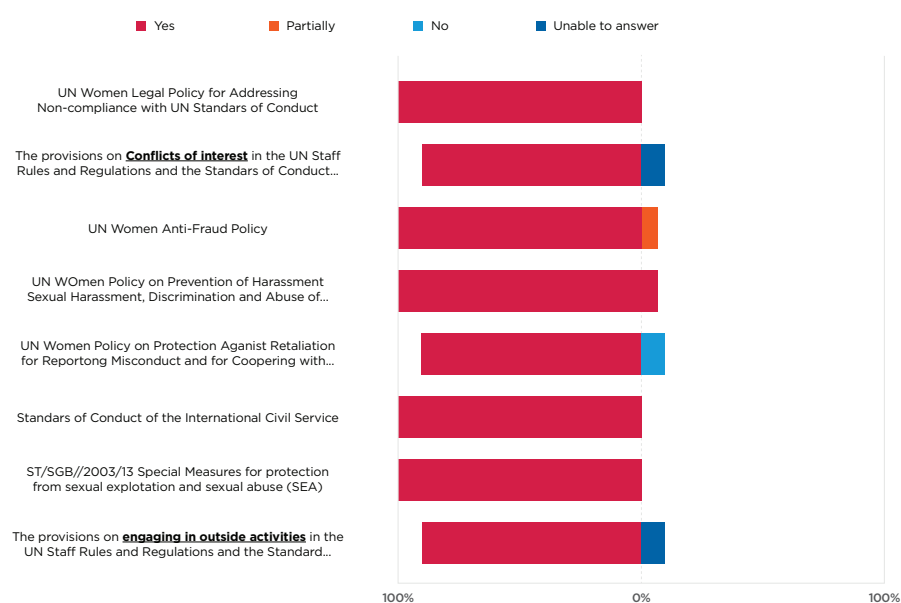
Source: UN Women personnel survey (n=14)

Q29. Please add any additional comments to explain your answer to the above question.
Two participants emphasized the commitment of UN Women staff to the aspects mentioned in the above question.

ANNEX 8 : SURVEY RESULTS

Q30. To the best of your knowledge, is it common in your Country Office that rules, policies and procedures are not followed or bypassed?

● Yes	0
● No	14
● I don't know	0

Source: UN Women personnel survey (n=14)

Q31. Are there discussions held on a regular basis within your Country Office teams on risks related to fraud and other types of misconduct and how to manage these risks?

● Yes	9
● No	2
● I don't know	3
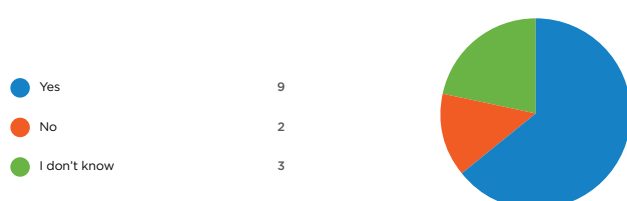
Source: UN Women personnel survey (n=14)

Q32. Over the past two years, are you aware of any inappropriate use of official resources (e.g. vehicles, ICT technology assets, other assets, funds, cash) in your Country Office by UN-Women personnel?

● Yes	2
● No	12

Source: UN Women personnel survey (n=14)

Q33. Please provide any known examples (no need to identify individuals).
One participant mentioned the following cited travel, recruitment and assignments.

Q34. To the best of your knowledge, over the past two years, are you aware of any of the following types of misconduct having occurred in your office or involving Country Office personnel?

Legend: ■ Yes ■ No ■ Unable to answer

Categories: Fraud and/or corruption; Abuse of authority; Harassment; Sexual Harassment; Sexual explotation or abuse; Misuse of resources; Discrimination; Othe potential misconduct
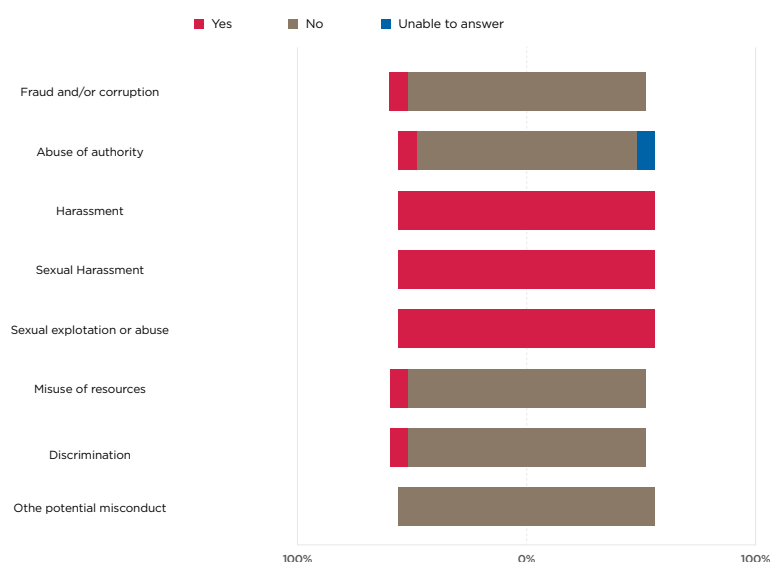
Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Q35. Please add any examples of the above misconduct (identifying individuals is unnecessary).
No answer.

Q36. Please use this space to provide recommendations for UN Women's overall work in Iraq moving forward.
Feedback included:

• Address the lack of official communications by hiring a Communication Officer to handle reports, press releases, social media, and public events.
• Revise contractual modalities, invest in staff development, increase core allocations, and consider multi-year programming.
• Communicate UN Women's mission and remind government of its commitments to international conventions like CEDAW.
• Provide the partners (Government, CSOs, and INGOs) with tools for gender mainstreaming and women's equalities.
• Obtain more technical support from the regional office and ensure proper positioning of the UN Women mandate within the UN system.
• Strengthen partnerships, produce knowledge products.
• Improve the employee contract system and secure grants to support larger projects.
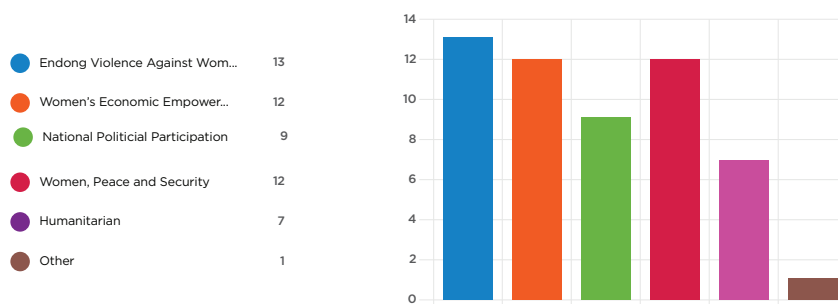
Iraq Implementing Partner Survey

Q1. Does your organization work nationally, regionally or locally?

National	8
Regional	2
Local	9
All of the above	1
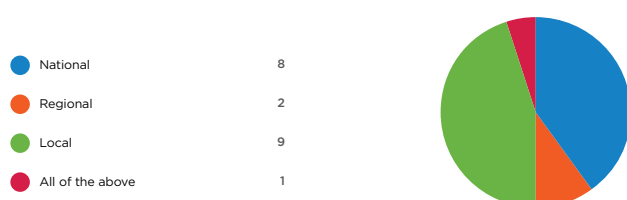
Source: UN Women personnel survey (n=14)

Q2. What thematic area is the primary area of work for your organization?

Endong Violence Against Wom...	13
Women's Economic Empower...	12
National Politicial Participation	9
Women, Peace and Security	12
Humanitarian	7
Other	1

Source: UN Women personnel survey (n=14)

Q3. Does your organization focus on any specific vulnerable group or members of the population, eg. Women with disabilities, rural women, refugees?
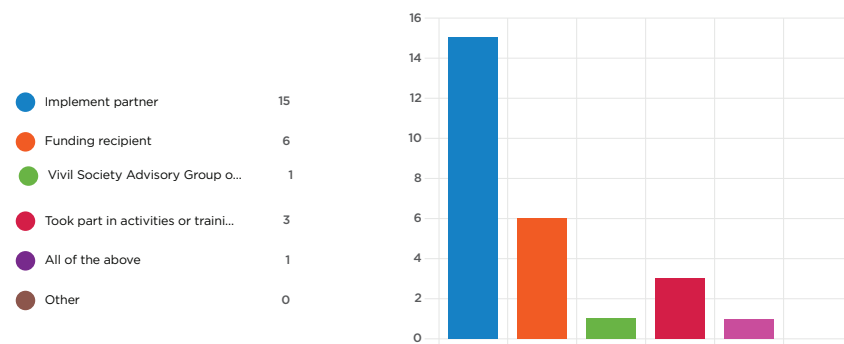
11 out of 14 organizations (78 per cent) mentioned they are focusing on women, while others cited specific vulnerable groups including: women with disabilities, IDPs, refugees, and returnees, GBV survivors, and vulnerable women in fragile areas as well as divorced and widowed women.

Male	5
Female	12

Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Q5. What kind of relationship do you have with UN Women Iraq?

|	
● Implement partner	15
● Funding recipient	6
● Vivil Society Advisory Group o...	1
● Took part in activities or traini...	3
● All of the above	1
● Other	0

Source: UN Women personnel survey (n=14)

Q6. Please describe your relationship with UN Women Iraq including the specific projects/programmes you have worked with UN Women directly on or taken part in.

Organisations have various relationships with UN Women Iraq. Fifteen organizations have served as implementing partners, seven have received funding, and four have participated in activities or training sponsored by UN Women Iraq. Additionally, two organizations are members of the Civil Society Advisory Group or other networking groups associated with UN Women Iraq.

**Q7. Was UN Women Iraq Country Office's support relevant to the Gender Equality needs and priorities of the country?**

● Not relevant	0
● Limited relevance	1
● Not sure	0
● Somewhat relevant	3
● Relevant	13
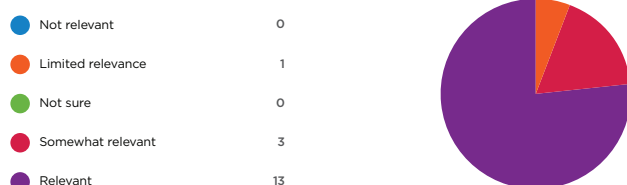
Source: UN Women personnel survey (n=14)

Q8. Please expand on your answer

Out of 17 responses, 13 found the UN Women interventions relevant to achieving gender equality in the country. They highlighted the focus on pressing needs such as eliminating gender-based violence (GBV), supporting the implementation of INAP1325, and aiding marginalized women economically, psychologically, and legally. Three respondents found the interventions somewhat relevant, while one found them of limited relevance, noting that many UN Women projects do not cover all Iraqi provinces and exclude geographic areas with high violence against women.

Q9. Was UN Women's support relevant to the mandate of your organisation, your target groups and beneficiaries?

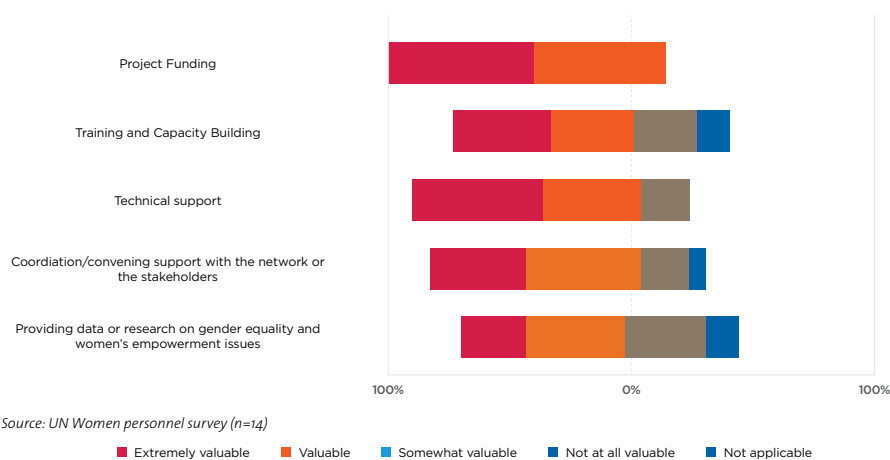|	
● Not relevant	1
● Limited relevance	0
● Not sure	0
● Somewhat relevant	1
● Relevant	15
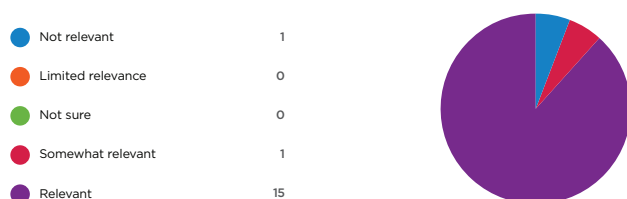
Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Q10. Please expand on your answer.

Most responses indicate that UN Women's support was largely relevant to the mandates of the organizations, their target groups, and beneficiaries. The support was particularly pertinent to efforts in advocating for the implementation of INAP 1325, addressing gender-based violence (GBV), and promoting women's economic empowerment (WEE). However, one response mentioned limited capacity in some areas. The support was also relevant in protecting the rights of marginalized women and girls, enhancing their participation in peacebuilding processes, and reducing conflicts. One participant mentioned that UN Women's support was somewhat relevant, while another noted that it was not relevant to their mandate as they had only collaborated with UN Women on a single project focused on developing organizational skills.

Q11. How valuable was the type of support you received from UN Women Iraq?

Source: UN Women personnel survey (n=14)

Legend: Extremely valuable · Valuable · Somewhat valuable · Not at all valuable · Not applicable

Source: UN Women personnel survey (n=14)

Q12. Through your relationship with UN Women Iraq, did your organization acquire new skills, knowledge or information that you did not have before?

| Yes | 17 |
| No | 0 |

Source: UN Women personnel survey (n=14)

Q13. If yes, do you use the knowledge, skills or information to improve your performance or services?

Frequently	11
Sometimes	6
Never	0

Source: UN Women personnel survey (n=14)

ANNEX 8 : SURVEY RESULTS

Q14. Please expand on your answer.

11 out of 14 reported that they frequently use the information gained from their work with UN Women in several key areas, as mentioned by different participants. They had used acquired knowledge to support the development of organizational policies, such as data management, and supported staff in developing their advocacy skills. Additionally, they noted enhanced capacities in financial and technical reporting, media work, and conference management. Participants also gained valuable experience in preparing projects focused on women's rights and reducing violations, as well as in report preparation and project management. One respondent noted that UN Women Iraq lacks sufficient experts and human resources, limiting data and information transfer. However, the other reported increased knowledge about women in Kirkuk and green businesses and appreciated the experience of a 100 per cent women-directed project. They also highlighted the value of a new evaluation tool developed by the UN Women M&E team using audio graphic analysis in Kobo.

Q15. Were there any challenges related to efficiency in your cooperation with UN Women Iraq? (for instance, release of payment, communication, coordination, reporting etc.) ?

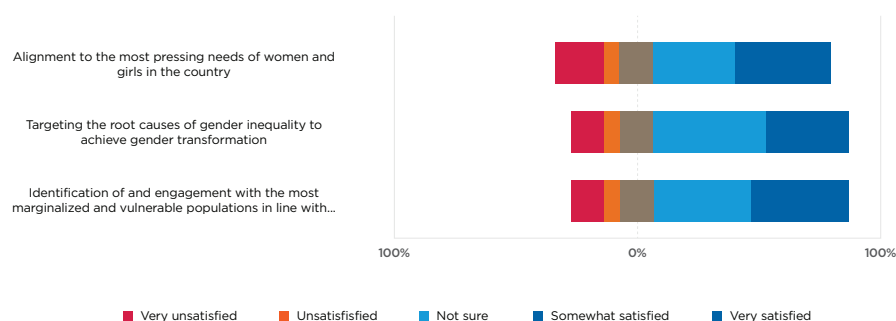|	
🔵 Frequently	2
🟠 Sometines	10
🟢 Never	5

Source: UN Women personnel survey (n=14)

Q16. Please expand your answer

Two partners cited frequent issues during their work with UN Women, relating to financial difficulties, delays in payments of over five months, resulting in the organisation covering expense internally in the interim. Three out of five partners reported sometimes facing challenges which also related to financial challenges and payments. Another mentioned difficulties due to undefined activity outputs and target numbers from the outset, leading to ad hoc changes. Additionally, due to a lack of UN Women staff in the Erbil office, one partner noted several practical problems arose in all areas mentioned, including payment release, communication, coordination, and reporting. One respondent noted no difficulties and praised the UN team's effective coordination and communication.

**Q17. How would you describe the impact that UN Women makes to gender equality and women's empowerment in Iraq?**

🔵 Insignificant	2
🟠 Somewhat significant	1
🟢 Not sure	2
🔴 Significant	9
🟣 Very significant	3

Q18. Please expand on your answer.

	100%	0%	100%
Alignment to the most pressing needs of women and girls in the country			
Targeting the root causes of gender inequality to achieve gender transformation			
Identification of and engagement with the most marginalized and vulnerable populations in line with…			

🔴 Very unsatisfied 🟠 Unsatisfisfied 🔵 Not sure 🔵 Somewhat satisfied 🔵 Very satisfied

ANNEX 8 : SURVEY RESULTS

Q20. To what extent do you agree with the following statements about UN Women Country Office in Iraq's approach to communications?
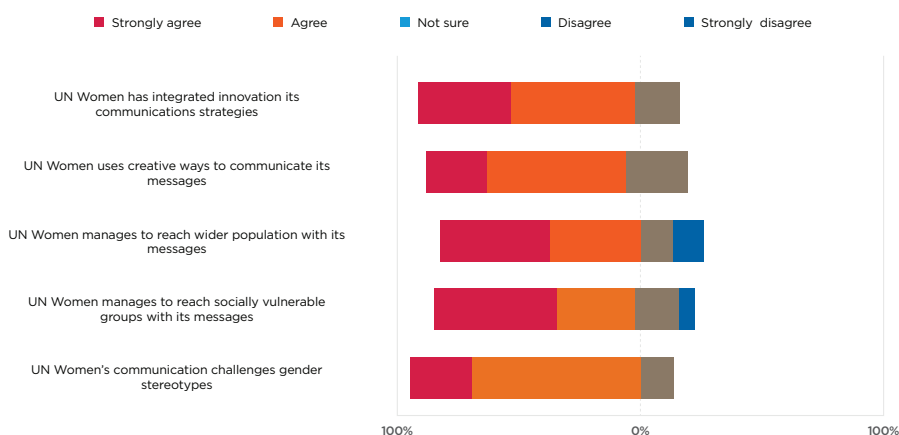
Q21. Please expand on your answer if you wish.

Two respondents commented on the strength of UN Women's communication strategies. One person noted that the office team used flexible and transparent methods to achieve balanced and effective communication, indicating innovative approaches and creative ways to engage organizations from different regions. Another person highlighted how UN Women's programmes delivered women's rights to local areas at risk, such as Diyala Governorate, and implemented awareness programmes in regions newly liberated from ISIS. Feedback noted praised their ability to reach wider and socially vulnerable populations and challenge gender stereotypes through targeted communication and research on women's realities in these challenging areas.

Q22. Please assess the extent to which UN Women has effectively adapted its programme of work to the changing context in the country. On a scale of 1-5, 1 represents "not at all" and 5 represents "fully"

• 5 (fully): 5 responses
• 4: 7 responses
• 3: 3 responses
• 2: 2 responses
• 1 (not at all): 0 responses

The majority of participants rated UN Women's adaptation efforts highly, with most scores being 4 or 5, indicating that UN Women has effectively adapted its programmes to the changing context in the country.

Q23. What recommendations do you have for UN Women's priorities and focus in the next five years?

• Networking and Advocacy: Enhance networking and advocacy capabilities between CSOs. Preserve previous achievements and support NGOs as international funding decreases. Strengthen partnerships between NGOs, INGOs, and state bodies for women's decision-making roles.
• Empowerment and Governance: Focus on women's empowerment and addressing gender-based violence. Promote economic and political empowerment and integrate gender-responsive approaches to climate change and environmental justice. Strengthen civil society's ability to discuss gender issues effectively.
• Capacity Building: Decentralize and improve human resources, especially in Erbil, by hiring international experts. Build capacities for government entities and NGOs and strengthen local civil society partnerships. Increase support for participatory rural assessment programmes and diversify support for funded organizations.
• Geographical Focus: Expand work to more geographic areas in Iraq, especially southern governorates affected by GBV. Address challenges in fragile areas and support rural women to reduce unemployment and urban migration.
• Mental Health and Psychosocial Support (MHPSS): Implement MHPSS interventions, especially for adolescent girls in schools.
• Social Protection and Economic Independence: Promote the peace agenda and empower Iraqi women across various axis. Address social issues like early marriage, literacy, homelessness, suicide, trafficking, and honour crimes. Support women's economic independence for sustainable development and peace.
• Political Integration: Integrate women into the political process by building their capacity and developing political and leadership skills

ANNEX 8 : SURVEY RESULTS

Q24. Please provide any additional comments or reflections.

One respondent emphasized the need for an action plan for UN Women's work in Iraq, developed with organizations and including evaluation programmes for government institutions at all levels. They noted that partnering with UN Women can help women's organizations in Iraq overcome challenges and transform communities by enhancing women's roles in supporting families and protecting their children's future, thereby improving the role of youth. Another respondent highlighted the need for increased advocacy and recognition of UN Women's role in legislation, awareness campaigns, women's economic empowerment, and mental health support. They stressed the importance of closer collaboration with partners and refining systematic terms of references to support impactful projects with tangible outcomes.

ANNEX 9: KNOWLEDGE PRODUCTS

Iraq Country Office Knowledge Products:

1. UN Women/ESCWA (2021) Impact of COVID-19 on Women's Economic Participation in Iraq -
https://publications.unescwa.org/projects/icwi/sdgs/pdf/studies-iraq/study-1.pdf
2. UN Women/EXCWA (2021) Impact of Social Protection Policies responding to Covid-19 on gender equality -
https://publications.unescwa.org/projects/icwi/sdgs/pdf/studies-iraq/study-2.pdf
3. UN Women/ESCWA (2021) Impact of Conflict and COVID-19 on Iraqi women, political participation and engagement in peace
https://publications.unescwa.org/projects/icwi/sdgs/pdf/studies-iraq/study-3.pdf
4. UN Women (2021) Violence against Women in the Iraqi Society: A Legal, Judicial and Statistic Study (2021)-
https://iraq.unwomen.org/en/digital-library/publications/2021/01/violence-against-women-in-the-iraqi-society
5. UN Women (2020) Women's Peace & Humanitarian Fund (WPHF)
https://iraq.unwomen.org/en/digital-library/publications/2020/12/project-brief--wphf
6. UN Women (2020) Gender Sensitive Resilience Capacity Index: Iraq Report
-https://iraq.unwomen.org/en/digital-library/publications
7. UN Women (2020) A Gender Response to COVID-19 in Iraq: A Guidance Note on Actors' Engagement -
https://iraq.unwomen.org/en/digital-library/publications/2020/04/guidance-gender-response-to-covid19-in-iraq-0
8. UN Women (2019) Iraq: Assessment on Employment and Working Conditions of Conflict-affected Women Across Key Sectors
https://iraq.unwomen.org/en/digital-library/publications/2020/01/assessment-on-employment-and-working-conditions-of-con
flict-affected-women-in-iraq-0#:~:text=Conflict%2Daffected%20women%2C%20specifically%2C,people%20and%20female%2
Dheaded%20households.

UN Women developed seven manuals for government stakeholders on the following:

• A guide to establishing protection and empowerment centers for women from gender-based violence.
• A guide to building the capacities of workers in protection and empowerment centers for women from gender-based violence.
• A guide to treatment and recovery programmes for battered women.
• A guide for programmes to protect women from gender-based violence.
• A guide to empowering women affected by gender-based violence.
• A guide to operational standards for referring women affected by gender-based violence to competent authorities.
• An awareness guide to reducing stigma for survivors of gender-based violence.

UN Women developed three parliamentary guides on the following:

• A manual on Parliamentary Practice: a practical tool to educate parliamentarians about the political system in Iraq and the working mechanisms of the Council of Representative.
• A manual on Integrating Gender into IHEC Electoral Procedures During Voting Day
• A guideline on the Electoral System in Iraq and its Effects on WPP: Regional Knowledge Products

The CO also contributed to the following regional Knowledge Products:

• UN Women (2021) Response to COVID-19 in the Arab States Region - March to December 2020 -
https://iraq.unwomen.org/en/digital-library/publications/2021/06/un-women-response-to-covid-19-in-the-arab-states-region#view
• UN Women (2019) Women and Young People in Peace Processes: Synergies and Cross-learning -
https://iraq.unwomen.org/en/digital-library/publications/2020/02/women-and-young-people-in-peace-processes-0#view
• UN Women (2019) Madad Country Factsheets
-https://iraq.unwomen.org/en/digital-library/publications/2019/01/madad-country-factsheets-0
• UN Women (2020) Rapid Assessment: The Effects of COVID-19 on Violence Against Women and Gendered Social Norms -
A Snapshot from Nine Countries in the Arab States Preliminary
https://iraq.unwomen.org/en/digital-library/publications/2020/08/brief-the-effects-of-covid-19-on-violence-against-wom
en-and-gendered-social-norms-0
• UN Women (2020) National Action Plans on Women, Peace and Security: Critical Tools in COVID-19 Responses in the Arab
States Region -
https://arabstates.unwomen.org/en/digital-library/publications/2020/10/naps-on-wps-critical-tools-in-covid19-responses-i
n-the-arab-states-region
• UN Women (2020) Project Brief: Women, Peace and Security in the Arab States Phase II -
https://iraq.unwomen.org/en/digital-library/publications/2020/12/project-brief--wps
• UN Women (2020) Strengthening the resilience of Syrian women and girls and host communities in Iraq, Jordan and
Turkey https://iraq.unwomen.org/en/digital-library/publications/2020/12/project-brief--madad
• UN Women (2020) Women's Leadership, Empowerment, Access and Protection (LEAP) – Egypt, Iraq, Jordan and Regional
Component (in partnership with the Arab Women Organization and the League of Arab States) -
https://iraq.unwomen.org/en/digital-library/publications/2020/12/project-brief-leap

ANNEX 10: DATA COLLECTION TOOLS FOR QUALITATIVE INTERVIEWS

This annex contains the following data collection tools for qualitative interviews:

Government partners

Background
• Please briefly describe your role in your institution, including how long you have held the role and relationship between your institution and UN WOMEN Iraq Country Office.
• Please describe which initiatives, projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

Relevance
1. What are your key expectations on UNW's role and interventions in the country? How well does the UN WOMEN Iraq Country Office work and approach align to the national and regional context, policy framework and human rights norms and standards? Based on your experience and perspective, does the UN WOMEN Iraq Country Office portfolio support the implementation of international normative frameworks, such as CEDAW, UN SCR 1325, Beijing?
2. What role has UN WOMEN played and continues to play in response to emerging changes and crisis?

Coherence
3. To what extent do the interventions of UN WOMEN ensure synergy, and coordination with the government and other key partners?
4. Based on your experience and perspective, is UN WOMEN making partnership choices that advance the situation of women in Iraq? (Optional)

Efficiency
5. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Iraq? Were there any issues related to efficiency in your cooperation with UN Women?
6. In your joint programmes, are the planned interventions delivered on time and are resource efficient? (Probing)

Effectiveness and Sustainability
7. What are key results that UN Women has achieved? What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?
8. Overall positioning and visibility: How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?
9 What opportunity exists for upscaling the benefits or innovative approaches? Have lessons learned and experiences from your cooperation been shared? (Optional)

Women's empowerment and transformative change
10. To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Iraq and bringing forth sustainable transformative changes?
11. How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions
12.   What are UN WOMEN CO's strengths, areas of improvement and overall value addition?
13.   What would be your recommendations to the UN WOMEN CO for the next strategic period?

UN Organizations

Background
• Please describe your role in your organization, including how long you have held the role.
• (If necessary) Please describe the relationship between your organization and UN WOMEN CO Iraq (e.g. Implementing partner, member of UNCT, etc.).

ANNEX 10: DATA COLLECTION TOOLS FOR QUALITATIVE INTERVIEWS

• Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in activities.

Relevance

1. What are your key expectations on UNW's role and interventions in the country? Based on your experience and perspective, to what extent is the UN WOMEN Iraq portfolio aligned to the national context and priorities on women's rights and empowerment? To what extent is it relevant and aligned with the regional and international normative frameworks, such as CEDAW, UN SCR 1325, Beijing or SDGs etc.?

2. What role does UN WOMEN play in response to emerging changes and crisis in the Country?

Coherence

3. UN Women has a coordination mandate on women's rights and women's empowerment in the UN system. How well in your view is UN Women implementing this mandate in the context of Iraq? (Probing Question: Was UN WOMEN's presence in UNCT relevant to design and implement an UNSDCF to achieve improved results for greater equality and the empowerment of women in Iraq?)

Efficiency

4. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Iraq? Were there any issues related to efficiency in your cooperation with UN Women?

5. In your joint programmes, are the planned interventions delivered on time and in a resource efficient way? What was your experience with these joint programmes? (Optional if Joint programmes are relevant)

Effectiveness and Sustainability

6. What are key results that UN Women has achieved? What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?

7. Overall positioning and visibility: How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?

8. What opportunity exists for upscaling the benefits or innovative approaches? Have lessons learned and experiences from your cooperation been shared? (Optional)

Women's empowerment and transformative change

9. To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Iraq and bringing forth sustainable transformative changes?

10. How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions

11. What are UN WOMEN CO's strengths, comparative advantage and areas of improvement and overall value addition? (Probing questions: If you need advice on women's rights and women's empowerment, do you consider UN Women is the key institution to get inputs from? To what extent do you think that UN Women successfully uses its convening power with the women's rights and women's empowerment actors in Iraq? Is UN WOMEN making partnership choices that advance women's rights and women's empowerment and the situation of women in Iraq?)

12. How well is UNCT and UN Women prepared to adapt to the priorities of the government in the next 5 years? What would be your recommendations to the UN WOMEN CO for the next strategic period?

International Organizations (or CSOs)

Background

• Please briefly describe your role in the organization, including how long you have held the role.

• Please describe the relationship between your organization and UN WOMEN Iraq. Please describe which projects or programmes you have worked with UN WOMEN directly on or taken part in initiatives.

Relevance

1. What are your key expectations on UNW's role and interventions in the country? Based on your experience and perspective, to what

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extent is the UN WOMEN Iraq portfolio aligned to CO's context and priorities? To what extent is it relevant and aligned with the regional and international normative frameworks, such as CEDAW, UN SCR 1325, Beijing or SDGs etc.?

2. What role does UN Women play in response to emerging changes and crisis in the Country?

Coherence

3. What is the value added or comparative advantage of cooperation with UN Women? To what extent do you think that UN Women successfully uses its convening power with the women's rights and the empowerment actors in Iraq?

4. To what extent do the interventions of UN WOMEN Iraq ensure synergy and coordination with the government and other key partners in achieving the empowerment of women? Do they avoid duplication?

5. What are the mechanisms of coordination between UN Women and your organization? How effective are they? Are there any challenges?

Efficiency

6. What is your perception of the human and financial capacities and resources of UN WOMEN CO in Iraq in the field of your cooperation? Is good value-for-money being achieved? Any potential cost or time savings possible?

7. What are the main challenges to execution of your programme? How do you manage any special risks inherent in this programme work? Do you have regular communication with UN Women about those challenges? What type of communication?

Effectiveness

8. n the programmes you cooperate with UN Women in, what have been some of the key results that UN Women has achieved? What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?

9 Overall positioning and visibility: How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?

10. What opportunity exists for upscaling the benefits or innovative approaches? Have lessons learned and experiences from your cooperation been shared? (Optional)

Women's empowerment and transformative change

11. To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Iraq and bringing forth sustainable transformative changes?

12. How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions

13. What are UN WOMEN CO's strengths, areas of improvement and overall value addition?

14. How well is UNCT and UN Women prepared to adapt to the priorities of the government in the next 5 years? What would be your recommendations to the UN WOMEN CO for the next strategic period?

Donors

Background
• Please briefly describe your role in the organization, including how long you have held the role.
• Please describe the relationship between your organization and UN WOMEN Iraq CO (e.g. donor for a joint programme etc.).
• What are the priorities/strategies of your organization in the field of women's rights and the empowerment of women in general and in Iraq in particular? Please describe which projects or programmes you have worked with UN Women directly on or taken part in initiatives.

Relevance
1. What are your key expectations on UNW's role and interventions in the country? Based on your experience and perspective, to what extent is the UN WOMEN Iraq portfolio aligned to CO's context and priorities? To what extent is it relevant and aligned with the regional and international normative frameworks, such as CEDAW, UN SCR 1325, Beijing or SDGs etc.?

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2. What role does UN Women play in response to emerging changes and crisis? (Probing Q: In the current pandemic context what is your view on UN Women's approach?)

Coherence

3. What is UN Women's added value / comparative advantage in the work of women's rights and women's empowerment in Iraq?

4. To what extent do the interventions of UN Women Country Office ensure synergy and coordination with the government and other key partners in achieving empowerment of women? Do they avoid duplication?

5. To what extent do you think that UN Women successfully uses its convening power with the women's rights and women's empowerment actors in Iraq?

Efficiency

6. How were you able to understand the value and impact of your funding? (Probing Q: Was there a results-based management system? What was the quality of UN Women's reports? Did the reporting include results and outcomes, rather than outputs?)

7. To your view were resources properly and cost effectively managed?

8. To your view is UN Women overall well positioned to mobilize resources? (Follow up Q: Do you have any suggestions for improvement?)

Effectiveness

9. What would you identify as the key achievements in initiatives implemented by UN Women and funded by your organization? Would you consider the Country Office to be innovative in their approach and programming? Are these sustainable?

10. How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?

Women's empowerment and transformative change

11. To what extent do you think UN Women is contributing to addressing underlying causes of women's inequalities in Iraq and bringing forth sustainable transformative changes?

12. How is the Leave No One Behind principle ensured, and the needs/perspective of most marginalized groups taken into account?

Concluding questions

13. How well is UN Women prepared to adapt to the priorities of the government in the next 5 years?

14. What would be your recommendations to the UN WOMEN CO for the next strategic period?

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UN Women CO Staff (Management, Programme Managers/Assistants)

Background
• Can you briefly describe your role within UN Women and when you began working with UN Women?
• If you have been involved in development of SN, can you tell us how the country priorities have been developed?

Relevance and Coherence
1. What are your key expectations on UNW's role and interventions in the country? Based on your experience and perspective, to what extent is the UN WOMEN Iraq portfolio aligned to CO's context and priorities? To what extent is it relevant and aligned with the regional and international normative frameworks, such as CEDAW, UN SCR 1325, Beijing or SDGs etc.?
2. What role does UN Women play in response to emerging changes and crisis?
3. Within your area of work, how were the needs and interests of stakeholders assessed and how were they involved in the design of the programme? (Follow up Qs: Do you believe that UN Women meets stakeholders' expectations? How do you close the gap between external expectations and current UN Women's role?)
4. Please provide some examples of how interventions addressed the integrated mandate of UN Women (normative, coordination, operational- WPS, HA, GBV, WEE etc.)? Are all the projects coherent to the SN and included in the AWPs? (optional) Effectiveness and Sustainability
5. What have been some of the key results that UN Women has achieved over the SN period?, What were the enabling or hindering factors to the achievement of the outcomes? Are these sustainable?
6 Overall positioning and visibility: How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?
7. UN Coordination: What specific results has UN Women contributed to through UN coordination on women's rights and women's empowerment in your area of work (or more generally)?
8. Normative Work: Do you have any concrete examples of how UN Women has implemented or translated global norms into the local context?
9. What do you see as UN Women's comparative advantage compared with other UN entities and partners in this area of work (or more generally)?

Efficiency
10. Does CO have capacity to implement what was promised in SN? (Follow up Qs: If not, what are the plans to address the gaps? Any long-term HR strategy? How is the office work distributed? Any potential areas for better organizing the work? E.g. some functions/personnel are overloaded while others might have some spare capacity to absorb additional workload.)
11. Can you please explain or provide examples of the monitoring mechanisms in place and how they have enabled UN Women to measure progress towards results? · How does CO collect, validate, monitor and report on achieving the SN? Does the office have a Monitoring and Evaluation (M&E) Officer/ M&E focal point, to whom he/she reports to? Does the office have a comprehensive M&E framework which covers key aspects of its SN/AWPs, project and partner monitoring? Does the CO office have a KM strategy and system?
12. Can you please provide examples of steps your team has taken to ensure financial resources were used in the most economical way possible? Can more be achieved with less? Is good value-for-money being achieved? Any potential cost or time savings possible? Where are the biggest bottlenecks?
13. Does CO have a Resource Mobilisation (RM) Strategy and related work plan?
14. What is CO's communication and advocacy strategy? Could you provide concrete examples of the strategy in action and results achieved. (Optional) Is this area adequately resourced and monitored? , Does CO have a mechanism to check the effectiveness of its communication and advocacy?

Women's empowerment and transformative change
14. How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination?
15. How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed

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through CO interventions? Have any groups been underserved?

Concluding questions

16. What would be your recommendations to the UN WOMEN CO for the next strategic period?

UN WOMEN Regional Office

Background
• Can you briefly describe your role within UN Women and when you began working with UN Women?
• If you have been involved in development of SN, can you tell us how the country priorities have been developed?

Relevance
1. What are your key expectations on UNW's role and interventions in the country? Based on your experience and perspective, to what extent is the UN WOMEN Iraq portfolio aligned to CO's context and priorities? To what extent is it relevant and aligned with the regional and international normative frameworks, such as CEDAW, UN SCR 1325, Beijing or SDGs etc.?
2. What role does UN Women play in response to emerging changes and crisis? (Probing Q: In the current pandemic context what is your view on UN Women's approach?)

Coherence
3. How does support for the SN, both for development and implementation, work between RO and CO? What is the role of HQ?
4. From a regional perspective, what priority areas of focus did not receive sufficient attention from the CO during the period of the SN? What is the reason? Should these areas be amplified in the next SN?

Effectiveness and sustainability
5. What do you see as major achievements of CO in the last strategic period? From your perspective, what have been the main limitations of the CO to implement the mandate of UN Women during the last four-five years? Are these sustainable?
6. How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?
7. What do you think is the key comparative advantage for UN Women in Iraq?

Efficiency
8. What is your perception of the human resources envelope in the CO? Do you think the CO is well equipped from HR and financial perspective? What is your perception of the leadership of the CO (remind changes in leadership in the SN period)?
9. What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO? Can more be achieved with less? Is good value-for-money being achieved? Any potential cost or time savings possible?
10. To the best of your knowledge, during the period of the SN, was the CO compliant with audit, financial and reporting obligations?
11. Are you familiar with the resource mobilization approach/strategy? What is your perception of it?

Women's empowerment and transformative change
12. How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination?
13. How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through CO interventions? Have any groups been underserved?

Concluding questions
14. What would be your recommendations to the UN WOMEN CO for the next strategic period?

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UN WOMEN Headquarters

Background
• Please briefly describe your role in the organization, including how long you have held the role.
• Please describe your working relationship with UN WOMEN CO Iraq. Please describe which projects or programmes you have worked with UN WOMEN CO directly on or taken part in activities.

Relevance
1. What are your key expectations on UNW's role and interventions in the country? How does the SN and the CO's set of programmes, activities and approaches align to the global and goals of UN WOMEN, including UN WOMEN's Strategic Plan and the mandate?
2. As you see it, how well does the SN and approach align to country, regional and global policies, women and human rights norms and standards?
3. What role would you view the CO having in the case emerging changes and crisis?

Coherence
4. What has been the interaction of your Division and the CO during the last 4 years? On what topics and for what kind of support? How does the RO fit into the coordination and support?

Effectiveness and sustainability
5. Can you identify any outstanding achievement of the CO as a contribution to UN WOMEN Strategic plan implementation? From your perspective, what have been the main limitations of the CO to implement the mandate of UN Women during the last four years? Are these sustainable?
6. Overall positioning and visibility: How would you assess UNW's visibility in the country in the area of its mandate? What examples of successful communication/advocacy activities by UNW you could share? What needs to be improved in advocacy and communication efforts?
7. What do you think is the key comparative advantage for UN Women in Iraq?

Efficiency
8. What is your perception of the human resources envelope in Iraq? Do you think the CO is well equipped from HR and financial perspective? What is your perception of the leadership of the CO (remind changes in leadership in the SN period)?
9. (if relevant) What is your view on the management of resources of the CO? Do you think resources are timely and efficiently implemented by the CO?

Women's empowerment and transformative change
10. How do the interventions you are engaged with contribute to addressing the underlying causes of inequality and discrimination?
11. How have the rights and needs of the most vulnerable and marginalised women and youth been assessed and addressed through CO interventions? Have any groups been underserved?

Concluding questions
12. What would be your recommendations to the UN WOMEN CO for the next strategic period?

Beneficiaries FGD questions

• How did you learn about the UN Women programme?, How were you selected?
• What type of support did you receive from this project? (Prompts: Did you receive any training, cash or anything else from the programme?, Was it easy to receive the support (money, supplies, goods?)
• How did you benefit from the project activities? Were you able to apply any knowledge learned? What difference has it made to your life?

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• Did the project staff consult you to seek your advice or input in the planning of the project? Did you feel that your needs were addressed?
• If you had any issues about the project ,did you know how to complain? (Prompt: If yes, to whom did you complain? Were your issues resolved?)
• Do you have any recommendations for any areas for improvements?

Beneficiary KII
Introduction

• What is your name?, In which area do you live?
• How did you learn about the UN programme? Was it easy to apply?
• What were the criteria for selection, was it explained to you and how did you meet them?
Payments (optional for programmes where inputs or money were paid to beneficiaries)
• Did you receive money, goods, supplies? If yes, what did you receive?
• Was it easy to receive money, goods, supplies? Did you receive what you were promised?
• Did anyone from the project mistreat you or did you observe how others were mistreated?
Training
• Did you receive any training? If yes, which one?
• How did you like the training programme? Did you benefit from it? If yes, what was the benefit?
• Did it help you after the programme ended? Were you able to apply any knowledge learned?
• Are you benefiting from other similar programmes? If yes, please specify.
• Are any family members benefiting from other similar programmes? If yes, please specify which programmes?

Grievances/Communication
• Did the project staff consult you to seek your advice or input in the planning of the project? Did you feel that your needs were addressed?
• If you had any issues about the project ,did you know how to complain?
• If you had any issues, to whom did you complain? Were you contacted upon submitting your complaint?
• How was the issue resolved? Were you satisfied by the way the complaint was handled?
• Did anyone from the project mistreat you or did you observe how others were mistreated?

Impact
• What difference has it made to your life as a result of the work of UN Women/specific project?
• Do you have any recommendations for any areas for improvements?

ANNEX 11: CONTRIBUTION ANALYSIS

UN WOMEN CONTRIBUTION TO CHANGE DURING THE STRATEGIC NOTE PERIOD
PREPARED BY EVALUATION TEAM

Thematic areas	UN Women's contribution towards policy or legal changes	Other contributing players	Results
Women's Economic Empowerment	• Provided vocational and life skills training, cash-for-work programmes, and small grants for short-term income generation (e.g., agriculture, tailoring, entrepreneurship). • Supported creation of Volunteer Community-based Support Groups (VCSGs) at a local level to engage in policy dialogue around barriers to women's economic empowerment. • Strengthened capacities of national/regional authorities and CSOs to adopt gender responsive policies.	MOLSA, CSOs, ESCWA,HCWD, NDIW	• Vocational training reached marginalized women, positively impacting skills development, economic autonomy and resilience. • VCSGs initiated short-term policy dialogues with local governments but had limited long-term sustainability and longer-term policy incentives. • Some evidence of capacity building of national institutions but limited progress in addressing systemic policy barriers (e.g., unequal laws, access to documentation). • Need to engage private sector actors and better align with national strategies for long-term social protection.
Women Peace and Security	• UN Women supported the successful adoption and endorsement of INAPII. • Enhanced women's participation in peacebuilding processes and leadership roles in informal spaces. • UN Women supported the establishment of formal coordination mechanism between GOI and KRG gender machinery. • Technical support focused on building capacities of government institutions to apply a gender-responsive and intersectional approach to strategic planning, policy and monitoring and evaluation of strategies. • Supported endorsement of sectoral plans for six ministries and two governorates. • UN Women's contribution had established an enabling environment for CSOs to be engaged in INAPII operationalisation and had led to increased emphasis on protection of women survivors of conflict. • Provided technical support to develop INAP II Communication Plan and delivery of associated training and awareness raising campaigns.	Government of Iraq, Kurdistan Regional Government, COMSEC, HCWD, NDIW, UNAMI, DPPA, CSOs, Donor and INGOs partners	• Progress in women's representation in local peacebuilding initiatives. • Challenges remained in addressing societal norms that prevent women's participation.
Women's Political Participation	• The Country Office's Women's Political Participation portfolio has influenced some of the key normative work to facilitate women's equitable and equal participation in Iraq's parliamentary elections	Iraqi Parliament, Electoral Commission, UNAMI, Civil Society Advocacy Groups	• Women's representation in parliament increased to 29% in 2021, surpassing the constitutional quota of 25%. • Some positive steps in addressing gender backlash but more proactive strategies required. • UN Women's role recognized but further efforts needed to enhance

ANNEX 11: CONTRIBUTION ANALYSIS

UN WOMEN CONTRIBUTION TO CHANGE DURING THE STRATEGIC NOTE PERIOD
PREPARED BY EVALUATION TEAM

Thematic areas	UN Women's contribution towards policy or legal changes	Other contributing players	Results
	• Advocated for increased women's representation in local councils and parliamentary roles. • Supported female candidates through leadership and campaign training. • Engaged in policy dialogue to promote gender quotas in government structures, address challenges facing WPP and strengthening protections for women in political spheres.		political leadership capacities for women at grassroots levels. • Expectations for UN Women to provide greater support to women parliamentarians to better equip them to advocate for women's empowerment perspectives.
Ending Violence Against Women	• UN Women's work on EVAW involved work on normative coordination. UN Women had established an effective partnership with HCWD and MOLSA resulting in strengthened referral pathways and coordinated efforts to improve access to GBV services. • Advocated for the passage of the Anti-Domestic Violence Law • Supported capacity-building for judges, police, and service providers in handling GBV cases. • National coordination has also worked to promote legislative reforms to the Iraqi Constitution, Penal code, Family law and Personal Status Law to comply with CEDAW. • EVAW sensitization and advocacy messaging engaged wide network of CSO and governments partner.	Ministry of Justice, Judiciary Police Departments, CSOs, HWCD, MOLSA, GDCVAW, UNFPA, IHEC	• Increased number of GBV survivor's accessing services in targeted areas. • Improved coordination among service providers but gaps remained in rural and hard-to-reach areas • Limited progress in passing the Anti-Domestic Violence Law due to political resistance and political transition. • Provision of data on EVAW and work on social norms changes with involvement of men, boys and other key stakeholders needs further strengthening. • Support to UN sub-cluster on social cohesion and SGBV could be strengthened. • Collective advocacy campaigns should be further expanded in light of the rising backlash to gender issues and shrinking CSO space.
Gender Responsive governance policies and systems	• Provided technical support for integrating gender equality into national policies, including, Vision 2030 and National Development Plan. • Facilitated the development of gender-responsive budgeting (GRB) frameworks • Advocated for the inclusion of women in governance structures.	HCWD , NDIW and relevant Ministries, ESCWA, UNDP	• Gender-responsive policies incorporated into Iraq's Vision 2030 framework. • Some progress in institutionalizing gender responsive governance, but implementation remains inconsistent. • Limited systemic change in governance structures; women remain underrepresented in leadership roles.