



COMPLETION REPORT FOR PROJECT: A5-20

Summary

<p>Participating UN Organisations:</p> <ul style="list-style-type: none"> - United Nations Industrial Development Organization (UNIDO) 	<p>Sector:</p> <p>Agriculture and Food Security</p>
<p>Project No. and Project Title:</p> <p>Programme No: A5-20 MDTF Office Atlas No: 66924 Programme Title: Job Creation Through the Promotion of Micro Industries in Al-Qadissiyah Governorate, Iraq</p>	<p>Project Location/Region/Province:</p> <p>Governorates: Al-Qadissiyah Districts: Dewaniyah, Al-Shamea, Hamza, and Afaq</p>
<p>Reporting Period:</p> <p>28 January 2007 (Start Date) 30 September 2010 (End Date)</p>	<p>Report Number:</p> <p>A5-20</p>
<p>Counterpart organisations / implementing partners:</p> <p>Food and Agriculture Organization (FAO) Ministry of Agriculture Ministry of Labour and Social Affairs Ministry of Planning</p>	<p>Project Budget:</p> <p>Budget: USD 5,871,891 Actual expenditure: USD 5,587,489</p>
<p>Abbreviations and acronyms:</p> <p>CTA - Chief Technical Advisor FAO - Food and Agriculture Organization GoI - Government of Iraq HQ - Head Quarters (Vienna or Rome) MoA - Ministry of Agriculture MoLSA - Ministry of Labour and Social Affairs MoP – Ministry of Planning MDG - Millennium Development Goals NPC - National Project Coordinator NPO - National Project Officer PMU - Project Management Unit PSC - Project Steering Committee UNCT - United Nations Country Team UNIDO - United Nations Industrial Development Organization</p>	<p>Project Duration:</p> <p>Original Duration: 18 Months</p> <p>Extensions Approved: 4</p> <p>1st Extension Date: 31 March 2010 2nd Extension Date: 31 December 2010 3rd Extension Date: 30 June 2010 4th Extension Date: 30 September 2010</p>

I. PURPOSE

Main objectives and outcomes expected as per approved Project/Programme/project document:

Immediate Objectives

1. Provide targeted communities with the capacity to plan and manage their development activities and restoring a functional base for economic growth and social peace.
2. Improve the livelihood of approximately 4,500 people (50% women) living in the project area through strengthening of their productive capacities in post-harvest and other income-generating activities.
3. Enable large number of youth and women who have been deprived by the conflict to gain basic knowledge in productive skills through practical experiences and activity-based learning.

Major Project Outputs

1. A more capable local community addressing not only their priorities but also facilitating their ongoing participation in their development process.
2. 15 Production Groups (formerly referred to as Business Associations) in food processing centres and other cottage agro-industries established and linked with markets.
3. Increased income for project targeted beneficiary groups through strengthening agro micro-industrial development and productivity.
4. A minimum of 2000 households benefiting directly from improved technologies for post-harvest activities.
5. A minimum of 1000 youth (from total beneficiary pool) are provided with marketable skills to enable them to obtain jobs and/or start up an economic activity;
6. A number of micro and small-scale food processing and trades-based enterprises are established and organized in relevant production networks.

Key Activities

1. Assessing the needs of project beneficiaries (using selected participatory appraisal tools), identifying viable productive income generation activities and appropriate technologies.
2. Selecting project sites with the collaboration of all stakeholders, based on the distribution of vulnerable groups in both urban and rural areas and the availability of raw materials and markets.
3. Finalising selection and identification of beneficiaries based on the criteria agreed upon by all stakeholders: local governments, women's associations, directorates of counterpart ministries, village elders and Project Steering Committee members.
4. Rehabilitation of vocational training centres.
5. Training of trainers in the selected technologies, entrepreneurship, and community development.
6. Procurement of pilot plants and workshop equipment for the training centre, project beneficiaries, model cottage and micro-industries; and installation of these equipments.
7. Training of beneficiaries in entrepreneurial skills and technology to start their own business or to increase employment opportunities.
8. Mentoring the beneficiaries through their businesses.

Reference to how the programme/project related to the UN Assistance Strategy to Iraq and how it aimed to support Iraq national development goals and the Millennium Development Goal:

UNIDO's *Job Creation Through Micro Industries Promotion in Al Qadissiyah* was designed to support the UN's assistance strategy to Iraq around the core themes of (i) employment creation, (ii) improving agricultural output and production/productivity and, (iii) to improve post-harvest and income generating opportunities for vulnerable groups in rural and urban areas throughout the governorate.

The project was also a key component in the UN sector outcome objectives for the Agriculture and Food Security Sector. Key sector outcomes, that the Project helped the UNCT to work towards include: (i) Enhancing production and productivity in the agricultural sector; (ii) Reducing poverty levels and improving sustainable employment opportunities for vulnerable groups; and (iii) Strengthening agricultural and natural resource management practices.



Relevance of the Project to the UN Millennium Development Goals (MDGs)

The project also directly contribute to the attainment of the UNs MDGs for Iraq, through: **Goal 1:** “*Eradicate extreme poverty and hunger*” through its activities promoting income-generating activities and employment; and **Goal 3:** “*Promote gender equality and empower women*” through the association of women in all project activities and decision-making.

Relevance of the Project to the Iraqi National Development Strategies

The project has been developed to be an integral part of the national development priorities of the Government of Iraq (GoI). In particular, dedicated efforts have been made to specifically focus project interventions on enhancing socio-economic outcomes in the productive sectors of the economy and by assisting in strengthening livelihoods and social protection. The project was also built to respond to the clear need for capacity building of agro-industrial institutions in the country and by creating opportunities for community reconciliation through employment promotion, food security, and poverty reduction. The project is consistent with the GoI's national development priorities of: (i) Revitalizing the Private Sector through promoting access to capital/capital items for micro enterprises and by improving agricultural-related linkages with markets; and (ii) Improving the Quality of Life by enabling project targeted beneficiaries to take advantage of emerging market opportunities and through skills upgrading and human capital acquisition via vocational training programmes.

Relevance of the Project to the International Compact for Iraq

The project reflects the national and international commitments that have been made to improve Iraqi agriculture by helping to revitalize this strategic economic sector. Central to this goal is the project's efforts to help the GoI and its international partners to create a stable, competitive and sustainable agricultural sector in the country so as to improve and enhance food security, rural employment and income levels, diversify the economy and assist in the protection and management of the natural environment.

The project was designed to meet these commitments through a comprehensive portfolio of activities that targets: (i) Capacity building of GoI counterparts; (ii) Strengthening of agro-industrial assets and infrastructure; (iii) Improving the capability of small agro-related producers to add value and link with markets; (iv) Enhance efficiency in the productive capacities of agro-enterprises; and (v) Facilitate the development of support and extension services.

In accordance with these strategic priorities, the project aimed to provide strong complementarities between humanitarian assistance, post-conflict recovery and development for food security, poverty reduction, and the resettlement of war-affected communities.



Project Management arrangements

General Overview

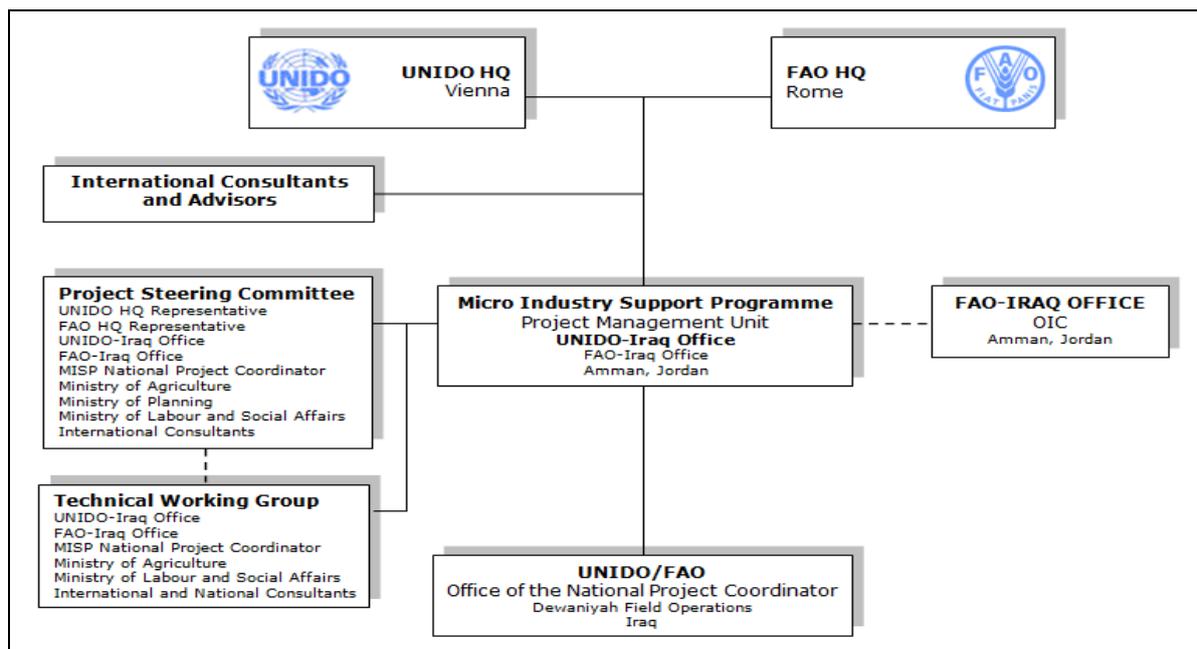
This project was jointly implemented by UNIDO and FAO. This collaboration offered the opportunity for both UN agencies to pool their complementary expertise and direct them towards the attainment of the project's planned outputs and objectives. It promotes inter-agency cooperation in line with the ongoing UN reform.

The joint implementation arrangements with clear roles and responsibilities of the two organizations were agreed upon so as to enhance efficiency in the delivery of project-level activities. At the operational level, sharing costs by using joint facilities at field offices improves effective utilisation of project funds.

The project has also contributed to improving inter-ministerial collaboration in the planning and implementation of the project through the active engagement of ministerial counterparts at the strategy and oversight level (Project Steering Committee) and at the local/field level (Technical Working Group).

More importantly, the project was the third of its kind in the country, which involved both organizations in the joint development and implementation of a comprehensive micro-industry support programme.

Project Management Unit: Organization Structure



As shown in the diagram above, the project was implemented through a Project Management Unit (PMU) in Amman, where the project's Chief Technical Adviser (CTA) is based, and from Dewaniyah through the Office of the National Project Coordinator (NPC). At the Headquarters of the two Agencies (Vienna and Rome), project managers were assigned to backstop and monitor the overall planning and implementation of project activities.



UNIDO/FAO were fortunate to have developed a strong working partnership with key GoI ministries in the governorate. Partners from the Government of Iraq are the MOA, MOLSA, MOPDC and the Al-Qadissiya Governorate. Each Ministry has appointed focal points for this project and are involved as follows:

- At the national and provincial level, MoLSA is mandated to provide vocational skills training and enhancing employment-generation activities for the unemployed. In this project, UNIDO worked with MoLSA to facilitate the implementation of the non-food vocational training and micro-enterprise development in the province.
- MoA was actively involved in the project through its rural development programme, extension and outreach services, and through assisting in the creation of a number of off-farm rural employment generation activities. MoA was the direct line ministry working with FAO to facilitate the implementation of the food-processing component of the project.
- MoP is a central project collaborating stakeholder/partner and has also played an important role in creating consensus amongst competing ministerial interests and agendas. They have arbitrated, through negotiation and compromise, the unfolding of project activities throughout the governorate.

To assist in providing a strong and clear framework for setting the strategic direction of the project, a Project Steering Committee (PSC) was established early on in the project cycle. The PSC was composed of representatives from MoA, MoP, MoLSA, UNIDO, FAO, and with ad hoc participation of selected stakeholders from the Al-Qadissiyah Governorate. The PSC has an advisory and coordination role on the strategic and planning issues and implementation modalities. This will ensure transparency and promote ownership of the project among all the stakeholders.

In addition to the CTA, the NPC and the focal points of the different ministries, the project recruits national and international short-term consultants for specific technical activities. The project also cooperates with local universities and other vocational training institutes for the specialized training of trainers' course, the development of training manuals, and the preparation of locally relevant action plans for the revitalization of micro/agro-industrial enterprises in the province.

II. RESOURCES

Total approved budget and summary of resources used for the programme/ project from the UNDG Iraq Trust Fund (and non-Trust Fund resources where applicable):

The actual expenditure figures per component will be reflected in the "Final Financial Report" prepared and submitted by UNIDO Finance Service by the end of April 2011

Personnel (11-00, 13-00, 17-00), (Budget: \$889,200). Project funds used under this Budget Line were used by National Project Staff, Long-Term International Expert, Short Term National Consultants, and Short-term International Consultants. Variation (111%) resulted from a longer than expected project cycle.

Contracts (21-00)(Budget: \$715,000). Project funds used under this Budget Line were used for contracting,



engineering, and professional services. Variation (91%) and is within 10% variance of budgeted funds.

Training (32-00, 33-00, 34-00, 35-00) (Budget: \$590,000). Project funds used under this Budget Line were used for the Training of Trainers, the Training of Project Beneficiaries, and for Study Tours for GoI counterpart ministry staff. Variation (159%) was driven by higher than expected training costs and smaller than planned training in-take training session classroom sizes.

Supplies and Commodities (45-00) (Budget: \$142,000). Project funds used under this Budget Line were used for the purchase of project supplies and consumables. Variation (103%) and is within 10% variance of budgeted funds.

Equipment (45-00, 43-00) (Budget: \$2,700,000). Project funds used under this Budget Line were used for the purchase of equipment for installation at the various project supported training centres, for beneficiary 'toolkits', for Production Group technology packages, and for targeted investments made to improve the asset profile of the Project GoI counterpart ministries. Variation (90%) resulted from cost-savings and better than expected equipment prices associated with the international procurement process.

Transport/Travel (15-00, 16-00) (Budget: \$206,560). Project funds used under this Budget Line were used for the travel of national project staff, international consultants, and for travel-related costs associated with conducting various TWG and PSC meetings. Variation (43%) results from greater use of internet, VOIP, and mobile phone communication under the remote management modality used by the PMU.

Security (56-00) (Budget: \$104,855). Project funds used under this Budget Line were used for office security contracts, security infrastructure, base support costs, personal protection and security-related equipment. Variation (81%) resulted from lower than expected security related costs.

Miscellaneous (51-00)(Budget: \$157,283). Project funds used under this Budget Line In addition, this budget line paid for various utility and communication/IT charges and other expenditures associated with the Common Service Agreements. Variation (16%) resulted from less than expected expenditures incurred in the implementation of the project and from higher levels of resource sharing amongst a number of UNIDO projects in the country.

Agency Management Support (Budget: \$366,993). Project funds used under this Budget Line were used by the Agency to facilitate the implementation, monitoring, and reporting activities of the project. Figures reported at this time are for FAO only as agency support costs have not yet been reported by UNIDO.

Human Resources

National Staff and Consultants engaged under the Project

Under the *project* there were 4 full-time and 2 part-time/temporary staff employed. The day-to-day organization of field staff was conducted by the National Project Coordinator (NPC) who is supported by three (3) National Project Officers (NPO) and 2 temporary data entry support staff.

International Staff and Consultants Engaged Under the Project

The project was backstopped out of the UNIDO-Iraq Office in Amman, Jordan. It employed one (1) Chief



Technical Advisor and, hired on a short-term basis a small number of local staff (Jordanian) and has brought in, on an ad hoc basis, the expertise of short-term international consultants.

In summary, the project staff included:

Long-term International Experts

Chief Technical Advisor (1)

Short-term International Consultants

Agro-Engineer (1)

Vocational Training Specialist/Subject Matter Expert (1)

National Staff (Jordan)

Project Assistants (1)

Logistics Clerk (1)

National Staff (Iraq)

National Project Coordinator (1)

National Project Officers (3)

Beneficiary Support Worker (1)

Field Clerk (1)

Driver (1)

National Consultant (Iraq)

Civil Engineer (1)

Socio-Economist (1)

III. RESULTS

Assessment of the extent to which the project has achieved the outcomes and outputs expected

The project has to a large extent achieved its outcomes and outputs. Annex 1 provides a tabular overview of the results obtained:

- The design, development, and implementation of project sensitization workshops, with core project stakeholder groups, have been completed. The project has confirmed the needs of project beneficiary groupings through the preparation of a comprehensive needs assessment report that was conducted in collaboration with COSIT from the Ministry of Planning.
- The selection of project sites and the 'mapping' of beneficiary groups, project extension services, project supported training sites, and other agro-infrastructure is largely completed. The mapping and tracking 'platform' has been designed to be easily updateable and was regularly revised as the project moves through the project cycle.
- The identification and promotion of locally relevant and appropriate agro-economic technologies has been



completed. The completion of this activity was facilitated through a demand driven and market based assessment of raw materials, support services, distribution nodes, and market access points conducted in project targeted areas. Throughout this process, the PMU, the Project Steering Committee, and the Government of Iraq (GoI) counterparts were actively engaged in this initiative.

- The project has completed all rehabilitation works at the DVTC and the placement of trainers from various project participating ministries has been finalized and implemented. Receiving ceremonies provided the PMU with an important opportunity to showcase the involvement of key stakeholders from the Governor's Office, the provincial council, the GoI counterpart ministries, and project linked community development leaders. The DVTC has become a model facility in the governorate and is regularly visited by Iraqi officials.
- The preparation of the technical specification for project procured equipment has been finalized and procurement activities have been completed by both UNIDO and FAO. The project has completed its inventory reporting on project-purchased equipment and tools that will be distributed to the DVTC, project beneficiaries, and project established PGs. Training related equipment has been installed and commissioned in the newly renovated DVTC and formal agreements and conditions of use documents have been finalized to structure technology transfers between the PMU, GoI Line Ministries, and other end-user groups.
- All Training of Trainers (TOT) sessions have been completed for various technical and vocational skills upgrading of ministerial counterpart staff. These staff were attached to the project's food and non-food vocational training and skills upgrading centre. In addition, the Ministry of Labour and Social Affairs has brought a number of project trained trainers under staffing contracts. In total, the project has trained 48 ToTs in a variety of technical, vocational, and management-based thematic areas. Furthermore, the project has completed its training of 13 Community Development Leaders and has been actively working with group members to promote and monitor development activities in the governorate. The PMU worked with GoI focal points to identify and nominate candidates that will receive follow up training in business and operations management. These capacity building initiatives are aimed at complimenting the technical training programme of the project.
- The Training of Beneficiaries (ToB) component of the project has started with technical training of targeted beneficiaries in a number of food and Non-food related fields. At the end of the project cycle project has trained over 1775 project beneficiaries in a large number of non-food type technical and vocational skills areas.
- Through the project's engagement with the Diwaniyah Small Business Development Centre, the PMU funded three rounds of small business training sessions for targeted project beneficiaries.
- The project has made the revitalization of dynamic workshops a central feature of the Producer Groups (PG) component of the project. Using the established MISP methodology, the PMU hired a National Experts to help identify and select the most suitable productive facilities and workshops to participate in the PG component of the project. The experts helped in the preparation of the technical and economic assessment reports, provided strong inputs into the development of Bill of Quantities for these PGs, and the civil rehabilitation works have been completed on all Non-food and Food Production Groups. Non-Food PGs have been equipped with locally relevant and high quality equipment and technologies and owners and managers have participated in a number of small business development training sessions. The PMU has also assisted 5 PG operators to secure small loans to help take their business to the next level of service and excellence. The rehabilitation of Food side Production Groups has also been completed, and the PMU had worked with local authorities to put in place a number of resources to help sustain the operations of the PGs once technology transfer packages have been installed and commissioned.
- The PMU has been actively working with its Government of Iraq counterparts to develop a comprehensive sustainability strategy. After a number of meetings, the PMU has endorsed agreed upon sustainability



initiatives, so as to ensure that the project has the necessary support after the project close out date in September 2010. The PMUs sustainability strategy has been strengthened by the expertise and recommendations of an independent evaluator.

Main Activities Undertaken and Achievements:

Project Beneficiaries

By the end of the Project cycle the project had trained 1775 trainees in 14 different training fields.

Training Field	Number of Training Sessions	Number of TOBs Trained
Dates	14	250
Pastry	7	107
Fruit and vegetable	20	350
Beekeeping	12	166
Sesame processing	0	0
Total Food Trainings (A)	53	873
Sewing	12	195
Weaving	8	112
Welding	10	150
Lathe	5	71
Woodworking	9	131
Agro mechanics	6	84
Auto mechanics	5	72
Mobile telephone repairs	3	29
Small Business Management	3	58
Total Non-Food Trainings (B)	61	902
Total Trained (A) + (B)	114	1775

- The project trained 1113 women and 662 men;
- The PMU has conducted an assessment of the costs involved to train a project beneficiary in a standard 4-weeks training course. The appraisal reports that, on average, it cost the project \$275 USD to train a trainee for a 4-weeks training session. In discussions with other organizations operating in the area the average cost is around \$315 USD.
- A large number of the ToBs report that the training sessions were of satisfactory quality
- See Annex 10-11 for an overview of the databases and mapping tools that were developed to track the profile(s) of project trained beneficiary groups.

Trainers

The project has created a core cadre of forty (40) Food and Non-Food trainers.

Vocational/Technical Training Field	Number of ToTs Trained
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Business management	0
Dates	3
Pastry	4
Fruit and vegetable processing	4
Sesame processing	5
Beekeeping	5
Sewing	5
Weaving	2
Welding	4
Lathe	2
Wood working	2
Agro mechanics	2
Auto mechanics	2
Mobile telephone repair	2
TOTAL	42

- The recent independent evaluation of the project reports that 95% of trainers found that the trainings were appropriate for the training of project beneficiaries;
- 95% of the Trainers trained by the project were assessed to have had the relevant professional background required to be engaged in vocational and skills upgrade training;
- All trainers report that they were satisfied with the inclusion of instructional and pedagogical trainings and resource kits;
- The independent evaluation assesses that the number of trainers developed by the project is ‘well-balanced’ against the requirements of the ToB training sessions;
- For more information on Training Fields and the Training of Trainers component of the project see Annex 4: Training Fields and Trainer Summary Table.
- Annex 8 and 9 highlights (via screenshot) the database and mapping tools that were developed to keep track of the activities of Trainers trained by the project

Toolkits

- The quality of the toolkits played an important role in attracting and motivating beneficiaries to be engaged with the project;
- 90% of project trained beneficiaries received toolkits at the end of their respective training sessions;
- Project stakeholder report high levels of satisfaction with the beneficiary toolkits. The Toolkit Assessment Summary Table is attached as Annex 5.

Production Groups (PG)



The Project created or revitalized 36 productive facilities. These are as follow:

Food Production Groups

#	District	Town	Commercial Activity	No. Established
1	Dewaniyah	Dewaniyah City Centre	Tahini/Sesame	4
2	Dewaniyah	Dewaniyah City Centre	Date Processing	2
3	Dewaniyah	Dewaniyah City Centre	Fruit and Vegetable	1
4	Dewaniyah	Dewaniyah City Centre	Breads and Pastries	1
5	Dewaniyah	Dewaniyah City Centre	Honey Extraction	2
Total Production Groups Established				10

Non-Food Production Groups

#	District	Town	Commercial Activity	No. Established
1	Dewaniyah	Dewaniyah Centre	Carpentry	2
2	Dewaniyah	Dewaniyah Centre	Machine Tools/Shop	2
3	Dewaniyah	Dewaniyah Centre	Auto-Mechanics	1
4	Dewaniyah	Dewaniyah Centre	Welding	4
5	Shamea	Shamea Centre	Carpentry	2
6	Shamea	Shamea	Agro-Mechanics	1
7	Dewaniyah	Dewaniyah Centre	Sewing/Tailoring	1
8	Dewaniyah	Dewaniyah Centre	Weaving/Spinning	1
9	Afaq	Afaq Centre	Weaving/Spinning	1
10	Hamza	Hamza Centre	Sewing/Tailoring	1
11	All Districts	Commercial Centres	Mobile Phone	10
Total Production Groups Established				26

- As models for others to learn and be inspired from the PGs are perfect. They display new standards in appearance, technology and business management, and most important it has been obtained through targeted and moderate investments;
- The independent evaluation of the project reports that likelihood that the Production Group component of the project will reach its expected outcome and impact goals is good/high;
- The evaluation recommends that in future projects that the PG component of the project be scaled up/expanded to strengthen local economic recovery in other more under-served areas of the province.

Technology Transfers



- Training equipment and high quality training materials have led to marked improvements in the competency of training programmes offered at the Al-Qadissiyah Vocational Training Centre;
- The PMU has been recognized by Iraqi parliament members, the Governor of Al-Qadissiyah, the Dewaniyah Chamber of Commerce, and most project counterpart ministries as providing inputs necessary to turn the Al-Qadissiyah VTC into a Centre of Excellence in the province.

Project Management

- Assessment: The project management has shown extreme project implementation efficiency. All inputs have been of high quality and consistent with operational workplans;
- Project management has been very concerned about project outcome and has taken the necessary and appropriate action along the way based on field monitoring information to maintain project efficiency;
- Management by remote control is always a difficult job, however, the PMU allocated significant resources to putting enough human resources on the ground to facilitate the timely unfolding of project activities;
- The PMU utilized a number of different ‘platforms’ for communicating with the field and stakeholders including, Mobile, SMS, web-based surveys, SMS surveys, emails, VOIP, video-conferencing and meetings in Baghdad. The use of information technologies also allowed the PMU to track more effectively changes on the ground.

Implementation constraints, lessons learned from addressing these and knowledge gained from assessments, evaluations and studies that have taken place during the project:

- The fragile security situation hampers free movement of international and national project staff and consultants, posing some difficulties to the effective implementation of project activities.
- Effective targeting of dynamic youth remains a challenge for project managers. Although there are a large number of eligible youth, many do not meet the suitability criteria that have been established and endorsed by the Project Steering Committee.
- The project is also working in a more traditional part of the country and securing the participation of many vulnerable or marginalized groups has been a difficult and challenging task.

Key partnerships and inter-agency collaboration, impact on results:

The project is an inter-agency collaboration between the United Nations Industrial Development Organization (UNIDO) and the Food and Agriculture Organization of the United Nations (FAO). This collaboration has allowed each agency to focus on achieving results in their respective core competency areas. Although UNIDO is the Lead Agency under the Terms of the project, the organizational arrangements have been structured to promote collaboration, consensus and shared decision-making. The strong synergies between the two organizations have also acted as an important model for other project partners and stakeholders inside the country.

UNIDO has been able to bring its experience and technical assistance programme to focus on the non-food component of the project. Emphasis has been placed on providing vocational skills upgrading to project targeted beneficiaries in a variety of income generating areas like welding, mechanics, machine tools, sewing, mobile phone repair, weaving, etc. Working with UNIDO's training providers, the Organization has been able to exceed the planned targets and have provided enhanced opportunities for youth to obtain meaningful employment



opportunities in the region.

FAO has leveraged its background and skills in the delivery of post-harvest processing technologies and practices to reach into the rural areas. Under their training programmes, the project has exceeded its gender goals and this has been largely achieved through the work of FAO in the rural areas where the gender dimensions of work are oriented strongly towards the activities of women. Through this assistance, the Organization has helped to raise the profile of women in these communities and provided important inputs to communities that have been affected by conflict and instability.

Highlights and cross cutting issues pertinent to the results e.g. gender disaggregation, policy engagement and participation of the public:

Public Participation: The counterpart ministries have been actively involved in project implementation as stated in previous sections of this report. This was achieved as part of the continuous communication with the counterpart ministries and their participation in the PSC's.

Women Beneficiaries: Women constitute a substantial proportion of the poor in the target governorate. These were encouraged to participate in project activities and in the leadership positions in production groups and associations established by the project. At the time of the project close out, the level of participation of women in project-funded training programmes has been extremely high. The PMU is satisfied with the efforts made to encourage the participation and engagement of women.

Environment: Technologies and work processes were originally designed to have minimal impact on the environment. Wherever possible, the project adopted approaches/modalities that promoted technologies that did not adversely affect the environment of the targeted project areas. Technologies employed were always assessed to be relevant, appropriate, and environmentally sustainable.

Employment Generation: The project interventions focussed on improving the livelihoods for some 4500 people. This was achieved by contributing to revitalize agro-industrial productivity and the promotion of micro-enterprises in the governorate of Al Qadissiyah. At the close-up of the project 40% of the trained beneficiaries were able to obtain a job or to start their own business and 36 production groups were established. The project acted also as a magnet to attract additional and complimentary investments from the private sector and development agencies working in the field. These investments will help to extend employment opportunities in the governorate.

Social/Trust Building in Conflict Areas: The village elders, community leaders, district and sub-district officials, mayors of cities and the beneficiaries through their associations have been participating in the selection of beneficiaries and identifying the location and kind of income generating activities they want to embark on. Ensuring stakeholders to actively participate in such key decisions enhances the trust and partnership between project partners, which was essential in the implementation of the project.



IV. FOLLOW UP ACTIONS AND SUSTAINABILITY

Priority actions that should be supported/implemented following completion of project to build on achievements and partnerships rectify shortcomings encountered and use the lessons learned during the project with strong emphasis on achieving sustainability of the outcomes:

Training of Trainers

The project has built a strong cadre of trainers that have now required skills in the delivery of vocational training programmes. These trainers have been involved in the organization and implementation of nearly 110 training sessions. Although the project has worked to reach agreement with the DoA and MoLSA on locating them at the respective ministries, the latest political deadlock has hampered the effective running of the Ministries and commitments have been compromised due to on-going uncertainty associate with delays with the political situation in the country. There is little that the project can do to ensure that previous commitments to locate the trainers in the Ministries are honoured. This requires political will within the counterpart Ministries.

Diwaniyah Vocational Training Centre

The project has created an exception training facility for the people of Al-Qadissiyah. There are still uncertainties around a clear allocation of a budget for its operation and the maintenance of the equipment. This is mainly due to on-going uncertainty associate with the political situation in the country.

Production Groups

The project has formally provided assistance to the establishment of 36 Production Groups (PG). These PGs have been provided with a variety of productivity enhancing technologies and a number of important civil upgrades have been made that created very high quality and modern workshops. Owners have been provided with managerial skills trainings and have been supported in the preparation of business plans. These PGs have become important models to other workshop owners and act as a powerful magnet to attract complimentary investments. Follow up activities will need to be oriented towards ensuring that project resources are being used effectively and within the Conditions agreed to. Fortunately, the PMU has been able to secure the support of the Office of the Governor and the Dewaniyah Chamber of Commerce which will provide oversight and monitoring so as to ensure that the PGs operate with the goals of promoting employment and livelihoods support.

Project Replication

The Governorates of Babil and Wassit have formally notified UNIDO that they would like to see similar projects rolled out in their jurisdictions. There is high demand for such programming in Iraq, however the source of funding should be identified. With donor fatigue clearly evident and limited government resources being directed towards these sorts of programming, the likelihood that Iraq will see additional such-type programming is rather modest.

Operational Field Guide

Lesson learned under the project has been directly fed into the creation of an Operational Field Guide for the design and implementation of such programmes in conflict affected environments. The Field Guide will provide project managers with a set of tools and templates that will help in the implementation of post-harvest and vocational skills training as well as with the promotion of micro enterprises. The Operational Guide will be an important tool for managers and will assist in building the capacity of managers to sustain project-type activities well into the future.



Indication of major adjustments in the strategies, targets or key outcomes and outputs:

Iraq is a challenging operational environment. There are a number of complexities that require a flexible Project Management Unit and implementation methodology. Under these circumstances, it is sometimes the case that developments on the ground lead to important changes in the delivery of a programme. UNIDO and FAO have a great deal of experience working in post-conflict/crisis environments and have designed an operational model that allows managers to quickly adjust to changing circumstances.

The main challenges faced by the PMU were essentially how to navigate politically sensitive issues in way that allowed the project to achieve its planned objectives. Project Managers have been able to find innovate, system/rules based approaches that minimized political interference and re-focused attention on the technical matters that needed to be addressed. This approach has proven to be highly successful.