



FINAL PROGRAMME¹ NARRATIVE REPORT

Programme Title & Number

Programme Title: Support for Job Creation and Self Employment Through Promotion of Micro-Industries in Anbar Governorate of Iraq

- Programme Number: A5-22
- MPTF Office Atlas Number: 66926

Country, Locality(s), Thematic Area(s)²

Iraq,
Agriculture and Food Security Sector
(Mapped under Inclusive Economic Growth Priority Area as per the UNDAF)

Participating Organization(s)

Food and Agricultural organization of United Nations (FAO)
United Nations Industrial Development Organization- (UNIDO)

Implementing Partners

- Ministry of Planning (MOPDC).
- Ministry of Labour and Social Affairs (MOLSA).
- Ministry of Agriculture (MOA).

Programme/Project Cost (US\$)

UNDG ITF Contribution: \$ **4,235,664**

FAO : \$ **2,117,832**

UNIDO : \$ **2,117,832**

Agency Contribution:0

Government Contribution; \$ **300,000**

Other Contribution (donor): 0

TOTAL: \$4,535,664

Programme Duration (months)

Overall Duration: 36 months

Start Date 18 December, 2007

Original end date **18 June, 2009**

Revised End Date: 28 Feb 2011 (UNIDO)
31 Dec 2010 (FAO)

1st Extension: Change of Scope

2nd Extension: 31/12/2009 (both agencies)

3rd Extension: 31/07/2010 (both agencies)

4th Extension: 31/12/2010 (both agencies)

5th Extension: 28/02/2011 (only UNIDO)

Final Programme/ Project Evaluation

Evaluation Completed

Yes No Date: 2011 (UNIDO part only)

Evaluation Report - Attached

Yes No

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FINAL PROGRAMME REPORT

I. PURPOSE

This project addresses the socio-economic priorities of Anbar, governorate of Iraq with a focus on community empowerment and the promotion of income-generating activities/job creation. More specifically, the project aims at increasing the capability of rural and urban communities in this governorate to engage in viable non-farming enterprises, reducing dependency on relief aid and helping them to move towards sustainable livelihood in more efficient way.

Outputs:

- 1.1 Enhanced capacities at the community level in support of socio-economic growth and peaceful coexistence (MDG 1, 3) by creating an environment for productive self employment.

- 2.1 Sources of income and employment for men and women creating an environment for productive employment through training and provision of tools for individuals and organized production groups in manufacturing of food and non-food products (micro-industries) (MDG 1, 3 and 5. Training center will train 1000 trainees per year in metal works, wool cutting, Agro-Mechanic and in food processing (Dairy, biscuits, noodles, vegetable oil, dates,..)

- 2.2 A minimum of 1,400 people (50% female) were provided with marketable skills to enable them to obtain jobs and/or start-up an economic activity to sustain livelihoods for themselves and their families (MDG 1, 3) during the project period.

- 3.1.500 (out of the total beneficiaries) unemployed youth deprived of basic knowledge and training enrolled in project training programmes (in food and non-food technologies), enabling them to take up employment and self-employment.

The project was designed within the framework of the Joint UN-Iraq Assistance Strategy 2006-2007. Specifically, this project is housed within Cluster A of the framework with special focus on the following goals: (i) support economic and human development; and (ii) assist in the provision of basic services and promotion of community development participation. This project is related to these two strategic UN planning framework goals for Iraq through the training of beneficiaries in food and non-food related activities. To further encourage economic and human development, beneficiaries are provided with toolkits to encourage self-employment. Furthermore, to promote the empowerment of women, this project strives to include women in all project activities and decision-making.

In addition, the activities of this project will contribute to the attainment of the following MDG Goals:

Goal 1: *“Eradicate extreme poverty and hunger.*

Goal 3: *“Promote gender equality and empower women*

The project will also indirectly contribute MDG Goals (2, 4, 5 and 7) through its capacity building/training interventions and improvement of the food security situation.

The primary implementing partners and stakeholders including key beneficiaries.

The main collaboration is between FAO and UNIDO in joint implementation of this project. FAO is the Lead Executing Agency for this project and is directly involved in the implementation of all

food processing activities. As the collaborating agency, UNIDO is in charge of the non-food processing activities. The headquarters of both agency coordinate and conduct the procurement of any items needed for the successfully completion of the project. Complementary technical expertise between the two agencies is parallel with their commitment to improve administrative efficiency and lower operational costs of project implementation.

This project was implemented in close collaboration with MoA, MoLSA, MoP and Anbar governor's office and their national partners. This partnership has contributed to more efficient achievement of the project goals and an increased sense of ownership.

The project benefited some 1,400 families. These households were selected from the most vulnerable sectors of the population, including:

1. Poor and marginalized communities, especially widows, female-headed households, and internally displaced persons.
2. Those engaged in subsistence agriculture who at present lack tools and equipment to undertake post-harvest activities, food processing, garment making and other income generating cottage industries.
3. Unemployed and untrained youth.

The target groups live in difficult conditions and face a series of constraints that impede their development, including low levels of productivity, absence of suitable technological packages, poor access to markets, limited advisory support/training services, and limited access to finance.

The project extended its geographical reach to include districts and scattered villages around in the governorates. The socio-economic profiles for these areas are distressing with its population severely affected by armed conflict leading to severe poverty and breakdown of socio-economic structures.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

- a. The key outputs achieved and explain any variance in achieved versus planned results.

The planned development goal of this project is to improve the socio-economic conditions of the population in the project area through community empowerment and rehabilitation of the livelihood and productive capacities in the Anbar governorate. Particularly, it was planned that the livelihood of 1,400 households will be improved as a result of training in income generating activities and the provision of tools to encourage self-employment.

Suitable training programs for food and non-food activities have been identified and Training of Beneficiary (ToB) material printed. Training of Trainers (ToT) for food based activities have all been completed and training for non-food related activities was completed. Appropriate rehabilitation of a training center for food and non-food related activities have been completed. Training of Beneficiaries for the food sector has completed as well as training centre. The best specifications for equipments has been completed and procurement done. All equipments have been delivered.

- b. The achieved outputs have contributed to the achievement of the outcomes as the following:

Training of Trainers (ToT)

The entire planned ToT for food activities has been completed during the project period by providing training to 25 MoA officials: 6 in beekeeping, 5 in date processing, 5 in fruits and vegetable processing, 3 in tahina production, and 6 in milk and dairy processing. All these training courses took place in Amman and conducted by the Agricultural Engineering Association; except beekeeping, which was conducted by National Center for Agricultural Research and Training. All the ToTs took

place from February 28, 2009 to May 12, 2009. A Business management training was conducted for 8 staff (5 MoA + 3 MOLSA). All food related activities are completed. Non-food related activities are completed.

The assessment of the trainers for the non-food activities has been finalized by the project and endorsed by MOLSA. Candidates that are assessed to be dynamic and technically proficient were sent out of country for more advanced training in technical and vocational skills areas. ToT by training institutions and UNIDO has been completed.

Training of beneficiaries (ToB):

It was identified that the ToB for food related activities would be in beekeeping, fruits and vegetable processing, date processing, sesame and tahina production, and milk and dairy processing. ToB for non-food related activities would be for carpentry/joinery, agro/auto mechanics, sewing/tailoring, refrigeration/coolant systems, generator/pump repair, and mobile phone maintenance and irrigation/sprinkler repair.

The beneficiary identification for training in food- and non-food activities has been completed. The initial list included 1,014 trainees for food and 1,207 for non food, which through a screening process has been reduced to 800 for food and 800 for non food. At present the project has targeted 1,400 beneficiaries (700 food and 700 non food). The training plan for food activities has been completed. All ToB equipments have been delivered.

The planned ToB has been completed. In total 493 beneficiaries have been trained in food activities such as; 200 in processing of fruits and vegetables, 178 in beekeeping and honey processing and 115 in date processing. The dairy processing equipments has been fully delivered.

Producer Groups (PGs)

Establishment of PGs for food related activities have been completed. The number of PG's against each food activity was identified. Relevant information to select 8 PGs (2 each for fruits and vegetables, beekeeping, sesame processing and date processing) has been gathered through the PG survey forms. The selection criteria are based on the size of current business, suitability of location and available equipment, current revenue generation, employment, rehabilitation cost and experience of the association to run the business.

The establishment of non-food PGs was done. For non food PGs, MOLSA staff would be involved in the selection process to use PG activity as a mechanism to integrate Phase I ToTs that were selected for phase II training. This approach would allow the project to utilize the human assets it has invested in. A technical economic assessment in the target project areas has been planned for the establishment of PGs. ToR of the assessment includes the identification of high potential workshops and detailed enterprise survey. the PGs and other micro-industry activities have been established, and the beneficiaries linked with the most economical funding mechanism in the project area.

Rehabilitation of Vocational Training Centers

Rehabilitation of the food VTC has been completed along with installation of the equipment during the project period. The construction work was completed under the supervision of a civil engineer recruited by FAO supported by two civil engineers from the MoA. Design, drawings and bills of quantities for construction works for the VTC were prepared jointly by MoA and FAO. The construction has been done through a contractor, who was selected through a tender process. The VTC has been refurbished with new furniture and office equipment, and with installation of 8 split air conditioners. Two MoA officials have been trained in Holland by the equipment supplier in installation, operation and maintenance of the dairy processing equipment.

Concerning the rehabilitation of VTC for non-food related activities, after serious constraints bringing about some delays, a building belonging to MOLSA in Ramadi has been identified for the non food ToB training. The design drawings and BOQ for the rehabilitation of the building have been completed. The contract has been awarded by UNIDO and construction was done.

Preparation of technical manuals

Six technical manuals were prepared, printed and delivered to the field staff for distribution among beneficiaries. The manuals were prepared by FAO for date processing, beekeeping and honey processing, fruits and vegetable processing, dairy processing and sesame processing and tahina production. Apart from distribution of above technical manuals in Arabic, 330 copies of various manuals on food processing in English (procured through international tender) were also handed over to the DoA/Anbar for use by the trainers and VTC staff.

Procurement

Procurement of equipment for VTC, producer groups, and toolkits for individual beneficiaries for food and non-food has been completed, and most of the equipment has been delivered. All the procured equipment for the food processing VTC has been received, installed and put to daily use during ToB courses. The procurement plan with current status is described in the table below.

Activity/Food	Number of equipment	Procurement status	Delivery status	Installation/ Distribution status
Food Activities				
VTC date	1	Completed	Completed	completed
VTC beekeeping	1	Completed	Completed	completed
VTC fruits & vegetables	1	Completed	Completed	completed
VTC dairy	1	Completed	Completed	completed
VTC: cold storage unit	1	Completed	Completed*	completed
Beneficiary toolkits: date	200	Completed	Completed	completed
Beneficiary toolkits: beekeeping	200	Completed	Completed	completed
Beneficiary toolkits: fruits and vegetables	200	Completed	Completed	completed
Beneficiary toolkits: dairy	200	Completed	Completed	completed
Producer groups: date	2	Completed	Completed	completed
Producer groups: beekeeping	2	Completed	Completed	completed
Producer groups: fruits and vegetables	2	Completed	Completed	completed
Vehicle (Toyota pickup)	1	Completed	Completed	completed

* During the shipment some parts of the cold storage unit were damaged, which are being replaced by the supplier/insurance company.

Activity/Non-food	# of equipment	Procurement status	Delivery status	Installation/ Distribution status
Non-Food Activities				
VTC Sewing	20	Completed	Completed	completed
PG Sewing	1	Completed	Completed	completed
Beneficiary toolkits Sewing	90	Completed	Completed	completed
Extra Beneficiary toolkits Sewing	260	In process	Completed	completed
VTC Mobile	18	Completed	Completed	completed
PG Mobile	20	Completed	Completed	completed
Beneficiary toolkits Mobile	80	Completed	Completed	completed
VTC Air-condition	5	Completed	Completed	completed
Beneficiary toolkits Air-condition	50	Completed	Completed	completed
VTC Generator and Pumps	1	Completed	Completed	completed
Beneficiary toolkits Generator and Pumps	80	Completed	Completed	completed
VTC Carpentry	30	Completed	Completed	completed
PG Carpentry	2	Completed	Completed	completed
Beneficiary toolkits	80	Completed	Completed	completed
VTC IT		Completed	Completed	completed

- c. The overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc

The project was designed within the framework of the Joint UN-Iraq Assistance Strategy 2006-2007. Specifically, this project was housed within Cluster A of the framework with special focus on the following goals: (i) support economic and human development; and (ii) assist in the provision of basic services and promotion of community development participation. This project was related to these two strategic UN planning framework goals for Iraq through the training of beneficiaries in food and non- food related activities. To further encourage economic and human development, beneficiaries were provided with toolkits to encourage self-employment. Furthermore, to promote the empowerment of women, women were included in all project activities and decision-making.

The project had a direct contribution to the attainment of the MDG“ s in Iraq. The Goals focused on 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. The project also indirectly contributed to other Goals (2, 4, 5 and 7) through its capacity building/training interventions and improvement of the food security situation.

- d. The contribution of key partnerships and collaborations, and how such relationships impact on the achievement of results.

UNIDO and FAO had the overall responsibility for the implementation of the project and the appropriate use of donor fund. Also, in line with their administrative rules and regulations, the two agencies took all decisions regarding staff recruitment, contractual agreements, technical assistance, backstopping and project supervision, and procurement, monitoring and reporting.

FAO concentrated on the food processing component of the project while UNIDO focused on the non-food processing component. The interagency agreement signed between the two agencies which elaborated on the activities carried out by agencies, reporting (including financial reports) and recruitment of international and national staff. The regional government provided extension and training personnel who worked as Trainers, and building for the business associations as required.

The project enhanced trust, inter-organizational co-ordination and cooperation through the use of stakeholders“ workshops and also sought to build on existing co-ordination initiatives aimed at strengthening economic recovery in the region. This framework supported the involvement of all relevant Iraqi stakeholders and helped to ensure national ownership and sustainability of the project. The experience gained by UNIDO and FAO managing a similar project in northern and southern Iraq also helped speed up the process of project delivery/implementation and control (monitoring). UNIDO’s and FAO’s past experience in these previous projects helped to streamline the identification and procurement of relevant training manuals, the design of training and support facilities, confirming technical specifications for most of the equipment, the identification of beneficiaries, and the preparation of documents, contracts, and procurement. UNIDO’ and FAO’ past experience was easily adapted in this project area.

The project implemented within the existing institutional framework of the relevant ministries such as Ministry of Labour and Social Affairs, Ministry of Industry (MOI) and Ministry of Agriculture. These ministries involved in providing background information and data and had a major input into project implementation through their participation and inputs within the Project Steering Committee. Representatives from Anbar Governorate also as a major counterpart during the implementation of the project. By the end of the project, the infrastructure and equipment supplied by the project owned and operated by the associations - with technical and extension support from the counterpart ministries. The extension and training services of the ministries also provided continuous support to households

and other project beneficiaries and also performed an important role as a sustainability feedback mechanism for the project.

The project benefited more than 1,400 families. For Food component a total of 820 beneficiaries (out of the 700) were trained as follows: 200 in beekeeping, 220 in fruits and vegetables processing, 200 in date processing and 200 in dairy. In addition, 177 toolkits and equipment for beekeeping were distributed, as well as 217 toolkits for fruits and vegetables processing, 186 toolkits for date processing. Dairy training was provided to 200 beneficiaries. Under Non-Food component, about 600 TOB were completed and additional TOB of 300 were added.

These households were selected from the most vulnerable sectors of the population, including:

1. Poor and marginalized communities, especially widows, female-headed households, and internally displaced persons.
2. Those engaged in subsistence agriculture that lacked tools and equipment to undertake post-harvest activities, food processing, garment making and other income generating cottage industries.
3. Unemployed and untrained youth.

The project assisted both men and women in improving their skills and productive capacity by training and providing improved micro- and small-industries processing tools and equipment. It is estimated that a minimum of 50% of the project beneficiaries were women.

Business associations established to provide assistance specifically to women. In associations where men and women are members, women encouraged to be active members of the management team. This increased the participation of women in the associations.

- e. The contribution of the programme on cross-cutting issues pertinent to the results being reported.

Gender

Women constitute a substantial proportion of the poor. Despite given pronounced cultural and religious views in the governorate, women were encouraged to participate in project activities and in the leadership positions in producer groups and associations established by the project.

Environment

Technologies and work processes were designed to have minimal impact on the environment. The project promoted technologies that do not adversely affect the environment of the targeted project areas. Technologies employed are relevant, appropriate, and environmentally sustainable.

Employment Generation

Following the training of beneficiaries, the project provided them with toolkits to encourage self-employment. The establishment of Producer Groups contributed to employment generation by developing and strengthening its linkages with other FAO/UNIDO programmes in the central region of the country, the project has generated important „spill-over effects“ and continues to act as a magnet to attract additional and complimentary investments from the private sector. These investments are contributing to the expansion of 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 continue to participating in the selection of beneficiaries. In addition, throughout the process, these stakeholders were involved in the identification of VTC locations and decisions on the kind of income generating activities that are implemented. These steps ensured that there was active community participation to enhance trust which was essential in the implementation of the project.

III. EVALUATION & LESSONS LEARNED

- a. The assessments, evaluations or studies undertaken relating to the programme.

A Rapid Area Assessment was completed with the active participation of the GoI counterpart ministries and the implementing agencies was heavily utilized in the planning of the project, the identification and targeting of agro-economic activities, project beneficiary grouping and for the selection and promotion of micro-industries. This needs assessment was complemented by a number of targeted market based and demand-side surveys which allowed the project management to ensure strong synergies between the activities of the project, the market demand of industries and enterprises, and the development priorities of the government.

The design, development, and implementation of project sensitization workshops, with core project stakeholder groups, were completed. The selection of project sites and the “mapping” of beneficiary groups, project extension services and project supported training sites, and other agro-infrastructure was largely completed. The mapping and tracking “platform” was designed to be easily updateable and was regularly revised through the project cycle.

A technical economic assessment in the target project areas was planned for the establishment of producer groups. This assessment was completed in early 2010. The producer groups and other micro-industry activities have been established and linked with the most economical funding mechanism in the project area.

Based on the assessment study, the project defined its work plan. The first steps of implementation included the training of trainers, the rehabilitation of vocational training facilities and the procurement of training equipment. Once the training facilities were established and trainers satisfactorily trained, the training of local beneficiaries was finalized. As the trainings of local beneficiaries were completed, they were provided with toolkits to encourage self-employment.

- b. Challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.

The project started in December 2007 in Ninewa Governorate. However, a security campaign that came with the increased militarization of Mosul brought about severe limitations of movement throughout the governorate territory. This led to a lack of quality planning information and serious delays and postponements in setting up project activities. To mitigate this problem, the project was moved from Ninewa to Anbar. This move was approved on 19 June 2008. In undergoing such a move, this project was delayed by a few months. Starting in mid 2009, the prevailing insecurity throughout the Anbar governorate has also caused some delays and inhibited the movement of trainers and beneficiaries. A first project extension was requested and approved until 31 December 2009, while a second extension has been approved till 31 July 2010. The final extension has been approved till 31 December 2011.

- c. Key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.,

Project Steering Committee meetings provided a monitoring function to discuss the progress of the project, make any amendments necessary and incorporate lessons learned necessary to bring forth the successful implementation of the project. These meetings provided monitoring functions such as beneficiary selection assessment, VTC identification and rehabilitation, ToT and ToB planning, and description of methodology for establishment of producer groups. The PSC meetings also had responsibility to incorporate lessons learned from the relevant technical projects as well as the “members” own field of expertise.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

Objectives	Measurable Indicators	Means of Verification	Main Assumptions
Development Objective			
Improve the livelihood of approximately 1,400 extremely poor people living in Ninewa governorate by increasing their productive capacities in sustainable and profitable income generating activities through training provision of equipment.	<ul style="list-style-type: none"> Increased income as measured by income and consumption level Increased food security in households Diversification of economic/income generating activities 	<ul style="list-style-type: none"> Government statistics Mid-term review report. PSC reports. M&E reports Gender Assessments 	The security situation in the country improves or remains stable allowing project activities to be implemented as scheduled.
Immediate Objectives:			
<ol style="list-style-type: none"> Provide targeted communities with the capacity to plan and manage their development activities and restoring a functional base for economic growth and social peace. Improve the livelihood of approximately 1,400 households living in the project area through strengthening of their productive capacities in post-harvest and other income-generating activities. Enable large number of youth who have been deprived by the conflict to gain basic knowledge in new productive 	<p>Project is implemented efficiently and in accordance with the plan and timing.</p> <p>Number and types of income-generating activities and micro-enterprises generated.</p> <p>Number of community-based centers established for training and production.</p> <p>Number of youth trained, number of vocational training centers established, number of youth who started their own businesses/employed</p>	<p>Project progress reports</p> <p>Supervision reports</p> <p>Project progress reports</p> <p>Training reports</p> <p>Project progress reports</p>	Key-people in the institutional setup are competent and stable throughout the project period
Outputs:			
<p><i>Enhanced capacities at the community level in support of socio-economic growth and peaceful coexistence by creating an environment for productive self employment.</i></p> <ol style="list-style-type: none"> 2.1 Sources of income for men and women in targeted communities are improved through creating productive employment opportunities through training and provision of tools for individuals and organized production groups (associations) as micro-industries. That will also help to reach the efficient production method. 2.2 A minimum of 1,400 beneficiaries (50% female) are provided with marketable skills to enable them to obtain jobs and/or start-up an economic activity to sustain livelihoods for themselves and their families. 3.1. 500 (out of the total beneficiaries) unemployed youth deprived of basic knowledge and training enrolled in project training programmes (in food and non-food technologies), enabling them to take up employment and self-employment. 	<p>Number of community leader trained</p> <p>Master plan and work programmes are available and in use</p> <p>Number of households that benefited from the project both in terms of increased income or diversification of economic activity.</p> <p>Number of youth and women trained to either start their own business or obtain a job which will allow them to supplement/generate their income</p> <p>Number of youth trained to either start their own business or obtain a job which will allow them to generate their income</p>	<p>Consultation of the relevant documents</p> <p>Progress reports</p> <p>M&E reports</p> <p>Training reports</p> <p>M&E reports</p> <p>Training reports</p> <p>M&E reports</p>	<p>Key-people in the local committees actively support the project</p> <p>Beneficiaries take full advantage of the capacity-building/technology inputs</p>

Activities	Inputs	Means of Verification	Main assumptions								
<p>NOTE: All project beneficiaries benefit from relevant key activities, including from training programmes, the provision of equipment and institutional capacity building. (Beneficiaries as specified under Immediate Objectives, Outputs and section 2.2.4.)</p> <p>Between brackets is indicated which agency is primarily responsible for the activity. Though almost all activities are implemented together through the joint Project Management Unit, UNIDO is responsible for all non-food processing related activities and FAO is responsible for all food processing related activities.</p> <p>Initiate baseline studies and confirm needs in project areas: Capacity building for local communities and interventions aimed at the rehabilitation of the livelihoods and productive capacities. (UNIDO, FAO)</p> <p>During the base line studies plan and conduct participatory workshops for targeted communities and other concerned organizations to increase the awareness on project objectives and planned activities. (UNIDO, FAO)</p> <p>Together with the targeted communities develop details of the project work plan, implementation modalities and performance indicators. (UNIDO, FAO)</p> <p>Selection of final project sites in conjunction with all stakeholders and based on the distribution of vulnerable groups in both urban and rural areas of Ninewa Governorate. (UNIDO, FAO)</p> <p>Finalize selection and identification of beneficiaries based on criteria agreed upon by all stakeholders: local governments, women’s associations, village elders and Project Steering Committee members. Special emphasis will be given to promote gender equality and inclusion of the most vulnerable segment of the populations (IDP’s, women headed households, and unemployed youth etc.). (UNIDO, FAO)</p> <p>Monitor community organization and corrective measures. (UNIDO, FAO)</p>	<table border="0"> <tr> <td>Project UNDG-ITF</td> <td>\$4,233,664</td> </tr> <tr> <td>Government contribution</td> <td>\$ 300,000</td> </tr> <tr> <td>In kind</td> <td></td> </tr> <tr> <td>Total project cost,</td> <td>\$ 4,533,664</td> </tr> </table>	Project UNDG-ITF	\$4,233,664	Government contribution	\$ 300,000	In kind		Total project cost,	\$ 4,533,664	<ul style="list-style-type: none"> <input type="checkbox"/> Financial reports <input type="checkbox"/> Mid-term evaluation report <input type="checkbox"/> PSC reports 	<p>The security situation in the country improves or remains stable allowing project activities to be implemented as scheduled.</p>
Project UNDG-ITF	\$4,233,664										
Government contribution	\$ 300,000										
In kind											
Total project cost,	\$ 4,533,664										
<p>2.1.1 Based on Activity 1.1.1, develop livelihoods program at the community/village level looking into viable micro and small enterprises; focusing on food processing, manufacturing services, etc. (UNIDO, FAO)</p> <p>2.1.2 Based on activity 2.1.1 establish/rehabilitate 2 vocational training centers in the regions for the training of carefully targeted unemployed vulnerable people (UNIDO, FAO)</p> <p>2.1.3 Identify the required inputs/technologies for selected economic activities (food processing, metal and woodwork, textile-garment making, auto-mechanics, etc.). (UNIDO, FAO)</p> <p>2.1.4 Finalize specifications, tender documentation, evaluation and purchase of inputs. (UNIDO, FAO)</p> <p>2.1.5 Establish community-based centers to train the beneficiaries in selected economic activities. (UNIDO, FAO)</p> <p>2.1.6 Plan and organize basic entrepreneurship-training programme for selected beneficiaries to serve as micro-enterprise advisers and multipliers within the communities. (UNIDO, FAO)</p>		<ul style="list-style-type: none"> • 									

<p>2.1.7 Plan and educate women about nutrition, food safety and quality and diet diversification. (FAO)</p> <p>2.1.8 Provide start-up capital in-term of equipment for the trained beneficiaries – unemployed youth, women and IDPs –to help them develop their own cottage and micro-industries. (UNIDO, FAO)</p> <p>2.1.9 Encourage the start up and registration of business associations to represent the different categories of identified activities and processes to be supported under the projects cottage industry portfolio according to the existing Iraqi law no1317. (UNIDO, FAO)</p> <p>2.1.10 Address issues such as the sharing of equipment, time-sharing, cost accounting, joint financing schemes, environmental issues, management of the associations, etc. (UNIDO, FAO)</p> <p>2.1.11 Provide assistance in linking the communities to markets. (UNIDO, FAO)</p> <p>2.1.12 Monitor project impact on productivity, income, employment opportunities, and social activities and corrective measures. (UNIDO, FAO)</p>			
<p>3.1.1 Conduct a formal needs assessment using selected participatory appraisal tools to better understand the interests and expectations of the youth in project-targeted areas. (UNIDO, FAO)</p> <p>3.1.2 Organise special seminars and workshops to encourage unemployed youth take technical training in various food and non-food technologies, as appropriate. (UNIDO, FAO)</p> <p>3.1.3 Conduct market studies to identify the most promising employment opportunities and provide input into the design and development of training courses and marketing strategies that best reflect the market demand for skills and the effective promotion of locally produced products. (UNIDO, FAO)</p> <p>3.1.4 Review the existing training capacities in the project targeted areas in terms of manpower and other assets, the quality and relevance of training courses, assess the resources required to enhance their training programs, and select a centre to serve as a project training facility. (UNIDO, FAO)</p> <p>3.1.5 Design and develop methodologies/curricula aiming at selected programs, i.e., fabrication/welding; vehicle mechanics; woodwork; plumbing; building construction; tailoring/sewing; food processing. (UNIDO, FAO)</p> <p>3.1.6 Organize the training of trainers for required local staff to conduct the selected trainings. (UNIDO, FAO)</p> <p>3.1.7 Procure and deliver to site basic equipment and inputs required for the selected training. (UNIDO, FAO)</p> <p>3.1.8 Select, orient trainees and initiate the training courses.</p> <p>3.1.9 Monitor and assist with the start-up activities of the training facility: Beneficiaries training. (UNIDO, FAO)</p> <p>3.1.10 Evaluate training effectiveness and make recommendations for on-going activities. (UNIDO, FAO)</p> <p>3.1.11 Monitor the uptake of employment opportunities by trainees, and corrective measures. (UNIDO, FAO)</p> <p>3.1.12 Support the establishment of a number of business associations as micro and cottage industries and facilitate their access to finance and linkages</p>			

Abbreviations and Acronyms

MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoI	Ministry of Industry
MoPDC	Ministry of Planning Development and Cooperation
MoLSA	Ministry of Labour and Social Affairs
PSC	Project Steering Committee
PTF	Project Task Force
VTCs	Vocational Training Centers
TOT	Training of Trainers
TOB	Training of Beneficiaries
PG	Producer Group