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UNITED NATIONS INDUSTRIAL
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FINAL

Independent Evaluation Report

COMMUNITY LIVELIHOODS AND MICRO-INDUSTRY SUPPORT PROJECT IN RURAL
AND URBAN AREAS OF NORTHERN IRAQ (MISP II)

Project Number: A 5-17

FB/IRQ/06/002 (UNIDO Project Number)
OSRO/IRQ/602/UDG (FAO Project Number)

IRAQ

6 OCTOBER 2009

MAP OF PROJECT AREA

PROJECT AREA: Erbil and Sulaymaniyah governorates

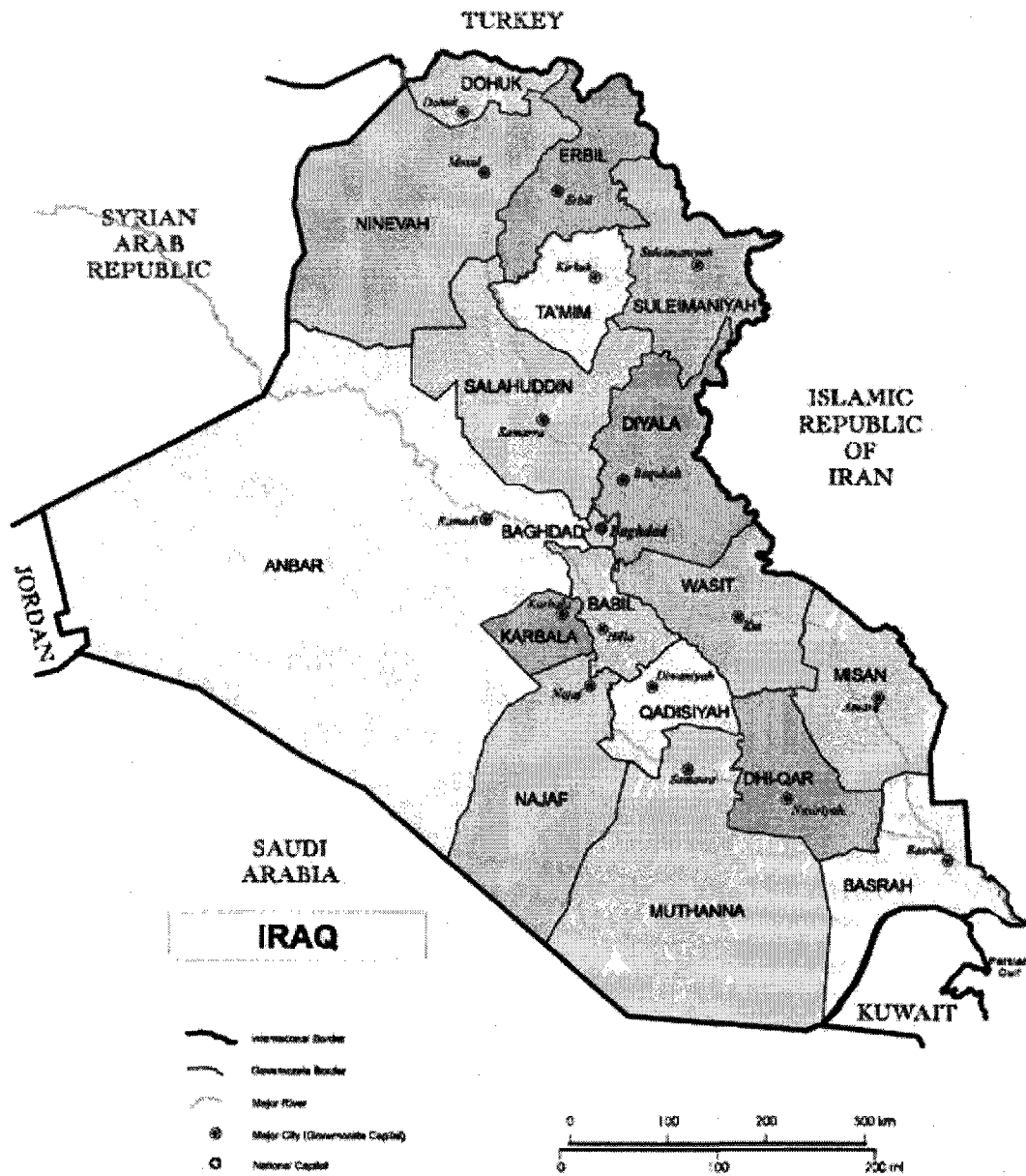
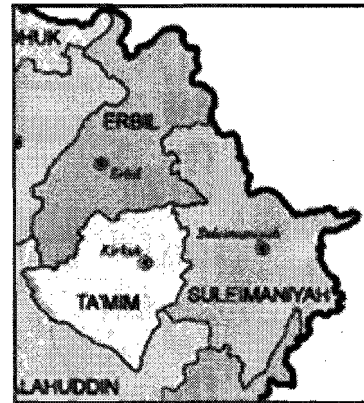


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LIST OF ABBRIVIATIONS

CTA	Chief Technical Advisor
EDIP	Enterprise Development and Investment Promotion Project (UNIDO)
FAO	Food and Agriculture Organization of the United Nations
ID	Iraqi Dinar
IDP	Internally Displaced Person
GOI	Government of Iraq
KRG	Kurdistan Regional Government
MDG	Millennium Development Goals
MOI	Ministry of Industry
MSSE	Micro- and Small-Scale Enterprise
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOC	Ministry of Culture
MOLSA	Ministry of Labour and Social Affairs
NDS	National Development Strategy
NPC	National Project Coordinator
PG	Production Group
PMU	Project Management Unit
PSC	Project Steering Committee
TOB	Training of Beneficiaries, but also in the project, and therefore in this report, used as abbreviation for "Trained Beneficiaries"
TOR	Terms of Reference
TOT	Training of Trainers, but also in the project, and therefore in this report, used as abbreviation for "Trained Trainers"
UNAMI	United Nations Assistance Mission for Iraq
UNEP	United Nation Environment Programme
UNDG	United Nations Development Group
UNDG-ITF	United Nations Development Group – Iraq Trust Fund
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
VTC	Vocational Training Centre

1. EXECUTIVE SUMMARY

The Project under Evaluation

The MISP II aims at initiating a process of sustainable income generation for vulnerable households in Erbil and Sulaymaniyah Governorates of KRG through increased employment and self-employment of household members (beneficiaries). The vehicle for this desired development is technical and business management training of selected beneficiaries undertaken by a number of project trained trainers (TOTs) and a toolkit programme supporting the trainees (TOBs) in performing their acquired skills as employed or self-employed.

TOT training has in most cases taken place in other Arabic countries and Europe. The TOB training has been undertaken in 18 local VTCs. These VTCs have been strengthened by the project through provision of training equipment and materials. 63 TOTs and 2510 TOBs have been trained.

15 Production Groups (PG) have been established and supported with machinery, equipment and training. The PG component of the project aims to revitalize the productive capacity of selected agro and micro enterprises, generate employment for TOBs, deliver needed services to the surrounding communities, and to act as models for other workshop operators and entrepreneurs.

Main project stakeholders are MOI and MOA as well as project involved MOA District and Sub-District Directorates and their extension services. MOI has no representation at District and Sub-District levels.

The End-of-Project Evaluation

This independent end-of-project evaluation has been carried out by HAP Consultants, Greve, Denmark, hereafter referred to as "the evaluator". Meetings in Vienna and Amman with UNIDO, FAO and the Project Management Unit (PMU) prepared the evaluation and during two field visits to the project area the evaluation was implemented, including two questionnaire surveys, one covering all the TOTs and the other a random sample of 155 TOBs.

The Socio-Economic Context of the Project

The majority of the population in the governorates of Erbil and Sulaymaniyah, counting in 2008 1.6 million in Erbil and 1.9 million in Sulaymaniyah, are situated in rural areas (approximately 60%). They are mainly small farmers with land holdings around five hectares, 70 % of which are rain-fed. Potentially they could produce larger quantities of processed agricultural products, but they are constrained by low level/low quality preservation and processing tools. An estimated 35% of the households in Kurdistan are considered vulnerable and with an average household size of six members the total number for Erbil and Sulaymaniyah Governorates is about 200 000.

The Project Planning

The project (MISP II) is a replication of the FAO/UNIDO supported "Promotion of Cottage Industries in Rural and Urban Areas Project" (MISP I) in the Thi-Qar Governorate of Southern Iraq. The project's starting date is 24 May 2006 and the Project Document defines the project duration as 18 months with project completion 24 November 2007. However, important counterproductive events severely hampered project progress and the original completion date practically became the effective starting date of the project. The project received three project extension requests and the final UNDG-ITF approved extension for the project till 31 July 2009.

The main obstacle to project progress was the action taken by MOI to sell the buildings, which the Ministry had promised to make available for the project to rehabilitate and locate the project's central VTC at. The rehabilitation of this building was not only critical to providing the MOI with a facility for the delivery of vocational training programmes but it would also provide a central location for the trainers trained under the TOT component of the project and would also provide the private sector with an important venue for operational demonstrations and manufacturing best practices.

The 3rd TWG meeting held 15-18 January constituted a turning point for the project. The meeting recommended to the PSC to finally give up the central VTC component and distribute the equipment procured for this VTC to a number of the selected alternative local training providers. This was approved at the 4th PSC meeting in early March 2008, which further decided to change of number of strategic elements of the project in order to speed up implementation and improve programme efficacy and efficiency.

Project Management

The project management at the PSC and TWG levels has functioned efficiently and is characterised by good reporting and cooperation between all parties. The ability of PSC and TWG to adapt to changing circumstances was clearly displayed when bold decisions were taken by the 4th PSC, based on TWG recommendations, which completely changed the project training strategy from centralised to decentralised vocational and technical skills training delivery involving more KRG ministries (MOLSA, MOE and MOC) thereby diminishing the role of MOI.

At the operational level the situation has been different. PMU as well as MOA and MOI all express less satisfaction with the mixing of food and non-food activities in the same project since it involves organisations with very different mandates, competency areas, planning perceptions and organizational cultures.

With much of the project implementation out of the hands of MOI the roles of MOA and MOI became uneven. This has produced some frustrations and it is the common view of the two ministries that the partnership is weak and may prove unsustainable after the project completion.

Project Implementation - the TOT Component

The food TOTs, counting 34 people trained under the project, are all selected by MOA and approved by the project. Most of them belong to the Ministry's extension services attached to central and local MOA training centres. Few are from MOA Departments and Directorates and as a result, almost all trainers have experience with the subject matter as well as experience in the delivery of agro-related training programmes.

The 29 non-food TOTs are comprised of 10 trainers selected by MOI and 19 by the project in cooperation with Ministry of Labour and Social Affairs (MOLSA), Ministry of Education (MOE) and Ministry of Culture (MOC). The MOI trainer identification, selection, and utilization results were less successful relative to the other ministries given that the MOI did not have any extension staff or training centres. As a result, the candidates were taken from factories and MOI Departments. MOI nominated trainers lacked the relevant background and had limited to no experience in the delivery of training programmes. After TOT training sessions, these TOTs conducted very few of the TOB courses. The remaining 19 non-food TOTs are all educated trainers employed at training centres belonging to MOLSA, MOE, and MOC and trained by the project after abandoning the central VTC model.

The identification and selection process of the 10 MOI TOT candidates suffered from low levels of transparency. MOI justification for the identification of the nominated trainer candidates was not documented. The actual selection of candidates, at least for MOA, has more transparency since interviews are undertaken by an inter-ministerial committee, but for selection of MOI trainers the evaluator doubts that such transparency was present.

In general the TOTs found the project TOT courses adequate, relevant, and satisfactory to form the basis for the training of TOBs; however, 50% of the trainers surveyed would have preferred longer, more advanced and comprehensive training programmes.

The number of trainers trained under the TOT component of the project (63) appears excessive compared to the total number of TOB courses (107) conducted, the technical requirements to deliver the subject matter to the intended beneficiary groups, and the duration of the TOB courses - typically ranging from 2 to 4 weeks.

Project Implementation - The TOB Component

The project's TOB training centres and industrial schools are all located in close geographical proximity to the project targeted community and 'pools' of potential beneficiaries. This has been particularly important for the female TOBs, and has been identified as one of the main reasons for the high participation rates for female TOBs. The TOB selection profile results show that the Project Document and 4th PSC meeting selection criteria have largely been met regarding youth, gender, household type, education and experience, unemployment, and income. The identification and selection process of TOBs has been objective and transparent. The evaluator finds the selection process very satisfactory. All survey respondents expressed satisfaction with the courses, which they have all post training evaluated and rated high. However, on the question: "*do you have suggestion to improve the training?*" 27% answered that the training should be more comprehensive/diversified. In the TOT survey it was mentioned as a problem that the level of education and knowledge often is quite different amongst the TOBs at a course. Post training mentoring is a need mentioned by all (100%) the respondents in the TOB survey and 99% had actually been visited, called and received support from their TOT. Post-training mentoring is a core component of the project.

1790 toolkits have been granted to 2510 TOBs upon successful completion of training. The average cost of a toolkit is \$ 400, which gives a total cost of about \$ 716,000. 97% of sampled TOBs find the toolkits satisfactory and sufficient for their existing or intended activity. 61% of toolkit receivers state that the toolkit has been important for gaining employment in the private sector or for self-employment. The toolkit component is clearly recognized by project stakeholders as being a very important feature of the project; however, this importance may be more connected to the mere possession of the kit rather than from the actual use of it. From the 17 visits to project TOBs the evaluator observed that only the sewing ladies (4 of the 17 TOBs) made use of it in practise. All the others used their old tools, similar to the kit but well used and in some cases of less quality than the kit, but anyhow appropriate for their business activities.

The evaluator's observation raise the question whether it is a good idea to have a uniform set of toolkits for all participants in a given course or it would be better if each TOB could decide within a certain amount which tools he/she would prefer in order to develop their business.

1707 of the TOBs are women and 803 men. Youth constitutes 741 of the total number of TOBs. These numbers meet within minor variations the output expectations of the project document. A major outcome of the training is that a majority of the 61.3% unemployed before training has become employed or self-employed at the time of evaluation. The percentages are as follows:

	<i>Occupation at the Time of Evaluation</i>	<i>Occupation before Training</i>
Employed	20.0%	6.5%
Self-employed	68.4%	32.2%
Unemployed	11.6%	61.3%

85% of the TOBs say that their income has improved. As could be expected the income situation of the households after TOB training presents the same picture, 89% have experienced income improvements. Moreover, vulnerability has been further reduced through improved living conditions experienced by the households from the combination of training and subsequent increases in income.

With regard to employment created by the 68.4% of the TOBs being self-employed the survey estimates indicates that on the average one self-employed at the time of evaluation had 1.94 employees. Thus, for the total 1717 self-employed TOBs the generated employment amounts to 3331 persons.

Project Implementation – The PG Component

The selection of the 15 production Groups (PGs) has been based on a detailed methodological approach and thorough preparation. The PGs have four main purposes: (1) undertake production and services which are lacking/scarce, but highly needed in a certain geographical area, (2) create employment and income for an increasing number of employees, (3) be available for on site training of TOBs, and (4) constitute a model for other enterprises within the same trade. The selection criteria and the score table (1-5 point) are documented and assessed to be relevant. Further, it is the evaluator's assessment that the selection process has been fair and that the PGs has been selected on objective criteria.

The total amount of money invested by the project in equipment, equipment installation, civil works and refurbishment for the PGs sums up to about 380,000\$ or 25,000\$ per PG on the average. The project output is 15 workshops: clean, nicely painted, with good (perfect) order, well equipped with modern good quality tools and machinery and trained leader and staff. The project outcome and impact remain to be seen since all the PGs at the time of evaluation were recently completed.

Project Implementation - The VTC Component

After the 4th PSC meeting the project adopted a new decentralised TOB training strategy. The main element of this strategy is that training venues should be as close as possible to the target beneficiaries. This would make it possible for the project to also attract that part of potential TOBs 'pool', who would not be prepared to travel long distances for training programmes or be able to leave home for a longer periods of time.

The national project staff undertook, in cooperation with the concerned ministries, a Technical Assessment Survey of relevant training providers throughout the KRG. This assessment resulted in the preparation of a comprehensive list of potential training providers. From this list, 18 VTCs were selected. 15 of the 18 VTCs have received training equipment from the project at a total investment cost of about 660,000\$. These "technology transfer" grants serve a double purpose: (1) to ensure relevant and efficient TOB training and (2) to develop local centres of excellence within the chosen project technologies.

The project has worked with the selected VTCs to design training courses (syllabuses) reflecting the training goals. Wherever possible, project participating vocational skills providers complimented their

existing training materials with technically and locally relevant training materials developed by UNIDO and FAO under their various agro-industries training programmes.

The 18 project selected VTCs have successfully been involved in the selection of project TOBs and are actively involved in the delivery of TOB training courses – utilizing their own staff as well as integrating project-trained TOTs in the training sessions. Training equipment transferred to the VTCs, under the terms of the project, has been installed timely and is regularly used in the project training courses. UNIDO and FAO training materials and manuals have been made available to both vocational training providers and project beneficiaries.

The VTCs recognize that training course content, methodologies, and training materials often are superior to their own and have expressed interest in pursuing the same standard in their own training programmes.

At the time of evaluation, an analysis of the impact that the training component had on the capacities and practices of project participating VTCs was too early to report any measurable results; however, the initial evaluator assessment of the new standards set by the project training courses and the improved capabilities of the project-linked trainers suggest that in the short to medium term, the VTCs will generally benefit from increased standards in training delivery and management.

Project Relevance

Overall, the objectives of the project and related outputs are assessed to be highly pertinent to the national and international programme frameworks for Iraq as well as to the mandates of UNIDO and FAO. The project addresses both the GOI National Development Strategy (NDS) and the UN assistance strategy with respect to employment creation, sustainable food production, and income improvement for vulnerable groups in rural and urban areas.

The relevance of the project for the target beneficiaries is confirmed by the TOB survey, which shows significant improvements in the sustainability of livelihoods, employment creation, and income growth for TOBs. According to respondents, these positive changes flow directly from the project investments made in technical and skills upgrading and training, the provision of locally relevant and appropriate toolkits, and the dedicated mentoring activities of trainers and project staff.

A rough estimate indicates that Erbil and Sulaymaniyah Governorates have about 200 000 vulnerable households of which the project directly has reached more than 2500 through the TOB training component of the project. Project coverage extends to a little more than one per cent of the total vulnerable households in the two governorates. Superficially, this appears to be a very modest initiative and the relevancy of the project, relative to the identified needs, problematic. However, increased income for poor families has a very high economic multiplier effect since almost all money will be spent with very little of the increased earnings/income saved. It means that there is a high potential that improved consumption levels may directly impact local economic growth rates and will generate positive externalities that exceed the direct benefits that result from improved income flows for the 2500 vulnerable households. This ‘spill-over’ effect, together with the continuous post-project TOB training programmes initiated by MOA will in the short to medium term; sustain the positive changes in income flows and poverty alleviation throughout many areas of the KRG.

Project Ownership

Project ownership has been built very strongly within MOA both at top level and down the ranks to the extension service personnel functioning as TOTs. Project ownership in MOI remains weak. The close

project cooperation with the VTCs during identification, selection and training of TOBs as well as the considerable use of their own training personnel as trainers in project courses, have helped to promote project ownership by project-linked VTCs and industrial schools. As a result of their engagement with the project, these vocational skills providers have strengthened their capacity for continuous TOB training and mentoring. With a moderate budget support backup from the parent ministries these training providers are ready and willing to undertake the task of deepening the technical and vocational skills base of the vulnerable, unemployed and at-risk groups in the KRG.

A strong indication of project ownership, amongst the group of TOTs participating in the project, is reflected by the number of active TOTs who express interest and willingness to assist the TOBs in post-training technical and business management follow-up, as well as in supporting micro-enterprise development for project trained TOBs.

Project Efficiency

The efficiency and quality of project management from June 2006 until January 2008 is considered to be marginally relevant by the evaluator, since the problems experienced by the project were caused by unforeseeable policy changes made by the KRG Government and not by project management personnel. What is clear is that the absolute majority of project work remained outstanding at the time of the 4th PSC meeting in March 2008. Decisions made during this meeting kick started the project and focused the operational attention of both the PMU in the Amman office as well as at the Erbil and Sulaymaniyah project field offices.

Considering the amount of completed tasks, the project management has shown extreme project implementation efficiency. All planning and resource inputs have been of high quality and project outputs have been produced in accordance to the revised plan of the 4th PSC. At the same time the management has been very concerned about project outcomes and has taken the necessary and appropriate action along the way by leveraging field level monitoring information to maintain project efficiency and improve implementation activities.

Project Effectiveness and Impact

Capabilities have been significantly enhanced in the MOA and in the project participating VTCs through project interventions. The same is not the case for MOI. The only enhanced capabilities left at this ministry are those embedded with the 10 MOI selected TOTs, who have not been properly utilised, but still constitute a knowledge resource for the ministry. It is expected that MOLSA will take over these TOTs and employ them at the ministry's central VTC in Erbil. As a result of MOLSA's engagement with the project benefits of enhanced capabilities aimed at the MOI would be shifted to MOLSA.

The TOB survey proves that the project has reached the target beneficiaries and that the large majority of the TOBs have entered into employment and self-employment. Even within the very short project period, most of the project beneficiaries have experienced increased income and improved quality of life changes from their participation in the project training programme and productive activities that became available after the training sessions.

The TOT training component has been important for the training of project beneficiaries; but compared to the number and duration of TOB courses, the number of TOTs seems excessive.

Outcome expectations for the PG activities: employment and income generation for the project target group, remains to be seen, but it is the assessment of the evaluator that the probability is high for the majority of the Production Groups to meet the expected goals for these revitalized agro-industries.

The balance between the outputs in terms of time allocations of project personnel and money used compared to outcome expected is assessed as reasonable. However, given what has been stated previously, the TOT component receives the lowest comparable assessment ranking.

The project impact was designed to be measured against the degree to which it has contributed to economic recovery in northern Iraq (Erbil and Sulaymaniyah Governorates). However, due to the short actual implementation period (about one year) project impact on economic recovery in Northern Iraq could not be measured or firmly assessed.

Project Sustainability

If the positive economic development of KRG prevails, the probability of TOB employment and business sustainability is rather high, even without continuous access to TOT mentoring. The products produced and the services provided are in good demand in the local communities and the magnitude of supplies is relatively modest compared to the total market size. Cheap imports of certain agricultural products, from neighbouring countries, is a challenge for some of the food TOBs, but it is expected that the Government will introduce some protection duties and anti-dumping duties to address this situation. Most non-food TOBs have the advantage of being in sectors/skills with high unsatisfied market demand and limited or no competition from imports.

The likelihood that the PGs will sustain and meet project expectations is very high. For the VTCs the improved course standards are likely to be sustained, but the evaluator is less convinced that the status of VTCs and industrial schools as centres of excellence can be maintained over time.

Recommendations

After the cancellation of the central VTC the role of MOI diminished and became minor. This left the non-food training activities without firm and unambiguous anchoring at ministerial level. In order to reinstall such anchoring it is recommended that MOI is replaced by MOLSA as line ministry for the non-food part of the project. MOLSA should prepare plans and budgets for follow-up on existing project achievements regarding non-food training and TOBs, and for continuation and replication of non-food project activities in Northern Iraq. Further it is recommended that MOI is replaced by MOLSA as the direct line ministry for the training programmes associated with future UNIDO Micro Industry Support Programmes in Iraq.

It has not been possible for the evaluator to identify significant advantages and synergies arising from UNIDO's and FAO's joint project implementation framework. On the contrary, at project implementation level all involved parties express various degrees of dissatisfaction with the mixing of food and non-food activities in the same project. The current framework brought together two organizations with very different perceptions and organizational cultures. It is recommended that possible future similar type projects are split in two with UNIDO working with MOLSA on non-food training activities and FAO working with MOA on post-harvesting and other food related training initiatives.

It is recommended that relatively detailed profiles, selection criteria, scoring tables and Terms of Reference (TOR) documents are prepared for the TOT positions prior to TOT identification and selection. The jobs should be advertised and application should be open to all those with the relevant skills and experience at

the various project counterpart line ministries. Interviews with relevant candidates should be supported by experienced employment officers from the involved ministries.

It is recommended that future TOT training programmes become more comprehensive. All important subjects should be covered and transferred knowledge and technologies should be state-of-the-art. Course contents should be defined by international subject matter experts. Further it is recommended that the number of trained TOTs matches the need for TOB training and follow-up, and training of trainers. It is important that all TOTs make full use of their expertise during project implementation so as to ensure that project funds are used efficiently.

It is recommended that the TOTs for *non-food* not already anchored at a MOLSA, MOE or MOC VTC should be employed at the MOLSA training centres in Erbil and Sulaymaniyah. In the same way, all the *food* TOTs should be employed at the MOA's main agricultural training centres in Erbil and Sulaymaniyah. One leader should be appointed for each of the two groups.

It is recommended that UNIDO and FAO in upcoming Micro Industries Support Projects pursue the decentralised TOB training model.

It is recommended that upcoming Micro Industries Support Projects adopt the multi-dimensional vulnerability criteria associated with the TOB selection model introduced by the project, including the requirement that TOBs possess a minimum of educational and experimental background to participate in the courses applied for.

Where the educational and/or experiential background of the TOBs selected for trainings varies significantly, it is recommended that upcoming Micro Industries Support Projects introduce two or even three levels of teaching within the same TOB course. Technical proficiency levels should be part of the TOB identification, selection, and interview process.

It is recommended to introduce toolkit flexibility so that the TOBs can choose, within a given range of kits, which toolkit 'packages' would be most appropriate for obtaining a job or helping to start up an economic activity. The range of kits could be, for instance, designed for different end-use categories: tools for basic production, tools for more sophisticated production and products, and tools for quality testing, packaging and labelling.

It is recommended that upcoming Micro Industries Support Projects continues the MISP II focus of providing technical and vocational training courses for skills and products with high unsatisfied market demand.

2. INTRODUCTION

Project Evaluation Programme

This independent end-of-project evaluation has been carried out by HAP Consultants, Greve, Denmark, hereafter referred to as “the evaluator”. The contract for the evaluation assignment was signed 4 February 2009, whereupon collection and scrutinizing of all relevant project documents took place at the evaluator’s home office in Denmark. Terms of Reference (TOR) are attached as Annex 1.

2nd and 3rd March 2009 a clarification meeting was held at UNIDO HQs in Vienna, where the evaluator met with the UNIDO and FAO Project Managers, responsible officers from the evaluation offices of the two agencies and the project’s Chief Technical Adviser (CTA). The evaluation work plan and methodology were discussed and agreed upon.

24th and 25th March the evaluator met with the CTA and his staff in Amman, Jordan to discuss the detailed evaluation programme and the sample methodology for the project beneficiary survey. A meeting was also held with the project responsible FAO officer in Amman.

During the period 26th March to 2nd April the evaluator made his first visit to Kurdistan. During this stay he met the National Project Coordinator (NPC) and his team, the main project stakeholders, some project involved vocational training centres (VTC) and project trained trainers (TOT). In addition, he paid visits to a number of project target beneficiaries (TOB) and project supported production groups (PG).

Back in office, the evaluator prepared the Evaluation Interim Report presenting the evaluation strategy and methodology and the TOT and TOB survey questionnaires. The TOT survey would comprise all 63 project trained trainers while the TOB survey would be based on a stratified random sample of 155 of the 2 151 trained TOBs (at the time of evaluation).

The TOT and TOB surveys were carried out during the period 4th to 14th May in Erbil and Sulaymaniyah Governorates of Kurdistan (KRG).

During the two visits to the project area the evaluator worked closely with the NPC and his team and met with:

- The Chairman of the Project Steering Committee (PSC) from Ministry of Industries (MOI)
- The PSC representative of Ministry of Agriculture (MOA)
- The Director of MOA Directorate in Sulaymaniyah
- The Director of MOA District Directorate in Koya
- 7 of the 18 vocational training centres (VTC) used by the project for TOB training
- The NPC of UNIDO’s Entrepreneurship Development Project

Visits were paid to 17 TOBs in 2 urban and 6 rural districts of the two project Governorates, and to 13 of the 15 PGs supported under the project. Interviews with about 30 of the 63 TOTs were made on top of the questionnaire survey.

All meetings, visits and interviews were conducted with the view to judge the validity of the questionnaire findings and to get an in-dept understanding of the project performance and the realism of the project outcome and impact expectations.

Evaluation Methodology

Methodology of Trainers' (TOT) Survey

The project has lately completed an overall online survey of project TOT trainers. It means that all contact information for this group was available. Since the TOR of the evaluation requires a total survey of the TOT trainers no stratification and sampling have been undertaken. The survey was conducted through personal interviews, but a few was interviewed by telephone. The interviews took place at selected VTCs in the cities of Erbil and Sulaymaniyah. The questionnaire used for the interview is attached as Annex 2.

Methodology of Trainees' Survey

The trainee survey was geographically confined to 3 districts, one urban and two rural, in each of the project Governorates. The selection criteria for districts to be covered by the survey were as follows:

- (1) Large number of people trained in the district
- (2) Maximum number of economic activity types represented
- (3) In total all economic activity types shall be represented

Erbil Governorate

Erbil Centre (urban):	701
Kweisengeq (rural):	115
Shaglawwa (rural):	370
Total Erbil Governorate:	1 186

Sulaymaniyah Governorate

Sulaymaniyah Centre (urban):	265
Dokan (rural):	74
Sharbazher (rural):	95
Total Sulaymaniyah Governorate:	434

Grand total: 1 620

Of the 1 620 TOBs the earliest 1,570 trained were selected for further stratification. The population was distributed on training topics; where after 10% was taken randomly from each training topic group. Thus the TOB sample ended up with 157 TOBs distributed on all training topics.

Individual interviews were undertaken with each TOB at convenient locations in the 6 districts, where they were met in groups of 5-10 people. Visits were paid to 10% of the people interviewed. The questionnaire used for the interview is attaches as Annex 2.

Overall Project Objectives and Expected Outputs

For discussion on the project's Logical Framework and its revisions reference is made to section 4.3. The description below reflects the Logical Framework version upon which the project was actually implemented.

The *development objective* of the project is:

“Economic recovery of North Iraq (Erbil and Sulaymaniyah Governorates) supported through training of individual members of vulnerable households with the view for them to be employed or to engage in viable food and non-food MSSE activities”,

The *immediate objectives* are:

- (1) “Capabilities enhanced in the Ministries of Industry and Agriculture and the selected VTCs for training and mentoring project beneficiaries in selected categories of appropriate technologies, business management and marketing”
- (2) “The state of 2000 vulnerable households in 12 districts of Erbil and Sulaymaniyah Governorates improved beyond the vulnerability threshold through self and other employment of household members (core project beneficiaries are: martyr families, women headed households/widows, low income villagers, IPDs, returnees and youth)”

The *expected outputs* are:

- (1) Relevant personnel from Ministries of Agriculture and Industries and selected VTCs trained through project seminars and workshops on engaging members of vulnerable households in viable food and non-food MSSE activities
- (2) 60+ number of personnel from the Ministries of Agriculture and Industry, the selected VTCs, and other relevant agencies trained as trainers through the projects TOT programme
- (3) A minimum of 2000 project beneficiaries trained in selected project technologies, business management, and marketing with the view to start own business or obtain employment
- (4) A minimum of 600 unemployed young men and women provided with skills enabling them to obtain jobs and/or start up an economic activity
- (5) 16 Production Groups for food and non-food processing/manufacturing established/technically upgraded and trained in input sourcing, marketing and business management

Project Management, Time Frame and Budget

The project is implemented under joint responsibility of UNIDO and FAO. UNIDO is responsible for the non-food part of project activities and FAO for the food part. The Project Management Unit (PMU) with offices in Amman, Erbil and Sulaymaniyah implements the project. The office in Amman is headed by the project Chief Technical Adviser (CTA) and the local offices by the National Project Coordinator (NPC).

Project implementation period is 18 month from 1 June 2006 to 1 December 2007, but due to external circumstances it has been extended up to 1 July 2009.

The project budget is 6.3 million USD, 5.8 million USD through UNDG-ITF and 0.5 million USD through KRG Government (in kind).

3. SOCIO-ECONOMIC CONTEXT

Despite its considerable potential for growth the northern region of Iraq, covering Dohuk, Erbil, Sulaymaniyah and Kirkuk Governorates, contains some of the poorest areas in the country. Slow economic and social progress has left most of the region's population (more than 5 million) without access to basic services and sustainable incomes. It is estimated that 35% of the households (about 300 000) in the region live under the vulnerability level, defined as household income of less than 400\$ per month. Also, the number of internally displaced people (IDP) is high exceeding 20% of the total population in some areas.

The majority of the population in the governorates of Erbil and Sulaymaniyah, counting in 2008 1.6 million in Erbil and 1.9 million in Sulaymaniyah, are situated in rural areas (approximately 60%). They are mainly small farmers with land holdings around five hectares, 70% of which are rain-fed. They live in relatively remote villages far from the markets (up to 70% of villages are on the average 60 km away from city centres). Potentially they could produce larger quantities of processed agricultural products, but they are constraint by low level/low quality preservation and processing tools. Assuming that the regional 35% of households being vulnerable also counts for Erbil and Sulaymaniyah Governorates the total number here would be about 200 000.

The relative isolation of villages/village clusters also contributes to raising household vulnerability. However, the establishment of micro industries in strategic and appropriate locations would help to create market outlets for agricultural produce in these remote areas and help to facilitate income generation for people engaged in agro-processing and the marketing of agricultural related goods and services.

Existing (mostly governmental) support institutions have difficulty in providing their services effectively and efficiently due to lack of trained manpower, the necessary financial resources to support economic activities and limited involvement of private sector. The younger part of the population are particularly victims of this situation which has left them with lack of training, education and employment opportunities in their home areas and no funds to initiate any kind of income-generating activity.

The new political situation in Iraq and relatively stable security situation in KRG are bringing hope for the region and its population. It offers the opportunity for developing early economic recovery activities with the aim of providing the local population with the means to build and sustain their livelihoods.

It is a high priority of the Iraqi Government, as well as the KRG to enhance the skills of the vulnerable part of the population with the view to improve their income and livelihoods through employment and self-employment. The endeavour of the Government is fully coinciding with the policy of UNIDO and FAO within skills training and micro industry development.

4. PROJECT PLANNING

4.1 Project Identification

This project (MISP II) is a replication of the FAO/UNIDO supported “Promotion of Cottage Industries in Rural and Urban Areas Project” (MISP I) in the Thi-Qar Governorate of Southern Iraq. The needs assessment for supporting development of micro activities/micro industries in Iraq was prepared by FAO in cooperation with the Ministry of Agriculture in Baghdad prior to the MISP I formulation. This assessment also included Northern Iraq and concluded that this area had particular need for support to develop employment and income generation at cottage level. The needs assessment was supported by a project outline prepared by FAO entitled: “*Support to Promotion of Food related Cottage Industries*”, and a project brief prepared by UNIDO entitled: “*Development of Cottage Industries for the Reintegration of IDPs and Returnees*”.

4.2 Project Formulation

The project formulation background is presented as follows in the Project Document: “*The experience gained by FAO and UNIDO in a similar project in the south of Iraq, Thi-Qar Governorate, will facilitate speedy project implementation, since the training manuals, design of facilities, technical specifications of most of the equipment, process of identification of beneficiaries, documents for preparation of contracts and procurement, etc., can be easily adapted to the new project area*”.

The Project Document was prepared in cooperation with and approved by the Kurdistan Regional Government (KRG) 18 August 2005. The Document states that the project would be implemented with the Regional Ministry of Agriculture (MOA) and Regional Ministry of Labour and Social Affairs (MOLSA) despite the fact that the latter was not yet established at the time. It was still not established 10 May 2006 when the Document was signed by UNDG-ITF, but the Project Document was not revised. However, at the 1st PST meeting 2 August 2006 MOLSA, reportedly on request from the KRG, was replaced by Ministry of Industry (MOI), but the change of project partner did not induce any change in the Project Document and was not explained (documented) in the minutes from the PSC meeting. The MOI representative was appointed as Chairman of the Committee for the first six months, but actually held this position until project completion.

The natural partner for UNIDO on MSSE development in Iraq is MOLSA as it is MOA for FAO. This was also the case in MISP I (Thi Qar). The change for MISP II is explained by the Project Management Unit (PMU) as follows: MOLSA was nominally established by the KRG Cabinet mid-late 2006 and by 2007 the institutional framework for the Ministry was beginning to solidify and ministries were negotiating transfer of assets and facilities with MOLSA including training centres. The present MOLSA training centres were that time under Ministry of Health and Social Affairs, but the Directorate responsible for the centres suffered from a number of issues:

- Little experience in the delivery of training programmes and poorly trained staff with the requisite experience in mechanical and technical fields
- Weak institutional structure and funding streams
- Very small directorate which had yet to secure placement of a Director General

Given the above, MOI was then brought into the project since:

- It committed to provide a facility for rehabilitation that would be used for vocational training
- It had a number of staff that had backgrounds in mechanical and technical matters with a great deal of experience in the installation, commissioning, and management of various processing lines as a result of the Oil for Food investments

The Project Document constitutes a good guideline for project implementation particularly regarding the descriptions under Chapter 2: *“Project Justification”*. The Project Logical Framework as presented in the Project Document and later repeated with minor changes in the Project Inception Report is not fully developed and includes some inconsistencies, wrong phrasings and missing links between outputs and activities. For more details please refer to the Evaluation Interim Report in Annex 2. It is, however, possible for the implementer to establish a fairly good picture of the project concepts and strategies and use it as the basis for preparing the project action plan.

4.3 The Planning Base for Project Implementation

The transfer date of project funds from UNDG-ITF is 24 May 2006. This date is regarded as the project starting date. The Project Document defines the project duration as 18 months with project completion 1 December 2007. However, as important project counterproductive events severely hampered project progress the original completion date practically became the efficient starting date of the project, and following from this the PSC and UNDG-ITF approved extension of the project period up to 1 July 2009.

The main obstacle to project progress was the action taken by MOI to sell the premises, which the Ministry had promised to make available for the project to house the project’s central VTC, to a private investor. The central VTC was a core project component, to which the project had already made serious investment in money and time in the form of design, tender, procurement of equipment, etc. The existing buildings should be renovated and equipped with training equipment for the project’s training activities, the project TOTs were supposed to be anchored here, and most of the TOB training was assumed to take place at this centre.

In order to compensate for this development MOI made an agreement with the private investor that he should establish buildings for the central VTC at an alternative site (belonging to MOA). Presumably the private investor accepted to build new and renovate existing buildings for the VTC purpose, and some activities have actually taken place at the new site. However, the speed has been slow and still at the time of project evaluation completion of the task was not in sight.

The project was waiting for the new facilities, but the 1st technical working group (TWG) meeting in March 2007 decided to prepare for an alternative solution using a number of existing local training providers for the TOB training. An identification and assessment process was initiated and the resulting report was presented in August 2007 at the 3rd PSC meeting. The meeting approved the recommendations of the report and decided that the project should prepare the VTCs being selected for project TOB training. At the same time the meeting continued to give the central VTC a chance to be completed for project use.

The 2nd TWG meeting in October 2007 decided to commence TOB training using the recommended alternative local training providers. These are the following:

• MOLSA training Centre – Erbil	MOLSA
• Mechanical Industrial School – Erbil	MOE
• Mechanical Industrial School – Sulaymaniyah	MOE
• Vehicle Industrial School – Erbil	MOE
• Vehicle Industrial School – Sulaymaniyah	MOE
• Handicraft Training Centre – Erbil	MOE
• Handicraft Training Centre – Sulaymaniyah	MOE
• Hand Carpet Centre – Erbil	MOC
• Hand Carpet Centre – Kaznasan	MOC
• Hand Carpet Centre – Sulaymaniyah	MOC
• Central Agricultural Training Centre – Erbil	MOA
• Central Agricultural Training Centre – Sulaymaniyah	MOA
• Agricultural Extension Service Centre – Shaqlawa	MOA
• Agricultural Extension Service Centre – Tanjaro	MOA
• Agricultural Extension Service Centre – Koisnjaq	MOA
• Agricultural Extension Service Centre – Qushtuppa	MOA
• Agricultural Extension Service Centre – Sahaladdin	MOA
• Agricultural Extension Service Centre – Chawarta	MOA

January 2008 constitutes a turning point for the project. The present CTA takes up his position in Amman in the beginning of January 2008 and the 3rd TWG meeting is held 15-18 January. This meeting recommends to the PSC to finally give up the central VTC component and distribute the equipment procured for this centre to a number of the selected alternative local training providers (VTCs).

At the same time project monitoring in connection with the TOB training start-up had shown that the TOB selection process in many cases had not managed to target the desired group of project beneficiaries. Consequently the TWG decided to recommend introduction of a new set of selection criteria and a transparent objective selection process. In light of this the existing list of (1500) TOBs should be reviewed and cleared.

Further, the draft end-of-project evaluation report for MISP I was submitted at the end of year 2007, and one of the major conclusions was that the Production Association/Group model applied by the project as an innovative feature had proved to be an expensive and highly subsidised activity, with capacity utilisation below 50% and with questionable long term sustainability. Consequently it was decided to recommend abandoning this model in MISP II and to develop an alternative project support and intervention component.

Finally, it was decided to prepare the Project Inception Report which due to the very unclear situation of the project had been continuously postponed.

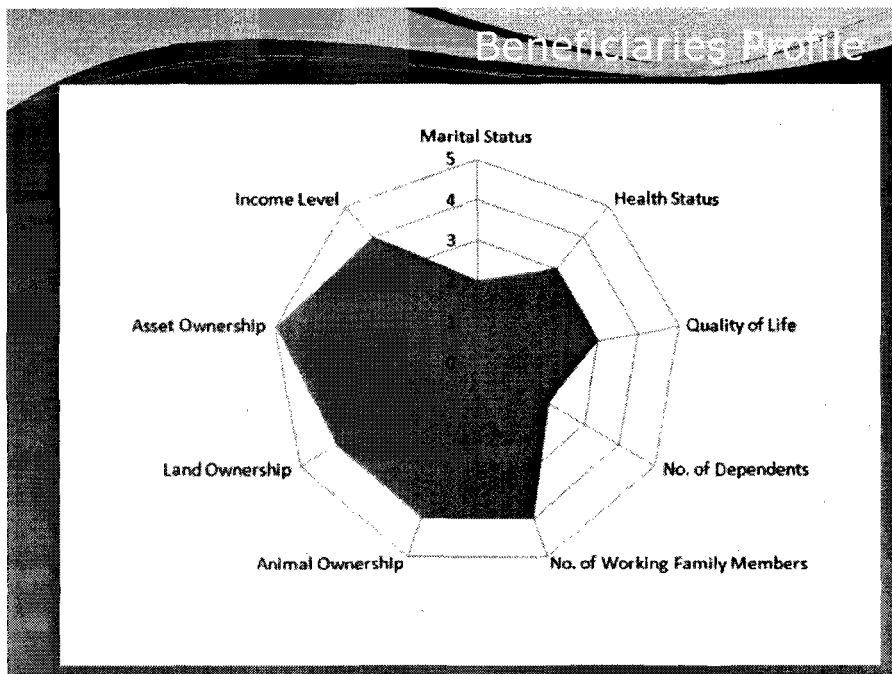
The 4th PSC meeting on 9 and 10 March 2008 endorsed the above mentioned TWG recommendations, but at the same time the meeting once again gave the central VTC a chance to be completed for project use. This time, however, subject to a firm end of May 2008 deadline. This was not met and the project consequently concentrated on using the selected alternative local training providers (VTCs). A list of PSC and TWG meetings is attached as Annex 3. Other important decisions were made by the meeting as follows:

(1) Target Beneficiaries

Target beneficiaries were re-defined to be **members** of vulnerable households and not the households as such. Special consideration should be given to: martyr, IDP, returnee, women/widow-headed, and low income village households and particularly to unemployed youths. A minimum of relevant educational and/or experimental background was introduced as an important eligibility criterion for candidates to be selected for TOB training, and the earlier used single line vulnerability criterion: “household income less than 400 USD/month” was amended to include the following 9 criteria:

- Marital status
- Health status
- Perceived quality of life
- Number of dependants
- Number of working family members
- Animal ownership
- Land ownership
- Asset ownership
- Household income level

Each criterion is rated from zero to 5 points. Eligibility requires less than 28 points and less than 400 USD/month household income. Particularly for dairy, ceilings for eligibility were set at 80 goats or 20 cows, and for beekeeping at 20 bee hives. A mini survey was undertaken on the existing list of 1500 identified TOBs to replace and add candidates in accordance with the above eligibility criteria. The graph below illustrates how the project used spider web diagrams to get a quick overview of a candidate’s eligibility.



(2) Needs Assessment Report

It was decided that the original needs assessment study (identifying and recommending sectors for project skills training) should be revisited with the view to include skills and products with high unsatisfied market demand.

(3) Project Area Coverage

Due to the project delays caused by the central VTC case and the limited implementation time left it was decided to reduce the number of districts for project intervention from 23 (which include all districts in the two Governorates) to 12 in order to increase the geographical concentration of the project and ease the logistical burden. However, at the time of evaluation project intervention had actually taken place in 17 districts, including:

Erbil Governorate

Erbil Centre
Dashty Hawler
Khabat
Koysnjag
Mergasur
Choman
Soran
Shaqlawa
Rawandoz

Sulaymaniyah Governorate

Sulaymaniyah Centre
Sharbazher
Halabja
Saed Sadiq
Dokan
Darbendekhan
Qaradaq
Penjween

The districts were selected based on the findings of the early project needs assessment study, which identified communities with high numbers of project target beneficiaries, availability of input materials for MSSE activities and presence of MSSE activities to be supported by project intervention.

(4) Production Groups

The business association/production association concept was abandoned and replaced by the Production Group (PG) concept, which put emphasis on clear ownership to and single management of the project supported PG enterprises.

It was decided that approval of PGs should be subject to a positive feasibility study.

(5) Level of Project Intervention

Although not particularly recorded in any TWG or PSC meeting it is clear that the project cooperation and coordination with KRG public authorities is mainly with MOA at central and Governorate Directorate levels and with MOI at central level. Some interaction takes place with District and Sub-District authorities and village elders during identification of TOB candidates, but that is all. The project is targeting individuals and not households as such and is not using local communities as vehicles for project support. The Inception Report Logical Framework does not reflect this mode of intervention and further adjustments to the Log Frame have not taken place. However, the issue was taken up by the evaluator at his meetings with the project CTA, and the revised Log Frame presented in Annex 3 constitutes the basis whereupon the project implementation has rested at least from mid-January 2008 (the 3rd TWG meeting).

(6) Project Engagement Situation of TOTs

In the absence of the central VTC a considerable number of TOTs (particularly within non-food activities) were not affiliated to any training institution and their background and acquired expertise were often not matching the level already found amongst the trainers at the selected non-food local VTCs. Consequently the PSC decided that efforts had to be made to find opportunities for these human resources to contribute to the project and endorsed the proposal of the CTA to use them as training assistants and as mentors for TOBs after project training.

(7) Equipment to VTCs

The PSC defined the main conditions for the transfer of equipment, mostly procured already for the cancelled central VTC, to individual local training providers as follows:

- The transferred equipment can not be sold/transferred to other parties
- The equipment must be properly maintained and primarily be used for training of project beneficiaries
- The equipment must be installed properly and with adequate space within a month of reception
- MOA/MOI can take back the equipment if a VTC does not meet the transfer conditions and expected activity level

The equipment is handed over to the VTCs with the view that they should develop into local centres of excellence within the line of production defined by the given equipment.

(8) Disbursement of Project Funds and Procurement

Due to the unclear central VTC situation disbursement of funds for procurement and procurement itself were lacking behind initial plans. Consequently it was decided to introduce a new MOD tracking system to help expedite the resourcing of project activities.

(9) Monitoring and Evaluation

The PSC endorsed the plan of the CTA to further develop the project monitoring and evaluation tracking system that would help monitor: (1) the project benefit from and engagement of project trained TOTs, (2) the distribution and usage of project procured equipment and toolkits, (3) the changes in the employment and income levels of project beneficiaries and (4) the development of the project resourced Production Groups.

(10) Project Management

Unfortunately the project redesign process did not include reconsideration of project management and line ministry attachments. Such consideration would have revealed the weaknesses of maintaining MOI as the non-food anchorage and opened up for a discussion on shifting the MOI responsibilities to MOLSA (which had come into shape at that time) or MOC.

5. PROJECT IMPLEMENTATION

5.1 General

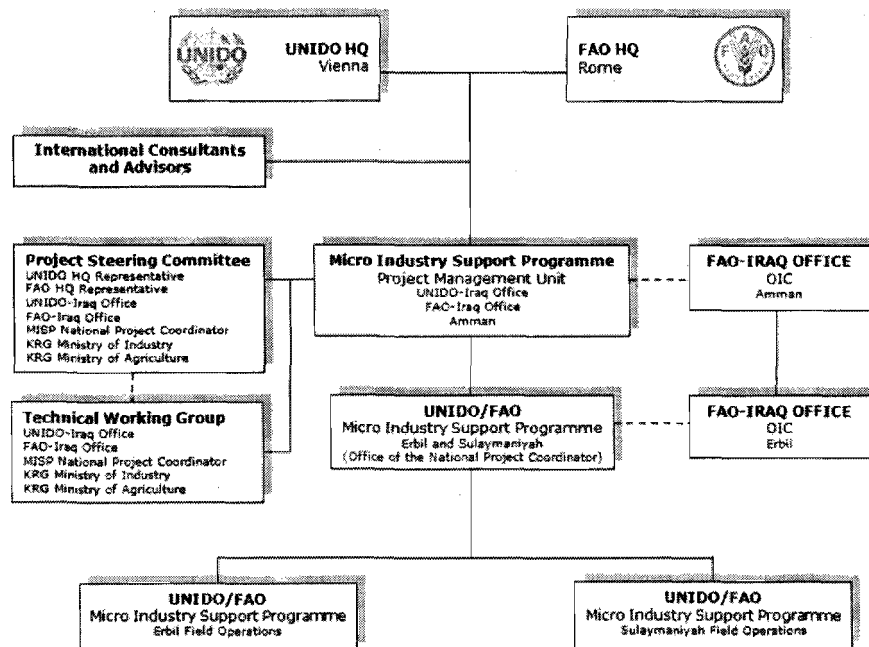
The project aims at initiating a process of sustainable income generation for vulnerable households in Northern Iraq through increased employment and self-employment of household members. The vehicle for this desired development is technical and business management training of selected beneficiaries undertaken by a number of project trained trainers (TOTs) and a toolkit programme supporting the trainees (TOBs) in performing their acquired skills as employed or self-employed. In most cases the TOT training has taken place in other Arabic countries and Europe. The TOB training has been conducted at 18 project-selected local VTCs. These VTCs have been strengthened by the project through TOT technical training of relevant members of their staff and provision of training equipment and materials.

Fifteen (15) Production Groups have been established and supported with machinery, equipment and training with the view to generate employment for TOBs, deliver needed services to their communities, and as production models give inspiration to others, existing and potential entrepreneurs, within their respective fields.

At the time of project evaluation the project had trained 63 TOTs and 2151 TOBs. (At project completion the TOB figure had increased to 2510). One hundred seven (107) TOB training courses were conducted using the 18 local VTCs. The TOBs came from 185 villages in 34 sub-districts within 16 districts of the two project Governorates.

5.2 Project Management

The organigramme presented below presents the overall project organisation.



The Project Steering Committee (PSC) supervises project progress and performance, provides strategic directions of project interventions and ensures effective cooperation between project stakeholders. The Technical Working Group (TWG) is a sub-committee under the PSC dealing with overall technical matters in project implementation. For international procurement the project is supported by the procurement offices in UNIDO and FAO HQs.

The project management at PSC and TWG level has functioned efficiently characterised by good report and cooperation between all parties. The ability of PSC and TWG to adapt to changed circumstances was clearly displayed when project progress was in limbo due to the lacking central VTC and bold decisions were taken by the 4th PSC, based on TWG recommendations, which completely changed the project training strategy from centralised to decentralised implementation involving training facilities of more KRG ministries (MOLSA, MOE and MOC) thereby diminishing the role of MOI; and revisited the TOB selection criteria and process.

At the operational level the situation has been different. PMU as well as MOA and MOI all express less satisfaction with the mixing of food and non-food activities in the same project involving organisations with very different perceptions and cultures. Without giving specific examples this situation has not always been easy for the PMU. The cooperation between the CTA (located in the Iraq UNIDO office in Amman and being on UNIDO payroll) and the Iraq FAO office in Amman has at times been stressed, and in Erbil the NPC (paid by FAO) has often struggled with MOI to bring them at par implementation wise with MOA.

MOI has long experience in establishing and managing factories, but the enterprises resulting from project training and support are micro and small and based on skills training, which is not the expertise of this ministry. After procurement of project machinery and equipment and the shift to the decentralised training model, which involved VTCs of MOLSA, MOE and MOC, MOI's role became minor. MOI has no representations at governorate, district and sub-district levels like MOA, MOLSA and MOE, and it has no training centres for TOBs.

With much of the project implementation out of the hands of MOI the roles of MOA and MOI became uneven. The MOI TOTs were hardly available or used and much of their responsibilities were taken over by trainers employed at the local VTCs used for project training. These trainers who have not participated in outside project trainings count 23 persons. MOA on the other hand has full control of the food TOTs and their TOB training activities. This has given some frustrations and it is the common view of the two ministries that the partnership as the project has developed is sub-optimal and should not continue after project completion. Further, they both are of the opinion that possible future projects for employment and income generation should be anchored in only one line ministry, in case of food at MOA and for non-food, depending on the size of businesses dealt with, either at MOLSA or MOI.

Project progress monitoring is documented in 5 half yearly Project Progress Reports, 6 PSC meeting minutes, 4 TWG meeting minutes and 9 Field Meeting Notes. All major project decisions are documented. Project timeline presenting TWG and PSC meetings is presented in Annex 4.

Project outcome monitoring was introduced by the 4th PSC meeting and at the time of evaluation the availability, use and engagement of the TOTs had been monitored twice and measured taken to improve the situation. TOB performance after training has been monitored once showing positive outcome. A PG performance monitoring was in progress at the time of evaluation.

The project was considered by SCANTEAM under its stocktaking review of all UNGT-ITF funded projects in Iraq. The review's findings, presented in the report of January 2009, were positive and generally

in line with those of the evaluator. However, it found that the project at that time did not have a well articulated exit and sustainability strategy. In response to this finding the project has prepared a sustainability report, which addresses project exit and sustainability.

5.3 The TOT Component

5.3.1 TOT Selection and Training

The food TOTs, counting 34 people trained under the project, are all selected by MOA and approved by the project. Most of them belong to the Ministry's extension service organisation attached to central and local MOA training centres. Few are from MOA Departments and Directorates. It means that almost all have subject matter experience as well as experience in training. Thus, the training under the project for these people can be regarded as skills upgrading.

Prior to the TOT selection the project has prepared plans for all TOT trainings, including number of trainees per area of training, their required education and experience background, venue and duration of training. For MOA the main criteria used were the following:

- Education at BSc level
- 2-3 years employment experience
- Good knowledge on the concerned training subject(s)
- Good command of English and/or Arabic language

An inter-ministerial committee was formed to interview and select the candidates for TOT training, which were identified by the ministry. More candidates than the actual number to be selected were identified. After the interview Personal History Forms and CVs were prepared for the selected candidates and forwarded to the project for approval.

The 29 non-food TOTs are comprised of 10 selected by MOI and 19 by the project in cooperation with Ministry of Labour and Social Affairs (MOLSA), Ministry of Education (MOE) and Ministry of Culture (MOC). The MOI selection was less successful. Since MOI has no extension staff or training centres the candidates were taken from factories and MOI Departments. None of the TOTs had training background or experience. After the training these TOTs have conducted only few or zero TOB courses. The selection took place early in the project when the central VTC was still on the drawing table, and if it had materialised and the group had been transferred hereto, the situation may have been otherwise. Without the central VTC the TOTs have just continued their earlier job with little time for preparation and conducting TOB trainings.

The remaining 19 non-food TOTs are all educated trainers employed at training centres belonging to MOLSA, MOE, and MOC and trained by the project after abandoning the central VTC model.

The identification process of TOT candidates for all the involved ministries is not documented and has not been transparent. Regarding transparency in selection of candidates, MOA has taken some steps forward through definition of main selection criteria and formation of an inter-ministerial selection committee, but for MOI and the other involved ministries the evaluator doubts that such transparency was present.

Table 1 overleaf presents the subjects for the project TOT courses and the number of TOTs trained per subject.

Table 1 Number of TOTs Trained per Subject

TOT course subject	Number of TOTs trained in subject
Business management	6
Beekeeping	5
Fruit and vegetable processing	9
Bulgur	4
Olive processing	5
Dairy	10
Leather	2
Machine shop	5
Carpet weaving	6
Sewing and tailoring	6
Agro-auto repair	2
Welding	1
TOTAL	63

The project training received by the TOTs is judged by them in the TOT evaluation survey as satisfactory, only 4% say less satisfactory. However, 16% found the training course too compressed, 14% (being trained in Iraq and other Arab countries) believe that similar courses outside the Arab world would be superior, 18% have specific wishes for additional subjects to be covered under the courses, and only 2% found the course facilities and equipment unsatisfactory. Thus those wanting longer, higher level, more comprehensive training constitute 50% of all TOTs.

100% of the responding TOTs answer yes to the following question: "Was the training sufficiently comprehensive and adequate to form the basis to train project beneficiaries in engaging efficiently in income generating activities?" On the question: "How useful was the TOT training you have received for the training you conducted?" 57% said very useful, 18% say useful and 25% have not conducted any project training course. The two answers support each other. The 25% without TOB course experience judge subjectively that their TOT course has enabled them to meet the TOB training requirements efficiently.

5.3.2 Use and Availability of TOTs

The TOB training courses are short, 2-4 weeks and 7 out of 18 different courses (39%) have only been conducted one or two times. The table below shows the different courses, their duration, and the number of times they have been conducted distributed on Erbil and Sulaymaniyah Governorate and the number of TOTs trained for each course subject.

Table 2 Number of TOB Courses and TOTs Trained by Subject

COURSE	ERBIL	SULI	TOTAL	Nos. of TOTs
Olive Processing	1	0	1	5
Seed Cleaning	1	0	1	4
Bulgur Processing	1	1	2	
Fruit Processing	7	5	12	9

COURSE	ERBIL	SULI	TOTAL	Nos. of TOTs
Dairy	9	7	16	10
Beekeeping	10	5	15	5
FOOD	29	18	47	33
Wood Working	1	1	2	0
Machine Shop	2	1	3	5
Electric Wiring	2	0	2	0
Small Generator Repair	2	0	2	0
Heating and Cooling	2	0	2	0
Welding	4	3	7	3
Computer Software	3	2	5	0
Ceramic	4	1	5	0
Leather	4	0	4	2
Agro-auto Repair	4	3	7	2
Sewing	5	4	9	6
Carpet weaving	8	4	12	6
NON-FOOD	41	19	60	24
TOTAL	70	37	107	57*

*The 6 business management TOTs are not counted in this table, since business management is a subject included in all courses. It takes place the last day of the course.

The table shows that the project has TOTs for only 12 out of 18 course subjects and that the number of TOTs per subject for several subjects are too high compared to the number of courses actually carried out under the project. The numbers of TOTs for olive processing, seed processing and machine shop appear exaggerated and those for fruit processing, dairy and sewing at the high side. The over-representation of TOTs for these subjects is partly due to the fact that some course providers charge the same fee for one trainee as for a group of say five trainees. This has tempted the project to train a group instead of the needed few.

The lack of TOTs for wood working, electric wiring, small generator repair, heating and cooling, computer software and ceramic reflects the 4th PSC decision that the original Needs Assessment Report should be revisited with the view to include skills and products with high unsatisfied market demand. These subjects were not part of the recommendations in the Needs Assessment Report and at the time of their introduction the TOT training was completed. The new courses are conducted by the concerned VTCs using their own training staff. 18 courses have been arranged this way leaving only 89 courses for (potentially) 63 project TOTs.

It is evident from the above figures that it has not been possible for the project to make significant use of all 63 TOTs, who were meant to constitute a cadre of important subject matter specialists, not only for the project, but for the whole KRG. In addition hereto come that the majority of the TOTs have other working responsibilities in the positions they hold in various departments, VTCs, private companies, etc. In fact more than half of the TOTs have answered in the evaluation survey that they are not freely available for conducting courses under the project. The TOT survey shows that (25%) have not conducted any courses after TOT training, (21%) have conducted only one course, (29%) from 2-5 courses, (20%) 6-10 courses and (5%), the business management trainers, more than 10 courses.

The situation is frustrating for the project as well as for the TOTs. A large majority of the TOTs want to utilise their new competences more intensively, and at an evaluation interview session with a number of the

MOI selected TOTs they all expressed interest in leaving their present jobs and positions and become full time trainers and subject matter specialists.

Due to the reasons explained above only about 30% of the TOTs are significantly engaged with project tasks. They are regarded as key TOTs by the National Project Director (NPC) and they assist him and his staff not only in training, but in many other aspects of project implementation. He tries to activate the remaining TOTs by encouraging them to assist the active TOTs in TOB mentoring and to participate in TOB courses as assistants to the responsible trainers. This strategy was newly initiated and at the time of evaluation it was not possible to judge if it would be successful. Post training mentoring is a huge task. The TOB survey shows that all (100%) of the TOBs have needs for support. In the survey the TOBs focus almost entirely on technical assistance, but actually the business management TOTs are also frequently contacted by the TOBs for support. 99% of the TOBs state to have received post training mentoring from the project. This was confirmed by all the 17 TOBs visited by the evaluator. All had close contact to their TOT. Problems were often solved by phone, but also through site visits of the TOT.

5.3.3 TOT Organisation

Initially it was the project intention that all project TOTs should be anchored/employed as a group at the central VTC. Now, without this employment facility all TOTs are back in their original positions in MOI and MOA directorates, departments and factories, and in MOA, MOLSA, MOE and MOC VTCs all over the project area. Their salaries are paid by the Government, but per diems and travel allowances in connection with TOB course activities are paid by the project.

In order to maintain the TOT expertise developed under the project and make efficient use of their services MOA has decided to employ all the food TOTs, now anchored in many MOA VTCs and extension centres, at the main agricultural training centre in Erbil and Sulaymaniyah, respectively, and let them concentrate on training of other trainers, TOB training and TOB mentoring within their subject matters.

A similar solution is sought by the project for the non-food TOTs not already anchored at a MOLSA, MOC and MOE VTC. Employment at the MOLSA training centres in Erbil and Sulaymaniyah is the project's preferred model. The centres are market oriented and very well equipped for training within welding, computer, auto repair, electric wiring, small generator repair, heating and cooling, and new subjects like satellite receiver installation and mobile telephone repair. During the evaluation the evaluator had interview with a number of the concerned non-food TOTs and they all supported the MOLSA solution. A meeting with the Director General of MOLSA confirmed that also MOLSA is open for such employment.

There have been no common seminars or workshops for the TOTs, arranged by the project during project implementation or other arrangements, which could contribute to the formation of the TOTs as a core group of subject matter experts for MSSE training and development.

5.3.4 TOT Output, Outcome and Impact Analysis

63 persons have been trained as TOTs as required in the Project Document. The TOT evaluation survey reveals that all selected TOTs have relevant educational background and more than 90% relevant professional experience. However, the identification process of TOT candidates for MOA, MOI and other involved ministries is not documented and has not been transparent. The actual selection of candidates, at

least for MOA, has more transparency since interviews have been undertaken by an inter-ministerial committee, and scores related to the criteria have reportedly been used and been decisive for the final selection of candidates; but for MOI and the other involved ministries the evaluator doubts that such transparency has been present.

Terms of reference for the responsibilities of the TOTs after training have not been prepared, and no project evaluation of their training performance under the project has been undertaken apart from the post course evaluation carried out by the TOBs.

According to the TOT survey only 36% of the TOTs had earlier worked with socio-economic/MSSE development and only about half of these had also worked with vulnerable households. On the other hand, the TOB survey shows that almost all TOBs are satisfied with the TOT training courses and the TOT follow-up support after training.

The TOT project outcome expectation is that a cadre of TOT subject matter specialists with state-of-the-art knowledge within their technical fields would be established with the view to train other trainers and TOBs. Due to the missing central VTC the cadre concept has been diluted as presented above, but if the project and MOA succeeds in grouping the most important and useful TOTs in 3-4 training centres this part of the outcome expectation may eventually reach a reasonable level.

Regarding the level of knowledge gained by the TOTs from the training courses 54% of the TOTs found the courses insufficient and expressed a need for higher level and more comprehensive training (48% of the non-food TOTs and 59% of the food TOTs). This picture covers all training areas except garment design/sewing and dairy, where all expressed full satisfaction. The others found generally the courses too short and less comprehensive than expected. Specifically some respondents would like more practical training, others more on quality control and food safety and the weaving TOTs more on horizontal weaving.

During an interview session with the evaluator some TOTs put a question mark to the high number of TOTs selected for training and preferred a limited number with more comprehensive training than the high number reaching a general level. On the other hand the general level appears appropriate to train the TOBs to their satisfaction; and amongst the TOTs it is the general perception that their status after project training was increased amongst their colleagues and that their professional advices were appreciated.

It is a significant outcome problem that the availability of a number of TOTs due to their present working conditions is low, and that the high number of TOTs compared to the number of courses to be conducted leaves a considerable part of the TOTs with little course activities.

Due to the short actual (field) implementation period (about one year) project lasting impact on the KRG food and non-food training activities could not be measured at the time of evaluation. However, the planned concentration of the food TOTs at two centres (one in each project Governorate) and strong indications that MOA will plan and budget for continuation of the project activities, including further training and development of the TOT cadre, point towards important positive project impact on food training quality and quantity.

For non-food some TOT grouping has already taken place at MOLSA, MOE and MOC VCTs and there are indications that a larger group can be established at MOLSA Central Training Centre in Erbil, but it is too early to judge whether MOLSA, MOE and MOC actually will adopt the project visions, the plan and budget for a continuation of project concepts and activities.

5.4 The TOB Component

5.4.1 TOB Selection and Training

After the decision at the 4th PSC meeting that the list of 1,500 identified TOB candidates should be revised using a new set of eligibility criteria many of these were replaced by others. The TOB survey shows the result of the new selection of TOBs to be trained as follows:

Age	%
15-25	46.5%
26-44	46.5%
45+	7.0%
Gender	%
Men	29%
Women	71%
Household Position	%
Husband	14.2%
Wife/Widow	29.7%
Child	56.1%
Type of Household	%
IDP	58.1%
Martyr	17.4%
Low income villager	23.2%
Prisoner	1.3%
Household Size	%
2-4	23.9%
5-7	46.4%
8-10	25.8%
11+	3.9%
School Education	%
None	2.6%
Primary 3-6 years	57.4%
Intermediary 7-9 years	17.4%
Secondary 12 years	20.0%
College and BA	2.6%

Skills before Training %

Without skills 8%
With relevant skills 92%

Occupation before Training %

Employee 6.5%
Self-employed 32.2%
Unemployed 61.3%

Trainee Income before Training %

None 32.3%
1-49 \$/month 19.4%
50-99 \$/month 16.8%
100-199 \$/month 14.8%
200-299 \$/month 7.1%
300-399 \$/month 2.6%
400+ \$/month 7.1%

The 400+ \$/month belong to 9 dairy, 1 bulgur and 1 olive trainees.

Household Income before Training

13% of the trainee households had more than 400 \$ in average monthly income before TOB training of a household member.

The TOB Training

The project TOB training venues have all been geographical close to the participating trainees. In this way boarding has been avoided. The trainees arrive at the course in the morning and return home in the afternoon. This has particularly been important for the female TOBs, and is according to the project management one main reason for the high rate of female TOBs. Number of trainees per course is about 20 and they receive each \$ 10 per day from the project to cover cost of travel and meals plus compensation for loss of possible daily income.

The above TOB survey results show that the Project Document and 4th PSC meeting requirements have largely been met regarding youth, gender, household type, education and experience, unemployment and income. The selection process of TOBs has been objective and transparent. Courses were advertised by posters, through various media and through information channelling down to village councils and village elders; and dates and places for interviews were given. At the given dates the candidates were queuing up for interview with a panel consisting of one representative from the project, one from the concerned VTC and a TOT for the concerned training subject. Sometimes a representative from MOA also joined the panel. During the interview the points were given for the various criteria and those with the lowest points (up to 28) and below the other defined ceilings, were selected (see section 4.3). The evaluator finds the selection process very satisfactory.

Subjects and number of courses are presented in section 5.3.2. According to the TOB survey 4.5% of the TOBs have attended a course of only 1 weeks duration, 54.8% have had 2 weeks courses, 25.8% 3 weeks,

13.5% 4 weeks and 1.3% more than 4 weeks. They all express satisfaction with the courses, which they have all post training evaluated and rated high. However, on the question: "do you have suggestion to improve the training?" 27% answered that the training should be more comprehensive/diversified. Number of TOBs per training subject is presented in Table 3 overleaf.

During the evaluation the evaluator visited 17 TOBs. They all had relevant skills background for their TOB training. It means that they had basic, even often good, knowledge on the activity they were trained in. In spite of this all 17 TOBs could mention three important new things they have learnt during their course. Apart from that, however, it was clear that most of them had the capacity and interest to learn more.

Some of the TOTs mentioned in the survey that it is a problem that the level of education and knowledge often is quite different amongst the TOBs at a course. It means that time has to be spend on basics for some TOBs, which is not needed for others. A better composition of course participants may improve this situation and give more time for the more advanced TOBs for higher level training.

All project training courses include a one day session on business management, which includes business planning, accounting, recording and marketing. The TOB survey indicates that 50% of the TOBs have a business plan, 30% a business recording system and 26% a business accounting and costing system.

Post training mentoring is a need mentioned by all (100%) the respondents in the TOB survey and 99% had actually been visited, called and received support from their TOT. Post-training mentoring is a core component of the project and its inclusion in the project reflects the experience that UNIDO and FAO have in working in fragile states where extension service providers are in short supply. The use of trainers as mentors is consistent with the Project Document. The project pays for the transportation and communication costs associated with follow up and mentoring of beneficiaries. The mentoring is granted free of charge to the beneficiaries. Given the socio-economic conditions amongst the TOB households the evaluator supports this decision.

5.4.2 The Toolkit Component

Reference is made to table 3 overleaf, which presents the final status at project completion of the TOB training and the toolkits allocation. 1790 toolkits have been granted to 2510 TOBs upon their successful completion of training. The average cost of a toolkit is \$ 400, which gives a total cost of about \$ 716,000. All TOBs within agro/auto repair, welding, wood working, spinning, and satellite receiver installation have received a kit. For dairy, fruit/vegetable processing, bulgur, and beekeeping the percentage is about 90%, for leather working 75%, for electric wiring, cooling heating system, and small generator repairs about 70%, sewing and oil pickling 60%, weaving 40% and the remaining subjects no toolkit. At the courses with less than 100% toolkits the kits were given to those performing best during training. This is explained to all TOBs before training start and at the end the TOT decides who to be given the kits. From the TOB survey it appears to have worked well since all TOBs amongst those not having received a kit judge the procedure as clear and transparent.

The 90-100% toolkits coverage for certain training subjects reflects that these kits are imported and that the purchase orders were given early in the project before the exact number of trainees where known and the performance based toolkit policy was formulated. The lower coverage for the remaining toolkits subjects reflects the project management's attempt to avoid the situation from MISP I where a number of toolkits were sold rather than be used by the intended beneficiaries, through making the toolkits competitive. Toolkits should only be awarded to the top achievers in the various training programmes.

The cut-off point for toolkit distribution was based upon a simple Technology Adoption Model. Under a standard model (see graphic below) the combined value of Innovators (2.5%), Early Adopters (13.5), Early Majority (34%), and half of the Late Majority (17% - The Initial Late Majority) worked out to 67%. By making the toolkit distribution based upon competition, proficiency, competency, dynamism, etc. it was felt that the project would be able to target beneficiaries who would be the most likely to be located in this portion of the Technology Adoption Model.

Graphic: Standard Technology Adoption Model (Roger's Bell Curve)

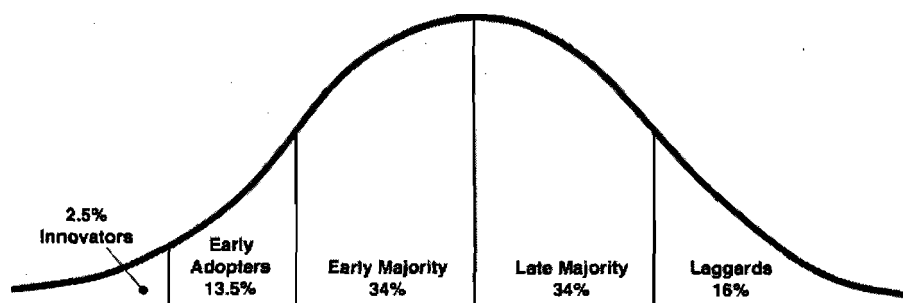


Table 3 Number of TOBs and Toolkits per Training Subject

#	Activity - Category	TRAINING STATUS				TRAINING LOCATION		BENEFICIARY STATUS			SERVICE DELIVERED
		Target	Trained	To be trained	Under Training	ErBF	Sub.	M	F	Youth	
1	Agro Auto Repair	100	123	0	0	78	45	123	0	0	140
2	Welding & Fabrication	118	118	0	0	60	58	118	0	0	120
3	Machine Shop(Lathe).	82	58	0	0	38	20	58	0	0	0
4	Wood	40	40	0	0	20	20	40	0	0	60
5	Sewing (Tailoring),	84	207	0	0	115	92	64	143	120	125
6	Carpet Weaving, spinning	175	240	0	0	165	75	2	238	165	100
7	Leather working		81	0	0	81	0	1	80	60	60
8	Ceramic		74	0	0	59	15	19	55	74	0
9	Electric Wiring		45	0	0	45	0	31	14	45	30
10	Cooling Heating system		45	0	0	45	0	36	9	45	30
11	Electric small Generator		45	0	0	45	0	45	0	45	30
12	Computer skills.		100	0	0	60	40	32	68	100	0
13	Mig Mag welding		12	0	0	12	0	12	0	12	0
14	coiffeur - haircutter		45	0	0	0	45	30	15	30	0
15	spinning		71	0	0	48	23	0	71	0	75
16	satellite , installation and		60	0	0	30	30	60	0	60	60
#	Total Non-Food	590	1306	0	0	115	410	611	608	630	830
1	Honey bee keeping	272	325	0	0	225	100	0	325	0	270
2	Diary farm processing	357	387	0	0	217	170	0	387	0	360
3	Fruit & Vegetable	221	285	0	0	175	110	0	285	25	260
4	Olive pickling	21	45	0	0	45	0	45	0	0	25
5	Burgle processing	39	50	0	0	25	25	50	0	0	45
6	Seed cleaner/ Youth		20	0	0	20	0	20	0	20	0
7	KRG/ extension staff		34	0		17	17	17	17	0	0
	Total Food	910	1146	0	0	721	422	137	1014	45	960
	GRAND TOTAL	1500	2452	0	0	1317	832	748	1622	675	1790

The evaluator, as well as the local project management has not come across TOBs who have sold or disposed of their acquired toolkits. It goes for both the 100% covered TOBs and the competitive ones. One obvious reason may be that the project and the TOTs actually follow up on the TOBs after training and has made it clear already during the training that selling of the kits will not be tolerated.

97% of the TOBs find the toolkits satisfactory and sufficient for their existing or intended activity. 61% of toolkit receivers state that the toolkit has been important for their after training employment or self-employment.

The toolkit component is important. That is the firm opinion of all involved parties in the project, including TOBs, TOTs, MOA, MOI and project personnel, but the importance may be more connected to the mere possession of the kit than to the actual use of it. The evaluator visited the following TOBs: 4 sewing ladies, 4 dairy farmers, 2 welders, 3 agro-auto mechanics, 3 beekeepers and 1 olive processor. All except the olive processor had received a toolkit and they were all happy to present their kits. However, only the sewing ladies made use of it in practise. All the others used their old tools, similar to the kit but well used and in some cases of less quality than the kit, but anyhow appropriate for their business activities. Obviously the toolkit has attracted them to the project training courses and probably also made them work concentrated during the training sessions; but more important, their self confidence and social status in the community had increased from the mere fact that they had qualified for the kit and had it in their possession to be displayed.

Along the way, most of the toolkits will be brought into use. For the dairy farmers, welders and beekeepers it may happen when the old equipment is worn out. However, the extra bee boxes from the toolkit will be used at the beginning of the new honey season, and the gas welding equipment when the demand occur and the welder can afford to pay for the gas bottles. The agro-auto mechanics will rather buy new cheap Chinese made tools than bring the high quality tools from the project to the workshop, where it may be damaged or stolen.

The evaluator's observation raise the question whether it is a good idea to have a uniform set of toolkits for all participants in a given course or it would be better if each TOB could decide within a certain amount which tools he/she would prefer in order to develop their business. This solution is possible since increasing number of relevant equipment for project skills and activities is available locally.

5.4.3 TOB Output, Outcome and Impact Analysis

At project completion 2510 project target beneficiaries, 1364 food and 1146 non-food, have been trained to their own declared satisfaction. 1707 of the TOBs are women and 803 men. Youth constitutes 741 of the total number of TOBs. These numbers meet within minor variations the output expectations of the project document.

All TOTs having conducted TOB courses judge the trainability and interest amongst the TOBs as good or very good with the exception of two TOTs, one in weaving and the other in sewing, who were generally not satisfied with the course participants' trainability.

A major outcome of the training is that a majority of the 61.3% unemployed before training has become employed or self-employed at the time of evaluation. The percentages are as follows:

	<i>Occupation at the Time of Evaluation</i>	<i>Occupation before Training</i>
Employed	20.0%	6.5%
Self-employed	68.4%	32.2%
Unemployed	11.6%	61.3%

Of those that were unemployed before training 57% have become self-employed, and 24% employed. Those still unemployed in the survey sample are all in non-food. They come from ceramic, computer, electric wiring, heating/cooling, sewing, weaving and wood working. 78% are in the young age group 18-25 years and the remaining 22% from 26 to 30 years of age. Toolkits are available for sewing and weaving, but not for all trainees and the unemployed within these activities have not qualified for this acknowledgement. The courses in computer, electric wiring, heating/cooling and wood working have come very late in the project and some were just finished or about to finish at the time of evaluation. This fact is appraised by the evaluator as the main reason for the unemployment within these subjects.

Generally the TOB incomes have increased, but it was difficult for the respondents during the evaluation survey to give clear and exact answers on incomes before training and at the time of evaluation, but several indications were given. 85% say that their income has improved, leaving only 15% without improvement. Information from the few who have indicated an actual income increase shows increases from 20\$ to 450\$ a month, on the average 185\$ a month. Most of the TOB incomes are consumed within the household, i.e. not used as pocket money for themselves. The survey tells the following on this question:

% of TOB Income Consumed within the Household

10-24% of TOB income	1.5% of the TOBs
25-49%	5.1%
50-74%	20.4%
75-99%	23.0%
100%	56.2%

As could be expected the income situation of the households after TOB training presents the same picture, 89% have experienced income improvements and only 11% are on the same level as before. Only 8 of the 155 TOB respondents have given actual figures for increased household income. 5 have doubled the income from 100\$, 150\$ and 200\$ a month, respectively, to 200\$, 300 \$ and 400\$, and 3 have increased from 50\$, 60\$ and 75\$ up to 200\$, 450\$ and 350\$, respectively.

All the TOBs visited by the evaluator had increased their income or expected to do so. The latter group comprised two beekeepers and two dairy farmers, who due to season or other problems had not yet applied their training course knowledge or put the toolkit bee boxes into use. On the average the remaining TOBs who provided income figures had increased their income by 150%. In all cases the increased TOB income together with the food basket and modest income from husband/wife had brought the households beyond the defined vulnerability level of 400\$ a month.

Moreover, vulnerability has been further reduced through improved living conditions experienced by the households from the combination of training and subsequent increases in income. On the survey question: "How have the living conditions of the TOB household developed at the time of evaluation compared to the time before training?" the TOB respondents with increased income mentioned four improvements: (1) food, (2) education, (3) accommodation and (4) communication. Some (22%) mention only one of the four improvements, others (66%) mention two improvements and the rest (12%) three improvements. If

percentages are counted on type of improvement 81% mention food, 69% education, 16% accommodation and 10% communication.

With regard to employment created by the 68.4% of the TOBs being self-employed the survey tells that on the average one self-employed at the time of evaluation had 1.94 employees. 34% of the self-employed had 1 employee, 48% 2 employees, 10% 3, 5% 4 and 3% 5 employees. For the total 1,717 self-employed TOBs the generated employment would be 3,331 persons.

5.5 The PG Component

5.5.1 PG Selection and Training

The selection of the 15 production Groups (PGs) was based on thorough preparation. The PGs have four main purposes: (1) undertake production and services which are lacking/scarce, but highly needed in a certain geographical area, (2) create employment and income for an increasing number of employees, (3) be available for on site training of TOBs, and (4) constitute a model for other enterprises within the same trade.

After the 4th PSC meeting the project selected 15 geographical locations for the PGs. The selection was based on information in the initial Needs Assessment Study and the later Economic Feasibility Study, statistical and survey information from MOA and MOI, and overview of relevant TOB concentrations and TOT availability. A specific production activity was decided for each location.

Upon PSC approval of location and activities the national project staff conducted a survey in each location with the aim of preparing a list of PG candidates for project support. Feasibility assessment was undertaken for each candidate whereupon the best rated was invited to participate in the project PG component.

The selection criteria and the score table (1-5) are documented and assessed to be relevant. Further, it is the evaluator's assessment that the selection process has been fair and that the PGs has been selected on objective criteria. However, some of the enterprises being considered, but not selected, have verbally and in letters to MOA and MOI expressed dissatisfaction about the selection process. The complaints could be boiled down to "why him and not me", and it indicates that the process has not been sufficiently transparent. Information of the involved parties and documentation of the selection process and its results appears to have been missing.

In order to join the project the selected PG candidate has to sign a contract with MOA/MOI including the following main conditions:

- Equipment made available by the project shall be properly installed, operated and maintained
- The equipment can not be sold or otherwise disposed of without the sanction of MOA/MOI
- The equipment can be withdrawn by the project or MOA/MOI if abused or not properly maintained
- Preference shall be given to project TOBs in case of new employments
- Business records, accounts and costing must be properly kept and made available to project staff/TOTs
- A credible business plan must be developed
- The PG must be available for on site training of TOBs

Business management training and mentoring will be extended on site by project TOTs, and needed technical support will also be available from the project when needed.

The selected PGs comprise the following:

Food PGs

- (1) Bulgur and seed processing, Erbil Governorate
- (2) Fruit processing, Erbil Governorate
- (3) Dairy processing, Erbil Governorate
- (4) Beekeeping and honey processing, Erbil Governorate
- (5) Fruit processing, Suli. Governorate
- (6) Dairy processing, Suli. Governorate
- (7) Beekeeping and honey processing, Suli. Governorate

Non-food PGs

- (1) Machine shop, Erbil Governorate
- (2) Agro-mechanic repair, Erbil Governorate
- (3) Sewing & tailoring, Erbil Governorate
- (4) Carpet weaving, Erbil Governorate
- (5) Auto mechanic repair, Suli. Governorate
- (6) Wood working, Suli. Governorate
- (7) Carpet weaving, Suli. Governorate
- (8) Welding & steel fabrication, Suli. Governorate

5.5.2 PG Output, Outcome and Impact Analysis

The evaluator visited 13 of the 15 PGs. They were all newly upgraded. 3 PGs have single ownership and 10 were owned by two or more partners; altogether the owners counted 36 persons. The total number of employees in the 13 PGs was 29 persons, of which 10 were employed before the project intervention. Extrapolation from 13 to 15 PGs says 74 people engaged in all groups together. The total amount of money invested by the project in equipment, equipment installation, civil works and refurbishment for the PGs sums up to about 380,000\$ or 25,000\$ per PG on the average. Investment costs per PG are presented in Annex 5. In addition hereto comes the technical training (when needed) of the PG staff and the business management training of the PG leaders. Some staff and leaders have joined the project TOB training, but others have received the project training onsite. Close TOT follow up and mentoring on all PGs are an additional project workload. The evaluator assesses the costs of investment and support to the PGs as modest in view of the potentials created (see table 4).

The project output is 15 workshops: clean, nicely painted, with good (perfect) order, well equipped with modern good quality tools and machinery and trained leader and staff. The project outcome remains to be seen, but in table 4 overleaf the evaluator has made an attempt to judge to which extent the visited PGs would meet the project outcome expectations regarding: employment creation, service provision, being a model for others, and being a place for on site training of TOBs. The appraised probability for meeting these expectations is rated: low, medium and high.

Table 4 Outcome Expectations for the PGs

PG Activity	No. of Partners	No. of Employees	Employment Creation	Service for the Area	Model for Others	On site Training
Bulgur Erbil	4	0	Low	High	High	High
Fruit Processing Erbil	4	0	Low	High	High	High
Beekeeping Suli	3	2	Medium	High	High	High
Fruit processing Suli	3	0	Low	High	High	High
Dairy Suli	1	4	Low	High	High	High
Machine shop Erbil	1	12	High	High	High	High
Sewing & Tailoring Erbil (1)	2	1	High	High	High	High
Sewing & Tailoring Erbil (2)	3	2	High	High	High	High
Agro-auto repair Erbil	3	1	High	High	High	High
Carpet weaving Erbil	3	1	Low	Low	High	High
Agro-auto repair Suli	2	2	High	High	High	High
Wood working Suli	1	4	High	High	High	High
Carpet weaving Suli,	6	0	Low	Low	High	High

All the PG leaders met by the evaluator were dynamic and eager to develop their enterprises and utilise the increased capacities and capabilities from the project investments. However, due to different market situations the prospects for expansion varied considerably. The open market policy for imports (mainly Turkey, Iran and Jordan) has made it very difficult for larger local producers of Bulgur, processed fruits and dairy products to compete. There is still a market for local products but if anything it appears to be shrinking. Possibility for expansion awaits a shift in Government policy from open border to introduction of much needed protection and anti-dumping duties for these and other locally produced agricultural products.

From the visit to the carpet weaving PG in Suli it seemed clear that just keeping the 6 PG lady partners busy in weaving would be a challenge, and it may only be possible due to the leader's widespread social connections and marketing skills.

Sewing & tailoring, wood working, and agro-auto repair are home market activities, generally not competing with imports and the demand for these services are high and increasing, and the possibility for these PGs to grow from small to medium to large is not unrealistic.

As service providers for customers and other producers in the concerned areas all PGs except the carpet weaving PGs have an important role. Customers will get better quality products/services and wheat growers, dairy farmers, orchard owners, beekeepers and other producers are provided with an opportunity to have their raw materials processed, vehicles and agricultural machines repaired and workshops furnished.

As models for others to learn and be inspired from the PGs are perfect. They really display new standards in appearance, technology and business management, and most important it has been obtained by short term training and moderate investments. Everybody in the PG locations know about them and according to the PG owners most people around has passed by to have a look and pose questions about the changed set up and appearance.

The project is already using some of the PGs for practical on site training of TOBs, and all the PGs visited by the evaluator confirmed that this is an activity they would whole heartedly support.

At the time of evaluation there was no impact derived from the PG component. Since all the PGs were just completed for their upgraded level of operation impact could also not be expected. A reasonable span of time has to lapse for the possible and expected impact to reach a measurable magnitude.

5.6 The VTC Component

5.6.1 VTC Selection and Strategy for Decentralised Training

After the 4th PSC meeting where it became clear that the chances for the central VTC to materialise in time to be used by the project was minor, the project developed a new decentralised training strategy. The main element of this strategy is that training venues should be as close to the target beneficiaries as possible. This would make it possible for the project also to attract that part of potential TOBs, who would not be prepared to travel long distances or be able to leave home for a longer period of time.

The national project staff undertook in cooperation with the concerned ministries a survey of relevant training providers and from the resulting long list 18 VTCs were selected. They included 3 carpet weaving centres under MOC, 6 industrial schools under MOE, 1 centre under MOSLA, and 8 centres under MOA (see section 4.3). The evaluator assesses the selection process as being objective, but it is not documented and probably not transparent for those VTCs considered, but not being selected.

15 of the 18 VTCs have received training equipment from the project at a total investment cost of about 660,000\$ (see details in Annex 5). The grants have a double purpose: (1) to ensure relevant and efficient TOB training and (2) to develop local centres of excellence within the chosen project technologies.

5.6.2 Training Courses and Materials

The project has worked with the selected VTCs to design training courses (syllabuses) reflecting the training goals. Wherever possible, existing relevant training materials available from UNIDO and FAO were adapted and integrated into the training programmes. From UNIDO it was mainly hard copy booklets, and from FAO mostly DVDs. UNIDO also contracted in early 2008 a consultant who was tasked with standardizing the non-food training programmes and this work assisted the project in producing a wide number of DVD materials (37 DVDs). Many of the food training courses displayed on DVD are presented on TV during the weekly MOA agricultural magazine. For the VTCs the DVDs also constitute a documentation of project training methodologies and contents.

For the “new” market demand driven training courses – aimed mostly at unemployed youth – syllabuses and training materials were available from the course conducting VTCs, but adaptations were made to suit the project purposes. It should be mentioned that the VTCs in question have good updated training

programmes and materials, which they have received from other donors and NGOs, they have good abilities to adapt trainings to market needs.

5.6.3 VCT Output, Outcome and Impact Analysis

The 18 projects selected VTCs have successfully been involved in selection of project TOBs and conduction of project courses using their own staff as well as project TOTs. Their foundation in the local communities, and for the food related training courses, the use of outreach training facilities connected to agricultural extension service (MOA) have been instrumental in attracting the high number of target beneficiaries meeting the project eligibility criteria, particularly women who may have problems with spending time away from home.

Training equipment granted by the project to the VTCs has been installed timely to be used in the project courses and UNIDO and FAO, as well as project developed training materials and manuals have been available.

During the evaluation the evaluator visited 7 of the 18 project VTCs. They were all very satisfied being involved in the TOB selection process and found those selected for training very motivated and eager to learn. The VTCs recognized that the project courses regarding content, methodology and training manuals and materials often are superior to their own, and they express their interest in pursuing the same standard in their own courses. To this end it has been a great help that some of their in-house training staffs have received project training under the TOT component.

Within the fields where the VTCs have received training equipment from the project they are prepared to further develop the concerned departments and meet the expectation to become local centres of excellence for these activities.

At the time of evaluation possible impact from the initiated positive outcome process was not at a measurable magnitude, but the evaluator assesses that the new standards set by the project courses and the improved capabilities of the project involved trainers in the short to medium term will result in generally increased standards of the VTCs as a whole, and through this better educated trainees with better possibilities to fulfil the aims of their training (income generation from employment or self-employment).

5.7 Project Financing

The project budget as per Project Document and the expenditures up to the time of evaluation are presented in table 5 overleaf.

Table 5 Project Budget and Expenditures

Category	Project Document Budget (\$)	Expenditures at the Time of Evaluation (\$)	Variation (\$)
National Project Personnel	183,600	195,688	12,088
International Project Personnel	414,000	414,000	0
National Consultants	51,000	124,981	73,981
International Consultants	120,000	324,636	273,636
Contracts	1,029,000	413,569	-615,431
Training	681,360	880,469	199,109
Equipment	2,474,569	2,119,702	-354,867
Supplies & Commodities	111,000	111,000	0
Travel	114,144	114,834	690
Miscellaneous	155,360	133,551	-21,809
Security	103,573	71,157	-32,416
Agency Management Support	362,507	304,216	-58,291
Total	5,800,113	5,206,803	-593,310

The change in training strategy from the central VTC to the decentralised solution has implications on contracts (civil works), equipment (one mini training dairy and a 2 tons truck are omitted) and training costs (many local training venues instead one central). Saving on security reflects the improved security situation in KRG during the project period.

The equipment expenditures are distributed as follows on toolkits, PGs and VTCs:

- Toolkits \$ 716,000
 - PGs \$ 384,000
 - VTCs \$ 660,000
 - Others \$ 360,000
- Total \$ 2,120,000

6. ASSESSMENTS OF PROJECT PERFORMANCE

6.1 Relevance

Overall, the objectives of the project and related outputs are assessed to be highly pertinent to national and international programme frameworks for Iraq, as well as UNIDO and FAO mandates. The project addresses both the GOI National Development Strategy (NDS) and the UN assistance strategy with respect to employment creation, sustainable food production, and income improvement of vulnerable groups in rural and urban areas. As part of the UNDG-ITF and members of the UN Country team, UNIDO and FAO have been active partners in the UN's programming for Iraq since March 2003. In addition the project is relevant to the achievement of Goal 1 (eradication of extreme poverty and hunger) and Goal 3 (promotion of gender equality and empowerment of women) of the Millennium Development Goals (MDGs) in Iraq.

The project approach puts a lot of emphasis on training: training of trainers (TOTs), training of target beneficiaries and support to VTCs with regard to training equipment and materials. Most of the TOT training and the procurement of training equipment for the planned central VTC were completed at the time where the project had to depart from the centralised VTC model and shift to the decentralised model. It meant that crucial elements duly planned and implemented for one training model had to be adapted to a completely different model. This of course results in sub-optimal solutions for the decentralised model first and foremost with regard to utilisation of the TOTs, and from the point of view of many TOTs the lacking employment as trainers at a VTC and the insufficient utilisation of their acquired expertise have made the project less relevant for them. On the other hand the decentralised training model is much more relevant for the target beneficiaries, particularly women, in the local communities than the central VTC solution.

The annulment of the central VTC model brought serious disturbance into the TOT component. They were supposed to be anchored at the central VTC, but instead they all remained in their current job positions with the result that quite a number could not free themselves for TOT tasks. The project try now before project completion in cooperation with the involved ministries to find ways of grouping the TOTs at selected VTCs in order to make better use of their expertises acquired under the project. As the project changed strategy the TOT component became less relevant and it remains to be seen if it can resume its project intended key role.

The interview survey with a number of VTCs comprised by the decentralised project training model revealed that all regarded the project support as relevant for development of their subject matter expertise and training capability. They acknowledged that adoption of project training methodologies and possession of state-of-the-art training equipment and materials have increased their level of competence.

From the TOB survey it is clear that the TOBs generally perceive the project as a relevant cause for their improved living conditions. The relevance of the project for the target beneficiaries is proved from the TOB survey, which shows significant improvement of livelihoods, employment and incomes of TOBs resulting, according to the respondents, from the project training, toolkits and mentoring. Using skills training of project target beneficiaries as the main vehicle to reach the aim of lifting vulnerable households out of vulnerability and increase their income has proved its relevance through the results obtained regarding employment generation. The toolkit component in its present form has high relevance as a premium attracting the TOBs to the training courses and making them work concentrated during the training sessions, but for quite many beneficiaries the tools have not added much to their technological level or their production capacity.

A rough estimated says that Erbil and Sulaymaniyah Governorates have about 200 000 vulnerable households of which the project directly has reached about 2500 through training of a household member. It corresponds to project coverage of a little more than one per cent of the total. This may appear very modest and a challenge to the relevancy of the project. However, increased income for poor families has a very high economic multiplier effect since almost all money will be spent and only little saved. It means that the economic growth potential from improved income of 2500 poor families is much bigger than the actual gained income of these families. This effect together with the continuous TOB training after project completion, already initiated by MOA will in the short to medium term increase the project income and poverty relief relevancy also in quantitative terms.

The relevance of the PG component for the project's target beneficiaries remains to be seen, but through thorough surveys and assessments the project has succeeded in selecting PGs with dynamic leadership and potentials in general to meet the outcome expectations. Thus the relevancy of the PG component is assessed to have a good chance to develop positively over time.

6.2 Ownership

Project ownership has been built very strongly within MOA both at top level and down the ranks to the extension service personnel functioning as TOTs. Decision has been taken to continue project concepts and strategies in all three KRG Governorates after project completion and budget for this will be established.

Already MOA has an agreement with an NGO (Immortal Barzani Charity) working with vulnerable households to assist with TOTs for training of 25 women in fruit processing. Further the Ministry is in the process supporting the establishment of three PGs, 2 dairy and 1 fruit processing, in three different villages. Two mini dairies and equipment for the fruit processing have already arrived in Erbil. MOA will also assist the food TOBs and PGs in designing and printing of labels for their products and in obtaining hygiene certification to support the marketing.

Project ownership in MOI is very weak. The chairman of the PSC has retired and his sincere interest and involvement in the project have not been relayed in any significance to relevant parts of MOI.

The close project cooperation with the VTCs during identification, selection and training of TOBs as well as the considerable use of their own training personnel as trainers in project courses, have imparted high feeling of project ownership in the group of project VTCs. They all have capacity for continuous TOB training and mentoring and with moderate budget backup from their parent ministries they are ready and willing to undertake the task.

A convincing indication on ownership is given by the active TOTs through their interest and willingness to assist the TOBs they have trained in all technical as well as business management matters arising during their endeavour to establish themselves as self-employed entrepreneurs. Stories from the TOBs visited by the evaluator tell that the TOTs receive telephone calls at all times day and night from the TOBs and they never refuse to extent their assistance.

6.3 Efficiency

The efficiency and quality of project management from June 2006 until January 2008 is not considered by the evaluator, since the problems originating from the delayed and later abandoned central VTC were

caused by unforeseeable policy change at the KRG Government and not by the project management. However, although the project was brought in a state of limbo during most of the period the management succeeded in undertaking some activities. The following overview shows the activities undertaken before January 2008 (before the 4th PSC meeting):

- Design and tendering of central VTC civil works (completed)
- Needs Assessment Study (accomplished)
- Selection and training of TOTs (non-food 75% and food 80% completed)
- TOB survey and selection of TOBs for training (not satisfactory)
- Training of TOBs (one course round at industrial schools in Erbil and Suli, respectively in welding and agro-auto repair)
- Preliminary assessment of alternative training providers (VTCs)
- Procurement of equipment for the central VTC (14% of food and 50% of non-food equipment arrived in Erbil)
- Development of additional training materials

Thus, the absolute majority of project work was left at the time of the 4th PSC meeting and upon the decisions made at the meeting a veritable working rage began in the PMU at the Amman office as well as at the Erbil and Suli offices. The tasks to be undertaken within about a year were overwhelming including the following:

- Interviews and selection of the remaining TOTs, agreements with international training providers, travel arrangements and visas, heavy communication and later follow up and monitoring on the TOTs.
- Elaboration of technical specifications for remaining procurement of VTC equipment and toolkits in cooperation with MOI and MOA, communication with UNIDO and FAO procurement offices, preparation of tax exemption letters for customs control and endorsement by various ministries, communication with border control and Erbil checking point to allow the consignments to pass. At the arrival to the project warehouse check and conduct inventory of the goods together with the concerned ministries. Hereafter distribute the goods on recipients, training equipment for VTCs, equipment for PGs and toolkits for TOB courses. Finally, it shall all be correctly dispatched to the high number of locations for project activities. Moreover, quite a number TOB trainings were conducted at venues outside the VTCs within the TOB communities and training equipment should be moved from one place to another.
- First interviews with and selection of TOBs after the new criteria approved at the 4th PSC meeting and filling in the 4 page TOB format, thereafter organise training for 2510 TOBs, arrange for toolkits and issue and sign training certificates, and finally follow up and monitoring of their performance.
- Assessment and selection of PGs, make local contracts for civil works, supervise the work and the equipment installations, arrange for the necessary technical and management training of the PG leader and staff, and arrange for PG ground breaking ceremonies involving ministerial and local authorities and various media.

Considering the above-mentioned completed tasks, the project management has shown extreme project implementation efficiency. All inputs have been of high quality and outputs have been produced in accordance to the revised plan of 4th PSC. At the same time the management has been very concerned about the project outcome and has taken the necessary and appropriate action along the way based on field monitoring information to maintain project efficiency.

The project has together with the other UNIDO supported project in Erbil Governorate: “Enterprise Development and Investment Promotion in the SME Sector in Iraq (EDIP)”, pursued the possibility of cooperation concerning training of PG managers. However, closer examination of the training needs of the PG managers revealed that 13 of the 15 PGs were at a level where training undertaken by the projects own business management TOTs would be more appropriate than the training courses arranged by EDIP. Of the remaining two PG managers one had just completed a comprehensive business management course arranged by another agency, but the last one, the manager of the Bulgur PG, was found suitable for EDIP training. The evaluator assesses this decision as correct, since most of the PGs still are at a size, which do not match the profile of the enterprises being trained under EDIP.

6.4 Effectiveness and Impact

The expected project outcomes are:

- Capabilities enhanced in the Ministries of Industry and Agriculture and the selected VTCs for training and mentoring project beneficiaries in selected categories of appropriate technologies, business management and marketing, and
- The state of 2000 vulnerable households in 12 districts of Erbil and Sulaymaniyah Governorates improved beyond the vulnerability threshold through self and other employment of household members

As explained earlier in the report capabilities have been significantly enhanced in MOA and in the project involved VTCs through project interventions. The same is not the case for MOI. The only enhanced capabilities left at this ministry are those embedded with the 10 MOI selected TOTs, who have not been properly utilised, but still constitute a knowledge resource. It is expected that MOLSA will take over these TOTs and employ them at the ministry’s central VTC in Erbil. By this and through MOLSA’s involvement in project non-food training activities some of the intended enhanced capabilities of MOI would be shifted to MOLSA.

The TOB survey proves that the project has reached the target beneficiaries and that the large majority of the TOBs have entered into employment and self-employment, and even within the very short project period most of them have experienced increased income and improved quality of life from their training and productive activities.

The outcome has been obtained through establishment of the following outputs:

- Relevant personnel from Ministries of Agriculture and Industries and selected VTCs trained through project seminars and workshops on engaging members of vulnerable households in viable food and non-food MSSE activities
- 63 number of personnel from the Ministries of Agriculture and Industry, the selected VTCs and other relevant agencies trained as trainers through the project’s TOT programme
- 2510 project beneficiaries trained in selected project technologies, business management, and marketing with the view to start own business or obtain employment
- 15 Production Groups for food and non-food processing/manufacturing established/technically upgraded and trained in input sourcing, marketing and business management

The effectiveness of the outputs varies. The TOB training has proven very effective in the short term on improvement of the livelihood of the target beneficiaries. The TOT training has been important for the

TOB training, but compared to the number and duration of TOB courses the number of TOTs are exaggerated. Maybe half the number would have sufficed and the money saved could have been used for more comprehensive TOT training and/or further TOB training. The outcome expectation of the PG activities, employment and income generation for the project target group, remains to be seen, but it is assessed by the evaluator that the probability is high for the majority of them to meet the aim. The training of relevant personnel in the project involved ministries and VTCs has as mentioned above given satisfactory outcomes at MOA and the involved VTCs.

The balance between the outputs in terms of time spent of project personnel and money used compared to outcome is apart from the number of TOTs trained assessed as reasonable. Should more or less money have been spent on PGs, TOB training, toolkits, and VTC equipment? For the PGs this question awaits their development within the coming one to two years. The PG component uses money, but is not a heavy time consumer for the project personnel. The opposite is the case for the TOB training (apart from the toolkits) and it is doubtful if the project organisation in its present capacity could cope with a higher number of TOB selection, training and mentoring activities. Toolkits are very important for the outcome, but it is assessed that outcome could be further improved if individual equipment needs of TOBs could be satisfied through a more flexible toolkit programme. State-of-the-art training equipment is necessary for the VTCs to conduct courses of the required standard and cost savings on this component appears less realistic.

The project impact shall be measured against the degree to which it has contributed to economic recovery of North Iraq (Erbil and Sulaymaniyah Governorates). However, due to the short actual implementation period (about one year) project impact on the economic recovery of Northern Iraq could not be measured or firmly assessed.

6.5 Sustainability

General

The two main questions are: (1) will the project results/achievements sustain and (2) will the project concepts and activities sustain?

The project results/achievements include: (1.1) self-employment of about 1700 TOBs and employment of about 500, (1.2) 15 PGs in operation, (1.3) a group of TOTs experienced in TOB training and mentoring, and (1.4) 18 VTCs experienced in TOB training and mentoring.

Sustainability of project concepts and activities requires that: (2.1) project ownership is anchored amongst local project stakeholders before project completion and (2.2) plans and budgets are prepared by local project stakeholders for continuation and replication of project activities.

TOBs and TOTs

The KRG society has experienced a longer period of peace and economic growth. The project has given a high number of people a push, in form of training, toolkits and post training mentoring, to enter into productive engagement and income generation, but the economic conditions in the society has also created an enabling situation for this engagement to be possible and successful. A continuous good economic development of KRG will support the sustainability of many TOB jobs and ventures, but post training mentoring will still for many TOBs be important for the viability of their businesses. Therefore sustainability for many under achievement (1.1) depends on the sustainability of result (1.3)

The active TOTs, as well as other VCT trainers conducting project courses have been extremely dedicated in their training and post training support to the TOBs, but without plan and budget for this activity it will probably phase out. It means that sustainability of project achievement (1.3) depends on the accomplishment of (2.1) and (2.2). For food TOBs the situation is bright. Project ownership is anchored solidly in MOA and the Ministry is in the process to plan and budget for continuation of project concepts and activities and replication throughout KRG. For non-food TOBs the situation is uncertain. It is unlikely that MOI can or will continue with project activities after project completion. The Ministry has no training facilities and must rely on cooperation with other ministries in this regard. Moreover, the TOB activities are not a MOI resort, but fall mainly under MOLSA and MOE. Finally project ownership is not sufficiently anchored in MOI.

Thus, sustainability of the project non-food TOT interventions depends on the willingness of MOLSA and MOE to plan and budget for staff and activities. The evaluator questions whether this may happen in the short term; if not, mentoring of the non-food TOBs are likely to phase out with whatever consequences this may have for their general sustainability or development.

Conclusion TOB and TOT

If the positive economic development of KRG prevails the probability of TOB employment and business sustainability is rather high, even without continuous access to TOT mentoring. The products produced and the services provided are in good demand in the local communities and the magnitude of supplies is relatively modest compared to the total market. Cheap import from neighbouring countries of certain agricultural products is a challenge to some of the food TOBs, but it is expected that the Government will introduce some protection duties and anti-dumping duties to control the situation. As explained above the situation is better for the food TOBs than for the non-food with regard to Government support, but most non-food TOBs have the advantage of being in sectors/skills with high unsatisfied market demand and limited or no competition from import.

PGs

The 15 PG sub-projects are not green field interventions but upgrading of existing viable MSSEs, which means that the probability of sustainability of achievement (1.2) is very high. Their prospect of meeting project expectations is different and for further presentation of this, reference is made to section 5.5.2. The PGs have the full attention of MOI/MOA due to the contract signed for receiving project equipment and other support. Besides they are watched by media and the general public. Monitoring of their performance and development is assessed to be close also after project completion.

VTCs

Those of the 18 project involved VTCs, which have made use of project TOTs and project training materials and manuals in the courses acknowledged at interviews with the evaluator that the project courses regarding content, methodology and training manuals and materials are superior to their own, and they endeavour to pursue the same standard in their own courses. Within the fields where the VTCs have received training equipment from the project, they are prepared to further develop the concerned departments and meet the expectation to become local centres of excellence for these activities.

Conclusion PGs and VTCs

The likelihood that the PGs will sustain and meet the project expectations is very high. For the VTCs the improved course standards are likely to sustain, but the evaluator is less convinced that the status of centres of excellence can be obtained and maintained as expected.

7. RECOMMENDATIONS AND LESSONS LEARNT

The evaluator has the following recommendations and observations of lessons learnt:

(1) Project Sustainability

After the cancellation of the central VTC the role of MOI diminished and became minor. This left the non-food training activities without firm and unambiguous anchoring at ministerial level.

Recommendation

In order to reinstall such anchoring, it is recommended that MOI is replaced by MOLSA as line ministry for the non-food part of the project. MOLSA should prepare plans and budgets for follow-up on existing project achievements regarding non-food training and TOBs and for continuation and replication of non-food project activities in Northern Iraq. Further it is recommended that MOI is replaced by MOLSA as the direct line ministry for the training programmes associated with future UNIDO Micro Industry Support Programmes in Iraq.

Lesson Learnt

The lesson learnt is that a basic re-design of a project (as undertaken at the 4th PSC meeting) as a consequence of cancellation of one or more crucial project components should be holistic and comprise all project elements, including project management and line ministry attachments. In case of the project such redesign would have revealed the weaknesses of maintaining MOI as the non-food anchorage and opened up for a discussion on shifting the MOI responsibilities to MOLSA (which had come into shape at that time) or MOC.

(2) Joint Project Implementation Responsibility of UNIDO and FAO

It has not been possible for the evaluator to reveal significant advantages and synergies of UNIDO's and FAO's joint project implementation responsibility. On the contrary, at project implementation level all involved parties express various degrees of dissatisfaction with the mixing of food and non-food activities in the same project involving organisations with very different perceptions and cultures.

Recommendation

It is recommended that possible future projects of the same nature are split in two with UNIDO working with MOLSA as the line ministry and FAO with MOA.

(3) Selection of TOTs

The identification process of TOT candidates for all the involved ministries is not documented and has not been transparent. Regarding transparency in selection of candidates MOA has taken some steps through definition of main selection criteria and formation of an inter-ministerial selection committee, but for MOI and the other involved ministries the evaluator doubts that such transparency was present.

Recommendation

It is recommended that relatively detailed candidate profiles, selection criteria, score table, and terms of reference (TOR) are prepared for the TOT positions prior to TOT identification and selection. The jobs should be advertised and application open for all within certain relevant cadre of staffs (mainly VTC and business management trainers) of the concerned line ministries. Interviews with relevant candidates should be supported by experienced employment officers from the involved ministries.

Lesson Learnt

The lesson learnt is that limited preparation and transparency (no or insufficient candidate profile definition, selection criteria, score table, and TOR) often lead to sub-optimal selections of personnel.

(4) Training and Project Involvement of TOTs

50% of all TOTs would have preferred longer, higher level, and more comprehensive TOT training. 63 people were trained as project TOTs to conduct 89 courses. Consequently it has not been possible for the project to make significant use of all 63 TOTs, who were meant to constitute a cadre of important subject matter specialists.

Recommendations

It is recommended that future TOT training becomes more comprehensive. All important subjects should be covered and transferred knowledge should be state-of-the-art. Course contents should be defined by international subject matter experts.

Further it is recommended that the number of trained TOTs matches the need for TOB training and follow-up, and training of trainers. It is important that all TOTs make full use of their expertise during project implementation and that project funds are used efficiently.

Lesson Learnt

The lesson learnt is that under-utilisation of TOTs hampers their dedication and is counterproductive to project sustainability.

(5) TOT Organisation

One of the main arguments of having a central VTC was the advantage of having all TOTs employed at one place under one or two managers (food/non-food). When the central VTC did not materialise the project concentrated on establishing the decentralised training structure, but failed to address the problem with management and organisation of the TOTs. It should be stressed, however, that this problem has been more pronounced with the MOI TOTs than with the MOA ones.

Recommendation

It is recommended that the TOTs for *non-food* not already anchored at a MOLSA, MOE or MOC VTC should be employed at the MOLSA training centres in Erbil and Sulaymaniyah. In the same way all the *food* TOTs should be employed at the MOA main agricultural training centres in Erbil and Sulaymaniyah. One leader should be appointed for each of the two groups.

Lesson Learnt

The lesson re-learnt is that spreading of the TOTs organisationally and geographically and without a common management is counterproductive to distribution of work between the TOTs, implementation efficiency and sustainability of the TOT resource.

(6) Centralised or Decentralised TOB Training

It is assessed that the implemented decentralised training model has important advantages compared to the originally planned centralised model with one central VTC and all TOB training conducted here. In the decentralised model the training course venues are close to the TOB residences, which is important particularly for women's participation. Moreover, the project's tooling of a number of local VTCs with modern training equipment and their participation in project training courses, which apply state-of-the-art methodologies and training materials and increase their competencies.

Recommendation

It is recommended that UNIDO and FAO in upcoming Micro Industries Support Projects pursue the decentralised TOB training model.

However, it is crucial that the TOTs are employed in groups with a common leadership at few relevant centres (e.g. one per Governorate) and that outreach training at local VTCs is supported by up-to-date training equipment. The latter may require establishment of a number of mobile training units.

(7) Selection of TOBs

The multiple line household vulnerability criteria and the score table used for selection of project TOBs have prove successful in the sense that the TOBs selected have almost all met the project target beneficiary criteria and that they have generally had the potentials to develop their skills to become employed or self-employed.

Recommendation

It is recommended that coming Micro Industries Support Projects adopt the multi criteria household vulnerability and TOB selection models introduced by the project, including the requirement that TOBs shall possess a minimum of educational and experimental background to participate in the courses applied for.

Lesson Learnt

The lesson learnt is that the educational and experimental background requirement has been instrumental for the success of the project to generate employment and income through training of TOBs

(8) Level of TOB Courses

Some of the TOTs mentioned in the survey that it is a problem that the level of education and knowledge often is quite different amongst the TOBs at a course. It means that time has to be spend on basics for some TOBs, which is not needed for others.

Recommendation

It is recommended that coming Micro Industries Support Projects introduce two or even three levels of teaching within the same TOB course if the educational and/or experiential background of the TOBs selected for the course varies significantly. Their proficiency level should be clarified at the interview session during the TOB selection process.

Lesson Learnt

The lesson learnt is that the TOBs with education and experience above the average obtain too little additional knowledge from the courses. This is a missed opportunity for the project to assist the concerned TOBs to reach a higher level of technology and business management.

(9) Toolkits

The evaluator's observation that the majority of the TOBs visited during the evaluation did not make use of the project kit received, but used their old tools, similar to the project kit or in some cases of less quality than the kit, but still appropriate for their business activities, raise the question whether it is a good idea to have a uniform set of toolkits for all participants in a given course.

Recommendation

It is recommended to introduce toolkit flexibility so that the TOBs within a given range of kits can choose the tools which would bring their technology level and business forward. The range of kits could for instance be: tools for basic production, tools for more sophisticated production and products, and tools for quality testing, packaging, and labelling. This solution is possible since increasing number of relevant equipment for project skills and activities is available locally.

Lesson Learnt

The lesson learnt is, that the project requirement for the TOBs to be selected for project training: that they have experience and skills in the given area of training, often means that they already possess equipment similar to the project chosen toolkit, which again means that the kit is not contributing to increasing the level of technology of the TOBs.

(10) Market Orientation of TOB Courses

The project has been successful in attracting young people to new market oriented training courses within fields with good employment opportunities.

Recommendation

It is recommended that coming Micro Industries Support Projects continues the endeavour of MISP II to offer courses within skills and products with high unsatisfied market demand.

Lesson Learnt

The lesson learnt is that economic growth and technological development continuously create new markets for service provision, such as mobile telephone repair, satellite receiver installation and repair, and heating and cooling installation. These areas are particularly interesting for the younger generation, job opportunities are often many and within different sectors, and self-employment is a realistic possibility.

Terms of Reference

Independent Evaluation of the UNIDO/FAO Project:

“Community Livelihoods and Micro Industry Support Project in Rural and Urban Areas in Northern Iraq”

FB/IRQ/06/A02 (UNIDO Project Number)
OSRO/IRQ/602/UDG (FAO Project Number)

BACKGROUND

The project is the second of a series of four similar poverty alleviation projects in Iraq. The first of these projects has been implemented in the Thi-Qar governorate in South Iraq. This project has been evaluated in 2007 and the present evaluation should build upon the findings and lessons learned from the Thi-Qar evaluation, and use a same or similar methodology in order to allow for comparison. The second project is the one under evaluation. It covers the Erbil and Suleiymaniyah governorates of Northern Iraq. The third project of this series covers Al Qadissiya Governorate in Central Iraq and is not yet sufficiently advanced for an evaluation. The fourth project has just started in Anbar Governorate in western Iraq.

All four projects are carried out jointly by UNIDO and FAO. The basic project philosophy is to increase the capability of poor and marginalized war-affected communities to engage in economically viable small-scale productive activities in order to generate income and increase employment figures. The main levers in order to achieve this objective are technical and business management trainings provided in cooperation with existing vocational training centres and the delivery of certain technical tools and basic technical equipment to the successful trainees. Furthermore, the approach involves a certain amount of rehabilitation or upgrading of vocational training centres; training of trainers and the production of training material.

A major commonality of the four projects is adverse conditions, including security problems, which have led to periods of partial or total implementation standstill. This has also caused challenges with regard to synchronizing the interventions of the two implementing agencies. The restricted access to the regions of implementation for international experts and UN officials is another major challenge. This restriction will also influence the design and implementation of the present evaluation.

PROJECT INFORMATION

The project receives its funding from the multi-donor UN Trust Fund for Iraq (UNDG ITF). In line with the national development strategy and the UN assistance strategy and the general project philosophy described above, the project is expected to increase income and employment of the rural and urban population by facilitating self-employment of the vulnerable groups.

The promotion of micro-enterprise industry activity is seen as one the most cost effective means of creating employment and raising household incomes in rural and urban areas. The income generation activities targeted by the project are:

- burghul, beekeeping, dairy, fruit and vegetable processing and olive processing in the food area covered by FAO;

- agro/auto-mechanics, welding, woodwork, machine-shop, carpet making and tailoring in the non-food area covered by UNIDO.

The project expects to benefit a minimum of 2000 target beneficiaries. At project end the capacities of counterparts are expected to be strengthened through established training centres and training of trainers.

The expected outcomes (immediate objectives), outputs and planned activities of the project are described in the attached project document. The latest progress report (January – June 2008) provides the following key information on the project status:

- Base-line study, inception report, identification of micro industries, detailed project planning, selection of individual beneficiaries and producer groups: completed;
- Feasibility studies and development of business plans for 16 producer groups: under finalization;
- 1485 training candidates selected;
- All 53 trainers and 321 beneficiaries trained;
- All equipment procured, last few items in transit to delivery destination;
- Equipment for agro/auto-mechanics and welding distributed to 72 beneficiaries
- Construction and equipment of vocational training centres cancelled due to unforeseen counterpart decisions. Instead, beneficiaries are trained at alternative locations;
- Alternative training providers identified (7 food- and 8 non-food); equipment of these training providers supplied and courses ongoing;
- Training materials: prepared.

The project is jointly implemented by UNIDO and FAO following signature of an interagency agreement. The project is being implemented by a joint project office in Amman, headed by a Chief Technical Adviser (CTA) and a National Project Coordinator (NPC) in the target region. At headquarters of the two agencies, project managers, operations officers and technical backstopping officers are assigned to coordinate the overall planning and implementation the project. Short term international and national consultants are recruited for specific activities.

Partners in the Government of Iraq are the Kurdistan Regional Government (KRG) Ministries of Agriculture (MoA) and Industries (MoI).

A Project Steering Committee (PSC) composed of MoA, MoI, UNIDO and FAO has been established. The PSC has met five times since the start of the project.

The project has been approved for a period of 18 months until February 2008. This initial duration has been extended until 28 February 2009.

III. PROJECT BUDGET

Total Allotment	US\$ 6,300,116
UNDG Iraq Fund	US\$ 5,800,116
Govt Input:	US\$ 500,000 (in kind)
Total	US\$ 6,300,116

IV. EVALUATION PURPOSE

The purpose of the evaluation is to assess the:

1. Project relevance with regard to the priorities and policies of the Government of Iraq, the UNDG ITF; UNIDO and FAO;
2. Project effectiveness in terms of the outputs produced and outcomes achieved as compared to those planned;
3. Efficiency of implementation: quantity, quality, cost and timeliness of UNIDO/FAO and counterpart inputs and activities;
4. Efficiency of the cooperation arrangements between UNIDO and FAO, and if applicable make recommendations for improvements;
5. Prospects for development impact;
6. Long-term sustainability of the support mechanisms results and benefits;

The evaluation should provide the necessary analytical basis and make recommendations to the Government, to UNIDO and to FAO for the closure of the project and for ensuring its sustainability. The evaluation should also draw lessons of wider applicability for the replication of the experience gained in this project in other projects.

V. METHODOLOGY AND SCOPE OF THE EVALUATION

The evaluation will be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the "UN Norms and Standards for Evaluation" and Evaluation Policies of UNIDO and FAO.¹ The evaluation shall determine as systematically and objectively as possible the relevance, efficiency, achievements (outputs, prospects for achieving expected outcomes and impact) and sustainability of the project. To this end, the evaluation will assess the achievements of the project against its key objectives, as set out in the project document and the inception report, including a review of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of the objectives.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties. It will address the following issues:

Project identification and formulation:

- The extent to which a participatory project identification process was applied in selecting problem areas and counterparts requiring technical cooperation support;
- Relevance of the project to development priorities and needs;
- Clarity and realism of the project's development and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability.
- Clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame);
- Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks);
- Realism and clarity of external institutional relationships, and in the managerial and institutional framework for implementation and the work plan;

¹ All documents available from the website of the UN Evaluation Group: <http://www.uneval.org/>

- Likely cost-effectiveness of the project design.

Project ownership:

- The extent to which the project was formulated with the participation of the national counterpart and/or target beneficiaries;
- The extent to which counterparts have been appropriately involved and have been participating in the identification of their critical problem areas, in the development of technical cooperation strategies and in the implementation of the project approach
- The extent to which counterpart contributions and other inputs have been received from the Government (including Governorates) as compared to the project document work plan, and the extent to which the project's follow-up is integrated into Government budgets and work plans.

Project coordination and management:

- The extent to which the national management and overall field coordination mechanisms of the project have been efficient and effective;
- The extent to which the UNIDO and FAO based management, coordination, quality control and input delivery mechanisms have been efficient and effective;
- The extent to which monitoring and self-evaluation have been carried out effectively, based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
- The extent to which changes in planning documents during implementation have been approved and documented;
- The extent to which coordination envisaged with any other development cooperation programmes in the country has been realized and benefits achieved.
- The extent to which synergy benefits can be found in relation to other UNIDO/FAO and UN activities in the country.

Efficiency of Implementation:

Efficiency and adequacy of project implementation including: availability of funds as compared with the provisional budget (donor and national contribution); the quality and timeliness of inputs delivered by UNIDO and FAO (expertise, training, equipment, methodologies, etc.) and the Government as compared to the work plan(s); managerial and work efficiency; implementation difficulties; adequacy of monitoring and reporting; the extent of national support and commitment and the quality and quantity of administrative and technical support by UNIDO/FAO.

Effectiveness and Project Results:

Full and systematic assessment of outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives);

The quality of the outputs produced and how the target beneficiaries use these outputs, with particular attention to gender aspects; the outcomes, which have occurred or which are likely to happen through utilization of outputs. In particular, this includes an analysis of the likely effects of micro-enterprise industry activities as a means of creating employment and raising household incomes.

Prospects to achieve expected outcomes, impact and sustainability:

Prospects to achieve the expected outcomes and impact and prospects for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social) that are likely to occur as a result of the intervention, and how far they are sustainable.

Cost-effectiveness of the Project

Assessment of whether the project approach represented the best use of given resources for achieving the planned objectives.

Recommendations for a possible next project phase, or replication elsewhere

Based on the above analysis the evaluators will draw specific conclusions and make proposals for any necessary further action by Government and/or UNIDO/FAO and/or the UN or other donors to ensure sustainable development, including any need for additional assistance and activities of the project prior to its completion. The mission will draw attention to any lessons of general interest. Any proposal for further assistance should include precise specification of objectives and the major suggested outputs and inputs.

VI. EVALUATION TIMING AND MAIN TASKS

The evaluation is scheduled to take place between October 2008 and March 2009.

The evaluation will be carried out through analyses of various sources of information, including desk analysis, field visits, survey data, and interviews with counterparts, beneficiaries, partner agencies, donor representatives, programme managers and through the cross-validation of data. In view of the particular aspects of this evaluation (no country visit by the international evaluation team members), particular attention will be given to the elaboration of a strategy for field surveys, the elaboration and test of questionnaires and the implementation of the surveys in line with agreed professional and impartiality standards. (The evaluation team will also keep in touch with other ongoing evaluations in the same area, such as the recently started evaluation of 5 FAO-implemented irrigation and animal husbandry projects.)

The evaluation will encompass the following main tasks:

1. Desk study of available documents and definition of the evaluation methodology with a catalogue of project specific evaluation questions, to which the evaluation should provide answers; this methodology will have to be discussed and agreed with the evaluation units of UNIDO and FAO;
2. Briefing and interviews with UNIDO and FAO project staff in Vienna, Rome and/or Amman;
3. Organization of a two-day kick-off meeting in Amman involving national and international project staff, counterpart representatives and the entire evaluation team;
4. Analytical review of the economic, political and security conditions in the region of intervention (drawing on information received from policy makers, and also other UN Organizations and providers of technical assistance in Iraq and in the region) and investigation into the relevance,

needs orientation and realism of the project design and implementation (gathering information above all from project stakeholders and private sector players in the region);

5. Design and execution of a survey on the capabilities of the trainers; this survey shall assess *inter alia*: the profile of the trainers and whether their professional qualification and experience are appropriate with a view to empowering vulnerable and marginalized groups to engage in income creation; whether the quality of the training of trainers (TOT) they received has been adequate; how many beneficiaries they have trained; under which conditions these trainings occurred; whether there have been follow-up activities (coaching); and how trainers assess the success of the trainings; this survey would address at least the 53 trainers who received training under the project until December 2007, if possible more;
6. Design and execution of a survey among trainees; this survey would address a representative sample of at least 100 trainees, if possible more; this survey shall assess *inter alia*: the profile of the trainees and to what extent the selection of trainees matches the objectives of the project to support vulnerable and marginalized groups; the quality of the training and of the equipment received and whether these inputs are perceived as adequate with a view to empowering the target groups to engage in income creation; the status of the income creation activities of the trainees (self employment; business creation; employment in existing companies); the impact of the project on their income and living conditions;
7. On site visits of the various project sites (vocational training centres; alternative training providers; project partners from the public and private sectors; workshops/micro-enterprises set up by individual beneficiaries and producer groups);
8. Organization of a meeting in Amman where the evaluation team will present its raw results and preliminary findings to project staff and counterparts and collect their feed-back;
9. Production of a first draft evaluation report and submission of this report to the evaluation departments and project managers of UNIDO and FAO for feed-back;
10. Incorporation of comments into a second draft and submission of this draft to the government, project participants and stakeholders for comments;
11. Incorporation of comments into final draft.
12. Final debriefing and presentation of final report with UNIDO and FAO in Vienna, Rome and/or Amman.

VII. EVALUATION REQUIREMENTS

The evaluation will require the following functions, competencies and skills:

1. Evaluation team leader with documented experience in:
 - a. Designing and managing complex evaluations;
 - b. Leading multi-disciplinary and multi-cultural teams of evaluators;
 - c. Development projects in Arab speaking countries;
 - d. Development projects related to income generation for vulnerable groups;

- e. Designing and supervising qualitative and quantitative field surveys;
- f. Preparing evaluation reports in line with agreed UN and DAC standards;
- g. Drafting reports in English (excellent drafting skills to be demonstrated).

2. Evaluators with documented experience in executing:

- a. Development projects for income creation of vulnerable groups;
- b. Analysis of micro-enterprise industry activities as a means of creating employment and raising household incomes;
- c. Evaluation of vocational training schemes;
- d. Evaluations in Arab speaking countries;
- e. Qualitative and quantitative field surveys;
- f. Interviews in Arab language with the entire range of stakeholders from vulnerable war-affected groups to high-level officials.

The evaluation team must have the necessary technical competence and experience to assess the quality of the technical assistance provided under this project to cottage level production in the areas of:

- burghul, beekeeping, dairy, fruit and vegetable processing and olive oil extraction in the food area covered by FAO;
- agro/auto-mechanics, welding, woodwork, machine-stop, carpet making and tailoring in the non-food area covered by UNIDO.

The above-mentioned functions, competencies and skills may be distributed among several persons in the evaluation team. Team members may be located in different countries but an effective coordination mechanism will have to be demonstrated. Evaluation team members must be independent and not have been involved in the formulation, implementation or backstopping of the project.

The execution of the evaluation will require full command and control of the specific situation in Iraq and full respect of the UN security rules for Iraq. The ability to carry out field operations in Iraq is a key requirement and must be demonstrated.

The evaluation team leader will be responsible for elaboration of an evaluation strategy, including the design of field surveys and elaboration of questionnaires; guiding the national evaluators for their field work in Iraq; analysis of survey results; gathering of complementary information from project staff, collaborators and stakeholders through telephone interviews and other means; and preparing a presentation of conclusions and recommendations as well as a final evaluation report.

The evaluator(s) will be responsible for carrying out the field surveys (under the guidance of the team leader). The field surveys will provide the foundation for the evaluation and must therefore be executed in line with the highest standards of professionalism and impartiality.

The UNIDO Evaluation Group and the FAO Evaluation Service will be jointly responsible for the quality control of the evaluation process and report. They will provide inputs regarding findings, lessons learned and recommendations from other evaluations, ensuring that the evaluation report is in compliance with established evaluation norms and standards and useful for organizational learning of all parties.

The project office in Amman will logistically and administratively support the evaluation team to the extent possible. However, it should be understood that the evaluation team is responsible for its own arrangements for transport, lodging, security etc.

VIII. CONSULTATIONS AND LIAISON

Liaison of the evaluation team with the Iraqi authorities will be provided by an official nominated by the Government of Iraq.

The evaluation team will maintain close liaison with UNIDO and FAO representatives and the concerned national agencies, with the representatives of UNDP and other UN agencies, as well as with national and international project staff. The evaluation team is free to discuss with the authorities concerned anything relevant to its assignment. However, it is not authorized to make any commitments on behalf of the Government, the donor, UNIDO or FAO.

VIII. REPORTING

The evaluation report shall follow the structure given in Annex 1. Reporting language will be English. The executive summary, recommendations and lessons learned shall be an important part of the presentations to be prepared for debriefing sessions in Amman, Rome and/or Vienna.

Draft reports submitted to UNIDO Evaluation Group and FAO Evaluation Service are shared with the corresponding Programme or Project Officer for initial review and consultation. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks agreement on the findings and recommendations. The evaluators will take the comments into consideration in preparing the final version of the report.

The evaluation will be subject to quality assessments by UNIDO Evaluation Group and the FAO Evaluation Service. These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality.

ANNEX 2

QUESTIONNAIRES FOR EVALUATION SURVEYS

1. Questionnaire for Trainers (TOT)

Profile of the Trainer

- (1) Name of respondent:
- (2) Address: Governorate, District, (Sub-district), Village, contact telephone and fax numbers, and e-mail:
- (3) Gender:
- (4) Professional education:
- (5) Professional experience:
- (6) How many years experience as a trainer (if any)?
- (7) What are the main subject matter expertises?
- (8) Employment (employer's name and address) and position before project training:
- (9) Present employment and position:

Appropriateness of Professional Qualifications and Experiences for Engaging Project Beneficiaries in Income Generating Activities

- (10) Prior qualifications and experiences in socio-economic development:
- (11) Prior qualifications and experiences in MSSR development:
- (12) Prior qualifications and experiences in working with vulnerable households and household members:

Adequacy of Received Project (TOT) Training

- (13) Training received under the project. List main subjects:
- (14) Name and address of training institution attended:
- (15) Calendar period of training/duration:
- (16) Number and names of other course participants supported under the project:
- (17) Main training subjects: Technical, business planning, accounting and costing, record keeping, marketing, financing, banking culture/loan management:
- (18) Perceived quality of the training: Satisfactory, less satisfactory, poor:
- (19) Was the training evaluated by participants at completion? Result?
- (20) Which part of the training (if any) was insufficient or less comprehensive than expected?
- (21) What suggestions do you have to improve the training programme?
- (22) Was the training sufficiently comprehensive and adequate to form the basis to train project beneficiaries in engaging efficiently in income generating activities?
- (23) If not, which subjects were missing?
- (24) Acknowledgement of training effort: Diploma, acknowledgement letter, test score, other (which?):
- (25) Do you agree with the course acknowledgement you received?

Training Conducted as a TOT Trainer

- (26) Have you conducted training of project beneficiaries after your TOT training?
- (27) How many courses have you conducted and how many beneficiaries have in total attended?
- (28) What have been the main subjects of your training courses: Technical, business planning, accounting and costing, record keeping, marketing, financing, banking culture/loan management?

- (29) How useful was the TOT training you have received for the training you conducted: Very useful, useful, less useful?
- (30) How do you judge the training material and equipment made available for your courses: Satisfactory, less satisfactory, poor?
- (31) What were the main deficiencies (if any)?
- (32) Were the training courses evaluated by participants or others at completion?
- (33) Which parts of the training (if any) were insufficient or less comprehensive than expected by the participants?
- (34) What suggestions do you have to improve your the training courses?
- (35) Have you received further training under the project after your TOT training?
- (36) If no, do you need further training? If yes, in which subjects?
- (37) Are you in (systematic) contact with your earlier trainees?
- (38) Are your trainees given the opportunity to contact you for needed advice?
- (39) Have you given post course mentoring support to your trainees?
- (40) If yes, what have been the subjects for mentoring: Technical, business planning, accounting/record keeping, marketing, financing, banking culture/loan management?
- (41) How do you assess the success of your training courses?
- (42) How do you assess the trainability of the participants in your courses considering that they upon the course should be able to commence income generating activities?

Sustainability of the TOT trainer group

- (43) Have the TOT trainers been organised as a core group (with e.g. subject matter sub-groups) for experience exchange and further education, mentoring of existing beneficiaries, and continued training of other beneficiaries and additional trainers?
- (44) If yes, where have the core group/your subject matter sub-group been organisationally anchored to ensure sustainability?
- (45) If no, are you a member of any formal or informal networks established amongst the TOT trainers?
- (46) Have you undertaken TOT training for participants outside the project?
- (47) If yes, how many courses and how many participants in total?
- (48) Can you freely release yourself from other duties to undertake TOT training?
- (49) Are you satisfied with the contracts and remuneration you receive for your training courses under the project?
- (50) If no, which improvements will you propose?

2. Questionnaire for Trainees (Beneficiaries) (TOB)

Profile of the Trainee

- (1) Name of respondent:
- (2) Address: Governorate, District, (Sub-district), Village, contact telephone and fax numbers, and e-mail:
- (3) Age:
- (4) Gender:
- (5) Household status: Head, wife, child, relative:
- (6) School education: Number of years:
- (7) Other education(s)/skills training before project training: Type, number of years:
- (8) Name of skill/trade/profession:
- (9) Occupation situation before project training: self-employed, employed, unemployed:

- (10) If unemployed, how many months without job:
- (11) Monthly/yearly income of the trainee before training:

Profile of Household

- (12) Type of household: Martyr family, woman headed/widow, IDP, returnee, low income villager, other (explain):
- (13) Household size: Number of household members:
- (14) Occupation/income generating activity of spouse (if any):
- (15) Monthly/yearly present income of spouse:
- (16) Monthly/yearly income of the household before TOB training:

Project Training Received

- (17) Food: Dairy products, fruit and vegetable processing, beekeeping, olive processing, burghul.

Non-food: Auto and agro-mechanics, textile/sewing/tailoring, metalworking/machine shop/lathe, carpet/spinning/weaving, welding, leather working, wood working, ceramic, computer software, electric wiring, heating/cooling system, small generator repair.
- (18) Name and address of VCT or other training provider:
- (19) Name of project trainer(s) (TOT(s)):
- (20) Trainer's organisational affiliation:
- (21) Calendar period of training/duration:
- (22) Number of course participants:
- (23) Has group formation for after course cooperation/networking been established amongst the participants?
- (24) Main training subjects: Technical, business planning, accounting and costing, record keeping, marketing, financing, banking culture/loan management.
- (25) Acknowledgement of training effort: Diploma, acknowledgement letter, test score, other (which?):
- (26) Were the acknowledgement requirements (including the possible toolkit grant) transparent and clear?
- (27) Did your course include the possibility of receiving a toolkit grant?
- (28) If yes, did you receive a toolkit from the project?
- (29) If not, what is your perceived reason of this situation?

Quality and Sufficiency of the Training

- (30) Perceived quality of the training: Satisfactory, less satisfactory, poor:
- (31) Was the training evaluated by participants at completion?
- (32) If yes, what was the result?
- (33) Which part of the training (if any) was insufficient or less comprehensive than expected?
- (34) What suggestions do you have to improve the training programme?
- (35) Do you agree with the course acknowledgement you received?
- (36) Was the training sufficiently comprehensive and adequate to form the basis for you to engage efficiently in income generating activities?
- (37) If no, which subjects are missing?
- (38) Have you received post training mentoring from the project (the TOTs)?
- (39) If no, do you need post training mentoring?
- (40) If yes, what should be the subject for mentoring: Technical, business planning, accounting/record keeping, marketing, financing, banking culture/loan management, other (which)?
- (41) Please mention the three most important things you have learnt from the project training course:

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Timeliness, Quality and Sufficiency of Toolkit Received

- (42) Did you receive the toolkit at the end of the training course or later?
- (43) If later, how many months later?
- (44) Perceived quality of the received toolkit: Satisfactory, less satisfactory, poor.
- (45) Is the toolkit sufficient and adequate for undertaking the desired trade/activity?
- (46) If no, what is missing in the toolkit to cover the needs of the desired trade/activity?

Type of Income Generating Activity Resulting from Project Training

- (47) Project trade/activity taken up:
 Food: Dairy products, fruit and vegetable processing, beekeeping, olive processing, burghul.
 Non-food: Auto and agro-mechanics, textile/sewing/tailoring, metalworking/machine shop/lathe, carpet/spinning/weaving, welding, leather working, wood working, ceramic, computer software, electric wiring, heating/cooling system, small generator repair.
 Non-project trade taken up: Type?
 No trade taken up: Reason?
- (48) Occupation situation after project training: self-employed, employed, unemployed.
- (49) If self-employed:
 Has the project training been decisive for your start of business?
 Are you a member of a production network?
- (50) If yes: What are the benefits of being part of the network: Input sourcing, technical support, product development, marketing, financing, other (which?)?
- (51) If employed:
 Have the project training been decisive for your employment?
 Are you employed in a Producer Group?
- (52) If yes: What are the benefits of being employed in a PG?
- (53) Was the toolkit decisive/important/not important for self-employment/employment?
- (54) If unemployed: have you received a toolkit?
- (55) If yes, what use have you made of it?

Impact of the Project Training on Trainee's Income

- (56) How has the trainee's monthly income developed since completed training?
- (57) How much (amount or %) of the monthly income is consumed within the trainee's household?

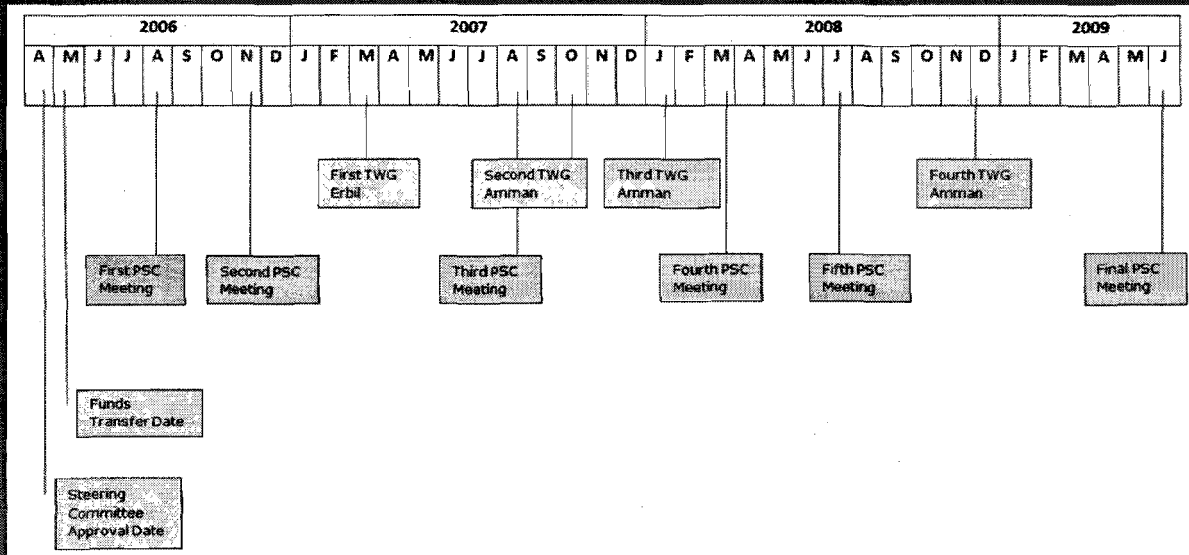
Impact of the Project Training on the Living Conditions of Trainee's Household

- (58) How has the monthly income of the trainee's household developed since completed training?
- (59) How in money terms has the trainee's project training impacted on the monthly income earning situation of other household members?
- (60) How have the living conditions of the household developed since training: accommodation, food, amenities, education, information, communication, other (which?)?

Impact of the Project Training on the Trainees Business Development

- (61) Has the trainee formulated a business plan?
- (62) If yes, explain main contents:
- (63) Has a business accounting and costing system been established?
- (64) Has a business recording system been established?
- (65) Has a marketing network been established?
- (66) Has a bank account been opened?
- (67) Has a bank loan been obtained?
- (68) How many employees are presently engaged in the trainee's business: Household members, others?

Project and Technical Working Groups:



No.	Objectives	Indicators	Assumptions
	Development Objective		
	Economic recovery of Northern Iraq supported through training of individual members of vulnerable households with the view for them to be employed or to engage in viable food and non-food MSSE activities	Number/percentage of households under the vulnerability threshold decreased from X to Y	The productive activities established under the project will develop and be replicated in other local communities. The relatively peaceful situation of KRG continues
	Immediate Objectives		
1.	Capabilities enhanced in the Ministries of Industry and Agriculture and the selected VTCs for training and mentoring project beneficiaries in selected categories of appropriate technologies, business management and marketing.	Budgets and programmes for MOI and MOA training and mentoring activities towards vulnerable households established	Project understanding and ownership established in the involved ministries and VCTs and formalised cooperation established. The trainers (TOTs) trained under the project acquire the needed competencies for undertaking project training of beneficiaries. The TOTs are established as a core group anchored efficiently within the MOI and MOA.
2.	The state of 2,000 vulnerable households in 12 districts of Erbil and Sulaymaniyah Governorates improved beyond the vulnerability threshold through self and other employment of household members (core beneficiaries: martyr families, women headed households/widows, low income villagers, IPDs, returnees and youth)	Income of 2,000 vulnerable households in project areas increased beyond the vulnerability level through project-related activities and initiatives	Project training of beneficiaries results in sustainable productive activities and employment Money earned by beneficiaries is used to the benefit of their respective households
	Outputs		
1.1	Relevant personnel from Ministries of Agriculture and Industries and selected VTCs trained through project seminars and workshops on engaging members of vulnerable households in viable food and non-food MSSE activities	Number and duration of seminars and workshops and number and profile of participants from the involved organisations	The persons selected for training are relevant for project planning, implementation and sustainability Formalised cooperation established between the involved ministries, the VTCs and other concerned organisations on MSSE development
1.2	60+ number of personnel from the Ministries of Agriculture and Industry, the selected VTCs, and other relevant agencies trained as trainers through the projects TOT programme	List of profile and subject matter training of the 60+ trainers and their activity schedule on active involvement in training and mentoring of project beneficiaries	The persons selected for TOT training are relevant for project implementation and sustainability
2.1	2,000 project beneficiaries trained in selected project technologies, business management, and marketing with the view to start own business or obtain employment	List of trainees who have accomplished the courses, distributed on technology, beneficiary profile, and geography (rural-urban)	The beneficiaries selected are members of vulnerable households in the project areas, meet the required profile requirements, are trainable, and

2.2	A minimum of 600 unemployed young men and women provided with skills enabling them to obtain jobs and/or start up an economic activity	List of trainees who have accomplished the courses, distributed on technology, beneficiary profile, and geography (rural-urban)	have the potentials to be self-employed or employed The beneficiaries selected are members of vulnerable households in the project areas, meet the required profile requirements, are trainable, and have the potentials to be self-employed or employed
2.3	16 Production Groups for food and non-food processing/manufacturing established/technically upgraded and trained in input sourcing, marketing and business management	16 Production Groups in active and viable operation in selected vulnerable project areas	Relevant labour intensive MSSEs with potentials of sustainable growth and to be models for replication are selected for project support
Activities			
1.1.1	Review the existing VTC capacities in the project areas in terms of manpower, assets, quality, relevancy, and resource needs, and select candidates for project participation	Assessment report of VTCs	The review is undertaken timely, efficiently and professionally. Selection of candidates is objective and transparent
1.1.2	Plan and conduct participatory workshops and seminars with targeted communities, Ministries of Agriculture and Industries, selected VTCs on project concepts and strategies	Agenda and proceedings from workshops and seminars. Post evaluations by participants	Workshop and seminar agendas are relevant and the events are conducted timely according to project work plan, efficiently and professionally
1.1.3	Design and develop training methodologies and curricula	Training methodology report and training curricula	Training methodologies and curricula are at state-of-the-art level
1.2.1	Plan and organise the training of trainers programme (TOT) and select candidates for training in close cooperation with all relevant involved parties	Training plan and post training evaluation reports.	Course contents are relevant and courses are conducted timely, efficiently and professionally. Selection of candidates for training is objective and transparent
1.2.2	Plan and organise training for local extension staff in selected project technologies and in technology transfer methodologies	Training plan and post training evaluation reports. List of trainees who have accomplished the courses, distributed on their profiles and subject matter trained	Course contents for local extension staff are relevant and courses are conducted timely, efficiently and professionally
2.1.1+ 2.2.1	Plan and organise training of project beneficiaries in technical subject matters and basic entrepreneurial skills, and select candidates for training	Training plan and post training evaluation reports	Course contents are relevant and courses are conducted timely, efficiently and professionally. Selection of candidates for training is objective and transparent.
2.2.2	Further develop beneficiaries' skills through mentoring consultations and practical demonstrations	Project planning and implementation recording	Resources are made available for post training mentoring and practical demonstrations
2.2.3	Evaluate training effectiveness and make	Training assessment reports	Evaluation is undertaken

	recommendations for improvement		efficiently and professionally
2.2.4	Prepare the technical specifications of and procure the equipment to be supplied to selected beneficiaries by the project	Detailed list of procurement distributed on technology	The technical specifications are appropriate, procurement is timely, and quality and durability of procured equipment high
2.3.1	Support the establishment of Production Groups, train them in business management, and facilitate their access to finance and linkages with markets	Production Group visits and interviews	Sufficient number of existing relevant MSSEs are ready to fulfil the conditions connected to Production Group status
2.3.2	Prepare the technical specifications of and procure the required equipment for the selected Production Groups and supervise its installation	Detailed list of procurement. Verification of installations	The technical specifications are appropriate, procurement is timely, and quality and durability of procured equipment high
	Inputs		
	<u>Through the UNDG-ITF:</u>		
	National Project Personnel	183,600	
	Long term Int. expertise	414,000	
	Short term National Cons.	51,000	
	Short term Int. expertise	120,000	
	Contracts	1,029,000	
	Trainings	681,360	
	Equipments	2,474,569	
	Supplies & Commodities	111,000	
	Travel	114,120	
	Project sub-total	5,178,673	
	Miscellaneous, 3%	155,360	
	Security, 2%	103,573	
	Agency support cost, 7%	362,507	
	Project sub-total UNDG-ITF	5,800,116	
	<u>Through the Government:</u>		
	In kind contribution constituted by the provision of buildings for the project office, storage of equipment and training facilities; and personnel to be released for the project activities and training.	500,000	
	Total project cost, USD	6,300,116	
			Funds are available timely and sufficiently according to project budget and work plan
			Engaged international and national experts fulfil their assignments satisfactory according to their TORs
			Procured equipment has the required capacity and quality and is delivered timely
			In kind contributions are available timely and sufficiently according to project agreement and work plan

ANNEX 5

Investment cost per PG in rough figures

	PGs	Equipment	Total Investment in \$
Non Food PGs			
1	Machine shop-Erbil	Equip. with civil works	55,000
2	Agro mechanic repair -Erbil	Equip. with civil works	28,620
3	Sewing - Tailoring -Erbil	Equip. with civil works	9,270
4	Carpet weaving -Erbil	Equip. with civil works	22,000
5	Auto repair mechanics -Suli.	Equip. with civil works	22,465
6	Wood working -carpentry - Suli.	Equip. with civil works	26,255
7	Carpet weaving - Suli.	Equip. with civil works	22,000
8	Welding & fabrications - Suli.	Equip. with civil works	49,930
TOTAL Non Food PGs			235,540
Food PGs			
1	Bulgur /seed processing - Erbil	Equip. with civil works	60,000
2	Fruit processing -Erbil	Equip. with civil works	15,000
3	Dairy processing -Erbil	Equip. with civil works	14,000
4	Beekeeping processing -Erbil	Equip. with civil works	15,000
5	Fruit processing - Suli.	Equip. with civil works	15,000
6	Beekeeping processing - Suli.	Equip. with civil works	15,000
7	Dairy processing - Suli.	Equip. with civil works	14,000
TOTAL Food PGs			148,000
GRAND TOTAL			383,540

Investment cost per VTC in rough figures

	Non-Food VTCs	Equipment	Total Investment in \$
1	Erbil mechanical industrial school	Wood working department	15,000
		Machine shop department	35,000
		Welding , Metal departments	25,000
2	Sulimanyhia mechanical industrial schools	Wood working department	15,000
		Machine shop department	35,000
		Welding , metal departments	25,000
3	Wasta Rajab vehicle industrial school	Auto repair equipments	33,000
4	Agro mechanical repair industrial school	vehicle repair equipments	33,000
5	Hand Carpet factory Erbil	Weaving spinning equipment	6,000
6	Hand Carpet factory in Sulimanyhia	Weaving & spinning equip.	6,000
7	Handicraft centre Erbil	Leather equipments	42,000
8	Handicraft centre sulimanyhia	Sewing toolkits, weaving equipments	6,000
9	MOLSA /training centre Erbil	Sewing equipments	133,000
10	MOLSA/training centre Sulimanyhia	Sewing toolkits	2,000
	Main prison - Erbil	Sewing toolkits	11,000
	Main prison – Sulimanyhia	Sewing toolkits	11,000
TOTAL Non-Food VTCs			433,000

	Food VTCs	Equipment	Total Investment \$
1	Main agricultural training Centre/Erbil	Beekeeping equipments	40,000
2	Main agricultural training centre/Sulimanyhia- Bakrajo	Fruit processing equipment	68,400
		Dairy processing training equipments	10,000
3	Agricultural research centre/Erbil	Olive oil processing	62,852
		Diesel generator	25,580
4	Agricultural extension centre – Salahaddin sub district	Dairy processing training equipments.	10,000
5	Agricultural extension centre – Soran district	Beekeeping training equipments	10,000
TOTAL Food VTCs			226,832
GRAND TOTAL VTCs			659,832