



**FINAL NARRATIVE REPORT  
IRFFI/UNDG IRAQ TRUST FUND (UNDG ITF)**

<b>Participating UN Organization(s)</b>
International Labour Organization (ILO) United Nations Office for Project Services (UNOPS)

<b>Sector(s)/Area(s)/Theme(s)</b>
Cluster B Education and Culture

<b>Programme/Project Title</b>
Skills development to support Employment Generation in Iraq (SDE)

<b>Programme/Project Number</b>
B1-27

<b>Programme/Project Budget</b>	
<b>UNDG ITF:</b>	USD 4,963,256
<b>Govt. Contribution:</b>	USD
<b>Agency Core:</b>	
<b>Other:</b>	
<b>TOTAL:</b>	USD 4,963,256

<b>Programme/Project Location</b>	
<b>Region (s):</b>	Iraq
<b>Governorate(s):</b>	National coverage in all Iraqi Governorates
<b>District(s)</b>	

**Final Programme/ Project Evaluation**

**Evaluation Done**  Yes  No

**Evaluation Report Attached** Yes  No

**Programme/Project Timeline/Duration**

**Overall Duration** / 53 months

*Overall start and end date of the programme/  
project*

Start date : March 8th , 2007

End date: July 31st , 2011

**Original Duration** / 18 months

Original Start date : March 8th , 2007

Original End date: September 8th , 2008

**Programme/ Project Extensions**

*List all approved extensions with dates*

1<sup>st</sup> Project Extension / Budget Revision until

Project extension until September 8th ,2009  
approval date 28/8/2008.

2<sup>nd</sup> Project Extension / Budget Revision

A- UNOPS extension until September 8th ,2010  
(approval date 5/8/2009)

B- ILO extension until July 31st, 2010 ( approval  
date 23/8/2009)

3<sup>rd</sup> Project Extension (Final Extension)

A- UNOPS extension until December 31<sup>st</sup> , 2010  
(approval date 12/10/2010)

B- ILO extension until July 31st, 2011 ( approval  
date 25/7/2010)

## **FINAL NARRATIVE REPORT**

### **I. PURPOSE**

- a. Provide a brief introduction to the programme/ project (*one paragraph*)

The project supports the economic reconstruction and development of Iraq. The project aims to establish a cost-effective, employment-oriented, skills training delivery system within an active labour market framework. The project institutionalize linkages with the national social safety net and entrepreneurship development programmes managed by MOLSA, through employment promotion, vocational training and entrepreneurship in national policy-making through the National Committee for Employment (NCE).

- b. List programme/project outcomes and associated outputs as per the approved project document.

#### **Project's Outcomes**

1. Enhance vocational training provision for priority jobs in demand in the labour market.
2. Enhance employment policy making at the national level.
3. Foster self-employment initiatives among Iraqis including young women and men.

#### **Project's Outputs**

##### **Objective 1**

- 1.1 Facilities of 10 Vocational Training Centre's (VTCs) enhanced.
- 1.2 Staff development programme designed and implemented for at least ten (10) core groups of participants of the Vocational Training Centre's (VTCs).
- 1.3 Framework for training cum-production activities identified developed and operationalized.
- 1.4 A network of MOLSA vocational training providers established.
- 1.5 New modular employment-oriented curricula and training material made available for immediate delivery of short term (up to one year) training programmes.
- 1.6 Short-term skills development annual courses organized and conducted within MOLSA VTCs for at least 1,000 trainees (unemployed and vulnerable groups) in priority occupations.
- 1.7 Staff development programme designed and implemented for ESCs officers on vocational counseling and guidance
- 1.8 Private training providers assessed and outsourcing plan for private sector delivery of VT developed
- 1.9 Database of on-the-job training / apprenticeship opportunities within ESCs enhanced and networked

##### **Objective 2**

- 2.1 National policies for employment, vocational training and small business creation and development designed and introduced to the Inter-ministerial National Committee for Employment (NCE)
- 2.2 Staff development programme designed and implemented for the technical secretariat and main stakeholders of the NCE
- 2.3 Framework for national competency standards and certification scheme introduced for short-term (up to one year) skills training, including continuous training and retraining.
- 2.4 Training Needs and Labour Market Information System (TN&LMIS) developed and capacities enhanced for its update and maintenance

### **Objective 3**

3.1 Awareness raised among Iraqi men and women towards the creation of an enterprise culture in the Iraqi society.

3.2 Basic entrepreneurship skills enhanced within the unemployed and positive attitudes developed towards self-employment as a career option.

3.3 Selected and willing registered unemployed receive enterprise start-up and basic business management training.

3.4 Staff development training developed and implemented on entrepreneurship development and mentoring for ESCs staff

3.5 Tool kits designed and provided to MOLSA as part of its enterprise-grants scheme or similar programmes.

- c. Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund.

The programme contributed to the strategic UN planning frame work in education. The project had specific contribution to the outcomes of the education and to outputs: 1.1, 1.2, 1.3, 3.1 and 4.2

- d. List the UN Assistance Strategy Outcomes, MDGs, Iraq NDS Priorities, ICI benchmarks relevant to the programme/ project

#### UN assistance Strategy for Iraq

This project contributed to the achievement of the outcomes of the United Nations Assistance Strategy for Iraq 2008-2010, specifically outcomes 1, 2, 3, 4 of the Education sector and outcome 1 of the Economic Reform & Diversification sector.

Within the Education Sector the project contributed to the achievement of the following outputs:

Output 1.1: Educational facilities rehabilitated & equipped.

Output 1.2: Learning & teaching material designed & distributed

Output 1.3: awareness campaigns conducted.

Output 2.2: Education staff trained.

Output 3.1: support for education curricula development supported.

Output 3.2: New educational policies & strategies supported.

Output 4.2: Non-formal education & TVET initiatives & opportunities for out-of-school children, Youth & adults provided.

The project also contributed to the achievement of the following outputs within the Economic Reform & Diversification sector:

Output 1.2: National capacity strengthened for social safety net adjustment and employment Promotion Policies.

Output 1.3: Strengthened capacity of public authorities & other service providers for equality based SME Development.

#### UN Millennium Development Goals

The project contributed to MDG 1: Eradicate extreme poverty and hunger. Employment creation, with a specific focus on vulnerable groups as a central pillar of poverty reduction. In this regard, the project contributed to enhancing the capacity of the most deprived population to be part of the work force. It rebuilt the Vocational Training Centers and introduced a flexible programmes and therefore expanded the opportunities for the unemployed and other most vulnerable target groups (e.g. demobilized soldiers, the disabled etc.) to acquire skills useful to securing decent and sustainable employment in the long-term. The project also

addressed measures to support self-employment and small business development and inclusive employment policies.

By focusing on the inclusion of women and vulnerable groups, the project also contributed to the achievement of MDG-3 – promoting gender equality and empowering women.

#### Iraqi National Development Strategy

Prior to 2010, the project assisted the Iraqi government through the Ministry of Labour and Social Affairs (MOLSA) and the National Committee for Employment (NCE) to achieve the National Development Strategy (NDS) goal of reducing the unemployment rate from 18% to 9% and increase labour force participation of women to 35% by building the capacities of both MOLSA and the NCE and strengthening the social dialogue among the social partners (government, employers and workers). The project also developed a demand driven vocational training programme based on labour market. It also expanded the vocational training opportunities for women through introducing women friendly occupations in the vocational training centers of MOLSA.

The project also introduced programme to develop entrepreneurship skills through the adaptation of the two ILO manuals: “Know About Business (KAB)” and “Start and Improve Your Business (SIYB)”. Both manuals were translated into Kurdish to expand the opportunities for the youth and women in Kurdistan region.

#### Iraq Poverty Reduction Strategy (PRS) and the National Development plan (NDP) 2010-2014

The project contributed to the achievement of the poverty reduction strategy (PRS) endorsed by the GOI in 2009, in particular it contributed to the achievement of outputs (1.1, 1.2, 1.3, 1.4, 1.6, 3.6, 5.1, 6.2 & 6.3)

It also contributed to the achievement of the NDP goal in reducing the unemployment rate from 15% to 7%.

- e. List primary implementing partners and stakeholders including key beneficiaries.

Primary Implementing Partner is Ministry of Labour and Social Affairs in Baghdad and KRG.

The project Stakeholders are mainly the government of Iraq represented by MOLSA (Ministry of Labour and Social Affairs) and General Federation of Iraqi Trade Unions and Iraqi Federation of Industry (IFI).

The established National Committee for Employment (NCE) is an inter-ministerial structure ensures the participation of all government stakeholders on matters related to employment and vocational training policies. The workers and employers organisations are also members of the Committee.

#### **Direct beneficiaries**

Direct beneficiaries are MOLSA and NCE policy and decision makers, senior training staff of MOLSA Vocational Training Centers (VTC), Employment Services Centers staff, as well as Employers Associations and Trade Unions.

#### **Indirect beneficiaries will include:**

Regional and local business communities and industries benefited from the demand driven, effective training introduced by the project in MOLSA vocational training centers.

The **ultimate beneficiaries** of the project are unemployed youth and adults, women and demobilized soldiers. The project provided training for people displaced or disabled by the war, refugees, and war widows. Women were given more opportunities in vocational and Business training courses.

## II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. Report on the key outputs achieved and explain any variance in achieved versus planned results. Who have been the primary beneficiaries and how they were engaged in the programme/ project implementation?

The project achieved key outputs within the three main objectives of the project.

### **Objective one :**

1-Based on the needs assessment conducted in the beginning of the project, the specifications of the needed equipment were identified. Eight vocational training centers of MOLSA were provided with Automotive training equipment of almost one million US dollars. All the equipments were installed in the eight VTC's. Three trainers from MOLSA were trained in the country of origin (U.K). They were supported by the project to train other instructors in MOLSA-VTC. Six courses were conducted for seventy instructors in the eight centres, maintenance plan were developed and implemented by the VTC's. All the equipments are being used now by the centres to provide advanced training in automotive for the youth. As reported by the VTC's, these equipments had very positive impact on the employability of the youth as the new skills are very much needed in Iraq since 2003 due to the importing of hundreds of thousands of new and modern cars to Iraq.

*(List of equipments attached –Annex -1).*

2-Capacity development programme was conducted during the project life based on the outcome of the need assessment conducted in the beginning of the project. In order to ensure the sustainability of the programmes introduced by the project, The TOT modality was introduced through building the capacities of the Iraqi's to be master trainers and they conducted training for other trainers under ILO close supervision inside Iraq. This approach strengthened the national capacities, ensured sustainability and substantially reduced the cost of the capacity building programme which enabled the project management to increase the number of the training courses and workshops beyond the planned workshops as in the prodoc.

Four hundred and forty four Iraqis were trained by the project through thirty training workshops on issues related to employment, skills development and entrepreneurship education. Sixteen workshops (out of the thirty) were conducted inside Iraq, 17% of the participants were female which is very good percentage if we take in consideration the low participation of the women in the VTC's ,16% of the participants were from Kurdistan. Total number of training days were two hundreds, 53% of the training courses were held inside Iraq.

*(Please see annex 2 on the capacity building programme with workshops details)*

3-The project introduced the Competency Based Training methodology in designing curricula for new occupations. Twenty three new demand driven labour market oriented curricula for twenty three occupations were designed to meet the needs of the industry specially the private sector. The project conducted many workshops for the designers inside and outside Iraq to develop the capacities of the designers. It also provided the 67 Iraqi designers with computers, printers photocopiers and stationary.

For the first time in Iraq, the private sector played a key role in designing the curricula based on the actual needs for skills in the labour market. Sixty six specialists from private sector participated in developing the occupations standards and the content of the curricula. They will also participate in implementing and evaluating the new CBT curricula in the VTC's.

4-The project assisted MOLSA to network all the vocational training center through the network. A special website was designed for this purpose. This website will facilitate the registration of the unemployed youth in the vocational training centres as it provides the Iraqis

with all the required information on the vocational training courses in the twenty nine vocational training centres.

## **Objective two**

1-The project assisted Iraq (government, employers and workers) to develop a National Employment Policy-NEP- for the first time in Iraq. The project built the capacities of the National Committee for Employment-NCE-composed of representatives of sixteen ministries, workers and employers. A group of fifteen Iraqi academia were assisted by the project to develop background papers on issues related to employment. Five International and national experts developed the employment policy document which was then reviewed by almost one hundred Iraqi experts, academia and senior officials from many ministries who attended the national seminar held in Baghdad on 29<sup>th</sup> November 2010.

The policy was endorsed by the Council Of Ministers-COM on 22<sup>nd</sup> March 2011 through the COM declaration No 83 of 22 March 2011

*The NEP document in Arabic & English and the COM decision are attached (Annex 3)*

## **Objective three**

1-The project introduced the entrepreneurship education for the first time in Iraq. The project introduced the ILO Know About Business (K.A.B) in MOLSA vocational training centers.

The ILO K.A.B manual was adapted to the Iraqi context in both Arabic and Kurdish.

Forty five MOLSA staff were trained to be KAB trainers. Ten vocational training centers are delivering KAB training.

Four hundred trainees received training in Know About Business through the project life (52% were female).Based on documented impact assessment conducted by the KAB unit, The K.A.B programme had positive impact on the youth attitude toward the self employment as the most effective alternatives /options to waged employment.

2-The project conducted awareness programme to encourage the youth to attend the K.A.B training.

3-The project also introduced ILO training programme on business skills. Start Your Business-SYB-manual was adapted to the Iraqi context. Three SYP officials were trained to be SYB trainers.

## **The direct beneficiaries of the project are:**

Decision makers in line ministries who played key role in developing the NEP through their participation in the NCE. the workers and employers representatives in the NCE had key role in developing the NEP. All MOLSA trainers who effectively participated in the project activity especially in the designing of the CBT curricula and adaptation and implementation of the K.A.B and SYB.

## **Variance**

One output was not achieved in this project i.e. the establishment of Labour Market Information System (LMIS).This is due to the fact that the infrastructure in MOLSA continued to be not relevant especially the Information Technology facilities and the long cut of electricity in MOLSA offices and the non reliable accesses to Internet. Without developed IT infrastructure, it is not possible to establish the LMIS. Some outputs were either modified in agreement with the government or partially implemented based on the needs assessment conducted by the project (outputs: 1.1, 1.2, 1.3, 1.8, 1.9, 2.4, 3.5)as detailed in section IV.

- b. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

The new curricula designed using the Competency Based Training approach will enhance the vocational training provisions for the most needed skills in the labour market. The twenty three occupations selected will equip the youth with the required skills in the labour market and increase their employability. It will also provide the industry and private sector with the qualified, skilled and productive work force.

The National Employment Policy developed by the project in full involvement of the Iraqi experts enhanced the national capacities in developing policies. The NEP will be the tool to connect the PRS and the NDP(2010-2014) and will have positive impact on jobs creation in Iraq. Creation of employment opportunities became an integral part of the national development plans and the economic growth. The NCE will work on developing an action plan to implement the policy and update the policy according to the socio-economic developments. An executive secretariat established in MOLSA with focal persons in sixteen ministries .This mechanism will ensure the continuity of developing policies and strategies in employment and skills development issues.

The project introduced the entrepreneurship education and business training which improve the attitude of the youth toward self employment and strengthen MOLSA capacities in deliver business training which will assist the youth in establishing their own enterprises. A business training unit was established in MOLSA to deliver the business training programme for the youth.

- c. Explain the overall contribution of the programme/ project/ to the ICI, NDS, MDGs and Iraq UN Assistance Strategy.

The project contributed to both the NDS(prior to 2010)and to the NDP (2010-2014) in addressing the unemployment and reducing its rate from 15% to 7%.

It also contributed the MDG's, specifically, MDG One: Eradicate extreme poverty and hunger

This will be achieved through the implementation of the NEP.

The project also contributed to MDG three: promoting gender equality and empowering women which will be achieved through the implementation of some intervention options proposed in the NEP and the implementation of the new occupations which are women friendly.

The project contributed to the UNDAF priorities:

Priority 2: Inclusive, more equitable and sustainable economic growth.

Priority 4: Increased access to quality essential services

Priority5: Investment in human and empowerment of women, youth and children

- d. Explain the contribution of key partnerships including national, international, inter-UN agency, CSO or others towards achievement of programme/ project results.

The project achieved its outputs through effective partnership of the government,Workers and employers organisations. The ILO and UNOPS lead the process of achieving the project outputs.ILO led the technical process while UNOPS provided the logistic support in organising the workshops inside and outside Iraq.

- e. Highlight the contribution of the programme/ project on cross-cutting issues:

- Were the needs of particularly vulnerable or marginalised groups addressed?



The project addressed directly the skills needs of most vulnerable and marginalised populations in Iraq, including the unemployed (and particularly the unemployed youth, women and people with disability).

- How did men and women benefit from the programme/project? How was gender inequalities handled?

The National Employment policy developed by the project addressed the gender issue through special policy statements to expand the national measures to increase women economic participation.

Gender mainstreaming was also addressed under the SDE project through the adaptation of a strategy to increase women participation in vocational training by introducing new occupations in the VTC which are more relevant to women as the existing occupations are mostly male oriented.

The project also ensured the active participation of women in capacity building activities and the inclusion of women in the socio-economic reform process as a whole.

- Were environmental concerns addressed including environmental impact/risk assessment where relevant?

Environment concerns and occupational health and safety were introduced in all the new thirty three occupations introduced by the project in MOLSA vocational training centers.

- Were there any specific issues in relation to the security situation?

The adaptation of the National Employment Policy by the Council Of Ministers and the expansion of the vocational training opportunities to the youth contributed to the improvement of the security situation in the country.

- Did the project contribute to employment generation (gender disaggregated)?

The project addressed employment as the most relevant cross cutting issue for Iraq through the development and then endorsement of the national employment policy, strengthening the social dialogue process among the social partners and equipping the youth with demand driven and labour market oriented skills to meet the economy needs for skills and the youth needs for decent jobs.

This project had a direct, wide-ranging and long term impact on employment promotion. It enhanced overall the relevance and quality of ongoing vocational training programmes delivered annually to some 20,000 unemployed and vulnerable groups in Iraq.

The project enhanced the employability of the workforce, contributing to meet the skills needs of the private sector, and therefore generate indirect sustainable employment. By providing support to the NCE, the project enabled this policy making body to set competency standards, assessment and testing schemes as well as a certification framework. As a result, the VT sector and the NCE will be in a better position to eventually establish a National Qualification Framework for Iraq, for greater work force mobility and increased employment opportunities as a result.

The project participated in the improvement of the youth attitude toward the self employment through the KAB training programme introduced in all the vocational training centers of MOLSA.

- e. Provide an assessment of the programme/ project based on performance indicators as per approved project document using the template in Section IV

The project successfully achieved most of its outputs as per the indicators in section IV. The project achieved even more than the targets especially in the capacity building programme. Around 90% of the project outputs were achieved .

### III. EVALUATION & LESSONS LEARNED

- a. Report on any assessments, evaluations or studies undertaken relating to the programme/project and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme/project have been done yet?

An interim evaluation of the project was conducted in February 2010 by two independent evaluators, one international and the other an Iraqi national, they collected primary data through interviews with beneficiaries and key informants, and field visits to project sites.

The purpose of this independent interim evaluation was to provide its main client – the United Nations Development Group’s Iraqi Trust Fund – with results for the “lessons learned” study. Additional clients of the evaluation included the project team in Iraq and Jordan, ILO-ROAS in Beirut, and selected ILO-HQ Departments in Geneva.

The independent Interim evaluators and the project team organized a Stakeholders’ Workshop on April 6<sup>th</sup> 2010. 30 participants attended the evaluation which showed a successful implementation and impact of the project on the ground.

The key findings of the evaluation were the positive impact of the project achievements especially in implementing the K.A.B programme, which was considered as very effective in addition to the capacity building programme implemented by the project which covered much more than that planned in the pro-doc using the same fund. The efficiency in using the project funds was considered by the evaluator and the stake holders as one of the key strength in the project.

The evaluator also suggested a one year extension of the project to complete the very key outputs of the project, i.e the endorsement of the NEP and finalisation of the thirty three CBT curricula .Both outputs were successfully achieved before the end of the project.

- b. Indicate key constraints including delays (if any) during programme/ project implementation  
During the project implementation period, the security situation was the main constraint which restricted the movement of the international consultants inside Iraq. One of the five bombs that hit Baghdad on the 8th of December 2010, killing at least 121 people and injuring over 400, also damaged MOLSA’s building and offices, showing the constant security threat that ministry and UN staff work under.

The unstable security situation inside Iraq and the delay from MOLSA in providing names (lists of participants) for the conducted workshops and meeting lead to the rescheduling of several training/workshops, especially the ones conducted inside Iraq.

This delay caused the inevitable shifting of other related project activities.

- c. Report key lessons learned that would facilitate future programme design and implementation.

The key lessons learned are:

1-The partnership of all the stakeholders and their involvement in planning, implementing and monitoring the project outputs played key role in ensuring the success of the project. All stakeholders from the government, workers, employers and Iraqi academia were fully informed about the project plans .Their views and contributions were fully respected by the project management.

2-In spite of the fact that the project design was not practical and flexible and was not based on actual and accurate needs of Iraq, the modifications introduced in consultation with the stakeholders played key role in ensuring the success of the project. A monitoring plan was designed and was effective tool in ensuring smooth implementation of the project work plan.

3-The introduction of Training Of Trainers(TOT) modality in implementing the capacities building programme ensured the wide coverage of the programme and reduced substantially the cost of training.

4-To ensure the sustainability of the project interventions and the programmes introduced by the project ,the project had to rely on the national capacities, build the capacities of Iraqi staff to enable them in implementing the programmes and ensure the continuity beyond the expire date of the project.

5-Lack of coordination among the UN agencies had negative impact on the effectiveness of the programmes introduced by the project especially when the agencies introduce different modalities in one programme. This confused the Iraqi's in adopting the right modality.

#### IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>IP Outcome 1</b> <b>Enhance vocational training provision for priority jobs in demand in the labour market</b>							
IP Output 1.1 Facilities of (10) vocational training centres (V.T.C) enhanced	Indicator 1.1.1 Ten VTC's equipped	Most equipment are outdated	Ten VTC to be equipped	Eight VTC equipped with automotive workshop	As requested by MOLSA, the project provided the VTC's with very advanced automotive equipments which was very expensive.	Handover Report from MOLSA & the NPC.	Items handed over. Six Knowledge Transfer Training courses were conducted in eight VTC's.
IP Output 1.2 Staff development programme designed and implemented for at least ten (10) core groups of participants of the (VTCs).	Indicator 1.2.1 Ten groups trained(110 persons)	No Capacity building programmes for the staff for the last twenty years	110 staff to be trained by the project	440 staff trained by the project through thirty workshops (16 inside Iraq and 14 outside Iraq)  17% of the participants were female.	Iraq was totally isolated from the world for two decades. All the VTC's staff did not participate in any training outside Iraq. In order to implement the new programmes introduced by the project, the capacity building programme was expanded to ensure smooth implementation of the new programmes.	Capacity building programme (attached-Annex 2)	The project introduced the TOT methodology through building the capacities of MOLSA staff to be master trainers and conduct training inside Iraq. This approach decreased the cost of the capacity building programme and enabled the project management to expand the programme.

IP Output 1.3 Framework for training cum-production activities identified, developed and operational	Indicator 1.3.1 No indicator in the Pro-Doc	No-cum-production activities	To conduct study on the feasibility of the cum-production activities.	Study conducted	Based on the study conducted by MOLSA VTC's managers with the project ,it was found that this approach was not feasible in the current circumstances	study	
IP Output 1.4 A network of MOLSA vocational training providers established.	Indicator 1.4.1 22 Centers Networked	VTC's are Isolated from each other	Design the network	Network designed& operational		MOLSA report	The network handed over to MOLSA on December 2010.
IP Output 1.5 New modular employment-oriented curricula and training material made available for immediate delivery of short term (up to one year) training programmes.	Indicator 1.5.1 30 Modular Training Packages developed	Curricula designed thirty years ago.  Not linked to labour market needs	Develop strategy & build MOLSA capacity	Twenty three Modular training packages(Competency Based Training-CBT-)developed and submitted to MOLSA		-MOLSA reports -Twenty three CBT packages	
IP Output 1.6 Short-term skills development annual courses organised and conducted within MOLSA VTCs for at least 1000 trainees (unemployed and vulnerable groups) in	Indicator 1.6.1 No indicator in the Pro-Doc	MOLSA conduct two months courses in its VTC's.	Develop MOLSA vocational training programme.	Duration of MOLSA vocational training programme increased to six months		MOLSA reports Periodic reports.	

priority occupations							
IP Output 1.7 Staff development programme designed and implemented for ESCs officers on vocational counseling and guidance	Indicator 1.7.1 No indicator in the Pro-Doc	Employment centers established in 2003. Vocational guidance programme not available	Train 15 ESC managers	15 ESC's managers trained		Workshop report	
IP Output 1.8 Private training providers assessed and outsourcing plan for private sector delivery of VT developed	Indicator 1.8.1 No indicator in the Pro-Doc	Private sector is not involved in vocational training considerably	Conduct feasibility studies on encouraging the private sector to invest in vocational training.	Not achieved	Private sector in Iraq has no considerable role in deliver vocational training in Iraq as it is very costly and all the VTC's are under the government authorities.	.	
IP Output 1.9 Database of on-the-job training /apprenticeship opportunities within the ESC's enhanced and networked.	Indicator 1.9.1 No indicator in the Pro-Doc	Available but not well organised	Link it to the Labour market information system.	Design prepared. But not implemented	The apprenticeship programme was stopped by MOLSA due to lack of fund.		
<b>IP Outcome 2 Enhance employment policy making at the national level</b>							
IP Output 2.1 National	Indicator 2.1.1	Iraqi staff has not	Train 25 Iraqi's	39 trained		Workshop report	

policies for employment, vocational training and small business creation and development designed and introduced to the Inter-ministerial National Committee for Employment (NCE)	25 persons trained on employment policy	been trained on employment issues					
	Indicator 2.1.2 Vocational training & employment policy developed	VT & employment policy is new issue in Iraq	Develop employment policy	NEP developed & endorsed by the Council Of Ministers(COM) on 22 <sup>nd</sup> March 2011		National Employment Policy document in both Arabic & English and the COM decision(Annex 3)	
IP Output 2.2 Staff development programme designed and implemented for the technical secretariat and main stakeholders of the NCE	Indicator 2.2.1	No training was provided	Conduct two workshops for the NCE	Two workshops conducted. NCE re-structured. Technical secretariat with focal points in 16 ministries created.		MOLSA reports and periodic report	
IP Output 2.3 Framework for national competency standards and certification scheme introduced for short-term (up to one year) skills training, including continuous training and retraining.	Indicator 2.3.1 National frame work for competency standards developed	NO national frame work available	Develop outline for the frame work	Thirty three qualifications were prepared		National qualifications frame works document	

IP Output 2.4 Training Needs and Labour Market Information System (TN&LMIS) developed and capacities enhanced for its update and maintenance.	Indicator 2.4.1 Staff trained on LMIS	No LMIS available in Iraq	Train 15 Iraqi officials	Training program prepared	Due to the fact that the infrastructure in MOLSA continued to be not relevant especially the Information Technology facilities and the long cut of electricity in MOLSA offices and the non reliable accesses to Internet, The LMIS was not implemented		
	Indicator 2.4.2 LMIS developed	No LMIS available in Iraq	Design the system	System designed			
<b>IP Outcome 3 Foster self-employment initiatives among Iraqis including young women and men</b>							
IP Output 3.1 1 Awareness raised among Iraqi men & women towards the creation of an enterprise culture in the Iraqi society.	Indicator 3.1.1  No indicators in the pro-doc	Self employment is new in Iraq	Organize meetings. produce TV spots Produce posters	Meetings organized. Poster developed Many TV spots broadcasted.		MOLSA reports CD's available in the KAB unit	
IP Output 3.2 Basic entrepreneurship skills enhanced within the unemployed and positive attitudes developed towards self-employment as a career option.	Indicator 3.2.1  Self employment training programs introduced as part of the regular courses	No training on SME's available in the VTC	Adaptation of KAB.	KAB manual adapted to Iraqi context. KAB manual translated to Kurdish. -.		Availability of the manuals. Implementation of the KAB. MOLSA reports	



IP Output 3.3 Selected and willing registered unemployed receive enterprise start – up and basic business management training.	Indicator 3.3.1  No Indicators in the pro-doc	No training on SME's available in Iraq	Train 90 students on KAB	400 students trained		Reports from stakeholders. Video films. Photo's	
IP Output 3.4 Staff development training developed and implemented on entrepreneurship development and mentoring for ESCs staff	Indicator 3.4.1  44 staff trained on SME's development	MOLSA does not have any programme on SME's development	Train 44 staff	45 staff trained		Reports on training activities	
IP Output 3.5 Tool kits designed & provided to MOLSA as part of its enterprise-grants scheme or similar programmes	Indicator 3.5.1 This outputs has been modified in agreement with MOLSA to: Provide the KAB training hall with the required equipment. And print the KAB and SYP manuals	MOLSA does not have any business training manual and all the VTC's have no training halls for the KAB	Provide five training halls with equipment Print 200 copies of the KAB manual	Seven training halls equipped.  1000 copies of the KAB trainers and trainees guide printed and distributed.		MOLSA-KAB units' reports.	