



Empowered lives.  
Resilient nations.

## UNDG Iraq Trust Fund MPTF OFFICE GENERIC ANNUAL PROGRAMME NARRATIVE PROGRESS REPORT FINAL REPORT

| <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="2" style="text-align: center;">Programme Title &amp; Project Number</th> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> <li>• Programme Title: Enterprise Development through information and communication technology (EDICT)</li> <li>• Programme Number: FB/IRAQ/09</li> <li>• MPTF Office Project Reference Number: C10-12</li> </ul> </td> </tr> <tr> <th colspan="2" style="text-align: center;">Participating Organization</th> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> <li>• United Nations Industrial Development Organization – UNIDO</li> </ul> </td> </tr> <tr> <th colspan="2" style="text-align: center;">Programme/Project Cost (US\$)</th> </tr> <tr> <td style="width: 70%;">Total approved budget as per project document:<br/>MPTF /JP Contribution<sup>2</sup>:</td> <td style="text-align: right;">USD 2,940,000</td> </tr> <tr> <td>Agency Contribution</td> <td style="text-align: right;">NA</td> </tr> <tr> <td>Government Contribution</td> <td style="text-align: right;">NA</td> </tr> <tr> <td>Other Contributions (donors)</td> <td style="text-align: right;">NA</td> </tr> <tr> <td><b>TOTAL:</b></td> <td style="text-align: right;"><b>USD 2,940,000</b></td> </tr> <tr> <th colspan="2" style="text-align: center;">Programme Assessment/Review/Mid-Term Eval.</th> </tr> <tr> <td colspan="2">Assessment/Review - if applicable <i>please attach</i></td> </tr> <tr> <td colspan="2"><input type="checkbox"/> Yes   <input type="checkbox"/> No   Date: <i>dd.mm.yyyy</i></td> </tr> <tr> <td colspan="2">Mid-Term Evaluation Report – if applicable <i>please attach</i></td> </tr> <tr> <td colspan="2"><input type="checkbox"/> Yes   <input type="checkbox"/> No   Date: <i>dd.mm.yyyy</i></td> </tr> </table> | Programme Title & Project Number |  | <ul style="list-style-type: none"> <li>• Programme Title: Enterprise Development through information and communication technology (EDICT)</li> <li>• Programme Number: FB/IRAQ/09</li> <li>• MPTF Office Project Reference Number: C10-12</li> </ul> |  | Participating Organization |  | <ul style="list-style-type: none"> <li>• United Nations Industrial Development Organization – UNIDO</li> </ul> |  | Programme/Project Cost (US\$) |  | Total approved budget as per project document:<br>MPTF /JP Contribution <sup>2</sup> : | USD 2,940,000 | Agency Contribution | NA | Government Contribution | NA | Other Contributions (donors) | NA | <b>TOTAL:</b> | <b>USD 2,940,000</b> | Programme Assessment/Review/Mid-Term Eval. |  | Assessment/Review - if applicable <i>please attach</i> |  | <input type="checkbox"/> Yes <input type="checkbox"/> No   Date: <i>dd.mm.yyyy</i> |  | Mid-Term Evaluation Report – if applicable <i>please attach</i> |  | <input type="checkbox"/> Yes <input type="checkbox"/> No   Date: <i>dd.mm.yyyy</i> |  | <table border="1" style="width: 100%; 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| Programme Title & Project Number   |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
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| Agency Contribution  | NA                               |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Government Contribution  | NA                               |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Other Contributions (donors)   | NA                               |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| <b>TOTAL:</b>  | <b>USD 2,940,000</b>             |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
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| Assessment/Review - if applicable <i>please attach</i>   |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No   Date: <i>dd.mm.yyyy</i>   |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
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| <i>Baghdad, Thi Qar, Erbil</i>   |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| <i>Economic Reform and Diversification</i>   |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
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| Programme Duration   |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Overall Duration ( <i>months</i> )   | 40                               |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Start Date <sup>3</sup> ( <i>dd.mm.yyyy</i> )  | 10/09/ 2009                      |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Original End Date <sup>4</sup> ( <i>dd.mm.yyyy</i> )   | 31.08.2011                       |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Revised End date <sup>5</sup> ( <i>dd.mm.yyyy</i> )  | 31.12.2012                       |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| 1 <sup>st</sup> extension  | 10 Mar 2012                      |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| 2 <sup>nd</sup> extension  | 31 Dec 2012                      |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
| Report Submitted By  |                                  |  |  |  |                            |  |  |  |                               |  |  |               |                     |    |                         |    |                              |    |               |                      |  |  |  |  |  |  |   |  |  |  |   |   |  |                                |  |  |  |                       |  |   |  |                    |  |                                    |    |   |             |  |            |   |            |                           |             |                           |             |                     |  |  |  |
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<sup>1</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>2</sup> The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

<sup>3</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>4</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>5</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

## **NARRATIVE REPORT FORMAT**

### **EXECUTIVE SUMMARY**

The project **Enterprise Development through Information and Communication Technology (EDICT)** was launched with the objective of supporting the creation and development of Small and medium enterprise in Iraq through the use of information and communication technology. The project has been able to increase the capacity to Ministry of Industry and Minerals, Kurdistan Regional Government and Thi Qar Chamber of Commerce and Industry in providing e-learning services for enterprise development and investment promotion. The project has adapted no.10 selected UNIDO training course into e-learning courses, which are made available through project constructed web platform ([www.edict.unittuno.org](http://www.edict.unittuno.org)) In addition, the outreach of the courses has been considerably boosted through broadcasting of the e-lessons in television and Internet.

In parallel to increase the capacity of selected institutions to deliver e-learning modules, the project was able to provide face-to-face support to 244 small and medium enterprises. In terms of outcomes, the project activities have led to generate investment to the tune of 33 Million USD and employment numbering 714. The project outcome is expected to increase in 2013 because of translation of e-learning platform in Arabic.

#### **I. Purpose**

##### **a. Project Brief Introduction**

The project **Enterprise Development through Information and Communication Technology (EDICT)** was launched in the year 2010 in three governorates of Erbil, Baghdad and Thi qar. The project was conceived based on building on the success and resources of UNIDO's **Enterprise Development and Investment Promotion for the SME Sector in Iraq (EDIP)** project, which was implemented in the same three districts and was closed operationally in December 2010. The EDICT project aimed at strengthening the **Enterprise Development Centers (EDCs)**, which were established within Iraqi public institutions under the **EDIP project** with the mandate of supporting private sector in the governorates of Baghdad, Thi Qar and Erbil. These Centers, through UNIDO support and mentoring, has been servicing Iraqi entrepreneurs through interventions such as training courses, business counseling and investment promotion since 2008. While EDICT project continued with the EDIP activities but introduced a new component of **e-learning** of the existing training modules as one its activities for increasing the project outreach.

##### **Key objectives of the project are:**

- Enhanced capacities of Iraqi institutions on providing enterprise development services with the use of information and communication technology.
- Facilitate the creation of new enterprises and increase competitiveness of existing enterprises (in the selected governorates) in order to provide employment and income generating opportunities for the people and to reduce poverty.

##### **b. Project outputs**

- Output 1: Enterprise Development Centers (EDCs) have increased capacities to deliver training modules (online and offline).
- Output 2: Enterprise Development Centers (EDCs) have enhanced capacities to provide business advisory services to existing and new entrepreneurs.

### c. Project Indicators and targets

- Output 1:
  - Number of technological pole in place: 3
  - Number of UNIDO training courses recorded: 4
  - Number of entrepreneurs(male/female) trained on-line: 500
  - Number of entrepreneurs(male/female) trained off-line: 200
  - % of trainees(male/female) passing the training assessment: 80%
- Output 2:
  - Number of counseling reports prepared: 75
  - Number of mentoring visits (per EDC) conducted by technical experts to advise EDC staff: 4
  - Number of EDC staff (male/female) provided with mentoring support: 15
  - % EDC staff(male/female) satisfied with the quality and mentoring support: 80%
  - Number of enterprises provided with business advisory services: 200
  - % of enterprises satisfied with the quality of business advisory services: 80%

### d. Strategic UN Planning Framework objective

In this regard, EDICT is in line with the objectives set by the **UN Development Assistance Framework for Iraq (UNDAF) for 2011-2014**, particularly with those pertaining to poverty reduction and income generation through job creation. Accordingly, the project falls under UNIDO interventions held within the framework of **UN Priority Working Group (PWG) on “inclusive, more equitable and sustainable economic growth”**.

Furthermore, since the project focuses on themes such as private sector development, foreign investment and industrial sector, it is in line with the **Iraqi National Development Strategy (NDS)**. Accordingly, direct support to enterprises envisaged as a part of the project will attempt to revitalize the private sector and provide much-needed support for industrial development and growth.

### e. Implementing partners

The project used an additional delivery tool of **e-learning** for the training modules delivered through classroom courses during UNIDO’s “Enterprise Development Programme and Investment Promotion for the SME sector in Iraq” project (EDIP). The training modules selected for the e-learning component are the **Enterprise Development & Investment Promotion (EDIP) module** developed by “Arab Regional Centre for Entrepreneurship and Investment Training (ARCEIT)” Bahrain and the **Sub-Contracting Partnership Exchange (SPX) module** developed by BIT/ITU branch of UNIDO Headquarters. To this end, UNIDO has joined hands with the **International Telematic University (UNINETTUNO)**, based in Rome, Italy to implement the **e-learning component** of the project. UNINETTUNO has been offering distance-learning graduate courses through two satellite channels and a didactic portal that is available in five languages (Italian, English, French, Spanish and Arabic) for many decades. The video lessons are held by scholars from various European universities in the Mediterranean area.

Based on their experience, UNINETTUNO was asked to provide the necessary technical expertise, tools and services to enable the execution of an e-learning intervention based on UNIDO’s frameworks and training modules and targeting Iraqi entrepreneurs. In addition to transforming the training material into a form that can be delivered through modes of distance-learning, UNINETTUNO has also provided the EDCs with technology poles similar to those set up in its partner universities.

UNINETTUNO provided training to EDC staff members to enable them to use these technology poles in full capacity. A team of tutors have been trained, who, after the trainee enrollment, provide additional and face-to-face learning support to entrepreneurs that are enrolled in distance-learning. Moreover, UNINETTUNO is providing the EDCs with multimedia tools such as DVDs which can be used by Iraqi entrepreneurs as an additional resource for learning.

To ensure institutional ownership and sustainability of the project, the technology poles are set-up within the UNIDO-supported Enterprise Development Centers (EDCs), which are hosted by Iraqi public institutions mandated with supporting private sector development in each target governorate. The EDC in Baghdad is hosted by the line ministry of the project, the **Ministry of Industry and Minerals**. While in Thi Qar, the project implementing node including the technology pole, is hosted by **Nassiriya Chamber of Commerce** and the **KRG Ministry of Trade and Industry** in Erbil host the local EDC as well as the EDICT technology pole in that governorate. These institutions also provide the project with full- and part-time staff members.

Additionally, UNIDO collaborates with KRG Prime Ministry Office and Thi Qar Provincial Council to enable project implementation.

Various responsibilities and roles of the partner institutions in the governorates are specified below.

#### *Governorate of Baghdad:*

- In addition to serving as the line ministry, Ministry of Industry and Minerals is de facto the focal point for all project activities in the Baghdad governorate. The Ministry hosts the Enterprise Development Unit (EDC) on its premises and nominates officials to contribute to project activities. Ministry officials who have already been trained by UNIDO continue to serve as a team of resources in the governorate for training and business counseling.
- Iraqi Federation of Industries has nominated staff to be trained through UNIDO's Training of Counsellors. These officials make up a part of the EDC Team of Counsellors.

#### *Governorate of Erbil*

- KRG Prime Ministry serves as the focal point for UNIDO activities in the governorate and provides strategic guidance to private sector development activities.
- KRG Ministry of Trade and Industry is the technical reference point for all operational activities of the project. The local EDC is hosted within their premises and they dedicate full- and part-time officials to contribute to project activities. Ministry officials who have participated in UNIDO's capacity-building activities actively serve as trainers and business counselors within the EDC.

#### *Governorate of Thi Qar*

- Thi Qar Provincial Council is the focal point for the project in the governorate and provides institutional support to facilitate project implementation.
- Thi Qar Chamber of Commerce hosts the EDC and has the technological pole within its premises. It will continue to nominate personnel for capacity-building exercises. The chamber previously nominated officials who have been trained through EDIP project will continue to serve as a team of resource in the governorate for training and counseling.
- In addition, Thi Qar Vocational Training Centre, Thi Qar Engineering Union, and Thi Qar University previously contributed their staff members to the project. These staff members, having been provided with capacity-building, continue to serve as EDC's human resources – trainers and counselors.

## II. Results

EDICT project was approved in the month of September 2009 and the activities formally started in December 2009 with the signing of the partnership contract with the UNINETTUNO as well as organization of an inception meeting with stakeholders. Focal Points and technological pole locations were also identified at this meeting. Following the meeting, UNINETTUNO began carrying out the initial assessment of the technical conditions at the locations where technological poles will be set-up.

EDICT project has practically two components. The first is the continuation of the EDIP model of intervention, which was the primary focus of the previous UNIDO project of **Enterprise Development and Investment Promotion for the SME Sector in Iraq (EDIP)**, and the second is introducing the e-learning component for EDIP and SPX modules. The first component is the classroom training of entrepreneurs through ToEs and subsequent business counseling provided to them through a team of counselors. The project had a target of training 200 entrepreneurs through classroom training, as of December 2012, altogether **319 entrepreneurs** have been trained or the delivery rate is **160%**. The project including both classroom component and e-learning component had to provide business counseling to 300 entrepreneurs out of 700 trained altogether. Altogether **244 entrepreneurs** only from the classroom component have been provided with business counseling. **203 counseling reports** compared to the target of 100 reports have been prepared by the business counselors. **66 business plans** have been prepared by the counseled entrepreneurs and approved. In order to assess the qualitative inputs of training, business counseling and mentoring support by International consultant provided, assessments were conducted in all the three parameters. The overall target was fixed as **80% satisfaction rate**, the achievement rate reported is **90%** for training, **97%** for counseling and **87%** for mentoring.

As for the e-learning component, all technological poles fully equipped with computers and video conferencing facilities are **operational in all the three governorates**. The e-learning platform (<http://edict.uninettuno.org>) has been developed by UNINETTUNO and fully functional with personnel from EDC provided with the authority of login. The training material for the courses has been adapted and the video lessons have been recorded. **9 training modules** have been recorded and available in the web platform. **160 video lessons** have been recorded under these 9 training modules and these lessons are now available for enrollment. The e-learning component was formally launched in Erbil in the month of July 2012, and now the EDCs are actively pursuing the promotion of the e-learning services. UNIDO has launched an extensive media outreach/promotion campaign involving a new-website ([www.eduiraq.org](http://www.eduiraq.org)) for the EDCs to better promote their services; national/local TV commercials and press articles; distribution of pamphlets in relevant venues including chambers of commerce and industry; and informational seminars by UNIDO local project staff in relevant venues including universities. The enrollment of trainees has started and as of 31<sup>st</sup> October 2012, 106 **trainees** have enrolled in the e-learning platform.

### a. Project achievements

The following sub-section presents an assessment of all the outcomes against the targets stated in the project document.

1. Outcome: *Iraqi institutions providing enterprise development services in Baghdad, Erbil, and Thi qar are promoting local investment*

***Output 1: Enterprise Development Centers (EDCs) have increased capacity to deliver training modules to local entrepreneurs (online and offline).***

EDCs have continued providing training services to local entrepreneurs, which were initially launched through UNIDO's closed EDIP project. The EDC in Thi Qar has held 7 training sessions and two ad-hoc trainings, while EDC Baghdad and EDC Erbil has conducted 4 training sessions each. The

following table summarizes the to-date achievements of these activities. As indicated, the target for offline training courses has been achieved.

Furthermore, to assess the success of these courses, EDCs have been conducting training assessments to ensure training participants graduate with the adequate skills. Hence, an assessment on the training delivery and course is done immediately after the training.

|   | Baghdad   | Thi Qar    | Erbil     | Total      | Target     | % Achieved  |
|---|-----------|------------|-----------|------------|------------|-------------|
| <b>Total number of male entrepreneurs trained offline</b>     | 82        | 115        | 80        | 277        |            |             |
| <b>Total number of female entrepreneurs trained offline</b>   | 9         | 28         | 5         | 42         |            |             |
| <b>Total number of entrepreneurs trained offline</b>          | <b>91</b> | <b>143</b> | <b>85</b> | <b>319</b> | <b>200</b> | <b>160%</b> |
| <b>Percentage of trainees passing the training assessment</b> | 78%       | 94%        | 97%       | 90%        | 80%        |             |
| <b>Total number of entrepreneurs enrolled online</b>          | 2         | 43         | 61        | 106        | 500        | <b>21%</b>  |

UNINETTUNO has finished setting up the technology poles – 12 computers with high-speed internet access and a video-conferencing system for each governorate – within the EDCs. UNINETTUNO has been working with UNIDO Headquarters to record the UNIDO courses that are available through e-learning platform and television broadcast. There has been an unforeseen delay in these proceedings due to administrative issues. Al-together 9 courses have been recorded so far. Enrollment of trainees has started in the governorates.

|  | Baghdad | Thi Qar | Erbil | Total | Target | % Achieved |
|--|---------|---------|-------|-------|--------|------------|
| <b>Number of technological infrastructure in place</b> | 1       | 1       | 1     | 3     | 3      | 100%       |
| <b>No. of training modules recorded</b>                |         |         |       | 9     | 4      | 225%       |

***Output 2: Enhanced capacities of EDCs to provide business advisory services to existing and new enterprises***

While online counseling/business advice activities will be launched together with distance-learning training courses, offline (face-to-face) counseling activities have proceeded as planned. Similar to training, EDCs have been striving to gauge how satisfied beneficiaries are with counseling services.

|   | Baghdad | Thi Qar | Erbil | Total | Target | % Achieved |
|---|---------|---------|-------|-------|--------|------------|
| <b>Number of enterprises provided with business advisory services (offline)</b> | 78      | 83      | 83    | 244   | 300    | 80%        |
| <b>Number of enterprises provided with business advisory services (online)</b>  | 0       | 0       | 0     | 0     |        |            |
| <b>Number of counseling reports prepared</b>                                    | 67      | 88      | 48    | 203   | 100    | 203%       |
| <b>Percentage of enterprises satisfied with business advisory services</b>      | 100%    | 100%    | 92%   | 97%   | 80%    |            |
| <b>Percentage of entrepreneurs/ enterprises counseled at least 3 times</b>      | 94%     | 77%     | 77%   | 83%   | 80%    |            |

Moreover, UNIDO international consultants have conducted monitoring missions to Iraq to provide hands-on advice to EDC staff including management, trainers and counselors. Unfortunately, no missions could be held to Thi Qar, as the area is not covered by UN security.

|   | Baghdad | Thi Qar | Erbil | Total | Target | % Achieved |
|---|---------|---------|-------|-------|--------|------------|
| <b>Number of mentoring visits conducted to advise EDC staff</b>     | 1       | 0       | 5     | 6     | 4      | 150%       |
| <b>Percentage of EDC staff satisfied with the mentoring support</b> | 82%     | 83%     | 86%   | 84%   | 80%    |            |

**b. Delays in implementation, challenges, lessons learned & best practices:**

One of the risks identified in project conceptualization is under developed SME lending practices of financial institutions in Iraq. Existing credit mechanisms in Iraq are either hardly interested in SMEs or require exorbitant collateral or high interest rates. This non-availability of credible sources of financing is a major dampener in enterprise creation and growth. In addition, a general perception amongst the entrepreneurs due to years of socialistic governance is that developmental initiatives either through Government or donor should be grant oriented and hence not very receptive to the concept of loans with interest. During project implementation, this road block for enterprise creation or enterprise development was very evident, which affected outcomes of the project to a large extent. Interestingly, UNIDO was operating a pilot credit fund, which was a continuance of the earlier EDIP project initiative, made considerable difference in achieving project outcomes. The beneficiaries of the EDICT project availed most of the loans to establish or expand their business, which generated investment and created employment opportunities.

The project faced delays in implementation of activities related to the e-learning component. These delays were mostly due to lack of coordination between various project partners. According to the work-plan, there has been a delay in production of the video lessons owing to difficulty in securing the expertise between UNIDO HQ, ARCEIT Bahrain and UNINETTUNO in time. The partner responsibilities can be broadly categorised as the following: ITU branch in UNIDO HQ and ARCEIT Bahrain for course content and recording of the lessons, UNINETTUNO for adaptation of the training materials, technical services, developing the platform etc and UNIDO-Iraq and the EDC's for promotion and logistic issues. The component completed the other activities such as installation of the technology pole, capacity building of local staff to manage the e-learning platform, design and development of the e-learning platform on time. The non-availability of the video lessons in the e-earning platform was the major bottleneck in achieving the targets for enrolment stated for the e-learning component. In-fact, the project had only 3 months to enrol and complete trainings of the beneficiaries in the e-learning component.

The concept of e-learning with the available resource material and the technological infrastructure is fairly new to the Iraqi economic environment. This effort of UNIDO has taken capacity building of Iraqi Institutions and private sector to a new height. The exposure of the beneficiaries to a state of the art methodology or approach in capacity building is note-worthy and takes the business community nearer to international standards. But on the hindsight, it is imperative to understand that the success of this exercise lies to a large extent on the infrastructure available or level of internet penetration in the country. In addition, the lessons that have been included in the training courses, in many cases lack the Iraqi perspective and the ground realities.

The major lesson learnt in the e-learning component was failure of agencies recording the lessons to understand the ground realities in Iraq on language usage. All the video lessons were recorded in English and were made available in the platform. The usage of English is very limited in Iraq and finding the course in an alien language has made very limited course completion by the enrolled beneficiaries. The extensive promotion of the e-learning facilities failed to attract the required number of trainees. Sensing the problem, the project has taken immediate course correction measures by translating the slides to Arabic and audio dubbing of the lessons in Arabic.

### **c. Qualitative assessment**

The qualitative assessment will indicate that the component on enterprise development through classroom trainings and subsequent business counseling and mentoring has overwhelmingly achieved its outputs. Not only outputs, the project outcome of employment generated is significantly achieved even with constraints such as law and order, non responsive financial systems etc. It is important to note here that 44 % of trained entrepreneurs have either established a new enterprise or expanded their existing one. These trainings and counseling highlighted the fact that enterprise development initiatives in Iraq is very relevant and these small inputs makes far reaching impacts since the good management practices that are followed internationally are not adhered to by Iraqi SMEs. This is due to both lack of awareness and sensitization towards the need for utilizing these practices. The trainings and counseling has tried to cover some of these lacunae present in the SMEs.

The project though tried to have a more gender balanced participation; it should be acknowledged that more promotion and incentives should have been provided to attract female participation. Statistically, only 13 % of the trainees completing the classroom trainings were females. Maybe, the EDC should have been more pro-active to leverage the presence of women centric civil society organization in the governorates.

The partner institutions not only utilized their human resources trained earlier by EDIP project to continue with the services but also made each other's facilities available for the beneficiaries to use. For example, the Ministry of Municipality in Erbil facilitate land allocation for the entrepreneurs trained under the project, the Ministry of Industry assisting in the registration, private sector associations such as Iraqi federation of Industries, Erbil Chamber of Commerce, & Thiqr Engineer's Union promoting the project with their members.

Employment creation being the main focus of the project, through which many cross cutting issues such as Human rights and gender to some extent, has been addressed. By extending job opportunity, many of the beneficiaries have got their livelihood which in turn has lead to an environment for justice, empowerment and gender equality.

The e-learning component to an extent has failed to complete all its deliverables within the project period. Though the preparation part was completed efficiently and qualitatively, the delay in recording and availability of video lessons in the e-learning platform has resulted in the failure of achieving the quantitative outputs in this component. A more pro-active approach and a better coordination between the various agencies involved could have shown different results. Nevertheless, it is expected that the targets for enrollment and training completion will be achieved in the year 2013, where the EDC's are supported in their operation as part of bridge funding till the EDC moves towards full sustainability in the year 2014.

### **d. List of activities undertaken within the framework of the project**

Please see Annex A

**ii) Indicator Based Performance Assessment:**

|   | <u>Achieved</u> Indicator Targets | Reasons for Variance with Planned Target (if any)                                   | Source of Verification                 |
|---|-----------------------------------|---|--|
| <b>Outcome 1<sup>6</sup></b> Iraqi institutions providing enterprise development services in Baghdad, Erbil, and Thiqar are promoting local investment<br><b>Indicator:</b><br><b>Baseline:</b><br><b>Planned Target:</b>   |                                   |   |  |
| <b>Output 1.1:</b> Enterprise Development Units (EDUs) have increased capacity to deliver training modules to local entrepreneurs.<br><b>Indicator 1.1.1 :</b> <i>Number of technological infrastructure in place</i><br><b>Baseline: 0</b><br><b>Planned Target: 3</b> | 3                                 |   | Progress Report, Physical verification |
| <b>Indicator 1.1.2:</b> <i>Number of training courses recorded</i><br><b>Baseline: 0</b><br><b>Planned Target: 4</b>  | 9                                 |   | Online portal,                         |
| <b>Indicator 1.1.3:</b> <i>Number of entrepreneurs (male/ female) trained online</i><br><b>Baseline: 0</b><br><b>Planned Target: 500</b>  | 106 enrolled                      | The video lessons were uploaded in the e-learning platform in end of September 2012 | Progress report                        |
| <b>Indicator 1.1.4:</b> <i>Number of entrepreneurs (male/ female) trained (offline)</i><br><b>Baseline: 0</b><br><b>Planned Target: 200</b>   | 319                               |   | Progress report                        |
| <b>Indicator 1.1.5:</b> <i>% of trainees (male/ female) passing the training assessment</i><br><b>Baseline: 0</b><br><b>Planned Target: 80%</b>   | 90%                               |   | Client feedback form                   |
| <b>Output 1.2 :</b> Enhanced capacities of EDUs to provide business advisory services to existing and new enterprises<br><b>Indicator 1.2.1 :</b> <i>Number of counseling reports prepared</i><br><b>Baseline: 25</b><br><b>Planned Target: 100</b>                     | 203                               |   | Progress Reports                       |
| <b>Indicator 1.2.2 :</b> <i>Number of mentoring visits (per EDU) conducted by technical experts to advise EDU staff</i><br><b>Baseline: 2</b>   | 6                                 |   | Mission reports                        |

<sup>6</sup> Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

|   | <u>Achieved</u> Indicator Targets | Reasons for Variance with Planned Target (if any)   | Source of Verification |
|---|-----------------------------------|---|------------------------|
| <b>Planned Target: 6</b>  |                                   |   |                        |
| <b>Indicator 1.2.3 :</b> <i>Number of EDU staff (male/ female) provided with mentoring support</i><br><b>Baseline: 12</b><br><b>Planned Target: 15</b>                      | 15                                |   | Progress reports       |
| <b>Indicator 1.2.4 :</b> <i>Percentage of EDU (male/ female) staff satisfied with the quality of mentoring support</i><br><b>Baseline: 0%</b><br><b>Planned Target: 80%</b> | 87%                               |   | Client feedback form   |
| <b>Indicator 1.2.5:</b> <i>Number of enterprises provided with business advisory services</i><br><b>Baseline: 100</b><br><b>Planned Target: 300</b>                         | 244                               | This number comes only from classroom trainees, as the online program has started only towards late end of the project. | Progress Report        |
| <b>Indicator 1.2.6:</b> <i>Percentage of enterprises satisfied with the quality of business advisory services</i><br><b>Baseline: 0</b><br><b>Planned Target: 80%</b>       | 97%                               |   | Client feedback form   |

### iii) A Specific Story

The case study below describes about an entrepreneur, who is a typical example of the private sector in Iraq and the concerns they have to face. The case study presents how the project activities have played crucial role in ameliorating the challenges that face the private sector in Iraq.

#### **Problem / Challenge faced**

Anwer Hussien is an Iraqi entrepreneur who started a small workshop to repair agricultural machinery and electrical generators in Thi Qar. The services provided by the entrepreneur was known for quality, speed and accuracy, and this reputation led him to various governorate level contracts such as with Thiqr Irrigation Directorate , General Authority for Water Resources etc. Gradually, his expertise made him sub-contractor of International companies such as Bhushan and Onan corporation of China. The enterprise started growing rapidly and this fast expansion started creating internal problems in management and authority. Anwer being first generation entrepreneur who strongly believes that successful entrepreneur is the one who handles all the daily business operations on own, was no longer being capable of managing the expanded work profile which was compounded by his natural inability to delegate. The level of complexity coming out of an expanded business was getting beyond the control of Anwer's existing management skills.

#### **Programme Interventions**

Realizing that his business is gradually sliding down, Anwer was looking for external support to guide him. Interestingly, during that period, EDC Thiqr was organizing classroom training on entrepreneurship to which he was invited. Taking this opportunity, Anwer attended the training program where inputs on decision making skills, entrepreneur capabilities, operations, communication skills, finance, marketing, market survey , business planning etc were provided. This training exposed him to not only best management practices but improved his entrepreneurial skills. The EDC business counselors were regularly mentoring him which provided him the much needed guidance. The EDC helped him to network and build linkages, with particular the financial system resulting loans for his expansion. Confident with his newly acquired skills, Anwer also applied for other EDC services in international partnership development.

#### **Result**

As a result of support of EDC and his long experience, now he focuses on larger scale projects and supervises business with shared responsibilities and authority. As result of his hard work and by practicing good management strategies , Anwer has managed to execute several projects

1. Workshop to repair agricultural pump and generators and heavy equipment.
2. Owned 50% of the shares of a fuel station.
3. Owned generators to generate electricity in the city center of the province of Thiqr and various parts of the province with a capacity of (6000 mA)
4. General contracting office for the sale and purchase of agricultural pumps and generators and heavy equipment

#### **Lessons Learned**

The experience that Anwer went through actually reinforced the conceptualization behind the project design, which believed that inputs to an entrepreneurs has to customize to his/her requirements. The training of entrepreneurs provided him exposure to best management practices but his needs had to be consolidated with personalized support provided through one to one business counseling. This also made UNIDO realize that the local human resources used for business development services has to be constantly up-grading its capability in view of new demands coming from the entrepreneurs.



### **III. Other Assessments or Evaluations**

The project is under final evaluation, which is being conducted by external evaluators; the final report is expected to be released in the first half of 2013.

## Annex A: List of activities undertaken within the framework of the project

The major activities that have been undertaken during the project period are mentioned below:

### Set-up of technology poles (December -2010 – January 2011)

Technology poles – 12 computers with high-speed internet access and a video-conferencing system per governorate – were set up within the EDCs in the Ministry of Industry and Minerals in Baghdad, Nassiriya Chamber of Commerce in Thi Qar and KRG Ministry of Trade and Industry in Erbil. UNINETTUNO has conducted the necessary assessment and installation activities, while host institutions have committed staff members and resources including venue and internet connection for these technology poles.



### Training of Entrepreneurs:

Classroom (offline) training courses for entrepreneurs were held on continuous basis according to the schedule provided below by EDCs in the governorates of Baghdad, Thi Qar and Erbil. The participants were trained on management topics such as marketing, business opportunities analysis, business plan preparation, bookkeeping and accounting and financial linkages. Some of these trainings were held with the participation of Iraqi entrepreneurs referred to the EDCs by Amalkom, a microfinance institution responsible for

managing UNIDO's 1 million USD collateral-free and low-risk credit facility for Iraqi entrepreneurs. Al-together 319 entrepreneurs were trained under the classroom component.

| <b>Governorate: Baghdad</b>               |                         |                           |
|---|-------------------------|---------------------------|
| <b>Training Course</b>                    | <b>Dates</b>            | <b>Number of Trainees</b> |
| 1 <sup>st</sup> Training of Entrepreneurs | 19 -31 December 2010    | 20                        |
| 2 <sup>nd</sup> Training of Entrepreneurs | 13 – 24 March 2011      | 25                        |
| 3 <sup>rd</sup> Training of Entrepreneurs | 8- 19 May 2011          | 32                        |
| 4 <sup>th</sup> Training of Entrepreneurs | 28 Nov. – 19 Dec. 2011  | 14                        |
| <b>Governorate: Thi Qar</b>               |                         |                           |
| <b>Training Course</b>                    | <b>Dates</b>            | <b>Number of Trainees</b> |
| 1 <sup>st</sup> Training of Entrepreneurs | 6-30 November 2010      | 23                        |
| 1 <sup>st</sup> Ad-hoc training for CHF   | 19 – 23 December 2010   | 22                        |
| 2 <sup>nd</sup> Ad-hoc training for CHF   | 30 March – 4 April 2011 | 13                        |

|   |                        |                           |
|---|------------------------|---------------------------|
| 2 <sup>nd</sup> Training of Entrepreneurs | 10- 26 July 2011       | 16                        |
| 3 <sup>rd</sup> Training of Entrepreneurs | 12-29 September 2011   | 14                        |
| 4 <sup>th</sup> Training of Entrepreneurs | 11-18 March 2012       | 11                        |
| 5 <sup>th</sup> Training of Entrepreneur  | 20 June – 2 July 2012  | 16                        |
| 6 <sup>th</sup> Training of Entrepreneurs | 23 Sept – 4 Oct 2012   | 11                        |
| 7 <sup>th</sup> Training of Entrepreneurs | 9-20 December 2012     | 17                        |
| <b>Governorate: Erbil</b>                 |                        |                           |
| <b>Training Course</b>                    | <b>Dates</b>           | <b>Number of Trainees</b> |
| 1 <sup>st</sup> Training of Entrepreneurs | 18 April – 16 May 2010 | 25                        |
| 2 <sup>nd</sup> Training of Entrepreneurs | 27 June - 18 July 2011 | 20                        |
| 3 <sup>rd</sup> Training of Entrepreneurs | 22 April – 10 May 2012 | 20                        |
| 4 <sup>th</sup> Training of Entrepreneurs | 4-21 October 2012      | 20                        |



#### **Business advisory/counseling services:**

UNIDO-mentored business counselors in the project governorates have been providing regular business advisory and counseling services for the trainees graduating from the training courses. These services aim to allow entrepreneurs draft business plans, which should, in turn, allow them to realize their business/project ideas. Moreover, they provide entrepreneurs with advice on issues such as registration, licensing and applying for credit. To date, 244 entrepreneurs have participated in 999 counseling sessions, leading to the creation of 66 business plans.

#### **Awareness seminar for training of potential counselors (2-3 August 2010)**

The awareness training is a part of institutional capacity building activities to increase the capacities of the officials in Iraq to support the SMEs. The training aims to create additional cadre of business counselor for providing increased counseling services in the EDCs to satisfy the growing business advisory demands of the entrepreneurs. Based on the performance of this workshop, 4 qualified candidates from each governorate were selected to participate in the Training of Counselors (ToC) in ARCEIT Bahrain. After the successful completion of this training and trial counseling sessions, successful candidates have joined the Team of Counselors placed in the EDCs.

#### **Training of Counselors (Bahrain, 19-22 September 2010)**

The project strengthened the existing team of counsellors by training additional numbers of EDC nominated officials to be placed in the EDCs offering business advisory counselling services to the entrepreneurs graduated from the training of entrepreneurs conducted in the respective governorates. The businesses advisory services are offered free of charges and help the entrepreneurs and enterprises to reach their targeted goals. The course (one week long training program) was organized in Bahrain for participants coming from Thi-Qar, Baghdad and Erbil in the month of September 2010, with four participants each from Baghdad and Erbil and 5 participants from Thi-qar. . The training was conducted by experts from ARCEIT (Arab Regional Centre for Entrepreneurship and Investment Training).

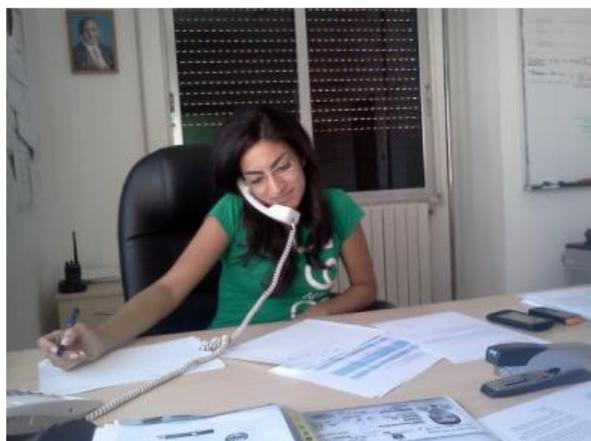
#### **Monitoring missions and activities**

As the project aspires to contribute to the capacities of EDCs, established under the umbrella of Iraqi counterpart institutions, which also provide staff to these Centers, monitoring the performance of EDCs and mentoring their staff takes priority. Since these staff members, in turn, service local entrepreneurs, UNIDO has been holding regular missions with the participation of international consultants to make sure everything is running smoothly. Unfortunately, as UN security does not cover Thi Qar, only Erbil and Baghdad could be visited by UNIDO. However, staff members from Thi Qar were invited to Erbil during the missions to Erbil for monitoring.



| Mission details   | Dates  |
|---|--|
| Monitoring mission to Erbil   | August 2010  |
| Monitoring mission to Erbil   | 18-24 February 2011                                |
| Monitoring mission to Erbil and meeting with staff from all 3 EDCs on monitoring modalities | 12-17 April 2011                                   |
| Monitoring mission to Baghdad   | 29-30 June 2011                                    |
| Monitoring mission to Erbil   | 31 <sup>st</sup> Mar to 5 <sup>th</sup> April 2012 |
| Monitoring mission to Erbil   | 7-12 July 2012                                     |

Reports prepared by UNIDO consultants summarizing findings and proposing recommendations for each mission were shared with PMU and UNIDO Headquarters.



Last but not least, a phone interview/survey was conducted by PMU in September 2011 to hear more about individual views of EDC beneficiaries who have been trained and counseled in the past directly. Due to language constraints, only the entrepreneurs from Baghdad and Thi Qar could be interviewed. According to 9 interviews held for each governorate, entrepreneurs generally find EDC services to be accessible and beneficial, while they require more financial support to realize their business plans. UNIDO will conduct

similar surveys/interviews periodically in the future.

### **Steering Committee Meeting of EDICT and IPI Projects (October 2011)**

A two-day Steering Committee meeting was organized with the participation of UNIDO, the Italian government as the donor, and partner institutions from Iraq including the Ministry of Industry and Minerals, KRG Council of Ministers, KRG Ministry of Trade and Industry, Thi Qar Provincial Council, Nassiriya Chamber of Commerce, and National Investment Commission (INIC). Moreover, UNINETTUNO, UNIDO's partner for e-learning activities

under the framework of Enterprise Development through Information and Communication Technologies (EDICT) project, was invited to participate.

During the meeting, implementation status and achievements of EDICT and Investment Promotion for Iraq (IPI) projects were presented, while discussions were held on implementation challenges and possible means to remedy these issues. The issues discussed included recording of e-learning courses and subcontracting of EDCs. The meeting was very fruitful and promising in terms of the sustainability of EDCs, and the participants decided to meet again in 6 months.



### **EDC Staff Capacity training on e-learning methodologies – Erbil, November 21, 2011**

Within the framework of UNIDO EDICT project, the PMU has delivered a two days training to the 12 UNIDO supported EDCs national staff on the usage of the EDICT technology poles and e-learning web-platform and discuss with EDCs national staff problem and constraints, and possible solutions/adjustments related to the implementation of the e-learning courses.



### **UNINETTUNO distance training on the EDICT portal to project Tutors and Counsellors – June 2012**

Capacity building in distance learning of six tutors and six counsellors of the EDCs in the UNINETTUNO methodology, distance tutoring and supporting systems was delivered by UNINETTUNO and UNIDO via Video Conferencing in the month of June 2012. Constant support is provided to the centres upon request by UNINETTUNO and UNIDO during the launching phase of the first registrations.

### **E-learning launching Ceremony – Erbil, July16, 2012**

The Erbil Enterprise Development Center (EDC), with the technical support of the UNIDO Enterprise Development Programme, have organizing the ceremony for the e-learning programme launching, on July 19<sup>th</sup>, at the Erbil EDC, hosted by the KRG Ministry of Trade and Industry. The overall objective of this event was to launch and promote the e-learning and Erbil EDC service to KRG business community and civil society, including local NGOs, chambers of commerce, business unions, Universities and media representatives.



### **E-learning developments**

**The Didactic Cyberspace of the EDICT Portal was completed and the training material has been produced (EDIP and SPX modules).** The ICT operational platform to deliver training module to beneficiaries was completed and 160 video-lessons of the EDIP and SPX material have been successfully uploaded on the portal. The following training courses are accessible from the EDICT-UNINETTUNO portal:

- EDIP Module 1: Training of Entrepreneurs (11 video-lessons);
- EDIP Module 2: Building a Marketing System (10 video-lessons);
- EDIP Module 3: Enterprise Growth (20 video-lessons);
- SPX Module 1: Introduction to the SPX (7 video-lessons);
- SPX Module 2: Self Improvement within the firm (21 video-lessons);
- SPX Module 3: Opportunity identification and matchmaking (9 video-lessons);
- SPX Module 4: JV, Alliances and partnership promotions (19 video-lessons);
- SPX Module 5: Basic materials for investment analysis (18 video-lessons);
- SPX Module 6: Economic and financial toolkit for investment analysis (25 video-lessons).

The trainee enrolment for the courses has started. Till end of December 2012, 106 trainees have registered online. The EDC's with support from PMU have started the promotional campaign for promoting the e-learning courses, which includes newspaper advt, TV spots, awareness seminars etc.

### **Steering Committee Meeting of EDICT and IPI Projects (October 2012)**

A two-day Steering Committee meeting was organized in Rome in October 2012 with the participation of UNIDO, the Italian government as the donor, and partner institutions from Iraq including the Ministry of Industry and Minerals, KRG Council of Ministers, KRG Ministry of Trade and Industry, and Nassiriya Chamber of Commerce. Moreover, UNINETTUNO, UNIDO's partner for e-learning activities under the framework of Enterprise Development through Information and Communication Technologies (EDICT) project, hosted the event as well as participated in it. During the meeting, implementation status and achievements of EDICT and Investment Promotion for Iraq (IPI) projects were presented, while discussions were held on implementation challenges and possible means to remedy these issues. The meeting discussed on the sustainability plans of the EDC since the projects are coming to an end. EDICT project is to end in December 2012, while IPI along-with the Basra component is to end in December 2013. Various issues such as bridge fund for the year 2013, returning funds from Amalkom, commitment of the host institutions to operate the EDCs on their budget from the year 2013 were discussed.