



[UNDG Iraq Trust Fund]

**ANNUAL PROGRAMME¹ NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2009**

Submitted by:

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Country and Thematic Area²

Iraq

Programme No: B1-27

MDTF Office Atlas No: 66861

*Programme Title: Skills development to support
Employment Generation in Iraq (SDE)*

Participating Organization(s):

*International Labor Organization (ILO) – Lead
Agency
United Nations Office for Project Services
(UNOPS)*

Implementing Partners:

- *Ministry of Labour and Social Affairs-
(MOLSA)*
- *National Committee for Employment (NCE)*
- *ILO International Training Center (ITC)*

Programme Budget (from the Fund):

*For Joint Programme provide breakdown by UN
Organization*

UNOPS : \$ 3,280,655

ILO : \$ 1,682,602

¹ The term “programme” is used for programmes, joint programmes and projects.

² E.g. Priority Area for the Peacebuilding Fund; Thematic Window for the Millennium Development Goals Fund (MDG-F); etc.

Programme Duration (in months): 18 months

Start date³: March 8th, 2007

End date:

- *Original end date- September 8th, 2008*
- *Revised end date – (UNOPS -September 8th ,2010) & (ILO - July 31st, 2010)*
- *Operational Closure Date⁴, if applicable:*

Budget Revisions/Extensions:

1st Project Extension/ Budget Revision until September 8th, 2008 , Approval 28/8/2008

2nd Project Extension/Budget Revision

A- UNOPS until September 8th ,2010

(approved 5/8/2009

B- ILO until July 31st, 2010 - approved

23/8/2009

³ The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

Introduction:

The Narrative Progress Report template is in line with the UNDG Standard Progress Report.

Building on continued efforts made in the UN system to produce results-based reports, the progress report should describe how the activities (inputs) contributed to the achievement of specific short-term outputs during the twelve month reporting period, and to demonstrate how the short-term outputs achieved in the reporting period collectively contributed to the achievement of the agreed upon outcomes of the Strategic (UN) Planning Framework guiding the operations of the Fund⁵.

In support of the individual programme reports, please attach any additional relevant information and photographs, assessments, evaluations and studies undertaken or published.

The information contained in the Programme Summaries and Quarterly Updates prepared by the Participating Organizations may be useful in the preparation of the Annual Narrative Progress Report. These Summaries and Updates, where applicable, are available in the respective Fund sections of the MDTF Office GATEWAY (<http://mdtf.undp.org/>).

Formatting Instructions:

- The report should not exceed 10-15 pages.
- The report should be submitted in one single Word or PDF file.
- Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative.
- Do not change the Names and Numbers of the Sections below.

NARRATIVE REPORT FORMAT

I. Purpose

- Provide the main outputs and outcomes/objectives of the programme.

Main Development Goal:

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 will 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).

⁵ E.g. in the case of the MDG-F, it is important to show how the programme relates to the UNDAF and how it aims to support national development goals, including the Millennium Development Goals. The causal links and rationale between the joint programme, the thematic window of the MDG-F and the MDGs should be clearly stated. In the case of the Peacebuilding Fund's Peacebuilding and Recovery Facility (PRF), show how the programme relates to the PBF Priority Plan's objectives. For the UNDG Iraq Trust Fund, explain how the programme relates to the UN Assistance Strategy for Iraq, UN MDGs, ICI, NDS, etc.

Project's main objectives

- I. Establishing a network of vocational training providers, which will be fully operational and self-sustainable to deliver modular employment-oriented skills training for priority jobs that are in demand in the labour market.
- II. Assisting the National Committee for Employment (NCE) to carry out its broad functions in the field of employment, labour market and training policy development.
- III. Fostering self-employment initiatives among Iraqis (including young men and women) through the provision of financial and non-financial services that facilitate the development of small enterprises.

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 1000 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

Outputs - 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

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

UN assistance Strategy for Iraq

This project contributes 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 is contributing 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 is also contributing 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

In the long-term, this project is contributing to the MDG 1: Eradicate extreme poverty and hunger. Employment creation, with a specific focus on vulnerable groups, is a central pillar of poverty reduction. In this regard, the project will contribute to enhancing the capacity of the most deprived population to be part of the work force, by rebuilding the Vocational Training sector and therefore permit 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 will also address 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 contributes to the achievement of MDG-3 – promoting gender equality and empowering women (see further details below).

Iraqi National Development Strategy

The project assists 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) to have a national employment policy which addresses the unemployment issue especially for youth and women. The project is also developing a vocational training programme to be demand driven based on labour market needs as well as to expand the vocational training opportunities for women.

The project is also introducing ways 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 will be translated into Kurdish.

II. Resources

Financial Resources:

- Provide information on other funding resources available to the project, if applicable.
n/a
- Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

1st Budget Revision approved including movement of funds between project budget components; approved 28/8/2008

2nd Budget Revision approved; movement of funds between project budget components

A- UNOPS part; approved 5/8/2009

B- ILO part; approved 23/8/2009

- Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

In general, the financial process with the UNDG-ITF is very well managed as funds for newly approved projects are transferred in a few days after the official signature of the Project Document. There are no real bottlenecks and currently budget revisions are processed quickly. Moreover, the financial reporting on an annual basis facilitated the process compared to the previous practice of semiannual financial reporting. The on line reporting portal used for financial reporting of all the Multi Donor Trust Fund projects also helped improve the quality of reporting.

Eight KAB courses and four CBT courses were conducted inside Iraq which reduced the cost of trainings. One of the main financially related constraints is dependency on cash supplies to pay for services inside of Iraq. While a lot of suppliers are opening bank accounts still the majority of them prefer to deal with cash due to security uncertainty in Iraq.

Human Resources:

- National Staff: Provide details on the number and type (operation/programme).
National Project Coordinator (NPC): (Technical)
National Employment Policy-NEP- National Consultant: (Technical)
Project Officer – Employment and Vocational Training Policies: (Technical and management)
- International Staff: Provide details on the number and type (operation/programme)
Chief Technical Advisor: (Technical and management)
Operations Specialist/Deputy Chief Technical Advisor: (Management)
Employment Advisor: (Technical)
“National Employment Policy-NEP” international Consultant (Technical)

III. Implementation and Monitoring Arrangements

- Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.

The UNOPS-ILO Programme Management Unit was established in Amman and brought together the ILO and UNOPS international and national capacities for UNDG ITF projects (SDE project). Under this umbrella, ILO assumed the lead technical role, while UNOPS managed the operational and logistical support. Regular quarterly meetings were held between ILO and UNOPS Programming and Operational Units, to ensure appropriate supervision of project implementation. Close consultation, collaboration and information sharing has been taking place to ensure prompt and successful implementation of the activities of the project.

A steering committee (SC) was set up, headed by the Deputy Minister with representatives from the main MOLSA directorates. This SC is jointly responsible for the project’s team in formulating the implementation strategy and facilitating the implementation of the project’s activities inside Iraq.

ILO recruited a National Project Coordinator (NPC) as of 1st September 2008 .He is based in MOLSA who provide the project with fully furnished offices within the MOLSA compound. The NPC is responsible for the daily implementation and follow up of project activities & to coordinate with MOLSA in Baghdad & Kurdistan

The Ministry of Labour and Social Affairs, has assigned the vocational training office Director to be the project’s coordinator responsible for the daily contact with the project’s CTA& NPC.

Furthermore, the Director General of the labour office in the Kurdistan Regional Government (KRG) has been appointed by MOLSA/KRG to coordinate with the project’s CTA and NPC.

To ensure sustainability of the project outputs, core teams have been created in Iraq on employment policy, vocational training management, curricula development and SME

development. Those teams work with the project's staff to develop their capacities in designing national policies/ programmes.

A pool of master trainers has been created, trained, and the trainers are currently responsible for conducting courses for new trainers inside Iraq.

- Provide details on the procurement procedures utilized and explain variances in standard procedures.

Procurement for the project is done in accordance with UNOPS procurement policies. The procurement regulatory framework for UNOPS is set forth in the UNOPS Financial Regulations and Rules (FRR). UNOPS procurement procedures as well as instructions and further guidance for carrying out the procurement activities effectively and efficiently in compliance with UNOPS FRR and other applicable normative documents are provided in the [UNOPS Procurement Manual](#).

980,414 USD worth of training equipment has been purchased under this project. The purchased equipment was automotive simulation machines for the Vocational Training Centers to upgrade the skills of the part of the Iraqi labour force interested in working with vehicles imported from 2007 and onwards.. The purchased equipments were handed over to MOLSA on October 17th, 2009

- Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing project.

The steering committee is monitoring the implementation of the project activities and modifying its strategy when necessary in coordination with the project CTA.

The project national coordinator based in Baghdad in the MOLSA compound is responsible for the daily coordination with MOLSA, MOE and social partners. He is also visiting the vocational training centres and vocational education schools and evaluates the implementation of the programmes introduced by the project.

- Report on any assessments, evaluations or studies undertaken.

Under the KAB programme implementation in 2009, MOLSA, MOHESR/FTE & MoE have prepared a full assessment on the KAB courses conducted under each Ministry. These findings have been revised and studied to ensure the successful implementation of the KAB programme pilot project in the future, also aiming to include the KAB programme in the National Iraqi curricula as a certified Iraqi programme.

IV. Results

- Provide a summary of Programme progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period.

Objective one

- 100% of the purchased automotive equipments were received by the VTC's including Kurdistan. The equipment consists of eight sets of automotive equipment imported from the UK.

Training for 3 trainers from MOLSA was conducted in the UK in July 2009 on how to startup, operate and maintain the automotive training equipment.

The purchased equipments amounted to 980,414 USD, and arrived through Umm-Qasar Seaport in Basra. The equipment was handed over to MOLSA on October 17th, 2009.

Three courses were held inside Iraq for twenty trainers in MOLSA VTCs on the use of the equipment for the training of unemployed youth.

One workshop was held in Amman for VTCs' management including 20 participants. The VTC managers are working under the project's guidance on conducting an evaluation of the training cum-production activities. The team is also working on restructuring the VTCs and modernizing the VT programme.

- Thirty professions in the Iraqi labour market have been identified as in need of qualified workers.
A team of 30 developers/designers and 10 Supervisors are working on the design of 30 new training packages along with the qualification standards for the 30 professions. Five CBT (Competency Based Training) workshops were conducted inside Iraq (two in Baghdad, two in Erbil, one in Basra) for 66 participants from which 16 participants (24%) were females. Training was conducted over a period 24 days. The trainers came from three ministries (MOLSA, MOE & MOHE/FTE). They will train more trainees to implement "Competence Based Training" courses. .
- VTC networking system TOR for the "Database Specialist" have been finalized
- Media Course training for the design/production of the new curricula was conducted in Baghdad for 10 participants.

Objective two

- The capacities of the NCE & Employment team were strengthened.
- Forty researchers have worked with the employment team and the project to develop a national employment policy for the first time in Iraq.
- The employment team has prepared outlines of the National Employment Policy (NEP). The researchers have prepared the background papers.
- National and International Consultants were hired to support the NEP team.
- A round table discussion/workshop was held in Amman for 13 Iraqi researchers on the National Employment Policy (NEP) and the outline of the background papers.
- The outline of the NEP was finalized and the researchers have prepared the background papers.
- First draft of the Six Chapters of the National Employment Policy (NEP) Concept/background papers have been completed by the NEP development team in Baghdad. The papers will form the base for developing the national employment policy.

- NEP National Consultant, NEP International Consultant, ILO Employment Expert and the project CTA revised the drafts and sent them back to the NEP Team in Baghdad for its review.

Objective three

- KAB manual adapted to the Iraqi culture in Arabic & Kurdish.
- The Kurdish version of the KAB manual was finalized and published.
- 404 students and trainees, 38% of whom were women, have completed the KAB training in twenty training institutions within MOLSA, MOE & MOHE.
- 8 KAB (Know About Business) workshops were conducted inside Iraq (5 in Baghdad, 2 in Erbil, 1 in Basra) for 128 trainers out of which 32 participants (25%) were females. The trainers came from three ministries (MOLSA, MOE & MOHE/FTE). Training was conducted over a period of 80 days. They implemented the KAB programme in 10 Vocational Schools (under the MOE) and 5 Technical institutes (under the MOHE/FTE) and 7 Vocational Training Centers (under the MOSLA).
- The KAB pilot training was evaluated. As a result of this, the three ministries will expand the training to 125 new training institutions in Iraq, including KRG.
- Report on the key outputs achieved in the reporting period including the number and nature of the activities (inputs), % of completion and beneficiaries was produced.

Objectives and Outputs	Achievements	% of planned
Objective 1. Enhance vocational training provision for priority jobs in demand in the labour market		%70
Output 1.1 Facilities of 10 vocational training centres (V.T.C) enhanced	New training equipments purchased for a total value of 980,414 USD have been handed over to MOLSA on October 17th, 2009.	%100
Output 1.2 Staff development programme designed and implemented for at least ten 10 core groups of participants of the VTCs.		%85
Output 1.3 Framework for training cum-production activities identified, developed and operationalized		% 50
Output 1.4 A network of MOLSA vocational training providers established.	Database ToR Finalized, Design on the networking to start 2010	% 45
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.	CBT courses were conducted for 66 participants	%75
Output1.6 Short-term skills development annual courses organized and conducted within MOLSA VTCs for at least 1000 trainees (unemployed and vulnerable groups) in priority occupations		% 70
Output 1.7 Staff development programme designed and implemented for ESCs officers on vocational counseling and guidance.		%60
Output 1.8 Private training providers assessed and outsourcing plan for private sector delivery of VT		% 45

developed		
Output 1.9 Database of on-the-job training /apprenticeship opportunities within the ESC's enhanced and networked.		%45
Objective 2. Enhance employment policy making at the national level		%70
Output 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)	National Employment Policy (NEP) and outline finalized. First draft of the background paper completed.	%75
Output 2.2 Staff development programme designed and implemented for the technical secretariat and main stakeholders of the NCE		%80
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.		%75
Output 2.4 Training Needs and Labour Market Information System (TN&LMIS) developed and capacities enhanced for its update and maintenance.		% 50
Objective 3. Foster self-employment initiatives among Iraqis including young women and men		%65
Output 3.1 Awareness raised among Iraqi men & women towards the creation of an enterprise culture in the Iraqi society.	TOR finalized for the Awareness Raising Campaign among Iraqi men and women towards the Creation of an Entrepreneurship Culture and the encouraging of self-employment initiative at national level in the Iraqi society. Planned to start 2010.	% 65
Output 3.2 Basic entrepreneurship skills enhanced within the unemployed and positive attitudes developed towards self-employment as a career option.	8 KAB (Know About Business) workshops were conducted inside Iraq for 128 Trainers	%75
Output 3.3 Selected and willing registered unemployed receive enterprise start –up and basic business management training.		%60
Output 3.4 Staff development training developed and implemented on entrepreneurship development and mentoring for ESCs staff		%85
Output 3.5 Tool kits designed & provided to MOLSA as part of its enterprise-grants scheme or similar programmes	Modified Output 3.5: Entrepreneurship Training Halls will be provided with the essential equipments to ensure the quality of the training/ (KAB/CBT training). IT-Equipments / Stationary to be delivered to Ministry of Labor and Social Affairs, Baghdad – Iraq.	%50

- Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

During the reporting 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, 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 of Iraq lead to the rescheduling of several training/workshops, especially the ones conducted inside Iraq.

- List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.

During the reporting period of the project, the KAB Programme was implemented by the following ministries in both Baghdad and Erbil:

- Ministry of Labor and Social Affairs (MoLSA)
- Ministry of Higher Education and Scientific Research (MoHESR)
Foundation of Technical Education (FTE)
- Ministry of Education (MoE) / implementation of the KAB Programme

The Projects established links with the employers and workers organizations. Furthermore, the National Employment Policy Teams were composed of university professors who participated in drafting in the NEP.

- Other highlights and cross-cutting issues pertinent to the results being reported on.
- The project addresses **employment** as the most relevant cross cutting issue for Iraq through the development of the NCE capacities, and strengthening the social dialogue process among the social partners with the view to develop a national employment policy to addresses the high unemployment rate among the Iraqis, especially the youth and women.
- **Gender** mainstreaming is among other elements 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 will also ensure the active participation of women in capacity building activities and the inclusion of women in the socio-economic reform process as a whole. To that end, the project requires a minimum of 30% women participation in project training courses and workshops.
- Another important element would be the contribution of the SDE project to the **good governance** initiatives in the public sector through enhancing policy making efforts in MOLSA, restructuring the National Committee for Employment in addition to institutional reform of VTCs centres and specific departments in MOLSA.

V. Future Work Plan (if applicable)

- Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2010), using the lessons learned during the previous reporting period.

Under Output 1.4: A network of MOLSA Vocational Training Providers (centers) established.

Under Output 1.5: Design / Finalize 33 Training packages (curricula)

Under Output 3.1: Awareness raised among Iraqi men & women towards creation of an enterprise culture in the Iraqi society (produce 10 min film, produce five TV spots, produce five posters) / ILO budget 34,000 USD

Under Objective II: National Employment Policy / First Draft Finalized

Instead of Output 3.5: The project will provide equipment/stationary for the VTCs.
Purchase Stationary for the KAB/CBT courses at an estimated value of 50,000 USD.
Purchase IT equipments for the KAB/CBT courses at an estimated value of 58,000.
Rehabilitate a KAB meeting/training room in MOLSA – estimated at 10,000 USD

Scheduled Trainings

Activity/ Output	Location	No. of Participants / Duration(days)	Month	Estimated Cost
Media Course	Baghdad	10 Participants / 20 days	January	25,000
NEP 2	Beirut	10 Participants / 3 days	Feb (11-13)	ILO Budget
CBT	Amman	7 Participants / 4 days	28/2 – 3/3	17,500
VTC Mangers Workshop with ILO expert GassKov	Amman	6 Participants / 5 days	17/3-21/3	17,500
VTC Managers Training Course	Baghdad	20 Participants / 4 days	27/3 – 30/3	15,000-20,000
Vocational Guidance	Amman	15 Participants / 5 days	11/4 – 15/4	41,000 ILO Budget
Networking System	Amman	10 Participants / 5 days	18/4 – 22/4	28,000
NEP 3	Amman	7 Participants / 5 days	25/4 – 29/4	20,000
KAB Meeting	Cairo	3 Participants / 2 days	3/5 -4/5	7,500
KAB Meeting	Amman	25 Participants / 4 Days	18/ 5 -21/5	61,000
NEP 4	Amman	7 Participants / 5 days	6/6 – 10/6	20,000
GYP & SYB	Amman	15-20 Participants / 10 days	13/6 – 23/6	67,500-90,000 ILO Budget
Total-SDE-UNOPS Budget				209,000 USD
Total-SDE-ILO Budget				138,500 USD

- Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.

VI. Performance Indicators (optional)⁶

- Fill the table in this section to report on the indicators set at the output level as per the approved results framework in the programme document.

See Annex

⁶ E.g. for the UNDG Iraq Trust Fund and the MDG-F.

VII. Abbreviations and Acronyms

- List the main abbreviations and acronyms that are used in the report.

INDEX	
COSIT	Central Organization of Statistics and Information Technology
CTA	Chief Technical Adviser
E. Group	Employment Group
EC	Employment Center
Emp. Advisor (E.A)	Employment Advisor
Ent.	Enterprises Advisor
Ent. Group	Enterprise Group
Equip.Com	Equipment Committee
FTE	Foundation of Technical Education
ILO	International Labor Organization
Int. Const	International Consultant
Int. Inst.	International Institute
ITF	Iraqi Trust Fund
K.A.B	Know About Business manual
KRG	Kurdistan Regional government
MOE	Ministry of Education
MOHE	Ministry of Higher Education
MOLSA	Ministry of Labor & Social Affairs
Nat. Exp (N.E)	National Expert
Nat.Cons. (N.C)	National Consultant
NCE	National Committee for Employment
NCOHS	National Centre for Occupational Health & Safety
NPC	National Project Coordinator
O.S	Operational Specialist
SC	Steering Committee
S.Y.B	Start Your Business manual
SDE	Skills development to support Employment Generation
T.M	Team Member
ToT	Training of Trainers
UNOPS	United Nations Office for Project Services
UNDP	United Nation Development Programme
VT. Office	Vocational Training Office
VTC	Vocational Training Center
UNDG	United Nation Development Group
WB	World Bank
TN	Training Needs
LMIS	Labor market information system
ESC	Employment Service Centers

I. Performance Indicators assessment

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Means of Verification	Comments (if any)
IP Outcome 1 Enhance vocational training provision for priority jobs in demand in the labour market						
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	Handover Report from MOLSA & the NPC.	Items were purchased for a value of of 980,414 USD, have arrived through Umm-Qasar Seaport in Basra and have been handed over on October 17th, 2009.
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	610 staff trained since 2008. In 2009 283 staff trained inside and outside Iraq.	Workshops reports and periodic report of the steering committee	In 2009 12 workshops were held inside Iraq in Baghdad ,Basrah and Erbil.
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.	Postpnded to 2010.		
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	MOLSA report	The network will be established in 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	Strategy developed and adopted by MOLSA. Design process started	Reports on training workshops. Steering committee reports	
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 priority occupations	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.	

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 reports	
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 .	A team is working on the study.	The study document.	
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 very well established	Link it to the Labour market information system.	Design prepared.		
IP Outcome 2						
Enhance employment policy making at the national level						
IP Output 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)	Indicator 2.1.1 25 persons trained on employment policy	Iraqi staff have not been trained on employment issues	Train 25 Iraqi's	27 trained	Workshop report	
	Indicator 2.1.2 Vocational training & employment policy developed	VT & employment policy is new issue in Iraq	Develop employment policy	A team of Iraqi experts trained by the project is currently working on developing employment policy	Steering committee reports. Periodical reports from the employment team	
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	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	Steering committee report	The training will be implemented in 2009
	Indicator 2.4.2 LMIS developed	No LMIS available in Iraq	Design the system	System designed	MOLSA report	The system will be implemented in 2009
IP Outcome 3 Foster self-employment initiatives among Iraqis including young women and men						
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	Ten meetings organized.	Steering committee reports	
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 culture. KAB manual translated to Kurdish. KAB units established	Availability of the manuals. Implementation of the KAB.	
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	192 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	43 staff trained	Reports on training activities	

<p>IP Output 3. Tool kits designed & provided to MOLSA as part of its enterprise-grants scheme or similar programmes</p>	<p>Indicator 3.5.1 This outputs has been modified to : Provide the KAB training hall with the required equipment.</p>					
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