

Tel: +964 – 7711160904 E-Mail: info@integrityme.ca www.integrityme.ca





Evaluation of "Empowering Female Candidates in Iraq (EFC)" Program
– Part 2 (Baghdad, Anbar, Wassit, Muthanna & ThiQar)

Implemented by Iraq Foundation#

8/30/2013

TABLE OF CONTENTS

Executive Summary	2
Background on Empowering Female Candidates (EFC) Program	2
Evaluation of the EFC Program	3
Data Collection Methods:	3
Sample Size and Methodology:	3
Data Analysis:	4
Evaluation Results	4
Reviewing Documents:	4
Results of the Interviews:	5
Evaluating the Implementing NGOs:	5
Evaluating the Training Topics/Activities:	7
Evaluating the Impact of the Training:	9
Evaluating the TOT Training	12
Conclusion and Recommendations	13
Annex A: Candidates' Survey Questionnaire (5 governorates)	15
Annex B: TOT Trainees' Survey Questionnaire	18

EXECUTIVE SUMMARY

In this report Integrity M&E Ltd presents the findings of evaluating "Empowering Female Candidates (EFC) in Iraq" that was implemented by Iraq Foundation (IF). The evaluation was mostly summative and focused on training of candidates in only five governorates (Baghdad, Anbar, Wassit, Muthanna and ThiQar). Sixty three structured interviews with candidates were conducted after training and post provincial election.

The evaluation revealed that IF and its four partners in the targeted governorates successfully implemented the EFC program. The five organizations delivered high quality training of ten political subjects to 336 candidates through a series of workshops in the five governorates.

The interviewed candidates highly rated the implementing organization and partners, the topics/activities of the training, and the usefulness of the learned knowledge. The candidates not only recommended such training to be conducted during political events but on a regular basis to empower the candidates and improve their performance.

The report also highlights a few areas that need to be improved and many ideas and suggestions of the candidates to enrich such training in the future.

Finally, the implementing NGO and the training for trainers (TOT) workshop were evaluated by interviewing eighteen trainees who eventually trained the candidates. The findings of this evaluation are also reported here.

BACKGROUND ON EMPOWERING FEMALE CANDIDATES (EFC) PROGRAM

This program was meant to build the capacity of female candidates for the provincial elections through a series of trainings. This also required building the capacity of a number of local NGOs in order to be qualified to deliver the training. To achieve this goal, the program set the following objectives:

Objective 1: Provide TOT to NGOs to enable them to train women candidates in the Iraqi provincial elections and the KRG parliamentary elections.

Objective 2: Provide simultaneous "cascade" training to 400 women candidates in 5 provinces for the provincial elections and on-going mentoring sessions

Objective 3: Provide "cascade" training to 375 women candidates in the KRG for parliamentary elections and on-going mentoring sessions

To assure the quality and effectiveness of the training, a fourth objective was set to monitor and evaluate the outputs and outcomes of the activities of this program. The final evaluation of the program is part of the activities of this objective.

EVALUATION OF THE EFC PROGRAM

In complying with objective 4 of this program, the main activities of the program were evaluated to measure the effectiveness of the training on the implementing NGO partners and candidates. This document reports the results of evaluating part of the program which was implemented in five central and Southern governorates only. Results of evaluating the other part of the program, which was implemented in the Northern governorates, are reported elsewhere.

Data Collection Methods:

Two main methods were used to collect the data:

- 1. Review of documents
- 2. Interviews with candidates and trainers by phone

Documents such as the program proposal and agreement, action plans, training materials, training schedules, progress reports, M&E reports, and lists and photos of beneficiaries and their contact information were reviewed. The review of documents helped in the evaluation as well as in the development of assessment questionnaires.

Once the assessment questionnaires were developed for the candidates, the interviews were conducted. Mostly quantitative data - and some qualitative data, were collected for the survey of candidates. The survey was conducted mostly by telephone calls to lower the cost and lessen the time required. A questionnaire was developed (Annex A) for the survey of candidates. It consisted of three groups of questions meant to assess the implementing partner, the quality of training, and the relevance of the training topics to the political career of the candidates. The first group of questions were also used to evaluate IF in delivering the training for trainers.

Sample Size and Methodology:

For the findings of the candidates' survey to be significant and generalized, sufficient data had to be collected. Because of time constraints, however, about 60 candidates (out of 336) were interviewed. This sample size gives a significant level of 90% and significant interval of 10% or better. The original plan was to select 50 candidates randomly from the total trained candidates in addition to interviewing all the candidates among the trained ones who won in the elections (16 candidates). Many of the candidates, however, changed their telephone numbers or refused to be interviewed. This required us to repeat the random selection many times to reach the target, and led to the interviewing of 63 candidates - including 7 winners, who were distributed as shown in Table 1. The candidates were selected randomly using a random number generating routine. In general, the cooperation of the candidates was great. Four surveyors who speak English and Arabic fluently were deployed to interview the

candidates. The interviews lasted 2 – 3 days in addition to one day for training.

In addition to interviewing the candidates, the IME team interviewed 18 trainees of the TOT workshop who participated in training the candidates. These interviews aimed to evaluate the main implementing organization (IF) and the TOT.

Table 1: Trained & Interviewed Candidates Distributed Geographically

Candidates Governorates	Total Candidates Trained	Number of Winners	Total Candidates Interviewed	No. of Winners Interviewed
Baghdad	91	4	8	2
Anbar	57	3	14	1
Wassit	99	5	16	2
Muthanna	44	3	14	2
ThiQar	45	1	9	0
Total	336	16	63	7

Data Analysis:

A simple user friendly access database was developed to help data collectors enter the collected data electronically instead of using paper forms. The database was customized to handle the collected data, minimize wrong data entry, and allowed for proper correlation between different sets of data. Quantitative data was then transferred to Excel and SPSS for analysis. MS Word was used to analyze qualitative data. A database/SPSS manager was deployed to administer the database and to train the surveyors on how to enter data into the proper fields and check for validity.

EVALUATION RESULTS

Reviewing Documents:

Integrity staff reviewed many documents including, but not limited to: Grant proposal, training materials, training schedules, trainers' CVs, lists of beneficiaries, relevant websites, advertising materials, evaluation sheets, and progress reports. These documents helped in developing the evaluation questionnaires and revealed the following information:

- A TOT training workshop was organized and conducted by Iraq Foundation in Erbil during the period of April 13 to April 16, 2013. Twenty four (24) potential trainers, representing six local NGOs attended the workshop (including the Women Empowerment Organization WEO from Kurdistan).
- Ten (10) main topics were covered during the TOT workshop, and were the following:
 - o Campaigning/managing election campaign
 - Leadership skills
 - How successful political leaders think

- Management & planning/Managing changes
- o Communications & media skills
- Networking/Searching for volunteers
- o Party platforms and political mobilization
- o Public opinion research
- Decision making & strategic thinking
- Ten (10) academic and professional trainers participated in training the above topics.
- As a result of this TOT workshop, five organizations (including IF) succeeded to conduct 16 cascade training workshops for female candidates in the targeted governorates during March 2013.
- Prior to these cascade training workshops, IF and the four partners explored various
 ways of advertising the training sessions to encourage candidates to register. These
 methods included, but were not limited to, using radio stations and directly calling
 candidates. As a result of these efforts, 336 candidates responded and successfully
 completed the training, which equates to approximately 84% of the target number
 (400). One reason for not reaching the target was that many political parties had their
 own training programs for their candidates.

Results of the Interviews:

The main group of interviews was that of the candidates (candidates' survey). The survey's questionnaire was developed to cover three areas: Evaluation of the implementing NGO (WEO), evaluation of the topics of the training and how relevant they were to the political career of the candidates, and finally, an evaluation of the impact of the training on the political life of the candidates.

Evaluating the Implementing NGOs:

The selected candidates (63 candidates) were asked to evaluate the implementing NGOs by rating eight tasks that the organization had implemented of relevance to the training. In addition, the candidates were requested to answer two semi-open questions (see Annex A - Assessing the NGOs for listing of these questions). The average ratings of the eight tasks by the selected candidates are shown in Chart 1. Three of those tasks (Training advertisement, Date of training, and Training duration) were rated relatively low (rated 69%, 69%, and 61% respectively) and probably need improvement. Breaking the ratings into geographic areas of the training is further illustrated in Charts 2 and 3. Both charts indicate that the implementing NGO in Baghdad was rated the lowest in general. Though rating training location was the lowest amongst the eight areas of assessment of NGOs, the candidates in Baghdad rated this area so low (39%) that significant improvement is required. Areas that are related directly to training (Chart 3) were rated highly by the candidates.

Chart 1: Assessment of Implementing NGOs by Rating Eight Relevant Tasks

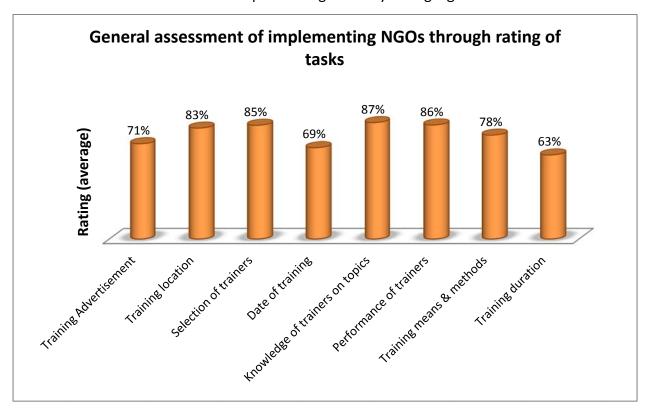
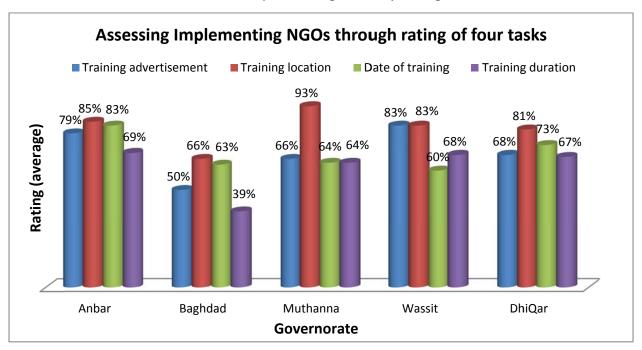


Chart 2: Assessment of the Implementing NGOs by Rating Four Relevant Tasks



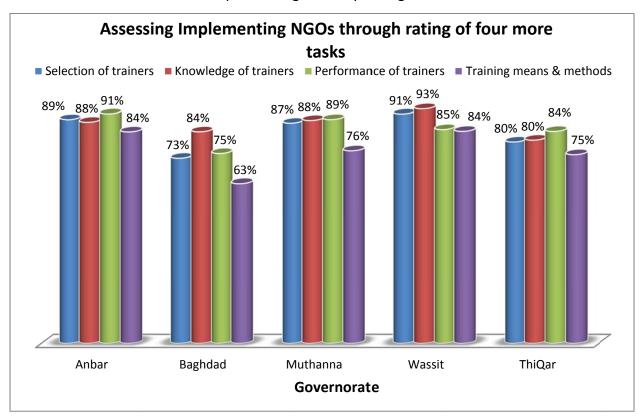


Chart 3: Assessment of the Implementing NGOs by Rating Four Additional Relevant Tasks

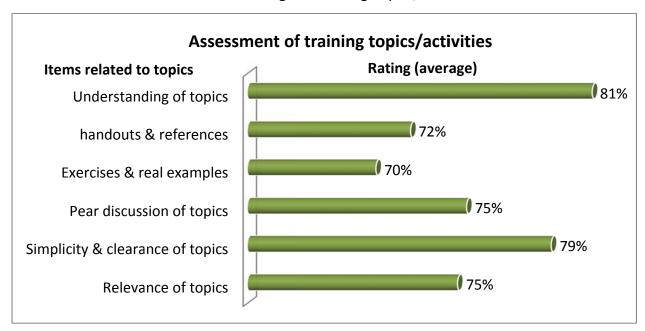
In identifying the weaknesses of the organization as related to the training, the majority of the interviewed candidates did not pinpoint any weaknesses. Others identified the short duration of the training, conducting the training near the elections date, and conducting the training far from city centers as weak points in the performance of the organizations. On the other hand, the respondents identified the following strengths of the organizations:

- Well organized training
- Well-coordinated staff and trainers
- Qualified and experienced trainers
- Well selected topics

Evaluating the Training Topics/Activities:

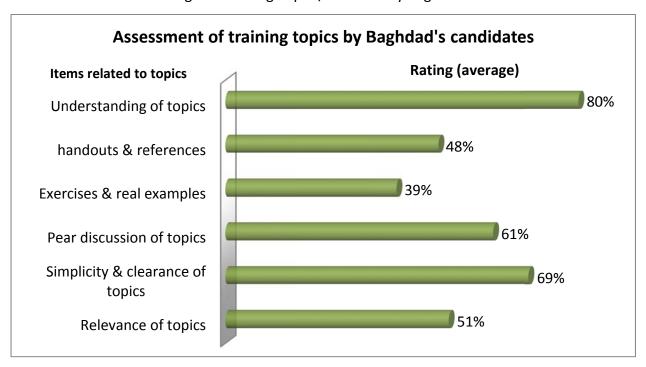
In assessing the training topics, candidates were asked to rate six items and answer three semiclosed questions (see Annex A - Assessing the Topics for a listing of these questions). The ratings of the items are illustrated in Chart 4. The chart shows mostly high ratings for the relevant items of the topics, with the lowest rating being 70% for "Provision of exercises and real examples;" this area may to be improved upon in future trainings. Chart 4 also shows that the candidates believe they understood the subjects covered in this training very well. Indeed, understanding the topics was rated the highest (81%) among the topics' related items.

Chart 4: Assessing the Training Topics/Activities



Looking at the distribution of answers, the correlation between the ratings and the geographic locations is weak except for Baghdad's candidates. The respondents from Baghdad rated most of the items in this category poorly, with the exception of "understanding of topics." This is illustrated in Chart 5.

Chart 5: Rating the Training Topics/Activities by Baghdad's Candidates



The interviewees were also asked to list two most important topics that were covered in the

training and two other topics that were not covered, but would have liked to be covered. The answers are listed in Table 2 in order of priority.

Table 2: Important covered and uncovered topics

Most important covered topics during training	Important uncovered topics
Election campaign	Differences between urban & rural elections
Saint Lego law	Experiences of former elected candidates
Election law	Maintaining relation with people after
Election law	elections
Combating corruption	How to deal with unemployment
Communication with people	Explaining the law of provincial councils
Using the media	Preparing an election's program
Budgeting election activities	Dealing with the media

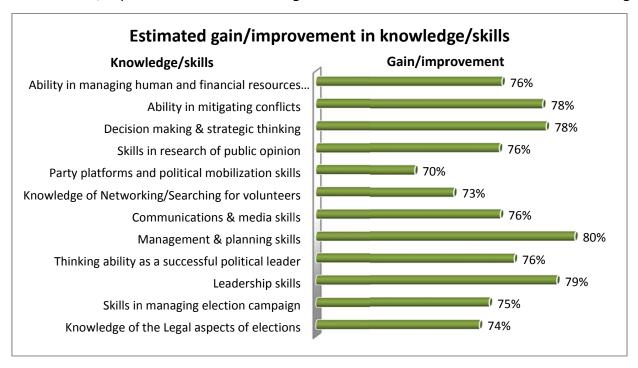
In asking the candidates about the three most important subjects covered in training, the majority listed the legal aspects of the elections, the constitution, and parliament as the most important. Empowering women politically and helping them get elected was the next most important subject. Other subjects such as conflict resolution, strategic thinking, and the role of the media in elections were almost equally important, coming in third.

Finally, there was almost unanimous agreement (97%) amongst the selected candidates that such training is very beneficial, and politicians are highly encouraged to attend.

Evaluating the Impact of the Training:

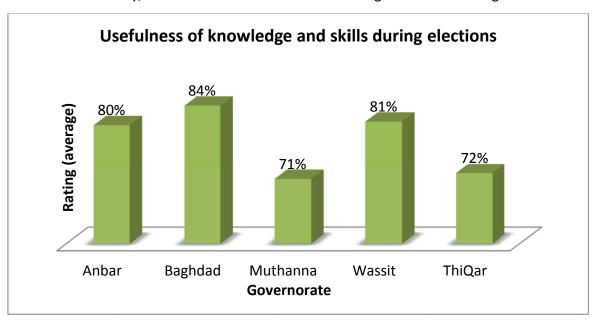
The actual impact and outcomes of the training are hard to measure without conducting knowledge, attitude, and practice surveys before and after training. Having 16 candidates amongst the attendants of these trainings win in the elections cannot be used as an impact indicator without linking between this success and the training, which is not possible here. For this quick evaluation, a set of questions were developed to roughly measure the gain in knowledge or improvement in skills or performance of the candidates as estimated by the candidates themselves. The questions focused on the ten training subjects, and whether the learned knowledge is utilized in practice. Rating the gain/improvement of these subjects as a result of the training is presented in Chart 6. The chart shows a positive gain/improvement (average 76%) in knowledge and skills of the areas covered during the sessions as a result of this training. The collected data further indicates that the ratings do not vary much from governorate to governorate (a maximum average of 81% for candidates in Wassit governorate, and a minimum of 68% for candidates in Muthanna governorate).

Chart 6: Gain/Improvement in the knowledge and Skills of the Candidate as a Result of Training



The candidates were also asked to evaluate the practicality/usefulness of the entire training during the elections; the result of which is illustrated in Chart 7.

Chart 7: Practicality/Usefulness of the Learned Knowledge and Skills during the elections



The chart indicates that the learned knowledge and skills were utilized effectively (average of 78%) by the candidates during elections. Rating the item by the winners of the elections, those of whom our team was able to reach (seven candidates), is slightly higher than the rating of the

entire respondents (average of 81% versus 78%), which is not a strong indicator for better use of knowledge and skills by the elected candidates. A similar conclusion can be drawn for the rating of the candidates who received high votes (1000 votes or higher). The average rating of this group is 79%, which indicates that the candidates utilized the learned knowledge and skills almost equally, and the result of the elections is not correlated to the training but to other factors. A better evaluation of the training and its impact on the candidates could be measured if the results of the election is compared between the trained candidates and untrained candidates. This, however, is difficult to measure as many other candidates were probably trained through other similar programs.

When the candidates were asked about the most useful topics for their election campaigns, they listed the following topics (in order of frequency):

- Planning and managing election campaigns
- Communication with others
- Election laws and regulations
- Advertising for election campaigns
- Good listening
- Dealing with the media

When candidates were asked for suggestions to improve future training sessions, they suggested the following (in order of frequency):

- Extending the duration of the workshops
- Conducting the training earlier before the elections
- Conducting these workshops periodically or more often (annually or monthly)
- Conducting the training during the morning hours only (from 8:00 am to 12:00 noon)
- Conducting the training outside the governorate or outside the country
- Conducting advanced training

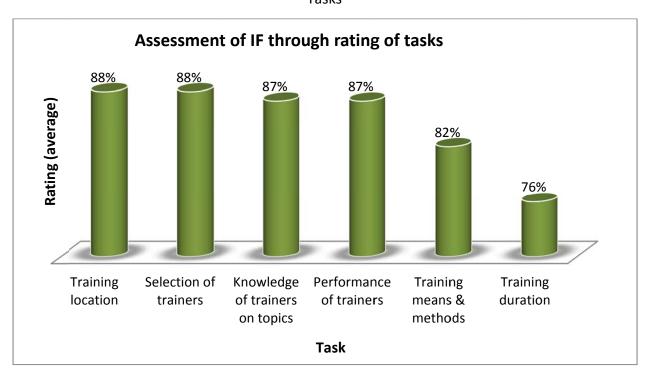
The candidates further suggested other types of (specialized) training to empower female candidates such as:

- Empowering women/rights of women in elections
- Iraqi constitution/provincial laws
- Enforcing laws and orders
- Women's rights in employment
- Conflict mitigation
- Political sciences
- Communication skills
- Monitoring and evaluation

Evaluating the TOT Training

Finally IME was able to evaluate the TOT training developed and conducted by IF in Erbil. The main questionnaire for candidates was modified to evaluate both IF in implementing the training and the training activity itself. The IME team was able to reach and interview 18 trainees from amongst the 24 participants in the TOT workshop, including three from KRG. The results of evaluating the implementing NGO is illustrated in Chart 8.

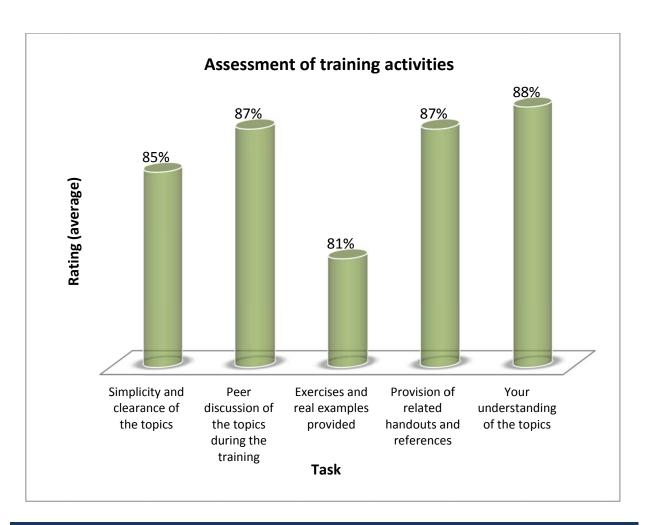
Chart 8: Assessment of the TOT Implementing NGO (IF) Through Rating the Training Related Tasks



The chart shows that the trainees rated the performance of the implementing NGO highly. The lowest rating (76%) was for the duration of the training.

Evaluation of the training activity is illustrated in Chart 9. Again, the trainees evaluated the training activities highly. The highest rating was for "understanding of the topics". Thus, the implementing organization did an excellent job in organizing the training workshop and in delivering the training to the potential trainers. This explains the success of the cascade trainings for the candidates that followed the training.

Chart 9: Assessment of the Training Activities



CONCLUSION AND RECOMMENDATIONS

As far as the TOT workshop is concerned, the implementing NGO (IF) did an excellent job in training 24 trainers for six NGOs - including trainers for IF and one NGO in Kurdistan. These trainees became the core trainers for training the female candidates in eight governorates through a series of workshops.

IF and its partners were very successful in delivering quality and useful training to empower female candidates for the provincial election. The candidates highly rated the implementing NGOs for selecting qualified trainers and for the effectiveness of the training. The candidates, however - particularly the Baghdad candidates, were not very pleased with the advertising for the training, the date of the training, and the duration of the training.

The candidates expressed their appreciation for the topics of the training in relevance to their political careers, the methods by which the subjects were delivered, and for the supporting materials that were provided to the participants. All the interviewed candidates encouraged such training to be repeated and other politicians to participate in them. Many candidates would like to upgrade the learned knowledge through advanced follow-up trainings.

The candidates believe that their knowledge and skills in the training topics have been enhanced to a very high level because of these trainings. In asking the interviewed candidates whether the learned knowledge and skills helping in their election campaigns, the candidates believe that the learned knowledge and skills were very practical and beneficial in their activities. The candidates brought forth many ideas to improve future trainings and empower female candidates.

In light of the above findings, IME recommend that:

- This training is repeated at least once a year and made available to all female members of the Iraqi political parties.
- The duration of the training session is extended to five days to allow better participation and understanding of the trainees. Sharing experiences of winners from other governorates or countries, as suggested by some candidates, may be useful.
- An advanced or follow up training is offered for those who participated in this training to refresh and enhance their knowledge and skills.
- An advanced training is offered for the winners and other female members of the provincial councils in which other topics related to their new positions are introduced and discussed.
- Other specialized trainings, suggested by the candidates, are offered for interested female politicians.
- A more comprehensive evaluation is conducted in which changes in knowledge, attitude and practice of the candidates are assessed.

Finally, it should be noted that this evaluation is not comprehensive. It is limited to certain areas of evaluation and areas of coverage. In addition, the findings can only be generalized within the accuracy specified in this report.

Annex A: Candidates' Survey Questionnaire (5 governorates)

General Information	معلومات عامة
Full Name:	 الاسم الثلاثي:
Province:	• المحافظة:
• Age:	• العمر:
Certificate:	• الشهادة:
Party or political bloc:	 الحزب او الكتلة السياسية:
Number of votes you received?	• عدد الأصوات التي حصلت عليها؟
Did you succeed in the elections?	 هل نجحت في الانتخابات؟
 How were you invited to participate in this program? 	 ما هي الوسيلة التي تم دعوتك بها للمشاركة في هذا البرنامج؟

Assessing the NGO		تقييم المنظمة المدربة
1. Rate the following:	%	1. قيم الأمور التالية:
Scale of 100		المقياس: من مائة
 Advertising for the workshop 		 الدعاية للبرنامج
Workshop location		 مكان الدورة
Selection of trainers		 اختيار المنظمة للمدربين
Workshop date		• زمان انعقاد الدورة
Trainer's knowledge on the topics		 معرفة المدربين بمواد الدورة
Performance of the trainers		• أداء المدربين
Training means & methods		 طرق ووسائل التعليم المتبعة
Duration of the workshop		 فترة الدورة
What are the weaknesses of the NGO in conducting this workshop?		 ما هي نقاط الضعف في أداء المنظمة؟
•		•
•		•
3. What are the strengths of the NGO in conducting this workshop?		3 ما هي نقاط القوة في أداء المنظمة؟
•		•
•		•

Assessing the topics/training activities of	تقييم مواد الدورة/عملية التدريب

the workshop		
1. Rate the following:	%	1. قيّم ما يلي: المقياس: من مائة علاقة مواد الدورة ومواك السراس
Scale of 100		المقياس: من مائة
Relevance of the topics of the workshop		 علاقة مواد الدورة بعملك السياسي
with regards to your political career		-
• Simplicity and clearance of the topics		 سهولة ووضوح مواد الدورة
Peer discussions of the topics during the		 النقاشات التي اثيرت مع المشاركين
training		بخصوص مواد الدورة
Exercises and real examples provided		 التمارين والتجارب الميدانية (الواقعية)
		المتعلقة بمواد الدورة
Provision of related handouts and		 الملازم والمراجع الموزعة وذات العلاقة
references		بمواد الدورة
Your understanding of the topics		 فهمك لمواد الدورة
2. What are the most two important topics		2. ما أهم مادتين تمت مناقشتها فيما يتعلق
that were discussed pertaining to your		يعملك السياسي؟
political career		بعد بسيد
•		•
•		•
3. Are there other important topics		3. هل هناك مواضيع مهمة لعملك السياسي لم
relevant to your political career that you		تغطها هذه الدورة
would like to learn but were not covered		
in this workshop?		
•		•
•		•
4. Would you encourage other politicians	Y N	4. هل تشجع السياسيين بالتسجيل لمثل هذه
to attend similar workshops in future?	?	الدورة لو عقدت مرة أخرى؟ لماذا؟
	نعم لا	
	لاادري	
	•	

Impact of this training in your political life		أثر هذه الدورة في حياتك السياسية
Scale: Percentage		المقياس: نسبة مئوية
 As a result of attending this training workshop, how much improvement would you say you gained 	%	 1. نتيجة لحضورك هذه الدورة ما نسبة الزيادة أو التحسن في:
 Your knowledge of the Legal aspects of the elections/Parliament system 		 معرفتك للمواد القانونية المتعلقة في الانتخابات/ نظام الحكم البرلماني

Your campaigning/managing	• أدائك للحملات الدعائية/ ادار تك
election's campaign	للحملة الانتخابية
Your leadership skills	• مهاراتك القيادية
Your thinking as a successful political leader	• تفكيرك القيادي السياسي الناجح
 Your management & planning/managing changes 	 تخطیطك وادارتك/ ادارتك التغییر
Your communications & media skills	 تواصلك ومهاراتك الإعلامية
 Your knowledge of Networking/Searching for volunteers 	 معرفتك التشبيك/العثور على المتطوعين
 Your party platforms and political mobilization 	 تعبئتك الحزبية وبرنامجك الحزبي
Your research of public opinion	 استطلاعك الرأي العام
 Your decision making & strategic thinking 	 اتخاذك القرار والتفكير على الامد البعيد
Your ability in mitigating conflicts	 قدرتك في حل النزاعات
 Your ability in managing human and financial resources during campaigns 	 قدرتك في تخطيط وادارة الموارد البشرية و المالية للحملة
Rate the usefulness of the learned knowledge and skills for your election activities	 2. قيم فائدة المعرفة والمهارات التي تعلمتها خلال هذه الورشة لأنشطتك الإنتخابية

Suggestions	مقترحات
Which of the training topics were more useful for your political campaign?	ما هي أكثر مواضيع الدورة فائدة في حملتك الإنتخابية
•	•
•	•
What would you suggest to improve such programs in future	ما هي مقترحاتك لتطوير مثل هذه الدورات في المستقبل؟
•	•
•	•
What other future workshops would you require for your political career?	ما هي الدورات التدريبية المستقبلية التي تحتاجونها في عملكم السياسي؟
•	•
•	•

Practicability of the learned topics		التطبيق العملي لمواد الدورة
Scale: Percentage		المقيّاس: نسبة مئوية
3. How much of the following learned topic will be used in your daily political life?	%	 ما نسبة استفادتك من المواد التدريبية التالية في حياتك السياسية العملية؟
 Legal aspects of elections/parliament systems 		 المواد القانونية التي تعلمتها / نظام الحكم البرلماني
 Campaigning/managing election's campaign 		 الحملات الدعائية/ ادارة الحملة الانتخابية
Leadership skills		 المهارات القيادية
How successful political leaders think		 كيف يفكر القيادي السياسي الناجح
 Management & planning/Managing changes 		 التخطيط والادارة/ ادارة التغيير
 Communications & media skills 		 التواصل ومهارات الإعلام
 Networking/Searching for volunteers 		 التشبيك/العثور على المتطوعين
 Party platforms and political mobilization 		 التعبئة الحزبية والبرنامج الحزبي
Public opinion research		 استطلاع الرأي العام
Decision making & strategic thinking		 اتخاذ القرار والتفكير على الامد البعيد

Suggestions	مقترحات
What would you suggest to improve such programs in future	ما هي مقترحاتك لتطوير مثل هذه الدورات في المستقبل؟
•	•
•	•
•	•
What other future workshops would you require for your political career?	ما هي الدورات التدريبية المستقبلية التي تحتاجونها في عملكم السياسي؟
•	•
•	•
•	•

Annex B: TOT Trainees' Survey Questionnaire	
Assessing the training NGO (IF)	تقييم المنظمة المدربة (المعهد العراقي)

4. Rate the followings:	%	4. قيم الأمور التالية:
Scale of 100		المقياس: من مائة
Workshop location		• مكان الدورة
Selection of trainers		 اختيار المنظمة للمدربين
 Trainer's knowledge on the topics 		 معرفة المدربين بمواد الدورة
 Performance of the trainers 		• أداء المدربين
 Training means & methods 		 طرق ووسائل التعليم المتبعة
Duration of the workshop		 فترة الدورة

Assessing the topics/training activities of the workshop		تقييم مواد الدورة/عملية التدريب
Rate the followings	%	قيّم ما يلي:
Scale of 100		المقياس: من مائة
Simplicity and clearance of the topics		 سهولة ووضوح مواد الدورة
 Peer discussions of the topics during the training 		 النقاشات التي اثيرت مع المشاركين بخصوص مواد الدورة
Exercises and real examples provided		 التمارين والتجارب الميدانية (الواقعية) المتعلقة بمواد الدورة
 Provision of related handouts and references 		 الملازم والمراجع الموزعة وذات العلاقة بمواد الدورة
Your understanding of the topics		 فهمك لمواد الدورة