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

Participating UN Organization(s)	Sector(s)/Area(s)/Theme(s)
UN-ESCWA	*Economic Reform and Development Sector*

Programme/Project Title	Programme/Project Number
Smart Community Project for Iraq	**C10-04**

Programme/Project Budget		Programme/Project Location	
UNDG ITF:	USD 2,703,202.00	**Region (s):**	North and south Iraq
Govt. Contribution:		**Governorate(s):**	Kirkuk and Thi Qar
Agency Core:			
Other:		**District(s)**	Altun Kopri, Dibs and Sayid Dikhil
TOTAL:	USD 2,703,202.00		

Final Programme/ Project Evaluation	Programme/Project Timeline/Duration
Evaluation Done X Yes ☐ No **Evaluation Report Attached** **X** Yes ☐No	**Overall Duration** *June 05 – December 08* **Original Duration** June 05 – July 06 **Programme/ Project Extensions** *First extension: 30 Nov 06* *Second extension: 31 May 07* *Third extension: 30 Nov 07* *Fourth extension: 30 April 08* *Fifth extension: 31 Dec 08*

Report Formatting Instructions:
- Number all sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point _ Times New Roman & do not use colours.

FINAL NARRATIVE REPORT

I.   PURPOSE

Introduction

The main development goal is to build local and national capacity for generating employment opportunities and relieving poverty in Iraq on the basis of modern technology inputs. The immediate objectives include establishment of two functioning Smart Community facilities in selected impoverished rural communities, thereby introducing well-established and proven modern technologies in agro-food processing, water and waste treatment, building materials, and information and communication technologies. The project includes elements targeting the dissemination of best practices and proven benefits of modern technology inputs at the community level throughout Iraq, with attendant benefits reflected in enterprise and job promotion, and consequently poverty reduction.

A.   *Main objectives and outcomes expected as per approved project document*

The main outcome of the project is to build local and national capacity for creating employment and relieving poverty in Iraq on the basis of modern technology inputs.

The expected outputs, as stated in the Project Document are:
1. Detailed design; implementation plans; and substantive and technical material to identify needs, means and implementation measures finalized for the establishment of specific components of smart community facilities in two locations within rural Iraq. Within this Output two profit making food processing enterprises, with related segments, e.g. packaging, marketing and distribution, will be established.
2. First Smart Community facility established   in Altun Kopri, (North).
3. One additional smart community facility set-up, commissioned, and validated in Sayid Dikhil (South) as well as associated operational and performance parameters identified.
4. Technology dissemination programme (TDP); designed and launched.

B.   *List of UN MDGs*

The project responds to a number of MDGs, particularly MDG 1: "Eradicate Extreme Poverty" through building local capacities and increasing income-generating activities thereby improving employment creation and alleviating poverty in local communities. The project will also target MDG 3 on "promoting gender equality" through targeting women as possible beneficiaries of the project's facilities and training activities. MDG 8 will also be targeted through promoting partnerships for development "In cooperation with the private sector to make available the benefits of new technologies—especially information and communications technologies".

The project also responds to a number of pillars of Iraq NDS priorities, particularly pillar one: "Strengthening the Foundations of Economic Growth" through establishing agricultural demonstration sites throughout Iraq to reinvigorate crop livestock production, and boost rural job creation, as well as promoting small and medium size enterprises through the creation of industrial clusters. The project also targets pillar three: "Improving the Quality of Life" through improving access to clean water and sanitation as well as investing in human capital with a focus on adult literacy, vocational training and actions to reduce drop-out at the primary level.

C. *Main international and national implementing partners*

International Partners	National Partners
United Nations Industrial Deevelopment Organization (UNIDO)	Ministry of Municipalities and Public Works
International Labour Organization (ILO)	Local Universities: Salahaddine, Thi Qar, Wassit, Mosul, Al Qadissiya, Baghdad
United Nations Human Settlements Programme (UN-HABITAT)	Local municipalities and municipal councils of Altun Kopri, Dibbs, Kirkuk and Sayid Dikhil
	Educational Directorate of Erbil and the Educational Directorate of ThiQar, selected women and development NGOs, and Farmers Union

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

Output no. as per the ProDoc	Beneficiaries	Beneficiaries role in the project implementation
Output 1: Detailed design; implementation plans; and substantive and technical material to identify needs, means and implementation measures finalized for the establishment of specific components of smart community facilities in two locations within rural Iraq. Within this Output two profit making food processing enterprises, with related segments, e.g. packaging, marketing and distribution, will be established.	Communities at selected localities and partner universities.	Municipalities at selected localities offered the hosting sites and the rehabilitations activities according to the food safety regulations. Partner universities were in charge of providing the technical support as well as undertaking the inspection and control processes.
Output 2:	Local communities at selected	Local trainers have been prepared to

First Smart Community facility established in Altun Kopri, (North).	localities with particular emphasis on women and youth; Partner universities; Concerned municipalities.	deliver training courses on ICDL, language, electronic accountancy and literacy. Partner universities conducted practical & technical training on food testing methodologies for the supervisors at the AFPUs. Partner universities supervised and controlled the installation and commissioning of SCP facilities in the field.
Output 3: One additional smart community facility set-up, commissioned, and validated in Sayid Dikhil (South) as well as associated operational and performance parameters identified.	Local communities at selected localities with particular emphasis on women and youth; Partner universities; Concerned municipalities.	Local trainers have been prepared to deliver training courses on ICDL, language, electronic accountancy and literacy. Partner universities conducted practical & technical training on food testing methodologies for the supervisors at the AFPUs. Partner universities supervised and controlled the installation and commissioning of SCP facilities in the field.
Output 4: Technology dissemination programme (TDP); designed and launched.	Local communities at selected localities; National and women NGOs; Farmers Unions; Partner universities; Concerned municipalities.	Partner universities contributed to the dissemination of good practices and lessons learned. Partner universities and local NGOs contributed to the implementation of capacity building workshops and seminars

All implemented activities and outputs have resulted in achieving the project's outcomes. Thus, establishing two dairy processing facilities in north and south Iraq, has contributed in creating pilot facilities for income generation in these localities. In addition these facilities are to serve as reference for the community members wishing to initiate new enterprises.

On another hand, establishing two multi-purpose technology community centers has resulted in promoting the utilization of the IC technologies at the community level and helped building local capacities and creating new job opportunities.

The TDP has resulted in dissemination the best practices and lessons learned into other localities in Iraq, thus increasing the number of beneficiaries and promoting the project concept in a wider matter.

Relevance to UN and national strategic plans

The project outputs and the subsequent activities helped address the aforementioned problems through providing technologies that directly respond to the needs of the local community. For instance, information and communications technologies (ICTs) is used within the Project to provide support for existing and future training programmes to which access by impoverished communities may otherwise be difficult. ICTs can also contribute to enterprise networking and market access. In particular, traditional industries and family-based industrial activities in

communities targeted by this Project can benefit from access to ICTs as witnessed by a number of other successful projects elsewhere. ICTs incorporated within the SCP in Iraq will also pave the way for the introduction of selected e-services.

Modern utility technologies, e.g. water treatment, solar energy, etc., with which the above facilities had been equipped, enhanced the facilities' environmental compatibility, providing for effective and sustainable rural development. Capacity of utilities designed for implementation in the selected locations catered for the needs of the project. However, introducing these technologies into a given community will promote dissemination of the same or close derivative technologies to serve community inhabitants and surrounding populations.

Key partnerships including national, international, inter-UN agency, CSO or others towards achievement of programme/ project results.

International partners involved in implementing the SCP in Iraq are basically sister UN organizations. What follows is a description of the roles of ILO, UN-HABITAT and UNIDO.

ILO: Provided business management training workshops on 'how to start your own business' to 15 Iraqi participants. The workshop addressed the delivery of support services for newly established enterprises including financial, legal, and managerial skills.

UN-HABITAT
  o Provided consultancy and advisory services to promote, wherever possible, the use of tested locally available raw materials in the selected localities for construction purposes;
  o Put forward a design and implementation plan for establishing a Building Materials Research and Testing Centre, in consultation with existing institutions and national/local priorities;
  o Produced a generic design for SCP core and auxiliary facilities. The generic design produces an optimal SCP modular design with focus on relationships between the various components, how they interact and relate to the surrounding environment.
  o Organized a workshop/meeting on the needs and priorities of building materials and construction sector in Iraq with reference to quality considerations to at least 10 participants in Jordan or Iraq. Emphasis is placed on testing and validation of building materials based as much as possible on locally available raw material as well as management practices.

UNIDO
Organized two workshops as well as supplied relevant training material and manuals in hardcopy to 15 Iraqi trainers/trainees covering two major areas:
  o Dairy production and processing with emphasis on quality control and hygienic practices. The workshop covered both theoretical and practical hands-on training.
  o Management practices using modern techniques and technology tools.

ESCWA is the main coordinator of the activities of all partners. Close coordination has been ensured in all technical and administrative implementation of the activities agreed-on by means of Agreements signed with each agency.

ESCWA has also partnered with a number of national actors to facilitate implementation on site; particularly:

The Project's line ministry (MMPW) is responsible for coordinating on-site activities, collaborating with the local municipalities, securing rehabilitation funds, providing necessary information and resources when applicable and general monitoring of progress achieved.

Local municipalities and municipal councils of Altun Kopri, Dibbs, Kirkuk and Sayid Dikhil: each of which provided a letter indicating commitment to the project. The municipalities have allocated sites to host the project components (i.e. the AFPU and MTCC), secured funds for rehabilitation, and are facilitating on-site work. Agreements on project handover are currently being refined for signature.

Salahaddine and Thi Qar Universities with which partnership has been formalized for providing expert services and monitoring the facilities' operations following handover to the local community. Cooperation with both Universities is based on signed Letters of Agreement with ESCWA. A number of Activity Agreements on the basis of the LoA are being conducted to manage activities agreed upon.

Educational Directorate of Erbil and the Educational Directorate of ThiQar, selected women and development NGOs and Farmers Union are all joining efforts towards undertaking capacity building and awareness related programmes.

Partnerships have been expanded towards additional local Universities, namely Mosul, Wasset, Al-Qadissiya and Baghdad, to establish community development units (CDUs) aimed at supporting the existing SCP facilities and disseminating best practices and lessons learned into other localities in Iraq. These CDUs are to form a sort of local nucleus for community development and capacity building activities for sustainable development.

Achievements against planned results for cross cutting issues: security, gender, human rights, employment (including # of short and/or long-term jobs created), and environment.

Through its activities and outputs, the SCP has succeeded in addressing needs and priorities of the targeted communities. Individuals, including women, school teachers, government officials and students have benefited from the introduction of selected IC modern technologies to enhance their capacities and improve their current careers.

Partnerships with local universities, NGOs and women institutions have resulted in undertaking a number of vocational training activities aiming at empowering women and activating their role at all life levels.

In addition, modern agro-food technologies as well as water sanitation have resulted in generating new job opportunities and enhancing the micro-enterprises concept to benefit from the available resources for income generation.

The SCP pilot facilities have been designed and established to meet the environmental standards and safety. An overall architectural design has been shared between the local entities and the project team on the environmental issues that might affect the establishment of the agro-food processing facilities.

III. EVALUATION & LESSONS LEARNED

Assessments, evaluations or studies related to the project

Regular reviews of the implementation processes and achievements have been adopted by the SCP Team to assess and control the progress made by the project's activities to achieve the planned outcomes and objectives.

Partnerships with the local universities have resulted in undertaking several assessments of the community's needs and priorities with regard to the most needed technologies to benefit from the available resources. Thus, studies targeting the ICT, agro-food, and water sanitation have been produced to accommodate the project activities to the needs in the field. In this context, designs, technical papers, assessments and studies have been conducted by Salahaddine and Thi Qar Universities to rehabilitate the dairy processing buildings according to the international food safety laws as well as to establish two food testing laboratories and assess the availability of raw milk. Additional efforts have been guided toward investigating the available agro-food resources in the targeted localities.

Summative evaluation of the project has been conducted by a national consultant, aimed at assessing the efficiency, effectiveness, relevance, implementation processes, lessons learned and impact of the project.

Constraints/obstacles

Considerable experience has been gained by the Team operating within ECRI as well as Iraqi project staff and staff in partner municipalities and universities in managing the Smart Community Project. All SCP components have either been fully established or are nearing finalization and are based on designs, business plans, implementation plans, operational manuals, and technical sheets developed and formulated by the ESCWA team in collaboration with concerned partners and stakeholders.

Among implementation constraints, the following are noteworthy:
- Several constraints that hampered implementation, are due in large measure to the security situation in Iraq, throughout the period of advanced SCP planning and implementation. The security situation in Iraq continues to impose delays. Iraqi coordinators for example have often faced difficulty in movement within Iraq due to the security situation. Besides, it has not been possible thus far for Team members to visit the respective project localities, and at the same time the convening of meetings with partners and coordinators outside Iraq, have had its burdens and constraints, especially with regard to obtaining relevant entry permits to Iraqi's and securing the appropriate flights, given the very limited availability of flights.
- Inadequate legislation regarding the Municipal Councils in Iraq and their ability to own or operate facilities similar to the SCP.
- Excessive delays have been faced with MMPW regarding the LoA with ESCWA on the SCP mainly due to administrative reasons internal to the Ministry. The dispute regarding the appropriate MMPW department to follow-up on SCP implementation has resulted in delays in getting several activities finalized. It is noteworthy that further to the visit of HE the Minister to ESCWA/Beirut in December of 2007, the SCP

monitoring was moved from the Office of Strategic Planning to the Directorate of Municipalities.

- It was only in December 2007 that MMPW brought to the attention of the SCP Team that the AFPUs require the approval of the department of environment. Applications have been submitted and are being followed-up on.
- In addition to bureaucratic delays faced with partner Universities in Iraq, difficulties are faced in getting universities to shift focus on community development without recourse to elitist approaches as the main aim of the project is to present the community with a replicable model. Thus, fully-automated and highly sophisticated equipment were refrained from. Batch processing in need of hand workers and technical support staff were found as better to serve the project's objective and target beneficiaries.
- Considerable difficulties have been encountered at the MTCC in Altun Kopri due to electricity shortcuts. Delays in procuring generators were encountered.
- Delays in finalizing rehabilitation activities at the AFPU sites, which is undertaken by the municipalities, have been resolved further to continuous follow-up on the part of ESCWA and its National Coordinators.

Lessons learned

Lessons learned that might improve future programme design and implementation are as follows:

- Maintain constant contact with all partners at all times through email, chatting over the Internet and by phone, exchange of visual and documentary material, in order to guide real time implementation and solve emerging problems and to follow-up on progress.
- Ensure continuous reporting with high-level actors at the line ministry.
- Subject all activities with concerned partners to special Activity Agreements.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

IP Outcome 1			Economic development of the villages of Dibs, Altun Kopri and Sayed Dikhil through enterprise development and job creation			
IP Output	*Activities*	*Indicator*	*Baseline*	*Indicator targets*	*Achieved Indicator Targets*	*Comments (if any)*
IP Output 1.1 Establishment of two dairy processing facilities in Sayed Dikhil and Dibs	**1.1.1** - Development of business model - designing the dairy facilities **1.1.2** - Procurement of equipment - installation and commissioning of dairy plants **1.1.3** - Partnering with local universities to technically support the operations of the facilities - Granting the selected universities with funds to establish quality control labs	Functional dairy plants established in Sayed Dikhil and Dibs	Zero dairy facility	Two dairy plants in Sayed Dikhil and Dibs	Two dairy plants established and commissioned in Sayed Dikhil and Dibs	
IP Output 1.2 Establishment of two multi-purpose technology community centers (MTCC) in Sayed Dikhil and Altun Kopri	**1.2.1** - Development of business model - Designing centers and identifying equipment requirements **1.2.2** Rehabilitation of the hosting site **1.2.3.** - Procurement and shipment of the IT equipment - Installation and setup of the MTCC	Functional MTCC in Sayed Dikhil and Altun Kopri	Zero MTCC	Two MTCC in Sayed Dikhil and Altun Kopri	Two MTCC established in Sayed Dikhil and Altun Kopri	

	1.2.4 Training of trainers workshop for 8 Iraqi nationals to select trainers to manage and operate the MTCCs					
IP Output 1.3 Technology dissemination Programme	**1.3.1** - Establishment of community development units (CDU) in Iraqi Universities - Establishment of a multi-purpose agro-food processing unit at Mosul University	Establishment of units in different parts of Iraq capable of assisting local communities in acquiring new productive skills	No dedicated units to promote community development in universities	Seven CDU	Five CDUs	
	1.3.2 Design and production of a variety of training toolkits targeting income generating activities					
	1.3.3 Implementation of different ToT workshops and local workshops to community members					
	1.3.4 Design and production of three databases for socio-economic information, job opportunities and networking among the universities					