

**2010 ANNUAL PROGRESS REPORT FOR PROJECT
UNDG IRAQ TRUST FUND (UNDG ITF)**

Participating UN Organization: (ILO)
Lead Agency (UNOPS)

Old Cluster:
Education and Culture Cluster

Project No. and Project Title:
*B1-27, Skills development to support Employment
Generation in Iraq (SDE)*

Report Number:
ATLAS Project Number: 66861
ATLAS Award Number: 54861

Reporting Period:

1 January 2010- 31 December 2010

Project Budget :

UNOPS : \$ 3,280,655
ILO : \$ 1,682,602

List Implementing Partners:

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

Geographic Coverage/Scope:

Iraq- national

Abbreviations and Acronyms:

See index on the below page

Project Status:

Duration: *18 months*

Start date: *March 8th, 2007*

End date: *September 8th, 2008*

Revised end date: *UNOPS 31.12.2010, ILO 31.07.2011*

Extensions:

1st extension until UNOPS & ILO 8 Sep 2009

2nd extension until UNOPS 8 Sep 2010, ILO 31 Jul 2010

3rd extension until UNOPS 31 Dec 2010, ILO 31 Jul 2011

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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

NARRATIVE REPORT FORMAT

I. Purpose

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).

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

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

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

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.

Two KAB courses and Three CBT courses were conducted inside Iraq which reduced the cost of trainings. One of the main financially related constraints was the 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)
CBT 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)

III. Implementation and Monitoring Arrangements

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.

UNOPS utilizes standard procurement process according to its procurement manual* and following principles

- a) Best value for money
- b) Fairness, integrity and transparency
- c) Effective competition
- d) The best interests of UNOPS and its clients

UNOPS procures goods and services in close collaboration with the Clients, Iraqi authorities, and the Beneficiaries. While the individual arrangements vary depending on the Client and the specific project requirements, the general modalities are:

Requirements

- Upon request of Client, and together with the Iraqi counterparts, identify the goods and services for UNOPS to provide or contract.
- Preparation of detailed specifications of equipment and services and work plan, by UNOPS, based on input and with the support from the Client, the Iraqi authorities and the beneficiaries.
- UNOPS utilizes standard procurement process, including; Request for Quotations (RFQ), Invitation to Bid (ITB), Request for Proposal (RFP)

Short-listing

- UNOPS has developed and maintains a database of known suppliers and service providers in Iraq (incl. performance assessment, capacity, registration in Iraq, etc.) and a roster of registered experts.
- Qualified and potentially interested vendors in the area can also be drawn from the local authority's relevant company registration offices.
- Alternatively, interested companies can be requested to submit their profiles in response to an Expression of Interest ad published in the Iraqi and/or international media (incl. internet).
- Where necessary and relevant, information on companies/vendors can also be drawn from other UN agencies and entities operating in Iraq.
- The short-list of companies selected to be included in the procurement exercise requires approval by the Regional Director, confirming that all relevant sources of information have been utilized for compiling the list.

Tendering Process

- UNOPS issues an Invitation to Bid/Request for Proposal to all short-listed companies, requesting them to submit an Offer/Proposal in line with the specific requirements. The document also stipulates the exact process of submission, receipt, opening, and evaluation of bids and it informs on the nature of the contract/purchase order the selected bid could result in.
- Requests for clarification received from potential bidders are responded to by UNOPS, if necessary upon consultation with the Client, relevant Iraqi authorities, and/or Beneficiaries.
- After expiration of the submission deadline, all Bids received are opened by a UNOPS Bid Opening Committee. The opening ceremony is open to observers from the Client, relevant Iraqi authorities, the Beneficiaries, as well as for companies participating in the tender.
- The evaluation follows UNOPS standard procedure, varying on procurement type and value, and should result in a recommendation for award of contract to the lowest, compliant bid. This recommendation requires approval by the relevant authority within UNOPS.

*<http://www.unops.org/english/whatwedo/services/procurement/Pages/Procurementpolicies.aspx>

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.

- Assessments, evaluations or studies undertaken.

Two independent ILO evaluators, one international and the other an Iraqi national, conducted the project assessment and collected primary data through interviews with beneficiaries and key informants, and field visits to project sites.

The purpose of this independent interim evaluation is to provide its main client – the United Nations Development Group’s Iraqi Trust Fund – with results for the “lessons learned” study it is conducting. This study involves a sample of 37 projects supported by the Fund, and it indicated how successful the Fund has been as of July 2010. 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 ILO Independent Interim evaluators and the project team organized a Stakeholders’ Workshop on April 6th. 30 participants attended the evaluation which showed a successful implementation and impact of the project on the ground. It was however agreed that there would be a need to extend the project duration in order to successfully complete the project components. The evaluation was submitted to the ITF in this regard.

IV. Results

Objective one

Vocational Training Centers Networking

- Completion of the design and the uploading of the Iraq National VTC Network, which will link all Iraqi VTCs, which are to be managed by MOLSA in Baghdad, providing users/trainers with all the necessary information on the VTC / Training Courses. (The site is bilingual).

Website: www.iraqvtc.com.

The project aims to connect VTC’s all over Iraq with an automated system using the web as its medium. The system provides information as per the following:

For Visitors (Trainees)

- *Current and upcoming training sessions, dates, content, and location.*
- *Search utility to filter trainings courses and Vocational Training Centers.*
- *Documents needed to apply for the training.*
- *General and private condition for the training.*
- *News Publications on the VTCs and MOLSA.*
- *FAQ and Contact us section.*

For VTC’s and MOLSA (Trainers)

- *Adding and editing monitoring records about trainees and training information.*
- *Adding and editing Center information.*

- *Extracting reports about the VTCs such as number of current trainings, number of graduates, failed students, and female and male counts with the ability to filter reports.*
- A VTC Networking Training was conducted in Amman for 7 participants from July 12th – 15th to train Iraqi IT specialists / Web developers on how to operate / maintain / manage the network.
- A VTC Networking Training – Knowledge Transfer - was conducted in Baghdad from the 10th -14th of October for 21 participants from 13 Vocational Training Centres on how to access, manage, upload and modify data.
- A VTC Networking 2nd Training and Handing Over was conducted in Amman for 4 participants from December 27th – 30th.
- The VTC networking Website was officially handed over to MOLSA on December 30th, 2010. The site will be piloted for 3 months and will officially be launched in the first week of April 2011

Vocational Training Centers Restructuring

- VTC Managers Meeting was conducted in Amman from 17th -21st of March. A team consisting of 8 VTC managers met with ILO expert Vladimir GassKov and conducted an evaluation study of the experience in training cum-production activities. The Meeting also focused on the means of restructuring and modernizing the VTC programme currently being implemented in Iraq.
- A VTC manager meeting was conducted in Baghdad for 24 participants from May 10th-13th discussing the restructuring of VTC management in Iraq.
- A VTC managers meeting was conducted in Erbil on October 6th & 7th for 4 participants on how to restructure the Vocational Training centers of MOLSA and develop a plan of the VTCs in Iraq. First draft of the plan was submitted to the project CTA in December 2010, and the final version of the Plan will be submitted to MOLSA by May 1st , 2011.

Automobile Equipments Training

- Two Knowledge Transfer Training courses on the purchased Automobile Equipments / Workshops were conducted in Al-Kut VTC from 7th -11th November 2010 for 6 participants and in the Kirkuk VTC from 28th – 2nd December 2010 for 8 Participants.

CBT “Competency Based Training” Programme

- A team of 30 developers/designers and 10 Supervisors have completed the design of 33 Training Regulation Booklets against new Training methods taking into consideration the Competency Based methods.
- Media Course training for the Design & production of the new curricula was conducted in Baghdad for 10 participants and was completed on January 21, 2010.
- A CBT Meeting was conducted in Amman for 6 Participants from April 5th – 8th reviewing the 33 developed training regulations booklets against new training methods taking competency based methods into consideration.

- A CBT Meeting was conducted in Baghdad for 14 participants from May 16th-20th to enable and train new Iraqi Curricula designers to design, develop and review the new training packages according to the competency based methods.
- A CBT Manual Design Workshop was conducted in Baghdad for 21 participants on May 25th discussing the design and production of unified CBT curricula.
- ILO CBT consultant reviewed the 33 training regulation booklets. The reviewed Packages were sent to the Iraqi CBT National Committee for review and comments.
- A CBT meeting was conducted in Erbil on October 2nd & 3rd for 5 participants to follow up on the development and finalization of the CBT Training Units for the new 33 packages.
- Thirty Three CBT packages for the most needed occupations in the Labour Market will be completed by May 2011.

Objective two

- NEP meeting II was conducted in Beirut from February 10th -14th for 16 Participants
- On September 19th , the NEP Draft was approved by the National Committee for Employment, headed by the Minister of Labor with representatives from 14 ministries & Workers & Employers representatives
- The NEP was endorsed by the Council of Ministers on October 18th, 2010.
- A General Conference for the Declaring of the National Employment Policy was conducted in Baghdad on October 29th, 2010 under his HE Minister of Labour and Social Affairs. The project Chief Technical Advisor (CTA) Ghassan Al-Saffar attended the Launching.
- A Round Table Discussion on "Developing an Action Plan for the National Employment Policy" was conducted in Istanbul from 19-23 December for 30 participants (23 from Baghdad, 3 from Erbil and 3 from Amman).

The NEP is considered one of the most important National Iraqi documents besides the NDP (National Development Plan) and the PRS (Poverty Reduction Strategy).

Objective three

KAB “Know About Business” Programme

- A KAB meeting was conducted in Amman for 20 participants from June 8th -12th to update the Iraqi KAB manual as per the new changes/updates to the international KAB manual. It also adapted changes to fit the Iraqi readers.
- A KAB meeting was conducted in Erbil for 12 participants on October 3rd & 4th to follow up and update the implementation of the KAB programme in Iraq.
- 51 KAB (Know About Business) Trainings were conducted by MOLSA (Ministry of Labor and Social Affairs), 231 KAB Trainings were conducted by MOE (Ministry of Education) and 38 KAB Trainings were conducted by MOHE-FTE. (Ministry of Higher Education / Foundation of Technical Education).

- 7,079 students and trainees, 26% of whom are women, have completed the KAB training in training institutions within MOLSA, MOE & MOHE/FTE.

SYB “Start Your Business’ Programme

- The SIYB (Start Your Business Inception Meeting) – (Micro, Small & Medium Enterprise Project Inception Meeting) was conducted in Erbil for 42 participants (7 SDE Participants) on October 5th & 6th, under her HE Minister of Labour and Social Affairs, KRG Minister in Erbil Chamber of Commerce.
- The SIYB Programme is jointly implemented by the SDE (Skills Development to Support Employment Generation in Iraq) and PSDP (Project and Private Sector Development Programme for Iraq) projects through the ILO international consultants.
- SIYB Materials review and Adaptation into the Iraqi Context Meeting was conducted in Erbil from the 24th -30th of October for 5 participants.
- SIYB Interview of Potential Trainers for SDE candidates was conducted in Erbil on the 22nd & 23rd of December. 24 SDE Candidates (from which 9 were females) were interviewed and 12 have been selected (from which 6 are females) to attend the SIYB TOT next year.

Others

- Media Awareness Campaign (Awareness raised among Iraqi men & women towards creation of an enterprise culture in the Iraqi Society) TORs were finalized and sent to ILO-Beirut to initiate the procurement process.
- Purchased stationary under the KAB and CBT programmes were handed over to MOLSA on May 5th, 2010
- Purchased IT-equipment under the KAB and CBT programmes was handed over to MOLSA on June 15th, 2010
- Purchased office furniture for the ToT “Training of Trainers” Division in MOLSA was officially handed over on October 4th, 2010.

Objectives and Outputs	Achievements	% of planned
Objective 1. Enhance vocational training provision for priority jobs in demand in the labour market		
Output 1.1 Facilities of 10 vocational training centres (V.T.C) enhanced	Two Knowledge Transfer Training courses on the purchased Automobile Equipments / Workshops were conducted in Al-Kut VTC and the Kirkuk VTC for 14 participants.	%100
Output 1.2 Staff development programme designed and implemented for at least ten 10 core groups of participants of the VTCs.		%90

Output 1.3 Framework for training cum-production activities identified, developed and operationalized		% 75
Output 1.4 A network of MOLSA vocational training providers established.	Completed, Website to be officially launched 2011	% 90
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.		%85
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		% 80
Output 1.7 Staff development programme designed and implemented for ESCs officers on vocational counseling and guidance.		%90
Output 1.8 Private training providers assessed and outsourcing plan for private sector delivery of VT developed		%75
Output1.9 Database of on-the-job training /apprenticeship opportunities within the ESC's enhanced and networked.		%75
Objective 2. Enhance employment policy making at the national level		
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)	NEP was endorsed by the Council of Ministers on October 18th, 2010.	%95
Output 2.2 Staff development programme designed and implemented for the technical secretariat and main stakeholders of the NCE		%95
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.		%95
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		
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.	% 80
Output 3.2 Basic entrepreneurship skills enhanced within the unemployed and positive attitudes developed towards self-employment as a career option.	3 KAB (Know About Business) workshops were conducted inside Iraq for 53 Trainers	%80
Output 3.3 Selected and willing registered unemployed receive enterprise start –up and basic business management training.		%75
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.	%70

The delay from MOLSA in providing names (lists of participants) for the conducted workshops and meeting caused the re-scheduling of several events. This delay caused the inevitable shifting of other related project activities.

The unstable security situation inside of Iraq lead to the rescheduling of several training/workshops, especially the ones conducted inside Iraq.

- 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 female 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)

The project is operationally closed under UNOPS budget, however all the remaining activities to be covered by the ILO budget expires July 31st, 2011

Activities to be covered by ILO Funds

KAB Programme / Estimated cost 115,000 \$

- Complete the KAB reintegration plans / April 2011
- KAB integration Workshop for the Iraqi ministries in Erbil and Baghdad / Feb 2011/ estimated budget 30,000
- KAB TOT training in Erbil / March 2011 / estimated budget 30,000
- Production of the KAB movie and poster /Feb-May 2011 / estimated budget 20,000
- KAB manual printing (Trainer and Trainees guide) both in Arabic and Kurdish / Feb-April 2011 / estimated budget 15,000.
- National Context on Business idea's / Feb-April 2011 / estimated budget 20,000.

CBT Programme / Estimated cost 142,940 \$

- Conduct CBT Workshop in Erbil / Feb 2011 / estimated budget 20,000
- Conduct VTC managers Meeting in Baghdad / April 2011 / estimated budget 10,000
- 33 CBT packages delivery / May 2011 / estimated budget 102,940
- CBT handing over in Baghdad / May 2011 / estimated budget 10,000

National Employment Policy NEP / Estimated cost 100,000 \$

- NEP meeting for Ministries and parliament in Erbil or Amman / April 2011 / estimated budget 40,000
- NEP - Kurdistan meeting in Amman / March 2011 / estimated budget 50,000
- Printing the NEP English Version / Feb 2011 / estimated budget 10,000

Vocational Training Center VTC restructuring / estimated cost 23,000 \$

- Reports Preparation / Feb 2011
- Report revision meeting in Erbil / April 2011 / estimated budget 3,000
- Report discussions in Baghdad / May 2011 / estimated budget 20,000

Study tour / estimated cost 100,000 \$

- 1st Study Tour in Malaysia / March 2011 / estimated budget 50,000
- 2nd Study Tour in England / June 2011 / estimated budget 50,000

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 handed over . Two Knowledge Transfer Training courses were conducted in Al-Kut and Kirkuk VTC.
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	36 VTC manager were trained inside and outside Iraq.	Workshops reports and periodic report of the steering committee	In 2010 2 workshops were held inside Iraq in Baghdad and Erbil and 1 Workshop in Amman.
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.	Postponed to 2011.		
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 handed over to MOLSA on December 2010. www.iraqvtc.com
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 .	Study completed	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	39 trained	Workshop report	
	Indicator 2.1.2 Vocational training & employment policy developed	VT & employment policy is new issue in Iraq	Develop employment policy	NEP developed	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 2011

	Indicator 2.4.2 LMIS developed	No LMIS available in Iraq	Design the system	System designed	MOLSA report	The system will be implemented in 2011
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	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	231 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	32 staff trained	Reports on training activities	
IP Output 3. 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 to : Provide the KAB training hall with the required equipment.					