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Final Report

Project ‘Promotion of Micro-Industries for Accelerated and Sustainable Livelihood Recovery’ (MISP V) PROJECT NO.: TE/IRQ/09/008 (A08)

UNIDO RFP No. 716000042/NM

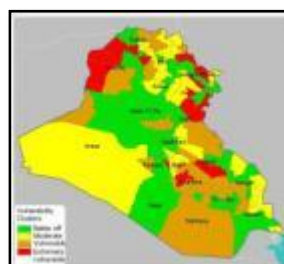
UNIDO Contract No. 16002120

Community Development Leadership Training Programme – Amman, Jordan

26 June - 23 July 2010

Prepared by
Mentor FZ LLC, Dubai, UAE

This project final report has been generated by Mentor FZ LLC to brief the United Nations Industrial Development Organization – Iraq Office on the delivery of this (MISP V) project element. It will contain a brief about the project activities, outputs, action plans and lesson to be learnt. This report and all the data, photos and analysis found in its content are highly confidential in its nature where the right to browse, present or utilize belong solely to the United Nations Industrial Development Organization assigned officials or whom the United Nations Industrial Development United Nations Industrial Development Agency grant the right to look through it. All the information presented in this report might not be used by any other party or referred to without the clear approval of the United Nations Industrial Development Organization.



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Executive Summary

Mentor FZ LLC was proud to deliver UNIDO a success story as promised, even though much challenges faced this program, such as time, different expectations and tight budgets; nevertheless, it turned to be a unique experience that all parties involved in, came out with a win feeling of accomplishment.

This is the final report for the MISP V – UNIDO community leadership training happened in Amman from 26 June 2010 to the 23rd of July 2010. This report will describe details of the program activities starting from the early preparation, program design, participants' profiles and pre- evaluation and then will present the daily activities and key learning outcome throughout the program duration.

After that we list the details of the action plans for the Pods Projects to be implemented in Nenawa governorate in Iraq with the help of UNIDO and as the next step in the community leaders result chain. A special section was made to present the participants feedback on the program, training delivery, instructors and overall satisfaction. Some space was given to the participants' ideas to improve this program and further steps to carry with them. Mentor then presented its overall evaluation for the program, and how the program has contributed to the UNIDO objectives, outcomes and desired outcome activities in terms of each effectiveness; efficiency; relevance; impact and sustainability.

Mentor also has provided the UNIDO a detailed evaluation to each participant suitability to be a community leader, and who this program have showed his or her leadership, team spirit, creativity, and other criteria we have listed. Moreover, Mentor provided UNIDO an extra section about lesson learnt from this program, and some best practices to share for future similar engagements. At the end Mentor listed the deliverables checklist to confirm meeting UNIDO contractual requests. A photo gallery to cover all the activities done was supplemented at the end to give UNIDO officials a closer look toward what was the daily activity like.

Mentor considers this program a big accomplishment that can be added to its portfolio of success story. But most of all, Mentor feels that this program has started a real partnership based on Mentor believe in UNIDO mission, and UNIDO appreciate Mentor expertise. We value this new partnership and we are positive that the near future will carry more cooperation that will lead to more success and better results.

Malek Moubasher
Mentor Project Manager
August 8th 2010



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Project Overview

General Background on UNIDO role in Iraq

The United Nations 2008 -2010 assistance strategy for Iraq has been developed collectively by the Government of Iraq and the United Nations country team to address the priority needs of the Iraqi people for an integrated and inclusive reconstruction and development process.

The strategy has identified its aims through four broad objectives:

1. Reinforcing policy development and coordination at all levels of society across Iraq
2. Supporting the foundation for a sustainable reconstruction and development
3. Providing assistance for durable solutions on humanitarian issues
4. Strengthening partnership between UN and other partners, particularly with NGO community

The United Nations Industrial Development Organization (UNIDO) is playing a crucial role within the United Nations Iraq overall strategy. This role aligns with the UNIDO mission statement “Partner for Prosperity” where UNIDO aspires to reduce poverty through sustainable industrial development. UNIDO want every country to have the opportunity to grow a flourishing productive sector, to increase their participation in international trade and to safeguard their environment.

UNIDO is currently implementing a number of projects in Iraq that fit into the Private Sector Development through:

1. Strengthening of National Capacities for Private Sector Development Policies
2. Strengthening capacities of business development services and non-Bank Financial Institutions at the national level
3. Support to local institutions in the production formulation of Local Economic Recovery
4. Implementation of pilot projects and support to the local governor's office and line ministries at the governorate-level

The programme aims at achieving:

1. sustainable and increased employment opportunities;
2. poverty reduction;
3. the enhancement of the legal and regulatory framework which will allow an increase in sustained domestic and international investment;
4. the development of a legal and regulatory framework designed to perpetuate an overall rational, coherent, and economic environment; and,
5. diversification as the basis of future economic growth in Iraq in a gender inclusive and environmentally sustainable manner



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Background on UNIDO MISP V Programme

The project 'Promotion of Micro-Industries for Accelerated and Sustainable Livelihood Recovery' (MISP V) has been designed to address the socio-economic priorities of Ninewa Governorate of Iraq with a focus on community empowerment and the promotion of income generating activities.

More specifically, the project aims to

1. Increase the capability of rural and urban communities in this governorate to engage in viable non-farming enterprises,
2. Revitalize existing training facilities and extension service providers through the rehabilitation of infrastructure, strengthening the capacity of human assets and provision of training equipment and technologies and
3. Improve micro and small-scaled enterprise development in Ninewa Governorate.

The project will improve the livelihoods of a minimum of 2,000 beneficiaries living in the project area, including youth, the unemployed, widows, women, headed households, marginal farmers and manufacturing workers, returnees and residents directly affected by conflict and instability.

Project activities will focus on strengthening household productive capacities in post-harvest activities and other income generating activities by enhancing their skills and by promoting the development of micro industries.

The project will lead to more capable community organizations that will be better able to plan and manage their own development activities and restore a functional base for economic growth and community reconciliation

Objectives for the Community Development Leadership Training Programme

The objective of this training element of the TE/IRQ/09/A08 project is to:

Provide targeted project communities in Ninewa with the capacity to plan and manage their own development activities and to help restore a functional base for economic growth and community reconciliation.

Project output will be structured around enhancing capacities at the community level to support socio economic growth and community reconciliation by creating human assets who will be working on initiatives that promote an environment in Ninewa conducive to who will be working on initiatives that promote an environment in Ninewa conducive to livelihood recovery, job creation and micro enterprise development.

The training course will aim to create a core cadre of community leaders who will be trained around the following thematic training area:

- Community Development & Planning
- Local Economic Development/Enterprise Development
- Strategic Management & Planning
- Monitoring & Evaluation



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Preparation phase

UNIDO assigned the project implementation to Mentor FZ LLC on the 5th of May 2010. After signing the contract and finalizing the procurements formalities, Mentor project team got in touch with UNIDO project team and together worked out a master plan for the preparation and implementation of the Community Leadership Development Programme.

UNIDO team following this project was led by **Mr. Chakib Jenane** chief of Agro-Industry Technology Unit and **Mr. Sean Paterson**, Chief Technical Advisor for the Micro-Industries Support Programme of the United Nations Industrial Development Organization - Iraq Programme and Mr. Jonathan Eischen from UNIDO Iraq office in Amman.

The UNIDO team had an early engagement with the different stake holders and involved parties in the project to identify and select the best candidates to this training. They interviewed and gathered information about the nominated group of participants with the help of the Iraq field unit.

Meanwhile, Mentor project team was formed of seven specialists:

1. Malek Moubasher (Mentor Project Manager)
2. Oroub El Abed (Community Economic Development Expert)
3. Dr. Bassimah Barakat (Monitoring & Evaluation Expert)
4. Rana Taher (Community Economic Development Expert)
5. Reem Obaidat (Training Expert)
6. Dr. Marwan Stambuli (Senior Consultant and Training Expert)
7. Hassan Chaker (Training Expert)

Supporting Mentor experts a support unit handling administration support, research, translation, content development and logistics was also in place.

Mentor team focus was primary in researching and developing the best training material that will cover the objectives and build the capacity of the UNIDO candidates to ensure the successful knowledge and skills transfer that will lead to a sustainable outcome of the training course and drive further development.

Throughout the preparation stage, Mentor team kept a high coordination with the UNIDO team on ground to ensure that each step was mutually agreed and based on clear instructions.

UNIDO provided Mentor with information about the participants' backgrounds and shared with them some ideas about the desired outcome and some background information about the field situation in Iraq.



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Project Master Plan

#	Action Item	Preparations	Comments
1	Mentor bid to be submitted by 22 March 2010		
2	UNIDO to notify Mentor of outcome of bid		Done on 5 May
3	Week-ending 21 May 2010		
a	Signing the final contract with UNIDO		Done on 13 May
b	Mentor to contact designated UNIDO focal point and agree:-		Done on 15 May
i	The detailed content and components of the workshops	Outline	Done on 10 May
ii	The use of case studies relevant to the targeted area	Case Studies	
iii	The exact dates and project timelines	Project Plan	Done on 2 June
iv	The logistics arrangements including UNIDO visits	Logistics Plan	
3	Week-ending 28 May 2010		
a.	UNIDO to finalize participants travel arrangements	Flight Schedule	Done on 2 June
b.	Mentor to prepare detailed course materials	Week 1 material	
c.	Assigning related visits and excursions	Visits Schedule	
d.	Candidates Brief Profiles		Done on 31 May
e.	Pre course assignment (prepare an economic profile of each participant town / area)	Postpone to be inside the training	
f.	Arrange Candidates arrival at Amman	Logistics In place	Done on 24 June
4	Week of 26th June- 1st July		
a.	Participants arrive Amman		15 arrived on 26 June
b.	Reception Event: Course Introduction		Done on the 27 June
c.	Mentor to deliver the first workshop (CED foundations)		Done on the 1 July
d.	Visit to a development agency / project	UNRWA camp CED projects 30 June	
e.	Excursion organized	Shifted to week 3	
f.	Progress (Interim) report sent to UNIDO	Data collection	Sent on 7 July
5	Week of 3rd till 8th of July		
a.	Mentor to deliver the second workshop	In progress	
b.	Excursion organized	Dinner organized by UNIDO instead – 7 July	
c.	Progress report sent to UNIDO		
6	Week of 10th till 15th of July		
a.	Mentor to deliver the third workshop		
b.	Excursion organized	Logistics in place	
c.	Progress report sent to UNIDO		
7	Week of 17th till 23rd of July		
a.	Mentor to deliver the Fourth workshop		
b.	Visit to a development project	Logistics in place	
c.	Excursion organized	Logistics in place	
d.	Project training kits delivered		
e.	Participants continuing training plan delivered		
f.	Completion Certificate delivered	Graduation ceremony In preparation	
8	by 31st of July 2010		
a.	Project Final Report submitted to UNIDO		



Logistics plan (Implemented)

Logistics Elements			
Accommodation	Facilities	Pax #	Supplies
	Hotel Rooms	16 person	Cleaning services
	Supplier	Duration	Bed & Breakfast
	Orchid Hotel	28 days	Lunch & Dinner
Training Room	Facilities	Pax #	Supplies
	Workshop room	18 person	LCD projector
	Supplier	Duration	Flip Chart
	Orchid Hotel	21 days	Stationary
Food & Catering	Description	Menu	Extra
	3 meals	As per request	Water
	Supplier	Duration	Coffee break x 2
	Orchid Hotel	28 days	Brownies x 2
Field Trips	Description	Duration	Supplier
	2 field trips	2 days	Orchid Hotel
Excursions	Description	Duration	Supplier
	2 trips	2 days	Orchid Hotel
Transportation	Description	Pax #	Supplier
	6-7 trips	18 person	Orchid Hotel
Stationary	Description	Printing	Resources
	Notepads + pens	Training Material	CD Rom
Graduation	Venue	Speakers	Resources
	Le Meridian	UNIDO + Mentor + German Representative	Certificates + Copy of the training resources

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Reporting Plan -1-

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Type of report	Reporting elements	Data Collection	Comments
Daily Attendance Sheet	Names of Participants	List of Names	Daily check per each session
	Attendance Check	Sessions Attendance	
Pre- Training Evaluation	Baseline Competency	Leadership Experience	At training start
		Community Involvement	
		Economic & Social Dev.	
		Planning & Organizing	
		Project Management	
	Monitoring & Evaluation		
	Learning Expectations	Outcome Expectations	At training start
Participant Profile	Educational Background		
	Career Background		
	Civil Service Background		
Post- Training Evaluation	Acquired Skills	Leadership Experience	At training end Instructor evaluation
		Community Involvement	
		Economic & Social Dev.	
		Planning & Organizing	
		Project Management	
	Monitoring & Evaluation		
	Learning Outcome	Participant Feedback	At project end
		Further Growth Plan	
		Key Learning	
	Action Plan	Individual Action Plan	At project end
Community Dev. Project			
Individual Performance	Instructors Feedback	Instructor evaluation	
	Coursework evaluation		
Course Outline	Planned Topics	course topics details	At training start
	Covered Topics	session delivery report	At project end
Continuous Training Plan	Action Plan	Participant Feedback	Developed through the training
	Skills Gap Analysis	Participant Feedback	
		Instructors Feedback	
	Development Plan	Personal Dev. Plan	
Training Material	3 Hard copies 2 Soft copies	Participant Workbook	
		Power Points	
		Activities	
		Extra Reading	
		Case Studies	
		Tools & Inventories	
		Workshop Discussions	



Reporting Plan -2-

Type of report	Reporting elements	Data Collection	Comments
Interim Report	Project Overview	Project narration	Week two
	Attendance Report	first week attendance	
	Planned Topics	course topics details	
	Pre- Training Evaluation		
	Project Preparation	Commentary	
	Attention Areas	Commentary	
	Photo Gallery	Activities Photos	
Final Report	Project Overview	Project narration	one week after the training ends
	Attendance Report	Daily Attendance Sheet	
	Material Covered	Course Outline	
	Pre- Training Evaluation		
	Post- Training Evaluation		
	Continuous Training Plan		
	Project Success Areas	Commentary	
	Attention Areas	Commentary	
	Lesson Learned	Commentary	
	Future Improvement	Commentary	
	Photo Gallery	Activities Photos	

- A daily contact has been established to inform the assigned UNIDO project team of the day to day events and project progress
- Interim report was delivered end of week two to the UNIDO direct project supervisors
- Training material and resources were delivered to the UNIDO representative
- Rest of the reporting elements will be mentioned in details in this report

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Selected Candidates

As per the selection criteria of the UNIDO and practical considerations, the final list of participants where as follows:

#	Name	Nominated by	Gender /Age	District of representation
1	Ayad Sulaiman Fattah	Ministry of Planning	M 44	Mosul
2	Aysar Abdulhameed Ali	UNIDO	M 38	Mosul
3	Osamah Hammoodi Yahya Al-Hafidh	Governor Office	M 54	Mosul
4	Mihana Fadhil Taha	Governor Office	M 57	Mosul
5	Yasir Ahmed Hammood Alsaqaa	Ministry of Displacement	M 30	Mosul
6	Ali Sedeeq Dhannoon Dhannoon	MoLSA	M 30	Mosul
7	Ghazwan Younus Hussein Sultanah	Governor Office	M 36	Mosul
8	Ameena Abdulameer Mohammed	Governor Office	F 34	Mosul
9	Ahmed Nadhim Ibrahim Al Abed	Ministry of Planning	M 28	Mosul
10	Thaidan Ahmed Abbas	MoLSA	M 54	Mosul
11	Ibrahim Mohammed Yonies Hussein Al Khanem	UNIDO	M 44	Talafar
12	Dakheel Khalaf Hassan Zndnan	Governor Office	M 27	Sinjar
13	Lazema Yousif Hji Haji	UNIDO	F 28	Sinjar
14	Nadhim Mahmood Hasan	Governor Office	M 36	Tal-Kaif
15	Hayder Husseln Zainel	Governor Office	M 43	Tal-Kaif
16	Abbas Ali Mohammed	Governor Office	M 30	Al-Hamdaniyah

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Participants' Education and career background

#	Name	Education	Professional Background	Years of professional experience
1	Ayad Sulaiman Fattah	BS Statistics	Supervisor Statistic Department	9
2	Aysar Abdulhameed Ali	BA Economics	Ninewa Youth Directorate	5
3	Osamah Hammoodi Yahya Al-Hafidh	BA Civil Engineer	Ninewa Technical Training Centre	20
4	Mihana Fadhil Taha	BA Agriculture	Manager of Laboratories / Mosul Directorate of Agriculture	33
5	Yasir Ahmed Hammood Alsaqaa	BA English	Translator	4
6	Ali Sedeeq Dhannoon Dhannoon	BA Computer science	Associated programmer MoLSA VTC	3
7	Ghazwan Younus Hussein Sultanah	Bachelors Electrical	Technician in Wood Industries	15
8	Ameena Abdulameer Mohammed	BA Electric engineer	Senior Electrical Engineer	8
9	Ahmed Nadhim Ibrahim Al Abed	BS Civil Engineer	Dept. Manager Ministry of Planning	3
10	Thaidan Ahmed Abbas	BA Electric engineer	Coordinator Chief engineer Mosul VTC	28
11	Ibrahim Mohammed Yonies Hussein Al Khanem	BA Humanities	Director of Talafar Cultural Center	6
12	Dakheel Khalaf Hassan Zndnan	Secondary Technical degree	Sinjar Culture Center	6
13	Lazema Yousif Hji Haji	BA English	Director of Sinjar Women Center	2
14	Nadhim Mahmood Hasan	Diploma Mechanics	Machine maintenance	8
15	Hayder Hussein Zainel	Bachelors Electrical Engineers	Electrical Engineer	5
16	Abbas Ali Mohammed	Bachelors Teacher	Translator for International Organizations	5

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Attendance Report – Week 1

#	Candidates Name	session	Sat 26/6	Sun 27/6	Mon 28/6	Tues 29/6	Wed 30/6	Thrs 1/7
1	Ayad Sulaiman Fattah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
2	Aysar Abdulhameed Ali*	AM	✓	✓	✗	✗	✓	✗
		PM	✓	✓	✓	✓	✓	✗
3	Osamah Hammoodi Yahya Al-Hafidh	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
4	Mihana Fadhil Taha	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
5	Yasir Ahmed Hammood Alsaqaa	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
6	Ali Sedeeq Dhannoon Dhannoon	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
7	Ghazwan Younus Hussein Sultanah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
8	Ameena Abdulameer Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
9	Ahmed Nadhim Ibrahim Al Abed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
10	Thaidan Ahmed Abbas	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
11	Ibrahim Mohammed Yonies Hussein Al Khanem	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
12	Dakheel Khalaf Hassan Zndnan**	AM	✗	✗	✗	✗	✗	✓
		PM	✗	✗	✗	✗	✗	✓
13	Lazema Yousif Hji Haji	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
14	Nadhim Mahmood Hasan	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
15	Hayder Hussein Zainel	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
16	Abbas Ali Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓

* Mr. Aysar Abdulhameed Ali has skipped some sessions with an illness excuse, after a notice been sent to him through the UNIDO project team his attendance has straight

** Mr. Dakheel Khalaf Hassan Zndnan was late to enrol as he misplaced his passport, UNIDO project team gave him the permission for the late enrolment



Attendance Report – Week 2

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#	Candidates Name	session	Sat 3/7	Sun 4/7	Mon 5/7	Tue 6/7	Wed 7/7	Thrs 8/7
1	Ayad Sulaiman Fattah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
2	Aysar Abdulhameed Ali	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
3	Osamah Hammoodi Yahya Al-Hafidh	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
4	Mihana Fadhil Taha	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
5	Yasir Ahmed Hammood Alsaqaa	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
6	Ali Sedeeq Dhannoon Dhannoon	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
7	Ghazwan Younus Hussein Sultanah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
8	Ameena Abdulameer Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
9	Ahmed Nadhim Ibrahim Al Abed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
10	Thaidan Ahmed Abbas	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
11	Ibrahim Mohammed Yonies Hussein Al Khanem	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
12	Dakheel Khalaf Hassan Zndnan	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
13	Lazema Yousif Hji Haji	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
14	Nadhim Mahmood Hasan	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
15	Hayder Hussein Zainel	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
16	Abbas Ali Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓



Attendance Report – Week 3

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#	Candidates Name	session	Sat 10/7	Sun 11/7	Mon 12/7	Tue 13/7	Wed 14/7	Thrs 15/7
1	Ayad Sulaiman Fattah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
2	Aysar Abdulhameed Ali	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
3	Osamah Hammoodi Yahya Al-Hafidh	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
4	Mihana Fadhil Taha	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
5	Yasir Ahmed Hammood Alsaqaa	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
6	Ali Sedeeq Dhannoon Dhannoon	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
7	Ghazwan Younus Hussein Sultanah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
8	Ameena Abdulameer Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
9	Ahmed Nadhim Ibrahim Al Abed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
10	Thaidan Ahmed Abbas	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
11	Ibrahim Mohammed Yonies Hussein Al Khanem	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
12	Dakheel Khalaf Hassan Zndnan	AM	✓	✓	x	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
13	Lazema Yousif Hji Haji	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
14	Nadhim Mahmood Hasan	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
15	Hayder Hussein Zainel	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
16	Abbas Ali Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓



Attendance Report – Week 4

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#	Candidates Name	session	Sat 17/7	Sun 18/7	Mon 19/7	Tue 20/7	Wed 21/7	Thrs 22/7
1	Ayad Sulaiman Fattah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
2	Aysar Abdulhameed Ali	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
3	Osamah Hammoodi Yahya Al-Hafidh	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✗
4	Mihana Fadhil Taha	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
5	Yasir Ahmed Hammood Alsaqaa	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
6	Ali Sedeeq Dhannoon Dhannoon	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✗
7	Ghazwan Younus Hussein Sultanah	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
8	Ameena Abdulameer Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
9	Ahmed Nadhim Ibrahim Al Abed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
10	Thaidan Ahmed Abbas	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✗
11	Ibrahim Mohammed Yonies Hussein Al Khanem	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
12	Dakheel Khalaf Hassan Zndnan	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
13	Lazema Yousif Hji Haji	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
14	Nadhim Mahmood Hasan	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
15	Hayder Hussein Zainel	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓
16	Abbas Ali Mohammed	AM	✓	✓	✓	✓	✓	✓
		PM	✓	✓	✓	✓	✓	✓



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Daily Activities plan (as planned)

Day	Activity	Topic	Person In charge
Sat 26 June	Reception	Introduction & Participants expectations	Malek Moubasher
Sun 27 June	Training	Community development strategy and approach	Oroub El Abed
Mon 28 June	Training	Overview of development issues - history and concepts	Oroub El Abed
Tue 29 June	Training	Challenges in working on development issues	Oroub El Abed
Wed 30 June	Field Visit	DPA- Al Hoson Palastinian Refugee Camp - Community Dev. Org.	Oroub El Abed
Thurs 1 July	Training	Development impact assessment - indicators and tools	Oroub El Abed
Fri 2 July	Weekend		
Sat 3 July	Training	Setting community goals and achieving expected outputs	Dr. Stambuli
Sun 4 July	Training	Designing a community strategy	Dr. Stambuli
Mon 5 July	Training	Implementing community strategy	Dr. Stambuli
Tues 6 July	Training	What are the gaps? - addressing desired community needs –Business plans	Dr. Stambuli
Wed 7 July	Training	Problems hindering community development UNIDO officer will visit the training for 2 hrs to explain the project budgets templates	Oroub El Abed
Thurs 8 July	Training	How to conduct a needs assessment, analyzing results, conclusions & providing recommendations	Oroub El Abed
Fri 9 July	Weekend		
Sat 10 July	Excursion	Dead Sea, Nebo, Madaba Tour	Nancy Leo
Sun 11 July	Training	People Participation	Hasan Chaker
Mon 12 July	Training	Teams Promotion & Formation	Hasan Chaker
Tues 13 July	Training	Building Trust & Resolving Conflicts	Hasan Chaker
Wed 14 July	Field Visit	ZENID community dev. Org.	Oroub El Abed
Thurs 15 July	Training	Applying Tools & Master Project	Oroub El Abed
Fri 16 July	Weekend		
Sat 17 July	Excursion	Jerash & Green Valley Tour	Nancy Leo
Sun 18 July	Training	Plans versus real implementation - balancing changing schedules and budgets	Rana Taher
Mon 19 July	Training	Evaluating progress and impact of activities	Rana Taher
Tues 20 July	Training	Verifiable indicators to monitor and evaluate a project	Rana Taher
Wed 21 July	Training	Applying Tools & Master Project	Oroub El Abed
Thurs 22 July	Closing	Ending the Project / Evaluation	Oroub El Abed
Fri 23 July	Travel day		

* focus areas mentioned will be acting as the main guide for the day session, nevertheless, each instructor will maintain flexibility in his/her delivery to deal with the participants weak points, questions and expectations. Moreover, a considerable time is being allocated to focus on the "Pods projects"

** This plan vs. the following one was the real implemented plan, as per the field situation



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Detailed Topics Plan (as planned)

*this plan was set initially as the broad framework for action, nevertheless, the workshops were highly interactive and will answer the exact needs that fits to the participant level and background experience

Reception	Project Launching Event	Day 1: Saturday 26 June	Time
Icebreaker	Welcoming participants	Introducing Project Manager and Trainers	5 min
Briefing	Project Components	Presenting the UNIDO project	10 min
Briefing	Training Topics Overview	Going through the different Training Topics	10 min
Presenting	Community Based Development Overview	What is a CBD?	5 min
Presenting	Participants Profiles and Interests	each participant introducing self & presenting the topic interest	45 min
Break	Lunch Time		60 min
Briefing	Training & Accommodation Rules and Regulations	agreement on the movement inside Amman + time arrangements	15 min
Briefing	Project tentative topic sheets and time table		10 min
Closing	Ending the event		5 min
Workshop One	Development Concept (Social & Economical Community Development)	Week One: 27 June till 2 July	
Focus I	Community development strategy and approach	Day 2: Sunday 27 June	Time
Icebreaker	Introduction	Candidates expectations and brief introduction	15 min
Discussion	Case Study & Open Discussion	Historical examples of Iraq Societies Initiatives for Development	30 min
Presentation	Understanding Community Economic Development		45 min
Presentation	Social, economic, environmental, sustainable development, etc...		30 min
Discussion	CED's as a development strategy		45 min
Break	Coffee Break		15 min
Exercise	Paper based with Group discussion	HOW INCREASING BUSINESS ACTIVITY MULTIPLIES COMMUNITY INCOME	60 min
Presentation	What are the economic activities?		30 min
Presentation	How CED is different from other development strategies		30 min
Break	Lunch Time		60 min
Application	Master Project (Pods)	identify a specific activity/output to be built around a locally relevant development issue related to your society	120 min



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Focus II	Overview of development issues - history and concepts	Day 3: Monday 28 June	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Presentation	Brief History of the Development Efforts		45 min
Case Study	how racial and ethnic struggle affects community development, positive and negative lessons from the world history	Africa, North America, Asian Tigers: Statistics and before after struggle / peace status	45 min
Presentation	how the world nations addressed the major development issues		45 min
Break	Coffee Break		15 min
Presenting	UN MDGs		30 min
Discussion	Applying UN MDGs to the Iraq situation		90 min
Break	Lunch Time		60 min
Application	Master Project	relate Project DN to the major development issues in your local community	120 min
Focus III	Challenges in working on development issues	Day 4: Tuesday 29 June	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Presenting	different political, cultural, financial, technical and operational challenges that face the communities development effort		30 min
Discussion	what are the main challenges facing Iraq communities' development		60 min
Discussion	Local and federal Governments legislations role in supporting CED		45 min
Break	Coffee Break		15 min
Discussion	Citizen Participation in CED	How can it be done?	30 min
Case Study	NEW ZEALAND rural community development efforts, Unemployed people aiming to become self-employed		45 min
Activity	SWOT analysis tool in CED context		45 min
Break	Lunch Time		60 min
Application	Master Project	list main challenges and mark its level of threat using SWOT analysis	90 min
Case Study	Lessons from Iraq History in ethnic integration		30 min



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Activity day	Field visit & application session	Day 5: Wednesday 30 June	Time
Visit	field visit to a community based project	host organization brief us	2-3 hrs
Visit	Q&A session	Participants ask and discuss	1 hr
Training	Make up session	to cover the missing points from previous	2 hrs
Application	working on Master project	catching up for lack of time	2 hrs
break	afternoon break		
Focus IV:	Development impact assessment - indicators and tools	Day 6: Thursday 1 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Discussion	failure scenarios of short term efforts in CED		45 min
Presenting	what are Impact & Sustainability success elements in CED and who should be involved in it		45 min
Discussion	developing indicators for CED impact success		45 min
Break	Coffee Break		15 min
Presenting	what are Sustainable development impact assessment tools related to CED efforts and initiatives through its whole life cycle		75 min
Case Study:	Examples of EU Impact Assessment Tools		45 min
Break	Lunch Time		60 min
Presenting	steps involved in impact assessment		30 min
Application	Master Project	define some indicators for Project DN level of impact and pick up some tools to assess them	90 min
Excursion	Day out Program	Day 7: Friday 2 July	Time
Tour	City Tour Organized		4-5 hrs
Break	Lunch Served		1 hr



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Workshop Two	Needs Assessment (Social & Economic Analysis)	Week Two: 3 till 9 July	
Focus I:	What are the gaps? - addressing desired community needs	Day 8: Saturday 3 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Presenting	what are gaps and how we can assess them?		45 min
Discussion	where we can get reliable data?	Lesson in gathering community data	60 min
Discussion	Leadership Role in answering the Gaps	provide ready plans or provoking innovative action?	30 min
Break	Coffee Break		15 min
Activity:	the Prioritization Exercise:	how we can classify the community needs? Using planning tools for gap analysis	45 min
Focus Group:	identifying gaps in Ninewa Governorate of Iraq		75 min
Break	Lunch Time		60 min
Application	Master Project	define gaps for which Project DN was based on and link each of its elements to a community need using learned tools	90 min
Discussion	Group Presentation	Each Group presenting their work	30 min
Focus II:	Identifying problems hindering community development	Day 9: Sunday 4 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Discussion	what make a CED strategy works? And what make it fail? What might slow it? And what might make it go fast forward?		60 min
Presenting	and grouping different types of problems hindering community development (political, religious, cultural, technical, leadership, financial, environmental, legal, etc...)		60 min
Break	Coffee Break		15 min
Presenting	Problem Solving & Creative Thinking Tools in tackling CED challenges		75 min
Activity	Applying Problem Solving & Creative Thinking Tools		45 min
Break	Lunch Time		60 min
Application	Master Project	list Project DN problems that might hinder it and use the Problem Solving & Creative Thinking tools to break it down into its components	90 min
Discussion	Group Presentation	Each Group presenting their work	30 min



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How to conduct a needs assessment, analyzing results, conclusions and providing recommendations			
Focus III:		Day 10: Monday 5 July	Time
Icebreaker	Revising previous discussions	Participants' feedback	30 min
Presenting	Developing a Template for Conducting a Comprehensive Community Needs Assessment (steps in the process)		45 min
Discussion:	Problem Solving vs Appreciative Inquiry Approach		45 min
Presenting	Type of Data gathering		45 min
Break	Coffee Break		15 min
Presenting	Gathering the data needed to understand the community		40 min
Presenting	Analyzing the data to develop an informed view of community issues and trends		40 min
Presenting	Using the information to help prioritize issues as a prelude to developing strategic planning goals		40 min
Break	Lunch Time		60 min
Application	Master Project: apply the different steps in community needs assessment to Project DN and list the results, conclusion and recommendations		90 min
Discussion	Group Presentation	Each Group presenting their work	30 min
Focus	People Participation	Day 11: Tuesday 6 July	Time
Icebreaker	Revising previous discussions	Participants' feedback	30 min
Presenting	The concept of people participation	practical steps to involve people	15 min
Case Study	The case of Hasan Agricultural Project	analysis of the impact of people participation	5 min
Presenting	the Community Development Plan	steps of the process and a template	30 min
Presenting	Monitoring a development plan	steps of the process and a template	25 min
Break	Coffee Break		15 min
Presenting	Organizing field workers and various efforts in CED	aligning various groups and organizations in one direction	15 min
Discussion	How can CED escape the political disturbance?	round table discussion	45 min
Activity	Developing a Strategy for dealing with instability	strategy points for CED in conflict places	45 min
Break	Lunch Time		60 min
Presenting	Forming Community based working groups		25 min
Presenting	Steps and Challenges in forming work groups		45 min
Presenting	Elements of an effective work group		45 min
Closing	Closing the day	Q&A	5 min



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Activity day	Field visit & application session	Day 12: Wednesday 7 July	Time
Visit	field visit to a community based project	host organization brief us	2-3 hrs
Visit	Q&A session	Participants ask and discuss	1 hr
Training	Make up session	to cover the missing points from previous	2 hrs
Application	working on Master project	catching up for lack of time	2 hrs
break	afternoon break		
Excursion	Day out Program	Day 13: Thursday 8 July	Time
Tour	Dead Sea, Nebo, Madaba Tour		7-8 hrs
Break	Lunch Served		1 hr
Weekend	Day off	Day 14: Friday 9 July	Time
Workshop Three	Strategic Planning	Week three	
Focus I:	Setting community goals and achieving expected outputs	Day 15: Saturday 10 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Case Study	on strategy and strategic thinking	Mr. Salim Agriculture initiative (raising cows in Akar rural area of Lebanon) vs Dr. Tawfic Industrial project (collecting excess cow milk in Akar rural area of Lebanon) - a lesson	30 min
Discussion	on what are strategic objectives and what are action plans		75 min
Presenting	types of goals and goal setting process		30 min
Break	Coffee Break		15 min
Presenting	the SMART objective module		45 min
Discussion	How to identify Critical Success Factors CSF's for goals, and How to identify the Key Performance Indicators KPI's		45 min
Activity	Applying SMART Goals and CSF	practical exercise	30 min
Break	Lunch Time		60 min
Application	Master Project	transform your ideas behind Project DN into SMART goals and identify Key Success Factor and Key Performance Indicators for each	90 min
Discussion	Group Presentation	Each Group presenting their work	30 min



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Focus II:	Designing a community strategy	Day 16: Sunday 11 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Activity:	The role of the volunteer in developing a community strategy		45 min
Discussion:	how can leadership emerge in troubled communities?		45 min
Presenting	key elements in community economic development strategy:	setting objectives, strategic planning, setting action plans, determining resources, monitoring and evaluation.	45 min
Break	Coffee Break		15 min
Presenting	the Decision Making Module		90 min
Discussion:	Difficult decision making	discussion on the role of community leaders in conflict management	30 min
Break	Lunch Time		60 min
Application	Master Project	how Project DN can be a part of a greater community strategy? Identify the strategic elements	90 min
Discussion	Group Presentation	Each Group presenting their work	30 min
Focus III:	Implementing community strategy	Day 17: Monday 12 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Case Study:	The Mongolian English Teacher: a lesson in CED initiatives implementation		45 min
Presenting	factors that affect success of CED strategy implementation		90 min
Break	Coffee Break		15 min
Presenting	module Preparing a Business Plan		120 min
Break	Lunch Time		60 min
Discussion	Community Leadership and building people capacity,	how people participation can be increased	90 min
Activity	Video clip: Inspiring People	Discussion following	30 min



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Focus III:	Implementing community strategy	Day 18: Tuesday 13 July	
Icebreaker	Revising previous discussions	feedback from participants	Icebreaker
Presenting	Leadership Styles Module		Presenting
Discussion	Public Relations & Leadership	How social networking can help leaders?	Discussion
Break	Coffee Break		Break
Discussion	on how we can involve private business in CED implementation in funding, partnership modules, etc...		Discussion
Discussion	on the role of Community Based Organizations (CBO's) and Non Governmental Organization NGOs in CED		Discussion
Break	Lunch Time		Break
Application	Master Project	suggest an implementation action plan for Project DN, involving CBO, NGO or Private Business and maximizing the people engagement	Application
Discussion	Group Presentation	Each Group presenting their work	Discussion
Activity day	Field visit & application session	Day 19: Wednesday 14 July	Time
Visit	field visit to a community based project	host organization brief us	2-3 hrs
Visit	Q&A session	Participants ask and discuss	1 hr
Training	Make up session	to cover the missing points from previous	2 hrs
Application	working on Master project	catching up for lack of time	2 hrs
break	afternoon break		
Focus	Application Project	Day 20: Thursday 15 July	
	Following up with Pods on their project progress	Group to instructor meetings	
Weekend	Day off	Day 21: Friday 16 July	Time
Excursion	Day out Program	Day 22: Saturday 17 July	Time
Tour	Jarash Tour Organized		7-8 hrs
Break	Lunch Served		1 hr



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Workshop Four	Monitoring and Evaluation	Week Four	
Focus I:	Plans versus real implementation - balancing changing schedules and budgets	Day 23: Sunday 18 July	
Icebreaker	Revising previous discussions	feedback from participants	Icebreaker
Case Study:	a UN implemented project in Iraq delays and budget expansion		Case Study:
Discussion	on how are monitoring and evaluation different?		Discussion
Break	Coffee Break		Break
Presenting	evaluation models and approaches		Presenting
Presenting	evaluation techniques and tools		Presenting
Break	Lunch Time		Break
Activity:	apply learned tools on performance indicators		Activity:
Application	Master Project suggest proper for monitoring and evaluation models and approaches for Project DN, indicate what tools will be used		Application
Focus II:	Evaluating progress and impact of activities	Day 24: Monday 19 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Presenting	steps in monitoring and evaluation		45 min
Presenting	How to perform data analysis both Qualitative and Quantitative		60 min
Discussion on	how we can assess impact while evaluating the project progress based on the planned scheme		30 min
Break	Coffee Break		15 min
Presenting	Time Management Tools Module		120 min
Break	Lunch Time		60 min
Activity:	conducting an evaluation based on a case Study		60 min
Activity:	using a template report for project evaluation		60 min



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Focus III:	Verifiable indicators to monitor and evaluate a project	Day 25: Tuesday 20 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Discussion	Concept planning, Inputs, Outputs and Impacts, how success and performance indicators will set the tune		120 min
Activity:	Monitoring exercise	applying indicators	15 min
Break	Coffee Break		15 min
Presenting	Managing People Performance Module		120 min
Break	Lunch Time		60 min
Activity:	developing indicators based on a case study		60 min
Activity:	using a template report for project evaluation		60 min
Focus	Application Project	Day 26: Wednesday 21 July	Time
	Following up with Pods on their project progress	Group to instructor meetings	
	Graduation Ceremony	evening	
Closing	Ending the Project plan	Day 25: Thursday 22 July	Time
Icebreaker	Revising previous discussions	feedback from participants	30 min
Application	Master Project place a progress monitoring tool for Pods Project based on a timeline chart		105 min
Discussion	Group Presentation	Each Group presenting their work	30 min
Break	Coffee Break		15 min
Application	Master Project link the KPI's to the Pods Project evaluation plan		90 min
Discussion	Group Presentation	Each Group presenting their work	30 min
Break	Lunch Time		60 min
Application	Finalizing the Master Project		90 min
Discussion	agreeing on further action plan		

Important Notes:

1. The focus areas assigned dates as per this schedule has changed for some practical reasons like field trips suitability and excursion visits plus some instructor availability timing
2. The topics and activities details mention were changed as per the flow of the training and discussions; nevertheless, the main objectives and main focus areas will still be covered anyway
3. Next section will detail the implemented training



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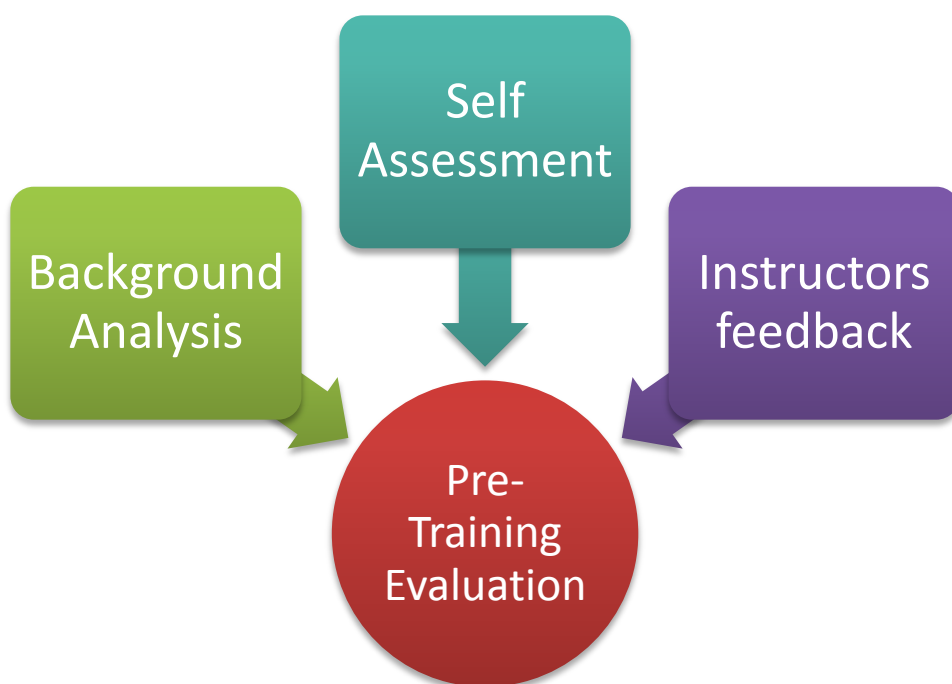
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Participants' Pre-training Evaluation

Evaluation Methodology

Mentor FZ LLC has planned a pre-training evaluation to identify the base level of the participants as well as their strong and weak points to adjust the learning process accordingly. Mentor team had drawn various evaluation approaches to make sure its evaluation can cover several perspectives and be able to describe the participant current abilities and knowledge using various and diverse methods.

To achieve the most accurate evaluation about the participants' background knowledge, abilities and competencies, Mentor team used three different approaches:



In each of the three methods used, the participants knowledge and abilities were assessed from a different angle, thus to maximize our exposure to the participant reaction toward various topics and situations and collect various feedback that can help us form the best picture on each participant current position.

Information gathered through the various assessment techniques were very important in shaping the direction of the workshops activities and helped the instructors align their training with the best development track that fit the participant learning experience.

Moreover, the evaluation done will help Mentor and UNIDO team in measuring the impact of the training on the participant development through comparing the entry status of the participant at the training start with their status at the training end.



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We will present each participant evaluation beginning with the Participants Background Analysis. This part of the pre-training evaluation will present each participant background and previous activates and current knowledge of the training subject focus area, with special zooms on his / her previous work in community development activities or micro industries experience. Then we will present his self evaluation toward the same topics and then instructors' evaluation.

1-Ayad Sulaiman Fattah

Participant's Background Analysis

He is a resident of Mosul since 1988, working in the Ministry of Planning in the department of statistics in Ninawa. His work focus was in gathering statistical data for the government for the industrial sector; moreover, he has worked in the private sector in areas of trade and garments industries.

His previous experience has built skills in areas of supervision, planning and organizing, technical abilities and social skills.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: I have been practicing leadership roles in the community through my work as head of department where I have been conducting training and on job coaching for my team as per specific organizational context, and through identifying the personal abilities of each team member.

Q: Have you participated in an activity that required people participation?

A: I worked in different stages in preparing for the population count

Q: What Community Economic Development means in your perspective?

A: development is identifying the available human and material resources in a certain community in order to plan the best use of it through learning from previous best practice

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: my work in my department where I plan and organize people and tasks on a daily basis

Q: have you managed an economical activity before?

A: Yes, I managed an industrial project and a commercial one



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Q: what does the word Monitoring and Evaluation means to you?

A: it means comparing the work and the services according to set criteria and boundaries and to evaluate the result of a project

Q: what are you expecting from this training?

A: if this project will benefit from the experience of each person and will value the specific environment of each district then it will meet success

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: I would like to know more about dealing with this project through selecting the right people and knowing the community that fill be the final beneficiary

Q: What is your plan to benefit from this training?

A: to identify the community part that needs development efforts the most, and focuses on the unemployed youth on the district and governorate level

Instructor Evaluation

1-Ayad Sulaiman Fattah	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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2- Aysar Abdulhameed Ali

Participant's Background Analysis

He has been a resident of Mosul for five years, working in a private business sector in the area of Information Technology as a personal computers technician since 2004.

His previous experience has built skills in areas of commerce, supervision and technology. He also has achieved organizational, numerical and technical abilities with people and social skills.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: the ambitious organization will learn daily how to stand on solid grounds and increase its ability to give and grow, thus our social experience have compiled to deliver the service our organization mission state

Q: Have you participated in an activity that required people participation?

A: in causes related to student activities to demand rights and gather support, and in efforts of national reconciliation and participation in elections and many other activities, plus working in a network of NGOs that practice mass media in building awareness and group participation and fund gathering and planning, etc...

Q: What Community Economic Development means in your perspective?

A: social development includes finding common ground for people participation through thoughts and attitudes, it is an input that drive development and needs action and follow up, its outputs is related to better behaviour. As for economical development its output will be a better economy and an increase of individual income and in total the economic growth

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: my role in my organization is the best example as we are involved in planning and organizing and follow up of the implementation through the optimization of resources: planning execution steps to reach a goal, then arrange steps in priority and then in a time plan and then identify the outputs

Q: have you managed an economical activity before?

A: yes I have been managing an IT maintenance shop, managing sales, operations and training, it has 3 departments and 6 staff



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Q: what does the word Monitoring and Evaluation means to you?

A: it is one of the management cycle roles and it is a concept more than a procedure where one evaluate the actions of a plan to make sure of the output quality

Q: what are you expecting from this training?

A: to feel comfortable in a group of subjects and topics to build and develop abilities that meet the urgent needs

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: everything about development

Q: What is your plan to benefit from this training?

A: to utilize the training learning in practical application, and to benefit from the training methodology and train other people

Instructor Evaluation

2- Aysar Abdulhameed Ali	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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3- Osamah Hammoodi Yahya Al-Hafidh

Participant's Background Analysis

He has been a resident of Mosul since 1990, working as the manager of the technical training centre in Ninawa municipality administration since 1987. He works mainly in organizing training for governmental officers and supervises a training centre that is related to the Ministry of Labour in Ninawa.

His previous experience has built skills in supervision of people and technical & vocational abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: have worked in organizing training programs for people to build their abilities in generating income

Q: Have you participated in an activity that required people participation?

A: have arranged and organized many training programs to many governmental officials to enhance their capacities in economic development efforts

Q: What Community Economic Development means in your perspective?

A: it is the upgrade of people living standards through awareness of local communities' abilities and capacity building of people working in economic activities to enhance the quality of the outputs

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: my work includes coordination with many districts councils to prepare training programs for governmental employees

Q: have you managed an economical activity before?

A: yes I have worked on establishing a concrete ceramic factory to build pedestrian roads

Q: what does the word Monitoring and Evaluation means to you?

A: is to implement the project in the right way and then evaluate the quality of the output



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Q: what are you expecting from this training?

A: I expect the success of this training program as there is a good ground to implement this project as many family are in need to generate income, also from the side of the parties overseeing this project

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: topics on agricultural production such as Potato, Tomato, tree planting, together with the industrial problems for the small enterprises

Q: What is your plan to benefit from this training?

A: to make all needs of the training available, to prepare a good place for the training, advertise it and make it available to the people, open new training centres in suitable locations through out the districts

Instructor Evaluation

3-Osamah Hammoodi Yahya Al-Hafidh	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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4- Mihana Fadhi Taha

Participant's Background Analysis

He has been a resident of Al Wehdah in Ninawa since 1998, working in the agriculture department in Ninawa since 1977. His position is the chief agricultural engineer where he supervises research efforts through labs and universities to analyse the needs of agricultural corps and check the status of soil, fertilizers and seeds suitability.

His previous experience has built skills in supervision of people and technical & vocational abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: have helped poor farmers to develop their corp production through awareness and training and providing new agricultural techniques and the use of better seeds

Q: Have you participated in an activity that required people participation?

A: have worked in putting together an instruction manual to farmers to guide them for better production capabilities

Q: What Community Economic Development means in your perspective?

A: it is everything that is needed to upgrade from a low level to a higher level, from a social perspective, it is to raise him from a poor status to a better income status, moreover, it raise the economic production for individual and families

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: have organized my work with the farmers where we provide them with instructions and techniques to enhance their production and quality of seeds and soil fertility

Q: have you managed an economical activity before?

A: yes through my worked explained

Q: what does the word Monitoring and Evaluation means to you?

A: monitoring is the follow up of the project implementation and at the end to evaluation the project results and compare the new status with the old status and to the planned or desired output



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Q: what are you expecting from this training?

A: I expect the success of this training program and to meet the community needs and enhance the performance of the development project through training and community service

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: new ways to enhance performance and how to help farmers to make their productivity better through aiding them in developing small projects that can benefit from their production

Q: What is your plan to benefit from this training?

A: in communicating this training to the small farmers and help them develop to enter the world competition

Instructor Evaluation

4- Mihana Fadhi Taha	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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5-Yasir Ahmed Hammood Alsaqaa

Participant's Background Analysis

He has been a resident of Al Moshahada in Mosul, Ninawa since 30 years, has been working in the ministry of immigrants and immigration in Ninawa for four years. His work included translation duties and responsibility of field projects in Ninawa governorate ministry branch, providing surveys and logistics support.

His previous experience has built skills in project management, supervision of people, accounts holding, budgeting, planning and organizing, governmental relationships, public relations, media work, distribution, and have built technical & vocational abilities as well as social and operational.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: it is a responsibility to direct and evaluate individual behaviour in a society

Q: Have you participated in an activity that required people participation?

A: yes as my work in surveys needs people participation where success needs people involvement

Q: What Community Economic Development means in your perspective?

A: to initiate projects that will enhance the social and economic level on a small scale and then up level it to a larger scale

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: running projects on the Ninawa governorate level requires organizing and planning it on the districts level and then upscale it to the whole area

Q: have you managed an economical activity before?

A: yes I worked as an accountant in a commercial shop for whole sales and retail of food

Q: what does the word Monitoring and Evaluation means to you?

A: it is the follow up effort for the implementation of a project or projects and identifying of weakness points from the beginning to the end of each project and documents the findings and suggest improvement



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Q: what are you expecting from this training?

A: I expect the success of this training program as it aim to the enhancement of the quality of live in the Ninawa governorate

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: is there any other development projects? what extra topics we should know about?
Planning and organizing

Q: What is your plan to benefit from this training?

A: increasing my experience at my work, and have a chance to develop my country and serve my people

Instructor Evaluation

5-Yasir Ahmed Hammood Alsaqaa	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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6-Ali Sedeeq Dhannoon Dhannoon

Participant's Background Analysis

He has been a resident of Al Mosul, Ninawa since 23 years, has been working in the technical and vocational training centre since four years.

He has built from his work and life experience in planning & organizing together with technical abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: success in any work that requires a group collaboration need a team spirit and a good leadership, a leader should possess high level of awareness of social skills and abilities to develop other people around him in his community

Q: Have you participated in an activity that required people participation?

A: no I haven't been a part of such kind of work

Q: What Community Economic Development means in your perspective?

A: the social development is the transfer of the community current state into a better one, and to utilize the human resources and physical resources to achieve the best economic growth that can be done. Development can only go forward in parallel with security and political stability, only then it can go forward in solid steps toward community betterment and to increase the life quality and families income

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: have never been into such kind of experience before

Q: have you managed an economical activity before?

A: have never been into such kind of experience before

Q: what does the word Monitoring and Evaluation means to you?

A: it means the follow up of people in projects and make sure of their actions and evaluate their success in managing the projects



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Q: what are you expecting from this training?

A: I wish the success of this program to benefit from it the most

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: I want to know everything about development

Q: What is your plan to benefit from this training?

A: make my work performance better

Instructor Evaluation

6-Ali Sedeeq Dhannoon Dhannoon	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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7-Ghazwan Younus Hussein Sultanah

Participant's Background Analysis

He has been a resident of Al Mosul, Ninawa since 1983, has been working as a technical supervisor for a private company in furniture manufacturing for 15 years. His carpentry workshop includes a team of 40 technician and carpenter. He is the person in charge of the whole operations and report to the management on the work progress.

He has built from his work and life experience in people supervision together with technical, design, artistic and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: leadership mean to guide and direct people to do their work in the right way and to allocate tasks and work to the right people

Q: Have you participated in an activity that required people participation?

A: I have been working with my team and people who I work with to improve the quality and quantity of the production

Q: What Community Economic Development means in your perspective?

A: it means to help all community people find good job and help them to make their life level better

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: I have planned to produce several new designs in furniture like modern bed rooms, living room where the consumer showed good acceptance and it lead to rise in sales

Q: have you managed an economical activity before?

A: yes I have helped a friend to open a carpentry shop and I lead his team and directed him till he was able to work alone

Q: what does the word Monitoring and Evaluation means to you?

A: it means to measure and evaluate the quality level of the production outcome and to please the consumer in terms of the good technical specifications



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Q: what are you expecting from this training?

A: I am expecting this training to enable me to foster and support new projects that can generate new jobs for families in need and to unemployed people in my community

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: non

Q: What is your plan to benefit from this training?

A: to open training centres for unemployed people

Instructor Evaluation

7-Ghazwan Younus Hussein Sultanah	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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8-Ameena Abdulameer Mohammed

Participant's Background Analysis

She has been a resident of Al Hadbaa, Al Mosul, Ninawa since 10 years, she is an engineer in the electric distribution department in Ninawa governorate, responsible for the department of planning and research. Moreover, she has been working as a manager for several special projects that is related to development in generating economic feasibility studies and project budgeting and setting the project future outcome expectations.

She has built through her work and life experience in project management, people supervision, budgeting, planning & organizing, accounts management, public relations, technology, production and distribution together with technical, design, artistic and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: as a managerial position holder in the planning and research department my job demand a lot of leadership abilities to command and drive my department to success. Moreover my duties and responsibilities make me in direct contact with the community and require a lot of efforts in leading people to cooperate with us

Q: Have you participated in an activity that required people participation?

A: have been involved in establishing carpentry workshops and equipping it and launching its operation, it accommodated more than 50 people in a full time job. Also with the help of the social security department we have organized training programs for them in return of the electric department use their abilities in some duties and tasks related to the department scope of services. Moreover, we establishes a workshop that manufacture and maintenance of electric transformers to stop the dependence on foreign manufactured good and have secured an employment to good number of people from our community members

Q: What Community Economic Development means in your perspective?

A: it is the utilization of all the economic and social efforts to put future plans done through proper planning and established methodologies to develop the community and the individual economically

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: one example project of what I done was my efforts in planning the coordination between my job as an electrical engineer and with my work with UNIDO so they can work without contradiction. Also I have worked in planning and research and development projects ...



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Q: have you managed an economical activity before?

A: one of the projects I managed and supervised was to supply electricity to one of the hospitals in one of the districts, where have begin in identifying needs and then to plan and schedule resource map, feasibility study and budget, then implement the project through supplying the necessary supplies and monitoring and evaluating the work progress.

Q: what does the word Monitoring and Evaluation means to you?

A: monitoring mean the supervision of the work progress from beginning till end, and to evaluate the work done by controlling the process and measure the different economical and social aspects of the project

Q: what are you expecting from this training?

A: I ask God success if all the element of human development is found, plus sticking to the best practice in the implementing the project as planned and getting the right people to participate

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: to have more ideas about other success stories in development efforts that has been implemented in the field in a similar situation or other countries settings.

Q: What is your plan to benefit from this training?

A: to prepare the necessary needs to complete the project plus to transfer the knowledge and abilities gained

Instructor Evaluation

8-Ameena Abdulameer Mohammed	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on her interest in the course: serious									



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9- Ahmed Nadhim Ibrahim Al Abed

Participant's Background Analysis

He has been a resident of Wadi el Hajar, Al Mosul, Ninawa since 1999, he has been working as a civil engineer in the area of planning as a part of a team in the Ministry of planning, the department of local and regional development, the Ninawa governorate unit. He has been working there for two years and seven months.

He has built from his work and life experience in project management, people supervision together with technical, design, artistic and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: I have a two years old experience in working with groups as I was always leading my colleagues without being the assigned supervisor; we did a research study which was a pioneer among the districts; what made me being recognized as a team leader and asked me to hold the head of department responsibilities

Q: Have you participated in an activity that required people participation?

A: yes I worked as a volunteer in a community work to supply basic needs for widows who have lost their income generating husband, and for poor people; this activity was about gathering a sum of 1\$ from each volunteer monthly to secure some help to poor and needy families who don't have a house ownership and no stable income (salary) and the family father has passed away

Q: What Community Economic Development means in your perspective?

A: it is the process to motivate all community members and to gather and direct resources toward achieving community social development, while economical development will take care of the economic growth related to the agricultural and industrial sectors. Moreover, education and school improvement is a crucial part of the development process as well as the health care and everything that related to the individual well being

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: I have worked to prepare the five years plan for the Ninawa governorate 2011 -2016 where we have been divided into four working teams; I was leading their activities with much authority to delegate the teams. Each team was responsible for a district, the result was great and we got the congratulation of the governor himself



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Q: have you managed an economical activity before?

A: no

Q: what does the word Monitoring and Evaluation means to you?

A: is placing indicators and measuring criteria according to the success factors identified in order to monitor the progress in the project objectives; evaluation is to check how much of the objectives have been met and to learn lessons for future projects, also to identify success or failing performance and reward them

Q: what are you expecting from this training?

A: to achieve a 70% of the objectives depending on the ideas of participants and the trainers, as some have negative perceptions, and some primary aim to get a loan out of this project to be used in different direction than planned

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: develop my skills in communication with others; increasing my Emotional Intelligence Skills; building more abilities in motivating people; economical development new trends competitive advantage of the location, of the projects...

Q: What is your plan to benefit from this training?

A: to help the largest number of my community members toward economic development; to upgrade my skills in supervision, monitoring, group work, project management, scoring an achievement in my professional creer which can make me go for more achievements

Instructor Evaluation

9- Ahmed Nadhim Ibrahim Al Abed	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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10- Ahmed Abbas Thaidan

Participant's Background Analysis

He has been a resident of Hadbaa, Al Mosul, Ninawa since four years, he is an employee in the Vocational Training Centre in the Ninawa governorate, his current position is a chief engineer, with 28 total years of experience.

He has built from his work and life experience in project management, people supervision, planning & organizing, governmental relations, handling technology, production & distribution together with technical and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: as the responsible head for the committee of small loans under the Ministry of labour and social affairs in the Ninawa governorate, I have worked in interviewing unemployed people seeking loans to start their small enterprises or micro industries that can help them generate sustainable income

Q: Have you participated in an activity that required people participation?

A: yes I was participating in a number of committees that aimed to develop an updated training curriculum for vocational and technical studies within the department of vocational and technical education, the work mainly focused on establishing communication with trade masters and vocational experts to understand their trade needs and develop the training program accordingly, the main objective was to involve those people through making them aware of the importance of training quality people as it will have a positive impact on their trades

Q: What Community Economic Development means in your perspective?

A: it is the process of developing the economic and social status of the community, and transforming it from a community dependent on external aid and funds into an economically independent and self sustainable community having own production power and ability to import

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: I have worked in a committee to prepare CBT training programs, with the ILO through an assignment from the Ministry of labour and social affairs in the Ninawa governorate, I have been directly involved in planning and organizing the curriculum design methodology for 1- artificial ceilings , 2-stone building and 3- maintenance of agricultural pumps



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Q: have you managed an economical activity before?

A: I am managing a project for small loans for unemployed people through the Ministry of labour and social affairs in the Ninawa governorate

Q: what does the word Monitoring and Evaluation means to you?

A: it is the periodic follow up for project, through studying the inputs and outputs of the project and compares it with the planned results that will lead to the project sustainability

Q: what are you expecting from this training?

A: it is an important program to build the capacity of the beneficiary cluster of people, but the success of this project will depend on the people participating in it

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: I would like to see more life case studies

Q: What is your plan to benefit from this training?

A: through my position in the training centre, I would like to develop the concept of economic and social development on the top of other technical material they are studying

Instructor Evaluation

10- Ahmed Abbas Thaidan	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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11- Ibrahim Mohammed Yonies Hussein Al Khanem

Participant's Background Analysis

He has been a resident of Talafar, Ninawa since his birth; he has a dual governmental employment and another employment with an NGO.

He is trying to develop his skills and update his knowledge of management skills and technology. He has built from his work and life experience in project management, people supervision, planning & organizing, governmental relations, handling media and public relation, together with technical, operational and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: after the political regime changed and democratic free movement was allowed, I worked with several organizations in organizing lectures and awareness sessions with youth and did publically spoke on number of issues like participation and leadership; and myself took several course in local administration, budget within the local councils and women empowerments...

Q: Have you participated in an activity that required people participation?

A: I have participated in many activities within the NGO I run like the participation of citizens in the public life, democratic awareness, elections, peaceful neighbourhoods, and gathering funds for families in need (widows and orphans)

Q: What Community Economic Development means in your perspective?

A: social development should go parallel with economic development, it should be built on participation; social development will give creative grounds for economic development, and organize the economic thinking according to specific indicators, and as per the available resources, and improving it depending on modernism...

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: establishment of the Talafar cultural castle bond, writing the internal policies and agreeing on it, establishing a public relation committee, media committee, education committee, human rights committee, the working procedures...

Q: have you managed an economical activity before?

A: I have designed many economical plans till now, but not till now we have begun any... some were in computers maintenance, PC literacy, weaving workshop for widows, school pupils supplies, electric workshops for unemployed...



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Q: what does the word Monitoring and Evaluation means to you?

A: monitoring means transparency in work, plus the evaluation of the weak point and identification of the gaps, and deficiencies, and quality assurance, and the right criteria, to reach the best outcome, without monitoring the results will not enhance...

Q: what are you expecting from this training?

A: I expect that this project will be a beginning of the real utilization of the granting parties, to help in the real development, and that is after the settlement of the security situation and the activity of the local community, and the need of people to work and be economically active, ...

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: I would like to see more life case studies in the field of economic development, and successful stories from around the world... and to check some of the real projects on ground...

Q: What is your plan to benefit from this training?

A: I would like to make my NGO benefit from as we are well qualified to utilize this training, as my NGO has: engineers and trainers, communication with the community and local government as well, we can work with all parties and areas from our city, trust worthiness, the readiness to work in the field of development, especially that people have been tired of the previous struggle, the need urgently for economic activities in Talafar and Ninawa...

Instructor Evaluation

11- Ibrahim Mohammed Yonies Hussein Al Khanem	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



12- Dakheel Khalaf Hassan Zndnan

He was a late joiner, no enough information have been compiled on him...
He might be challenged in his writing abilities ...

Instructor Evaluation

12- Dakheel Khalaf Hassan Zndnan	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									

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13- Lazema Yousif Hji Haji

Participant's Background Analysis

She has been a resident of Singar, Ninawa since her birth; she is an employee in Ministry of Education Manager for Ninawa governorate centre. She is involved in students training and teaching, also she is engaged in NGO work for women education and empowerment, volunteer in USA Voca for community development...

She has built from her work and life experience and skills in project management, people supervision, planning & organizing, working with technology, governmental relations, handling media and public relation, together with technical, operational, numerical, artistic and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: to develop your community to a better life economically and socially...

Q: Have you participated in an activity that required people participation?

A: being a part of community awareness lectures, workshops and gathering, this involves people participation...

Q: What Community Economic Development means in your perspective?

A: social and economic development is the raise of the living standards of families living in a local community...

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: worked on a survey that aims to organize workshops and education classes for illiterate people, and then started these classes for groups of 30 people for three month each ... this activity aim to help the community members to develop themselves and it was made through the coordination with the ministry of education...

Q: have you managed an economical activity before?

A: I was a part of establishing a project to produce tanks, and sell it and then make the families in need to benefit from this ...



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Q: what does the word Monitoring and Evaluation means to you?

A: monitoring is making the project happens while following up its activities: evaluation is finding the negative points in a project so we can reach success...

Q: what are you expecting from this training?

A: I expect that this training will benefit my community and my society ...

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: no

Q: What is your plan to benefit from this training?

A: ...

Instructor Evaluation

13- Lazema Yousif Hji Haji	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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14- Nadhim Mahmood Hasan

Participant's Background Analysis

He has been a resident of Arab neighbourhood of Mosul, Ninawa since 1980; he has a governmental employee working in the Electricity Ministry department of Talkeif electric distribution. His job includes monitoring the electric distribution and arranging tables and reports weekly, bimonthly, monthly and yearly to update the management of the maintenance work progress with material and inventory status and the expenses...

He has built from his work and life experience in people supervision, planning & organizing, working with technology, and public relation, together with technical, operational, artistic and social abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: the ability to gather human resource to be order to help and aid the community through useful projects...

Q: Have you participated in an activity that required people participation?

A: yes through my work in electric distribution, as we need the local community participation in preparing the ground for the electric current to reach, people will help in infrastructure work such as electric support column erections, and helping to find housing for the maintenance teams and such...

Q: What Community Economic Development means in your perspective?

A: development is the process of building a community toward a planned objective, and through specific methodologies and tools, to enhance the quality of life in a certain community working in parallel to build civilization and social coherence ... it include planning and resources proper utilization, decision making, and making use of the outputs of the development projects...

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: being a part of working out a master plan to make electricity available to local communities and small villages that don't have electric current, and assessment of their needs and the volume of utilizations... and planning accordingly as per the need urgency and priority

Q: have you managed an economical activity before?

A: the distribution of the electric current to town and villages, through the implementation of a detailed plan...



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Q: what does the word Monitoring and Evaluation means to you?

A: it means to find enough resources to deliver success to economic and social development projects...

Q: what are you expecting from this training?

A: in case the proper ground is found in the participants they will be able to reach good results out of this training...

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: the exposure to some of other countries experience in development and try to benefit from it...

Q: What is your plan to benefit from this training?

A: to transfer the knowledge and skills to people who are in need for it...

Instructor Evaluation

14- Nadhim Mahmood Hasan	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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15-Hayder HusseIn Zainel

Participant's Background Analysis

He has been a resident of Talkief, Ninawa since his birth; his education is electrical engineering and he has a governmental employee working in the Electricity Ministry department of Talkeif electric distribution for seven years for now.

He has built accuracy and diligence in this work, moreover, he has built from his work and life experience in people supervision, planning & organizing together with technical and operational abilities.

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: leadership of the community should only be given to a person who is knowledgeable, fair and just with his people, and a one whose community accept him as a leader ...

Q: Have you participated in an activity that required people participation?

A: yes, while during our job, we have helped some villages that don't have road services to build up the required services through people participation, where they gathered funds and did the work depending on their own efforts...

Q: What Community Economic Development means in your perspective?

A: development is the process of building a community toward a planned objective, and through specific methodologies and tools, to enhance the quality of life in a certain community working in parallel to build civilization and social coherence ... and it is based upon participation

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: planning and organizing is a vital part of my work in the Ministry of electricity, as all the electric distribution should be carefully planned and organized to reach the drawn objectives...

Q: have you managed an economical activity before?

A: no



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Q: what does the word Monitoring and Evaluation means to you?

A: is to follow up projects, and evaluate the people working in it and motivate them to ensure that they will perform the duties they are assigned to, rewarding the good performers and punishing the bad one

Q: what are you expecting from this training?

A: I wish it success as all the participants needs it...

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: the exposure to some of other countries experience in development and try to benefit from it so we don't do into the same mistakes...

Q: What is your plan to benefit from this training?

A: follow up and to keep asking question to know everything...

Instructor Evaluation

15-Hayder HusseIn Zainel	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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16-Abbas Ali Mohammed

Participant's Background Analysis

He has been a resident of Bartula, Mosul, Ninawa since 2007; his education is English literature and he is working in the Ministry of Education for the last five years. His duties mainly are in teaching English language to school students. He considers his mission is as an educator helping youth to benefit from the study curriculum and act as their guide and mentor.

He have built good social abilities and public relations skills while communicating with his community youth

Self Evaluation through a questionnaire

Q: How do you describe your experience in community activities leadership?

A: when I was working as a translator in the early training of the Iraq army, I was playing the role of group representative to communicate with the foreign parties. Now while working in schools I represent the professional gathering for teachers

Q: Have you participated in an activity that required people participation?

A: I have participated in several community awareness activities, like the need to participate in voting for the constitution and to be a part of the political process and sharing in public life

Q: What Community Economic Development means in your perspective?

A: development means the process of helping the community enhance its ability in the areas of knowledge, culture, economy, and technology and be able to cooperate with other communities in a civilized way

Q: Tell us about one of your previous experiences in Planning & Organizing of projects

A: one example is an activity held for school student, where we organized an exhibition and helped student participate and present their work

Q: have you managed an economical activity before?

A: no



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Q: what does the word Monitoring and Evaluation means to you?

A: monitoring means noticing the way of work of the project from the technical and management side, and to check the progress of work done by the project team, as for evaluation it is the measurement of the results and comparison with the desired outcome...

Q: what are you expecting from this training?

A: I expect average success or a slight above

Q: do you have any specific topics or areas of interest within the development area you would like this training to include?

A: industrial and technological development

Q: What is your plan to benefit from this training?

A: to gain more experience from the trainers and participants and transfer it to the people in my community

Instructor Evaluation

16-Abbas Ali Mohammed	1= Weakest, 9=Strongest								
Leadership Experience	1	2	3	4	5	6	7	8	9
Community Involvement	1	2	3	4	5	6	7	8	9
Economic & Social Development	1	2	3	4	5	6	7	8	9
Planning & Organizing	1	2	3	4	5	6	7	8	9
Project Management	1	2	3	4	5	6	7	8	9
Monitoring & Evaluation	1	2	3	4	5	6	7	8	9
Comments on his interest in the course: serious									



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Overview on the training program

This section will present in the following pages the details of the training activities happened actually in this program day by day, listing the key learning outcomes and the topics actually covered and discussions made. As you will notice that a lot of diversion and some time shorting of planned topics happened due to Mentor team high sensitivity to the participants' needs and their awareness of the end objectives of the UNIDO.

In week one the whole focus was to introduce the concept, history and evolution of community economic development. A lot of the discussions were made to link the concepts and different aspects of the community economic development to Ninawa districts reality. The participants were involved in lot of discussions and presentations that aimed to interact with the ideas and merge it with their local community status.

Week one included a field trip to one of the refugee camps supervised by the UNRWA where a life example of community based economic activities was shown, to demonstrate a life example to the participants. Our trainees listen carefully to the explanation of the camp refugees and how they were able to develop several economic activities that helped them to generate self sustainable income.

In week two the element of strategic planning and projects implementation was the dominant theme, where success factors for economic activities were presented through highly practical and interactive settings. Elements of business plans, sustainable economic activities, competitive advantage, etc... were some of the focus areas.

In week two, Mentor introduced the "Action Plan" required by the UNIDO (Pods projects) where those projects are aimed to be implemented on a micro scale with the help of a small fund from the UNIDO and later are subjected to up scale depending on the results.

In week three the participants were introduced to the soft skills needed for their success as community leaders which cover communication skills, people management skills and leadership skills. Moreover, habits of highly effective people were also introduced in a group games that will enhance their abilities to perform effectively.

The fourth week was mainly focusing on monitoring and evaluation, proposal writing and project planning plus much time was allocated to finalize the action plans and project proposals of the Pods projects.

Mentor, has moreover provided the participants with a 400 page detailed manual to be their reference guide for future similar training, this manual was written totally in Arabic and has been recognized as a unique and pioneer work to be add to the Community Economic Development training manuals library as the first in the Arabic language.



Activity details – Saturday 26 June 2010

Activity Type	Orientation session	Venue	Dove Hotel Amman, Jordan
Instructors: Malek Moubasher (Mentor)	Trainees Attendance: 15 full Dakheel not arrived yet		
Day focus: This day was planned to host a welcome session that will orient the participants for the complete workshop.	Day settings: Most of the day's activities went in the hotel meeting room and in the café lounge as un formal chat.		
Day's events details: The first day started early as the participants had arrived Amman at 6:00 am. The hotel transportation picked them up directly from Amman international airport to the Dove hotel. Mentor representative was waiting them in the hotel for a welcome and to show them their rooms. Later in the day the orientation session was planned. The participants were tired from a long trip time was given to rest	Key outcomes: <ul style="list-style-type: none"> Mentor briefed the participants on course timing regulations and general scope of activities 		

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Activity details – Sunday 27 June 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 15 full Dakheel not arrived yet	
Day focus: This day was planned to introduce the development concept to the participants and engage them in the training.		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: Malek Moubasher introduced Oroub el Abed an ex-world bank Iraq expert who is working on her PHD in community based development. Ms. Oroub started the training session by asking the participants to introduce themselves and explain their previous engagements in community development. Each of the participants introduced himself or herself presenting his or her background, and his past experience in planning or participating in community development projects. Projects examples on community development were given by the participants on vocational training centres, weaving workshops, Agricultural industries, Electrical workshops, Honey production, Food packaging, Small business funding, Awareness campaigns, etc... Through the day, data was compiled about the economic profiles, demographics and natural resources availability in each of the different areas of Ninawa governorate like: Mosul city, Singar, TalKeif, TalAfar, Dahouk, Hamadaniah, etc... Participants presented also the different difficulties that are facing the economic development efforts in their areas. Issues like security, poverty, corruption, government bureaucracy, occupation, lack of experience, lack of financing, etc... Brain storming was provoked as the participants explained about their home towns needs, existing economic activities and available resources. Participants were encourage to suggest different ideas for micro-industries that can fit the natural resources availability and the readiness of the local community. Then by relating to the local examples the participants provided Ms. Oroub was able to construct the concept of development, local community economic development and how this differs from the traditional economic activities. A special focus was given to the importance of small business to a local community and how can small income generating activities make use of the community available natural resources and contribute to the economic activity. After that a brief about the maturity timeline of the development concept and how nations throughout the modern history and specially after the world war two has looked and interacted with the economic development efforts.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Understanding the development concept • Differentiating the community based economic development from other economical activities • Sharpening the awareness about the local communities in Ninawa governorate economic needs • Drawing a general idea about the historical background of the development efforts • Building a clear idea about the learning expectations of the workshop 	

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Activity details – Monday 28 June 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 15 full Dakheel not arrived yet	
Day focus: Main focus of the day was to identify social and economic development challenges and the UN approach		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: An ice breaker activity started the day, where each participant was asked to provide one or two examples of community based development activity that would relate to his/her local community profile. The trainer helped the participants to sharpen their ideas about how the social aspect of development can build more added values on economic activities. Moreover, how the development projects can address both social and economic growth of the community. During the day sometime was spent on highlighting how the human element will contribute to the development process and how the natural interaction happens when a development project address the human, social and economic needs of a community. Moreover some examples and discussion were initiated about the best approach for development efforts, when to start and how and who to engage in each. Discussion about the feasibility of starting new projects for a local community against reviving old projects or the development of existing activities. In addition examples and discussion were made to present the module of a top bottom against a bottom top development approach, and how each approach differs from the other one. Examples of both approaches were given based on historical cases from worldwide efforts and from local efforts, where participants were asked to give their input and feedback about it.		Discussion of challenges faced through examples and relating them to the Iraq local communities was happening along. A major part of this day was allocated to discuss the United Nations role in development and the different agencies that work in this direction. Also some discussion were made to clarify more the exact role of international development agencies and where their efforts can be utilized the best, nevertheless, where their efforts stops and the local community is expected to carry on. Explanation of the United Nations 8 objectives Millennium Development Goals and discussions about their implementation in Iraq were also initiated in this day. A small exercise followed to assess and sharpen the participant comprehension.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Comprehension of the social aspect of community based development • Understanding how social and economic development can be coupled together in the same project • Building consciousness about the aim of development efforts in terms of answering the social and economic needs of a community • Focusing the attention of the United Nations and other development agencies role in the world • Understanding the MDG's objectives "Investing in Development" 	

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Activity details – Tuesday 29 June 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 15 full Dakheel not arrived yet	
Day focus: Main focus of the day was to introduce the community needs assessment		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: A quick reminder about the last two days discussions began the day. Then more discussion about people participation importance in the success of the community based economic development, and how the people participation can make more accurate understanding of the needs. A case study with an exercise was introduced to help the participants understand the needs assessment process and how it can be done on the actual. More discussion was made also on how helping the community understand their abilities and their improvement needs can enhance the impact of the development efforts. Different examples on people participation importance in needs assessments were shared as well. Moreover, detailed presentation about different tools that can be used for needs assessment and how social workers can use simple tools to collect and analyse data. Such as SWOT analysis, role of statistics and its limitations, questioning techniques, meeting authorities and key personnel, CBOs, NGOs, etc... Discussions was made around how needs assessment, identifying local resources and then engaging people can be effective in launching development projects. Highlights about the civil society and governmental efforts role in the development process, how they can couple together for best outcomes. Presentation of seven best practice behaviours while leading a community involvement activity was done as well.		Later in this day presentation of the effective approaches to make people participate in the community leaders efforts for needs identification were introduced. Overview of the different types of engagements: self motivated people, socially active community, interactive relation, unenthusiastic participation, etc... Then the different factors affecting the people participation were listed relating them to life examples, such as: cultural norms, technology level, political sensitivities, motivation and empowerment level, policies, knowledge transfer, etc... The days ended with a case study about an economic activity that was made to answer a community need and discussion bout different scenarios of handling it was made	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Drawing a clear picture of the importance of needs assessment in community development • Applying different tools and methods to collect and analyse community data • How to involve people in the needs assessment process • What are the major challenges in the process • How to deal with different people attitudes • Applying different tools in a local community context 	

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Activity details – Wednesday 30 June 2010

Activity Type	Field trip	Place	UNRWA refugee camps – Irbid
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 15 full Dakheel not arrived yet	
Day focus: Main focus of the day was to have a close look at community based economic activity by visiting one of the local NGOs in an UNRWA refugees camp		Day settings: A bus transported the participants from the hotel to the UNRWA refugee camp where they visited the Community Rehabilitation centre for the special needs	
Day's activities details: As per a prior approval got through the coordination with the Jordanian government Department for Palestinian Affairs DPA, and the UNRWA local office in Amman, Jordan and with the local community leaders in the assigned area, Mentor team arranged a field trip to the Community Rehabilitation centre for the special needs in Azmi el Mufti camp. This Community Rehabilitation centre has suffered some years ago from the decreasing funds coming from international aid agencies to the Palestinian refugee camps in the region, so they decided in a very bold and progressive step to take a proactive action and build their own income generating activities to fill the gap between the available funds and the actual growing needs of the local community of the refugees camps. At the first stage the participants visited Balqaa camp where they stopped in a health centre, built and operated for the first 6 months by the Italians in 3 different places in Jordan in a total cost of 1.5 million. Out of the 3 built only this one continued to function because it was assigned to a party already in the domain. The other 2 were stopped because of political reasons... The second stop was to closely examine an economic activity which was a bakery established by the YMCA in Balqaa camp. The participants listened to the explanation from the host about how this project was built on existing skills in bakery mastery and how they transformed this bakery to a profitable economic activity generating income and covering the bread need of the refugee camp and also export to other outlets. The second stage of this visit was 3 hours in the Al Hoson camp, where the participants listened to the host CBO about the camp management and the different income generating projects they are operating right now, and mentioned how initiatives from the Italian and Japanese governments have launched the projects and how they managed to keep them going. Examples of the activities were rabbits raising, Bee keeping, Perfume & creams making, artistic work, etc... The hosting CBO took the participants into a tour to check the different activities they presented, and they explained more about their efforts in gathering contributions to the camp.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Importance of assigning the right people for a project • Project sustainability is far more important than its volume • Importance of building on existing efforts • Dealing with governmental barriers and uncertainties • Local determination impact on activity success 	

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Activity details – Thursday 1 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 16 full Aysar missed some sessions	
Day focus: Main focus of the day was on development impact assessment – indicators and tools		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: Feedback discussion on last day visit and linking it to the failure scenarios of short term efforts in CED. Building on the filed visit enabled the workshop to discuss challenges and different ways of overcoming it in a more practical and real life case study. After that a presenting was made about what are Impact & Sustainability success elements in CED and who should be involved in it. An exercise to cover this area and help participants to comprehend was given to them. Then the instructors introduced the concept of indicators and how the development process can make use of them for making the proper impact out of social and economic development activities. Moreover, the instructor presented what are the sustainable development impact assessment tools related to CED efforts and initiatives through its whole life cycle. Life examples were offered from the participants that relates to their past experiences in Nenawa governorate. Moreover, exercises on applying impact assessment on some projects examples furnished by the participants were applied. Where each participant provided an example of an actual or a planned project that fits the needs of economic and social development of his or her area in Nenawa governorate, and then identified some indicators that can measure the long term impact of each of these projects. A demonstration of the input - output – outcome model was introduced through examples and a focus on the difference between an output and an outcome, and different way to maximize the outcome. Also an overview of the different Impact assessment tools was made such as Quantitative tools, Analytical Methods, Participatory approaches and Process methods. Demonstration of the detailed steps to forecast the impact of any economical activity on different sectors. Also discussions about what make sustainable development happens and different elements that contribute to the long term success of the social and economical development efforts.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Recognition of the importance of long term impact of the development projects • Awareness of impact assessment tools role in the success of development • Comprehension of the sustainability success elements • Focusing the attention on linking the participants' local community projects to indicators that can measure • Understanding the importance of defining success criteria to measure the development process impact. 	

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Activity details – Saturday 3 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Dr. Marwan Stambuli		Trainees Attendance: 16 full	
Day focus: Main focus of the day was to understand the importance of strategic planning on the economic development process		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
<p>Day's activities details: Dr. Stambuli started the day in discussing the Millennium Strategic Management Factors and its impact on the economic development of any area. He revised the history of Iraq and motivated the participants to play a progressive role in Iraq today through building people knowledge and skills. He explained the role of strategic management and the importance of corporate governance and what is a Corporation's Value Chain. Then he linked the elements of strategic planning to the social and economical development by explaining the five steps: identifying available resources, realistic planning, organization, leadership, monitoring. Then he explained more about the critical success factors for any project and the key performance indicators that's rules the outcome and project results. Moreover, he discussed the different factors that drive performance which can be summarized in Ability and Motivation which come from materialistic or self satisfaction. He explained about the leadership role in efforts success and about the challenges of leading in the age of knowledge. Moreover, he highlighted that the real cause of the economic crises is primary related to the deficiency of reliable business and community leaders. He also highlighted the role of entrepreneurship in today business environment and how it response to the changes in markets, and how it allows a business to compete effectively.</p>		<p>He also described the importance of public relation in today success. Discussions went through out the day on topics like: Strategic Management achieves a firm's success through integration of different functions... Strategic Planning vs. Tactical Planning... Environmental Scanning; Competitive Intelligence; proactive strategy outcome; reactive strategic situation; PEST analysis; Industry life cycle; Organization's External Environment; Key External Forces & the Organization; Strategic Planning Audit Checklist... Whenever needed Dr. Stambuli, we referring back to their situation in Iraq and reminding them that to gain successful economical development they need to understand the successful business best practice and benchmark themselves internationally...</p>	
		<p>Key Learning Outcomes:</p> <ul style="list-style-type: none"> • Build a wide understanding of best practices in the business world • Understand the pillars of successful business projects • Awareness of strategic planning importance • Benchmarking economical activities to international best practice • Understand the human factor importance in any development efforts • Recognizing the role of knowledge and skills in social and economic development 	

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Activity details – Sunday 4 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Dr. Marwan Stambuli		Trainees Attendance: 16 full	
Day focus: Main focus of the day was to discuss the effective implementation of a strategy		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: The day began with discussing a case study about marketing the olives of Mosul. Dr. Stambuli presented some effective ways of doing a marketing plan, and helped the participants think in a wider scope when considering some social economic development activities for their local communities. He then built on that example to explain more about the Hierarchy of Strategy, and how community leaders can drive wide development strategies down into projects strategies and then into functional strategies to maximize the resource utilization and productivity. He focused on the different ways to formulate strategies in different situations like growth, stability, retrenchment or combination. He demonstrated how to use the SWOT analysis in this context as well. The group discussed more about the proper success environment for economic projects in Iraq, and what it takes to build income generating activities successfully, this was through the presentation of creative potential, creative thinking skills and intrinsic task motivation. Some focus was given to how a team of workers can improve the group decision making and what are the six requirements for successful strategic value chain management. The discussion then focused on managers vs leaders and how it is demonstrated through the path-goal theory, situational leadership theory, charismatic leadership, and the challenge of team leadership.		More discussion were made to relate the concepts to the real life practice within the Iraq situation, as most of the participants questions were focusing on that direction. Some time was given to revise some projects ideas from the participants, where Dr. Stambuli helped them to think in a more practical way to distinguish the projects that can be implemented in Iraq and that can actualize on ground. He also focused on the role of community leaders in influencing people, and how to engage them through empowerment, delegation and motivation to reach the desired objectives and change. At the end he presented the need for community leaders to be aware of the requirements for leadership across cultures	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Know more about the real life challenges in implementing strategy plans • Understand the leadership role in driving development strategies into success • Relates the community development project more to real life scenarios • Understand the role of community leaders in empowering and engaging the people around them 	

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Activity details – Monday 5 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Dr. Marwan Stambuli		Trainees Attendance: 16 full	
Day focus: Main focus of the day was on the effective management of projects		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: The day started in discussing three examples of micro-industries that can act as a social and economic development project and how it can be a success from the income generation (commercial business) point of view. Discussions went into how branding the local food packaging industries (household production in post-harvest activities) in Mosul area, and how branding can make them gain a better profit margin that will help sustain this kind of projects. Another project idea was a bakery in a local community, some ideas that can be critical success factors to this project were discussed, such as how delivering the products to people instead of people coming to buy can enhance the activity and yield more results. Moreover, they discussed how diversifying products portfolio can also add to the sustainability. More ideas were discussed related to carpentry workshop specialized in manufacturing doors and windows, and some other food processing micro-industries. Each time a project was discussed the elements of planning and organizing were present plus growing the critical thinking and the analytical mindset to be able to assess the market situation for each of the suggested projects. Dr. Stambuli discussed the role of leadership and proper people and resources management for the projects success. He also talked about innovation role in economic growth and how natural thinking work versus critical thinking, and how a person can control his brain and his thinking process.		Then Dr. Stambuli introduced how feasibility studies and business plans can help in the proper planning of social and economic development activities. Moreover he focused on how a feasibility study can serve the project stakeholders in helping them take the right decision before starting the project, and how a business plan can help the project managers organize their work and manage their teams, and keep the stakeholders updated and able to track and monitor the economic activity. A revision exercise revised how they can benefit from making a feasibility study and a business plan in each of their presented development projects for Nenawa	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Enhancing the ability to judge the ability of project to materialize and plan it accordingly • Building consciousness about the role of planning and organizing in the success of projects implementations • Focusing the attention on critical thinking and analytical skills • Understanding the difference between feasibility study and business plan 	

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Activity details – Tuesday 6 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Dr. Marwan Stambuli		Trainees Attendance: 16 full	
Day focus: Main focus of the day was on best practice in putting a business plan together		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: Dr. Stambuli started the day by revising the last paragraph in the yesterday session about feasibility studies and business plans. He presented a motivational discussion where he shared true life stories around the quote: “ Man never plans to fail, he only fail to plan” He then presented the feasibility study standard contents and how any project feasibility should be studied through five common factors: technical and system feasibility, economic feasibility, legal feasibility, operational feasibility, schedule feasibility. Also how to put in consideration the market, real estate, resources and cultural feasibility factors in relation to the output. Then he went into the details of a business plan contents listing items such as: Executive summaries, organizational background, marketing plan: pricing, demand, distribution, and promotion and brand development, Operational plan: manufacturing, IT and communication, staffing, training, intellectual property, acquisition, and organizational learning, then the cost allocation, financial plan: financing, funding, forecasts and risk analysis and finally the decision making criteria. Sometime was given for discussion around political and administration corruption and how it reflect in a negative way on the development efforts in Iraq. And how ethical and straight business practice will enhance the development efforts outcome and build a coherent society and advocate trust and strengthen relations.		Moreover, some discussion was made about how the social inclusiveness of all Iraqi social ingredients will enhance the possibility of faster development. Discussions were made around how a social entrepreneur can maximize his output with limited funds and little financing capabilities.	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Understanding the elements of a feasibility study • Understanding the elements of a business plan • Awareness of the right use of feasibility studies and business plans in the economic development context • Awareness of the negative impact of corruption • Drawing possible scenarios for planning with no or little funds 	

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Activity details – Wednesday 7 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Applying the workshops learning into Pods projects		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: Early during this week UNIDO assigned project manager Mr. Sean Paterson made available for Mentor the plan for the Pods Projects as a direct outcome for this training workshop. It was presented in a document called community leaders result chain where it include an overview of the different stages of the MISP V starting with stating the Development Objective Level (Long term Result), then the expected outputs, outcomes and the accompanying activities. As the training workshops were concerned Mentor was expected to help participants design, through the use of thematically organized small groups or Pods, locally relevant action plans/outputs that can be easily introduced into the Community. UNIDO will revise the final projects drafts and the one approved will be offer a limited financing (up to 1000 USD) that can be up scaled later. Oroub from Mentor team, explained the Pods projects purpose and helped the participants to organize their thoughts based on the last nine days learning.		Key Learning Outcomes: <ul style="list-style-type: none"> • Understanding the planning process needed for the Pods projects • Comprehending UNIDO approach for pods projects funding • Awareness of the funding process and handling the accounting side • Understanding how to fill fund requests and list projects cost details 	

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Activity details – Thursday 8 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Applying the workshops learning into Pods projects		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
<p>Day's activities details: Jonathan Eischen started at 8:00 am and presented a module project that was funded by the UNIDO for 1045 USD. He focused that only the UNIDO will be the approving party on any project. At the end he answered the questions of the participants.</p> <p>Oroub and Abed el Rahman from Mentor team summarized the requirements again, and explained what UNIDO needs from the pods projects.</p> <p>Mentor team was able to conclude the discussions and bring the participants again to focus on the training, where some efforts were made to channel the participants' ideas about the pods projects into the proper frame to address the social and economical development needs of their local communities.</p> <p>Reminder of the CED was presented and for each of the different ideas discussed the instructors directed the participants thinking toward how to maximize the social impact and the economical development outcome from each idea, and how each factor should be accounted for when we think of ideas for the pods projects.</p>		<p>Most participants were trying to relate their ideas to what they are working right now in Iraq as their full time job, again this took sometime to link what they have learned regarding community needs assessment and people participation to come up with the proper projects ideas that related to the development needs of the people and not to the comfort areas of the social or development workers.</p> <p>Key Learning Outcomes:</p> <ul style="list-style-type: none"> • Linking the past learning about local community needs assessment with the development projects plans • Generating clear picture about what is needed to make a social and economical development projects goes live • How to accommodate all elements of development in the projects idea • How to integrate the social element with the income generating nature of each project idea • How a small project can go further into a bigger economic activity or driving the community to more economic growth 	

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Activity details – Sunday 11 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Hasan Chaker Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Communication Skills for Community leaders Training & Motivational Videos presented		Day settings: This day activities were done in the hotel meeting room and available lobby space, in an interactive way around tables in work groups	
Day's activities details: Mr. Hasan Chaker started the day by introducing himself and the workshop part he will be covering. He started his training introducing the importance of the communication abilities of a community leader and how poor communication can get failure to the world best ideas. He focused on communication as a two ways interaction, and what it takes for a leader to build his good communicator abilities. The training was done through experiential learning where trainees will participate in activities and games where they will be involved in some challenging tasks that will require them to discover elements of proper communications. Key listening skills were also presented in an interactive context through an activity called "Be here now!" Situations and role playing exercise were also introduced at this stage to emphasise circumstances were difficulties in conveying communication messages and how to deal with it; moreover, how to offer appreciative and constructive feedback to the people around you, and how human relation skills can affect the other feeling and eliminate communication barriers. A very interactive exercise called "Feedback Feud!" made the participants apply this principal in a fun way. After that the Top 7 Keys to Successful Workplace Communication was presented to the participants and discussions followed for their feedback.		A session was allocated to discuss the ways a leader can know about wrong reception of a message or perception of poor communication. Moreover, Mr. Hassan discussed with the participants how Communication leads to community, that is, to understanding, intimacy and mutual valuing. And what are the different ways to develop two ways effective communications. At the end the instructor demonstrated the Seven Barriers to Great Communication: Physical, Perceptual, Emotional, Cultural, Language, Gender... The participants were highly enjoying this type of training, as they have not experienced learning in a fun and game atmosphere before. The training and interaction gave them high energy and good motivation and in general enhanced the overall mood.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Drawing a clear image on how communication skills are essentials to community leaders and everyday life • Learning the importance of effective communication in building people relation • Enhancing skills in listening and giving feedback • How communication can help forming a community 	

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Activity details – Monday 12 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Hasan Chaker Abed el Rahman Moubasher		Trainees Attendance: 15 (Dakheel was absent till half day because of not feeling well)	
Day focus: Leadership, team work and creativity Training & Motivational Videos presented		Day settings: Activities were done in the meeting room and in available lobby space, in an interactive way around tables in groups	
Day's activities details: Mr. Hasan Chaker started his day with some ice breakers that make participant discover more about what they can do through team work, participation and group collaboration. The exercises were focusing on group dynamics, team communication and collective planning and coordination. Then the training was directed toward the role of leaders as people motivators and how leaders can push people to perform through inspiring, influencing, building purpose, and establishing a vision to the group. He also focused on how a leader can keep him self or her self motivated and maintain a high self confidence. An exercise was given to all participants including putting together an action plan to keep each one self motivated. After that the instructor presented an important duty of all leaders which is coaching and developing the people around him or her. He went into details of training and coaching and how a leader can analyse performance gap and help the people in his team to enhance it. Moreover, he presented the importance of a leader gaining the trust and respect of his team members. An exercise was introduced in the form of a team building activity called "Building a Dream House" where each team will build using simple index cards the best structure that resembles a house they can do. Then a voting to select the best structure will be done after each team present a 5 min tour in his house, although looks simple the team internal dynamics will make it not easy as it shows.		The day continues with more discussions about leader role in empowering people working around him in teams. To learn about empowerment in experiential learning settings, the instructor introduced an interactive exercise on empowerment. Then he talked about the five levels of initiatives, delegation, and what are the performance improvement methods. Exercises given to the trainees were provoking their leadership traits, initiative taking and creative thinking in a practical way. The energy flow and the high enthusiasm that accompanied the competition fever created a sense of team belonging and strengthened the mutual bonds within the participating group, which reflected very positively later in the program in teams working together in Pods Projects required by the UNIDO MISP V	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Building awareness of the role of a team leader • Knowing the best practices in forming a strong performing team • Gaining abilities in group communication and group dynamics through interactive exercises • Developing creative thinking abilities as they involve in training activities • Awareness of the learning and development role of a leader toward his team members • Applying team communication and mutual work in a practical settings 	

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Activity details – Tuesday 13 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Hasan Chaker Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Life and work habits for effective people and applying of leadership in group work		Day settings: Activities were done in the meeting room and in available lobby space, in an interactive way around tables in groups	
Day's activities details: The day continued in presenting more about the effective use of leadership skills in life and work where many interactive activities, games and applications were played together with playing four short videos on various inspiring situations. A discussion session was spared to discuss the barriers toward people performance, and what hinder them reaching their full potential, and how they can benefit the maximum from their strength and embedded quality in their characters. Then a discussion was made around Aristotle quotation: "Excellence is an art won by training and habituation. We are what we repeatedly do. Excellence, then, is not an act, but a habit" it aimed to give the excellence sense through self reflection. Moreover, Hasan explained how building a habit is about the interaction of knowledge, skills and desires. And how the right questions can build into your conceptualization is terms of full awareness in what to do? And why to do it? Then how to do it? And what motivation you need to perform? After that he demonstrated different habits the differentiate the effective people in their life and work: Proactively Acting, Beginning with the end in mind, Put first things first, Win Win thinking, understand first and then seek to be understood, synergise, sharpen the saw. Again with all these concepts many exercises were helping the participants understand the practical side of theses ideas in an application driven content. Focus was given to what need for a person to change.		Throughout the sessions different presentation on performance related concepts were explained, such as: how responsibility relates to response and ability, how a person can always improve self by setting an internal frame of reference, how stimulus and response can interact to create a driving force toward being a proactive person, importance of self-awareness, imagination, conscience and independent will, circle of concern and circle of influence, how formulating your personal vision and mission and choosing your personal goals can boost your performance the Urgent Important matrix, how courage and consideration can lead to win win situation, how physical, mental spiritual and social emotional elements of the human life can integrate to help a person increase his or her effectiveness. Then a demonstration of what activities can help to develop the human intelligence. At last presentation of the work life balance module and how it can increase a person productivity.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Constructing consciousness of personal potential and ways to unlock it to reach your best person • Grasping the excellence concept and relates it to everyday life practice with self people and tasks • Learning the habits of effective people and how it can reflect to their role as community leaders • How effective habits can move a person from dependence to independence then to interdependence 	

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Activity details – Wednesday 14 July 2010

Activity Type	Field trip	Place	ZENID & JOHUD in Amman
<p>Instructors: Oroub el Abed Abed el Rahman Moubasher Staff member of Hashemite Fund for Human Development (JOHUD) “Adel”</p>		<p>Trainees Attendance: 16 full</p>	
<p>Day Focus: A field visit to Queen Zein El Sharaf Institute (ZENID) and The Hashemite Fund for Human Development (JOHUD) in Amman</p>		<p>Day settings: A bus transported the participants from the hotel to the targeted place (ZENID & JOHUD place in Amman)</p>	
<p>Day’s activities details: The visit targeted a community based project developed under the support of the Hashemite Kingdom of Jordan called Queen Zein El Sharaf Institute (ZENID) and The Hashemite Fund for Human Development (JOHUD) in Amman. The visit aimed to learn about successful examples applied by the local community serving their people and the ways used to sustain projects and to render them able to generate money to support the projects on the long run and the livelihoods of the people it is serving. The participants along with Mentor team (Oroub el Abed and Abed el Rahman Moubasher) were received in the most welcoming way and we would mention here our gratitude to you and your team for facilitating our visit, mentioning particularly Ms Maysoon al Dabobi and Mr Murad Quaan for their time to explain about the various development programmes applied in Jordanian villages and towns and to orient the Iraqi delegation your successful developmental experience. Mr. Adel from JOHUD explained more about the marketing element of the CBOs and how it is a critical success factor to development activities. He presented a number of failing projects that reached as end because of bad marketing and promotion. He reviewed his experience while he was the marketing officer in the Hashemite Fund, and he added that ...</p>		<p>... common human weakness like greediness and authoritarian approach plus lack of creativity and blind imitation and also deficiency of marketing and promotional abilities all can ruin the development projects.</p> <p>Moreover, a PowerPoint presentation as well as a documentary video were done to show all the activities and services the centre do, and they accompanied the participants in a tour inside the place.</p> <p>The participants were highly interacting with the presentation and spent a lot of time asking and discussing different practical ways that this community have seek to solve problems that faced them, and how they are successfully sustaining their projects and keep them going.</p>	
		<p>Key Learning Outcomes:</p> <ul style="list-style-type: none"> • Getting on touch with actual standing community based organizations • Visiting a live social and economical development project • Chatting with experienced people who are implementing community economic development project on the ground • Understanding the vital role of marketing and promotional activities in community projects 	

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Activity details – Thursday 15 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Oroub el Abed Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Designing groups and structuring the Pods Projects ideas into proposals		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: As the day started with the returning the mind of participants to the Pods projects, a debate erupted again around the funding deficiency that will make the ability to make a standing projects very low. The debate took a lot of time (around 90 min) of the training time, which made things get us a step back toward re-discussing topics we have discussed before and points we were supposed to have agreed on. Some efforts were made to describe again the objectives in the UNIDO behind the Pods projects and how these can act as drivers to push the local communities toward initiating their own projects in Nenawa Governorate that can enhance the social and economic status and thus the quality of their life. Then Oroub presented the different steps in the Pods projects action plan where during the Community Leadership Training Programme Pods should be formed and action plans developed with the help of the Mentor, the Pods should represent a certain geographical area ideally and has members of nearby location, the second step is Pod action plans will be presented at the graduation ceremony planned for 21 July 2010. UNIDO and the Government of Germany will be in attendance for the initial presentation. The third step will be the Pod action plans will be reviewed by the Project Management Unit (UNIDO). Approved projects will be officially notified and official letters will be written to the relevant Ministries and authorities notifying them of the status of their Community Action Plan. Then UNIDO will transfer to the Project Field Coordinator the funds that were required for each approved action plan. Pods will report expenditures according to the instructions provided during the training course by the UNIDO Finance Dept. After that The Project Management Unit (PMU) will liaise with Pod members to track progress being made. Every two weeks the Office of the Project Field Coordinator will send the PMU an update on the status of the approved and funded Community Action Plans. At the end Successful Community Action Plans will be recognized by the PMU and will direct the Pods to design larger and more complex Community Action Plans for review, consideration, and funding Mentor team helped the participants to form themselves into Pods and assigned a project action plan that aims to handover a complete project proposal ready to go by wed the 21 st of July the date of the graduation ceremony and before the end of the training project.	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Understanding the Pods Project requirements and set up an action plan to meet before deadline • Drawing the action plan to finish the Pods projects before the deadline 	

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Activity details – Sunday 18 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Rana Taher Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: How to integrate Monitoring & Evaluation elements in development projects		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: Rana Taher is a PHD candidate in CED and has a big experience in working with development agencies like the United Nations, European Commission, US AID and similar agencies in troubled areas. The first part of the day was an ice breaker introducing Rana herself and listening to the different ideas from the participants about their projects. Then Rana began with the help of participants to draw an overall master picture of all suggested projects building a matrix of the targeted geographic areas, targeted community sectors and layers, and different economic activities sectors. Then a special effort was made to identify what are the geographic areas, community sectors and layers, and different economic activities sectors that have not been targeted and how we can reach them with new ideas. This exercise was able to reduce duplication and diverse the Pods projects and render them to be exposed to wider coverage to community needs. Moreover, this exercise was a helpful tool to re-think the projects ideas, refine it and make it more focused. As the discussions were made on projects and drawing the master plan sheet, Rana was introducing monitoring and evaluation as a crucial element for the success of any development project. As the participants were presenting their projects ideas, Rana was making them undergo an exercise related to developing performance criteria that can act as the projects' element to can be monitored and evaluated through out the project implementation and after.		A session was made on monitoring and evaluation and its ability to make sure that the project course is going as per the planned path. Discussions were made when deviation can be acceptable and when a correction measure should be applied. Rana also presented the main difference between monitoring and evaluation and why we do the monitoring and evaluation process and what its impact on planning and implementation. Some efforts were made to explain the Participatory Monitoring & Evaluation method and how it reflects to effective implementation of projects. Then Rana presented how we know that the Monitoring & Evaluation efforts are successful and how we can measure their results and outcomes. Sometime was given to the participants to work in groups on developing the ideas of the Pods projects into complete projects' proposals. Rana sensed that the participants need more orientation in writing proposals, so we decided to give sometime in the next day to focus on that.	
		Key Learning Outcomes: <ul style="list-style-type: none"> • Enhancing participants ability to draw master plans and understand the importance of seeing the bigger picture of development impact on a big area rather than small communities only • Building the knowledge and skills in planning and practicing monitoring and evaluation and setting performance criteria in the context of social and economic development projects 	

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Activity details – Monday 19 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Rana Taher Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: How to write a project proposal as a first step in project management later		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: The day started by revising the last day results and building on them to go forward. Sometime was given to discuss the preparations of the Pods projects and then Rana linked it to the need to have a standard project proposal format. Then Rana presented the general framework of projects management and how all project elements should be clear from day one while still at the planning stage, and how projects proposal are a tool for proper planning as well as a document to present to stakeholders or funding agencies for approval or fund allocation. Then she presented what are a Logical Frame Work, Project Cycle Management and Result Based Management. Moreover, she explained to the participants the project life cycle and how the project plan should be drawn and how to use situational analysis, problem analysis, Stakeholder Analysis, Strategies Analysis, Objectives Analysis and needs assessment to determine how the project should work and what resources and tools to be used. Then as an application, Rana asked each project team to group together and benefit from these learning to apply it in their Pods project. Then each group break with Rana and Abed el Rahman from Mentor team staying a while with each group to check their advancement and help them in whatever missing concept they need or problem they are facing that needs some help or directions to solve.		As the groups were working on there projects Mentor team were trying to direct them more about how to understand the need to ensure that element that can make this project sustainable and can live long term are present, plus to make sure that the impact on the community is relevant to the community needs and can reach effective results. The day stretched for a long time (over ten hours) many participants didn't even break enough for lunch and kept working on their projects. Mentor team was helping in smoothing things and make different point of views within the teams come into a common agreement as many of the groups members come from different backgrounds. Moreover one challenge appeared as groups were formed having duplicated members as some of the talented members in IT skills or English for example were favoured to join more than one group, and some high activity members also joined more than one group to help.	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Raising participants awareness on best practise in writing projects proposals • How to do effective project planning that can answer the stakeholders and funding agencies requests • How to use different analysis tools to enhance their project plan 	

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Activity details – Tuesday 20 July 2010

Activity Type	Training	Venue	Orchid Hotel Amman, Jordan
Instructors: Rana Taher Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Final stage of Pods projects proposal development		Day settings: This day activities were done in the hotel meeting room, in a round table seating	
Day's activities details: Rana presented the different phases any project pass through: Preparatory Phase; Project Approval; Project Planning; Recruitment; Logistics/Procurement; Implementation Phase; Steps; Activities; Evaluation Phase; How? What means of evaluation? When? When will the evaluation take place? Reporting Phase; Type & Time. How to plan technical resources and Human Resources? Then she focused on projects success elements lying in: Management & Coordination; Field-Activity; Information Technology; Monitoring & Evaluation; Budgeting & Finance. Moreover how to plan and manage the use of financial resources related to: Personnel; Activity (Training, Technical Assistance, Consultation, Services, Other); Equipment & Material Research; Travel & Transportation; etc... Also Rana introduced the concept of Cost Sharing and how the participants can make use of it in their Pods projects. Then she presented the Result Chain Module and how impact, outcome, middle range results and final results can be enhanced through the proper planning to activities and understanding the community environment and needs. Mentor team then provided the participants with a master template to follow in their projects proposal containing elements like: Summary; background; sectoral problem analysis; Project / Program description: purpose, goals, objectives, outputs, activities, indicators; lesson learned / experience; assumptions; risk; flexibility; implementation arrangements; Physical and Non-Physical Means ;		<p>Organization and Implementation procedures; Timetable, implementation schedule; Estimated costs and financing plan; Special conditions; Monitoring & Evaluation</p> <p>Then time was given to groups to break and work on their own to finalize the projects proposal according to the given template and according to the explained elements and criteria.</p> <p>Mentor team was checking their progress, and it was a long time that day before the final projects proposal were ready as a draft final proposals ready to be considered. The over all outcome was 12 project proposals that cover different economical activities projects and were ready to present for the UNIDO. Nevertheless, as per further revision we decided to reduce the overall number of projects into 6 or 7 projects proposal at most.</p>	
		Key Learning Outcomes:	
		<ul style="list-style-type: none"> • Organizing the participants ideas into a complete project plan • Comprehending the vital planning elements for a development project • How to integrate all concepts of development and management into a project proposal • How to present a proposal that can be accepted 	

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Activity details – Wednesday 21 July 2010

Activity Type	Graduation Ceremony	Venue	Le Meridian Hotel Amman, Jordan
<p>Instructors/Supervisors: Sean Paterson (UNIDO) Abdullah Al Taharweh (UNIDO) Dr. Maximillian Rasch (German Government) Malek Moubasher (Mentor) Oroub el Abed Abed el Rahman Moubasher</p>		<p>Trainees Attendance: 16 full</p>	
<p>Day focus: Final refining of Pods projects and presenting them in the graduation ceremony</p>		<p>Day settings: This day activities were done in the Le Meridian hotel special event room, in a round table seating</p>	
<p>Day's activities details: The day begun with all the groups working in preparing the final presentation of their Projects' proposals. Mentor team put much effort in refining and helping the participants in preparing the final version to be presented.</p> <p>Meanwhile, Mentor team were preparing a presentation and some other activates to include in the graduation ceremony. In addition after much discussions and effort, we managed to reduce the number of presented projects from 12 overall projects to 7 to be presented.</p> <p>The graduation ceremony started at 7:00 By a Welcome speech of Trainees and Guests by both UNIDO and Mentor. Mr. Sean Paterson represented UNIDO and was accompanied by Mr. Abdullah Al Taharweh, where Mr. Malek Moubasher represented Mentor.</p>		<p>Mr. Sean presented the UNIDO thank you speech and general overview of the project, then Dr. Maximillian Rasch from the Embassy of the Federal Republic of Germany in Amman speak about the German support to the Iraq development and recognition to the UNIDO efforts in this direction. Mr. Malek Moubasher from Mentor presented an overview of the project, and explained Mentor approach to answer the UNIDO objectives in this program. Then the participants presented a 10 min movie prepared by their own efforts to show the different activities they were doing at the program. They reflected high satisfaction on the results. At the end and after a dinner, each group presented their project and Sean Paterson commented on each project pinpointing area to enhance.</p>	
		<p>Presented Pods Projects Titles:</p> <ul style="list-style-type: none"> • Tailoring School Uniform, hospital sheets and producing baby bags of recycled cloth • Develop furniture wood production and create a bees rearing farm • Home made products (Pickles) • Raising Awareness for the local community • Rehabilitate a park and a football playground in Hay el Shiffaa' • Employment centre • Computer literacy <p><i>At the end certificates of achievement were delivered to each participant</i></p>	

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Activity details – Thursday 22 July 2010

Activity Type	Program wrap up	Venue	Orchid Hotel Amman, Jordan
Instructors/Supervisors: Sean Paterson (UNIDO) Abed el Rahman Moubasher		Trainees Attendance: 16 full	
Day focus: Workshop and whole program evaluation		Day settings: This day activities were done in Hotel meeting room mainly one to one	
Day's activities details: As the participants were leaving Amman late night that day, we agreed to give them most of the day for shopping packing and finalizing their preparation for travel. The morning part of the day was mainly allocated for a one to one meeting between Mr. Sean Paterson from UNIDO and each participant on his or her own. The purpose of this meeting was to understand the feedback of each individual and learn form him or her feedback and overall evaluation on the course; the general impression was very good to excellent. After that Mentor team did some evaluation exercise with the participants was some data collection about the participants' feedback on some main elements in the project.		Huge amounts of pictures were taken during the program, sometime was allocated to make sure all people get their favourite pictures. Mentor secured as a gift a usb flash memory for each participant to copy data to. Mentor also secured all training material and activities done in a soft copy together with a previously delivered hard copy to each participant as well. The participants left to Amman international airport at around 10:00 pm	
		Elements of the Evaluation Session: (this was done by Mentor team by collecting the participant feedback) <ul style="list-style-type: none"> • Workshops overall evaluation • Training place • Training duration • Quality of training • Relevance of training material • Quantity and depth of information • Program Management • Instructors evaluation • Best of your experience • Further improvements • How you are planning to make use of what you have learned 	

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Project Outcome: Action Plan for Pods Projects

A key outcome of the training programme, Mentor facilitated the process to leverage skills learned by participants during the Community Leadership training course to design develop, and implement community level initiatives. Small groups of trainees or PODs designed locally relevant action plans to be implemented at the community level. UNIDO has received and will review the full proposals as well as carry out field implementation of approved projects. The following summaries provide a sample of the results from the participants work in developing these interventions.

UNIDO/ Community Development Leadership Training Programme

Projects to be presented by the Iraqi Team

Training by MENTOR for Training and Consulting

July 21, 2010



School Uniform & Hospital Sheets



Furniture Production & Bees Rearing



Homemade Products (Pickles)



Local Community Awareness



Local Park Rehabilitation



Employment Centre



Computer Literacy



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Project Title #1	Tailoring School Uniform, hospital sheets and producing baby bags of recycled cloth
Area	Tal Afar
Initiated by	Amina (Department of Electricity) and Ibrahim (head of <i>Rabitat Qalaat Tal Afar El Thaqaftieh</i>)
Hosted by	<i>Muntada Shabab Tal Afar</i> (the association of the youth of Tal Afar) and <i>Rabitat Qalaat Tal Afar El Thaqaftieh</i> (Cultural Association of the Citadel of Tal Afar)
Target group	Widowed women (who will work on the production of pieces), Vulnerable households (who will profit from the provided school uniforms with subsidized rates) and hospitals who will make use of the produced sheets, of high quality and subsidized prices
Activities	Providing work for widowed women with sewing skills, making use of used cloth to produce Children Bags, producing school uniforms, producing hospital sheets

Project Title #2	Develop furniture wood production and create a bees rearing farm
Area	Rashidieh in Mosul and Talkeif in the second stage
Initiated by	The Local Company of House Furniture, Ministry of Municipalities and the Department of Agriculture (under the supervision of the coordination committee), Electricity Department of Talkeif
Hosted by	The Local Company of House Furniture and local farmers in Talke
Target group	Unemployed youth and youth with special needs (deaf and dumb)
Activities	Train 2 unemployed men and 3 youth with special needs to produce furniture (bed rooms that are easily marketed) and make use of the left over woods to build bees houses, vulnerable farmers in Talkeif for bees rearing and production of honey



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Project Title #3	Home made products (Pickles)
Area	Hay el Quds/ Mosul
Initiated by	The Association of <i>Talabet wa Shabab</i> Ninawa (association of students and youth of Ninawa), Department of Migration and Migrants, Planning Department
Hosted by	Local community committee, initiated for the sake of the project, will include all the involved members and the people from the local community
Target group	Women heading households of the internally displaced and in need of an income.
Activities	Empower women to be producers of homemade pickles and other local products, empower these women to become active members in discussing the main needs for the local community, initiate local community activities that serve the area, pack the product for marketing it in the local market and create a storage area and a meeting place for the committee, foresee to render this committee to be independent and sustainable in few years time

Project Title #4	Raising Awareness for the local community
Area	Hamadanieh, Sinjar, Tal Afar
Initiated by	Ali (from Ministry of Labour and Social Affairs) in charge of the creation of a web site for the committee, Abbas (in Hamadanieh) and Lazima (in Sinjar who heads a women civil society), both school teachers and Ibrahim, heading a civil society (in Tal Afar)
Hosted by	The committee to develop the society (a <i>Rabita</i> (association) initiated during the training by the four trainees: Ali, Abbas, Lazima and Ibrahim)
Target group	Three age groups: <ol style="list-style-type: none"> 1. The educated youth 2. The students at their preparatory level 3. The illiterate youth (18-30 years old)
Activities	Train the targeted group on creating small projects, motivate the youth of the local community to invest in their skills and resources, enhance the



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	educational level of the trainees through provided training and courses about knowledge and its importance and leadership in the community, train people to work together in groups to serve the public interest, motivate the illiterate to get training (in the available centre) and create an internet website to permit people to access lectures and presentations given to the trainees
--	---

Project Title #5	Rehabilitate a park and a football playground in <i>Hay el Shiffaa'</i>
Area	Mosul- <i>Hay el Shiffaa'</i>
Initiated by	A group of three young men the local community in the area of Shiffaa'(who will manage the running cost and the well being of the park)
Hosted by	Ministry of Migration and Migrants, Ministry of Municipalities, the Association of <i>Talabet wa Shabab</i> Ninawa (association of students and youth of Ninawa)
Target group	The youth, school students, unemployed and internally displaced persons living in the <i>Hay</i> (neighborhood)
Activities	Rehabilitate the already existing park and playground to be used by the local community, especially after the creation of the Police check point in the middle of the playground. Create two Kiosks to serve the people who frequent the park and the playground, with food and beverages. Involve internally displaced in managing some entertaining games(babyfoot or ping pong). Motivate the young to enjoy the football games in a communal spirit with everyone in a clean environment

Project Title #6	Employment centre
Area	Ninawa governorate
Initiated by	Department of Training and Department of employment in the Ministry of Labour and Social Affairs
Hosted by	Department of Training and Department of employment in the Ministry of Labour and Social Affairs (MOLSA) and Ministry of Planning (Statistics



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	Department)
Target group	Unemployed
Activities	Produce a publication that includes all the potential companies for work in the private, public and mix (public and private) sectors, create an on-line internet website which enables job seekers to apply on line to the Ministry to review their CV and channel them to the available jobs. Publicize the project on TV for people to apply to it

Project Title #6	Computer literacy
Area	Mosul- Right side of Mosul (<i>Wadi Hajar</i>)
Initiated by	Ahmad Nathem (Ministry of Planning), Aysar (Association of students and youth), Lazima (Sinjar) and Ali (Ministry of Labour and Social Affairs)
Hosted by	A training centre/ Shop (to be established)
Target group	Two age groups: 1. Students (15- 30 years old) 2. Unemployed (15-40 years old)
Activities	Improve the skills and capabilities of the youth by providing them with computer literacy courses, addressing particularly the needs of unemployed people, bring to the labour market upgraded and trained skills that should increase the production. At the second stage of the project, provide mobile repair services for computer by creating new job opportunities for trained youth, which should permit the project to be sustainable and able to generate money



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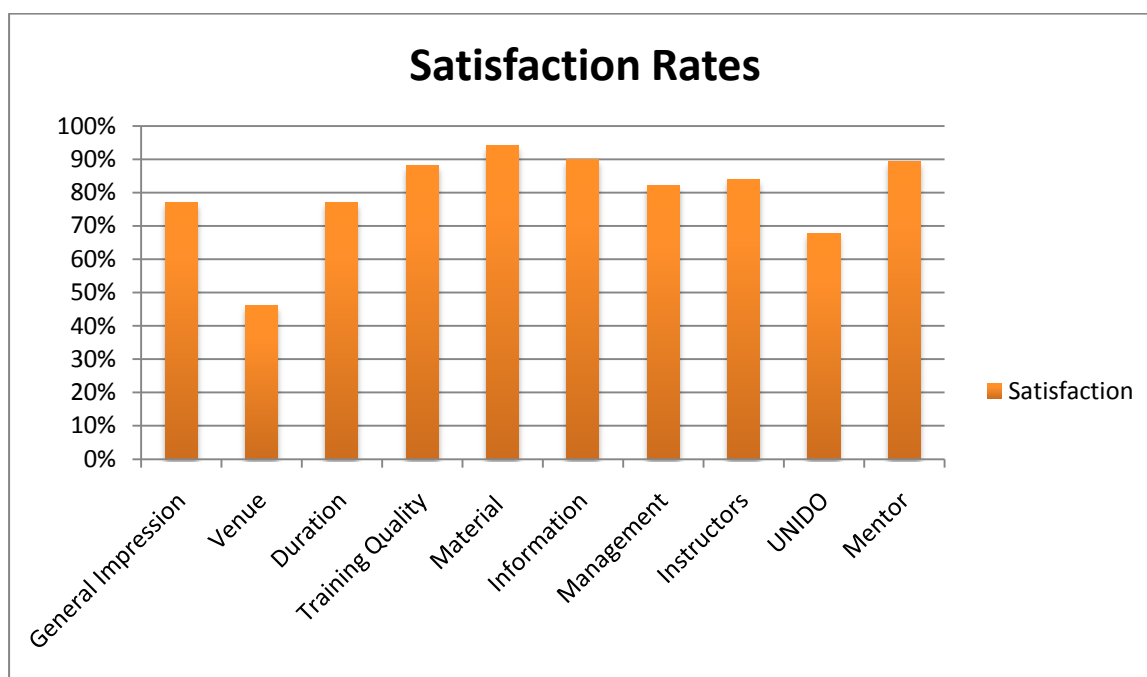
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Project Evaluation - By participants

Mentor gathered the participants' feedback against the following criteria:

1. Workshops overall evaluation
2. Training place
3. Training duration
4. Quality of training
5. Relevance of training material
6. Quantity and depth of information
7. Program Management
8. Instructors evaluation
9. Best of your experience
10. Further improvements suggestions
11. What is the most useful thing you will carry with you as a benefit?

The overall results were as follows:





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The detailed answers and results were as follows:

Q 1	What was your general impression for the program?	Less than expected	As expected	Better than expected
#	Participant Name			
1	Ayad Sulaiman Fattah	✓		
2	Aysar Abdulhameed Ali		✓	
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha	✓		
5	Yasir Ahmed Hammood Alsaqaa		✓	
6				
7	Ghazwan Younus Hussein Sultanah			✓
8	Ameena Abdulameer Mohammed			✓
9	Ahmed Nadhim Ibrahim Al Abed			✓
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem			✓
12	Dakheel Khalaf Hassan Zndnan			✓
13	Lazema Yousif Hji Haji			✓
14	Nadhim Mahmood Hasan			✓
15	Hayder Hussein Zainel			✓
16	Abbas Ali Mohammed	✓		

Q 2	How do you evaluate the program location and venue?	Less than expected	As expected	Better than expected
#	Participant Name			
1	Ayad Sulaiman Fattah		✓	
2	Aysar Abdulhameed Ali	✓		
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha		✓	
5	Yasir Ahmed Hammood Alsaqaa	✓		
6	Ali Sedeeq Dhannoon Dhannoon			
7	Ghazwan Younus Hussein Sultanah		✓	
8	Ameena Abdulameer Mohammed		✓	
9	Ahmed Nadhim Ibrahim Al Abed	✓		
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem		✓	
12	Dakheel Khalaf Hassan Zndnan	✓		
13	Lazema Yousif Hji Haji	✓		
14	Nadhim Mahmood Hasan	✓		
15	Hayder Hussein Zainel	✓		
16	Abbas Ali Mohammed		✓	



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Q 3	How do you evaluate the program duration?	Less than expected	As expected	Better than expected
#	Participant Name			
1	Ayad Sulaiman Fattah		✓	
2	Aysar Abdulhameed Ali			✓
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha		✓	
5	Yasir Ahmed Hammood Alsaqaa	✓		
6	Ali Sedeeq Dhannoon Dhannoon			
7	Ghazwan Younus Hussein Sultanah			
8	Ameena Abdulameer Mohammed			✓
9	Ahmed Nadhim Ibrahim Al Abed	✓		
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem			✓
12	Dakheel Khalaf Hassan Zndnan		✓	
13	Lazema Yousif Hji Haji		✓	
14	Nadhim Mahmood Hasan		✓	
15	Hayder Husseln Zainel		✓	
16	Abbas Ali Mohammed		✓	

Q 4	How do you evaluate the training quality?	Less than expected	As expected	Better than expected
#	Participant Name			
1	Ayad Sulaiman Fattah		✓	
2	Aysar Abdulhameed Ali		✓	
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha		✓	
5	Yasir Ahmed Hammood Alsaqaa		✓	
6	Ali Sedeeq Dhannoon Dhannoon			
7	Ghazwan Younus Hussein Sultanah			✓
8	Ameena Abdulameer Mohammed		✓	
9	Ahmed Nadhim Ibrahim Al Abed			✓
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem			
12	Dakheel Khalaf Hassan Zndnan			✓
13	Lazema Yousif Hji Haji			✓
14	Nadhim Mahmood Hasan			✓
15	Hayder Husseln Zainel			✓
16	Abbas Ali Mohammed		✓	



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Q 5	Do you think that the material were enough for your needs?	Less than needed	Meet the need	More than needed
#	Participant Name			
1	Ayad Sulaiman Fattah			✓
2	Aysar Abdulhameed Ali		✓	
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha			✓
5	Yasir Ahmed Hammood Alsaqaa			✓
6	Ali Sedeeq Dhannoon Dhannoon			
7	Ghazwan Younus Hussein Sultanah			✓
8	Ameena Abdulameer Mohammed		✓	
9	Ahmed Nadhim Ibrahim Al Abed			✓
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem			✓
12	Dakheel Khalaf Hassan Zndnan			✓
13	Lazema Yousif Hji Haji			✓
14	Nadhim Mahmood Hasan			✓
15	Hayder Husseln Zainel			✓
16	Abbas Ali Mohammed		✓	

Q 6	What you think of the amount of the information presented?	Not enough	Suitable	More than enough
#	Participant Name			
1	Ayad Sulaiman Fattah			✓
2	Aysar Abdulhameed Ali		✓	
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha			✓
5	Yasir Ahmed Hammood Alsaqaa		✓	
6	Ali Sedeeq Dhannoon Dhannoon			
7	Ghazwan Younus Hussein Sultanah			✓
8	Ameena Abdulameer Mohammed		✓	
9	Ahmed Nadhim Ibrahim Al Abed		✓	
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem			✓
12	Dakheel Khalaf Hassan Zndnan			✓
13	Lazema Yousif Hji Haji			✓
14	Nadhim Mahmood Hasan			✓
15	Hayder Husseln Zainel			✓
16	Abbas Ali Mohammed		✓	



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Q 7	How do you evaluate the program management?	Less than expected	As expected	Better than expected
#	Participant Name			
1	Ayad Sulaiman Fattah		✓	
2	Aysar Abdulhameed Ali			✓
3	Osamah Hammoodi Yahya Al-Hafidh			
4	Mihana Fadhil Taha		✓	
5	Yasir Ahmed Hammood Alsaqaa			✓
6	Ali Sedeeq Dhannoon Dhannoon			
7	Ghazwan Younus Hussein Sultanah		✓	
8	Ameena Abdulameer Mohammed			✓
9	Ahmed Nadhim Ibrahim Al Abed			✓
10	Thaidan Ahmed Abbas			
11	Ibrahim Mohammed Yonies Hussein Al Khanem			✓
12	Dakheel Khalaf Hassan Zndnan			✓
13	Lazema Yousif Hji Haji			✓
14	Nadhim Mahmood Hasan		✓	
15	Hayder Husseln Zainel	✓		
16	Abbas Ali Mohammed		✓	

Q 8	How do you evaluate Ms. Oroudel Abed delivery?	Satisfaction rate (5 = highest; 1 = lowest)				
#	Participant Name	1	2	3	4	5
1	Ayad Sulaiman Fattah				✓	
2	Aysar Abdulhameed Ali				✓	
3	Osamah Hammoodi Yahya Al-Hafidh					
4	Mihana Fadhil Taha					✓
5	Yasir Ahmed Hammood Alsaqaa				✓	
6	Ali Sedeeq Dhannoon Dhannoon					
7	Ghazwan Younus Hussein Sultanah					✓
8	Ameena Abdulameer Mohammed					✓
9	Ahmed Nadhim Ibrahim Al Abed				✓	
10	Thaidan Ahmed Abbas					
11	Ibrahim Mohammed Yonies Hussein Al Khanem				✓	
12	Dakheel Khalaf Hassan Zndnan					✓
13	Lazema Yousif Hji Haji					✓
14	Nadhim Mahmood Hasan					✓
15	Hayder Husseln Zainel					✓
16	Abbas Ali Mohammed			✓		



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Q 9	How do you evaluate Dr. Marwan Stambuli delivery?	Satisfaction rate (5 = highest; 1 = lowest)				
		1	2	3	4	5
#	Participant Name					
1	Ayad Sulaiman Fattah					✓
2	Aysar Abdulhameed Ali					✓
3	Osamah Hammoodi Yahya Al-Hafidh					
4	Mihana Fadhil Taha					✓
5	Yasir Ahmed Hammood Alsaqaa					✓
6	Ali Sedeeq Dhannoon Dhannoon					
7	Ghazwan Younus Hussein Sultanah					✓
8	Ameena Abdulameer Mohammed					✓
9	Ahmed Nadhim Ibrahim Al Abed					✓
10	Thaidan Ahmed Abbas					
11	Ibrahim Mohammed Yonies Hussein Al Khanem					✓
12	Dakheel Khalaf Hassan Zndnan					✓
13	Lazema Yousif Hji Haji					✓
14	Nadhim Mahmood Hasan					✓
15	Hayder Husseln Zainel					✓
16	Abbas Ali Mohammed					✓

Q 10	How do you evaluate Mr. Hasan Chaker delivery?	Satisfaction rate (5 = highest; 1 = lowest)				
		1	2	3	4	5
#	Participant Name					
1	Ayad Sulaiman Fattah					✓
2	Aysar Abdulhameed Ali				✓	
3	Osamah Hammoodi Yahya Al-Hafidh					
4	Mihana Fadhil Taha					✓
5	Yasir Ahmed Hammood Alsaqaa					✓
6	Ali Sedeeq Dhannoon Dhannoon					
7	Ghazwan Younus Hussein Sultanah					✓
8	Ameena Abdulameer Mohammed					✓
9	Ahmed Nadhim Ibrahim Al Abed					✓
10	Thaidan Ahmed Abbas					
11	Ibrahim Mohammed Yonies Hussein Al Khanem				✓	
12	Dakheel Khalaf Hassan Zndnan			✓		
13	Lazema Yousif Hji Haji					✓
14	Nadhim Mahmood Hasan					✓
15	Hayder Husseln Zainel					✓
16	Abbas Ali Mohammed					✓



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Q 11	How do you evaluate Ms. Rana Taher delivery?	Satisfaction rate (5 = highest; 1 = lowest)				
		1	2	3	4	5
#	Participant Name					
1	Ayad Sulaiman Fattah				✓	
2	Aysar Abdulhameed Ali			✓		
3	Osamah Hammoodi Yahya Al-Hafidh					
4	Mihana Fadhil Taha				✓	
5	Yasir Ahmed Hammood Alsaqaa				✓	
6	Ali Sedeeq Dhannoon Dhannoon					
7	Ghazwan Younus Hussein Sultanah			✓		
8	Ameena Abdulameer Mohammed					✓
9	Ahmed Nadhim Ibrahim Al Abed			✓		
10	Thaidan Ahmed Abbas					
11	Ibrahim Mohammed Yonies Hussein Al Khanem				✓	
12	Dakheel Khalaf Hassan Zndnan					
13	Lazema Yousif Hji Haji				✓	
14	Nadhim Mahmood Hasan					✓
15	Hayder Hussein Zainel					✓
16	Abbas Ali Mohammed				✓	

Q 12	How do you evaluate UNIDO role in the program?	Satisfaction rate (5 = highest; 1 = lowest)				
		1	2	3	4	5
#	Participant Name					
1	Ayad Sulaiman Fattah		✓			
2	Aysar Abdulhameed Ali		✓			
3	Osamah Hammoodi Yahya Al-Hafidh					
4	Mihana Fadhil Taha		✓			
5	Yasir Ahmed Hammood Alsaqaa			✓		
6	Ali Sedeeq Dhannoon Dhannoon					
7	Ghazwan Younus Hussein Sultanah				✓	
8	Ameena Abdulameer Mohammed		✓			✓
9	Ahmed Nadhim Ibrahim Al Abed					
10	Thaidan Ahmed Abbas			✓		
11	Ibrahim Mohammed Yonies Hussein Al Khanem					
12	Dakheel Khalaf Hassan Zndnan					✓
13	Lazema Yousif Hji Haji				✓	
14	Nadhim Mahmood Hasan					✓
15	Hayder Hussein Zainel					✓
16	Abbas Ali Mohammed		✓			



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Q 13	How do you evaluate MENTOR role in the program?	Satisfaction rate (5 = highest; 1 = lowest)				
		1	2	3	4	5
#	Participant Name					
1	Ayad Sulaiman Fattah				✓	
2	Aysar Abdulhameed Ali				✓	
3	Osamah Hammoodi Yahya Al-Hafidh					
4	Mihana Fadhil Taha				✓	
5	Yasir Ahmed Hammood Alsaqaa				✓	
6	Ali Sedeeq Dhannoon Dhannoon					
7	Ghazwan Younus Hussein Sultanah					✓
8	Ameena Abdulameer Mohammed					✓
9	Ahmed Nadhim Ibrahim Al Abed					✓
10	Thaidan Ahmed Abbas					
11	Ibrahim Mohammed Yonies Hussein Al Khanem					✓
12	Dakheel Khalaf Hassan Zndnan					✓
13	Lazema Yousif Hji Haji					✓
14	Nadhim Mahmood Hasan					✓
15	Hayder Husseln Zainel				✓	
16	Abbas Ali Mohammed			✓		

Q 14	What is the best you liked in this program:
#	
1	Dr. Marwan Stambuli and Mr. Hassan Chaker part of the course
2	The social and emotional attention and care that was given to the trainees as a whole and each of them was significant compared with many previous course that I have attended
3	Dr. Marwan Stambuli and Mr. Hassan Chaker part of the course
4	The practical exercises and the field visits
5	The 5 minutes smoking breaks was the best thing in the course it make a big relief to me
6	The practical exercises
7	The part of Dr. Stambuli
8	The lecturers and their versatile experiences
9	The Dead Sea trip
10	Exercises
11	The Excellent choice of instructors
12	Instructors sincere effort to deliver the training
13	The trips make me see Jordan



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Q 15	What are your recommendations for further improvement to a similar program:
#	
1	Better quality of participants + Ouroub lectures part was better to be only one week and More Field visits with Ouroub
2	Follow up to this course by complementary courses to the same trainees or to the same organization that they belong to
3	The Oroub part should be for one week with a different sequence of the lectures
4	More examples from the reality of Iraq
5	Making the objective clearer and providing the biggest quantity of information about the training in Iraq before we come to Jordon
6	More exercises like of Hassan Chaker
7	The daily course time was too long it should not go more than 3:00 afternoon + More time for time-management
8	More for the financial aspects of small projects + more for the situation in Iraq
9	Lesser time for the course every day rate of 6 hours a day
10	Start early with the writing of the projects proposals
11	To deliver this course in Ninawa
12	Make computers available for the trainees to work on during the course

Q 16	What is the most useful thing you will carry with you as a benefit:
#	
1	Self assessment and bridging the Knowledge gaps
2	The application to knowledge in practice to benefit the society without a lot of taking and theories
3	Being proactive + time management
4	The concept of empathy
5	To deliver the knowledge and skills I have learned to all the people how need it in Iraq
6	He will benefit in his factory from the concept of planning and follow up and evaluation
7	Honesty + No place for failure
8	bridging the knowledge gap
9	Planning and empathy
10	All of Dr. Stambuli concepts especially the marketing and planning issue
11	Team work + Pursuing the objective
12	The positive attitude and overcoming obstacles



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Project Evaluation - By Mentor

Mentor FZ LLC looks at this project as a success story added to its portfolio of high quality deliveries. In this section we will demonstrate how **Mentor FZ LLC** did deliver all the **UNIDO** expectations for this program and how the program did meet these expectations in terms of: Effectiveness; Efficiency; Relevance; Impact and Sustainability.



UNIDO objectives behind this project element of MISP V were stated as follows:

PROJECT OBJECTIVE TO BE ADDRESSED: Provide targeted communities with the capacity to plan and manage their development activities and restore a functional base for economic growth and community reconciliation

PROJECT OUTPUT TO BE ADDRESSED: Enhanced capacities at the community level in support of socio-economic growth and community reconciliation by creating human assets to promote an environment conducive to livelihood recovery, job creation and micro-enterprise development

PLANNED ACTIVITY ACCORDING TO OUTPUT: To achieve this project output, the Project Management Unit plans to organize a community development training course. The training course will aim to create a core cadre of community leaders, who will work on local development issues. Training activities will focus on the following thematic areas:

- Community Development and Planning;
- Local Economic Development/Enterprise Development;
- Project Management/Project Cycle;
- Strategic Management and Planning;
- Monitoring and Evaluation


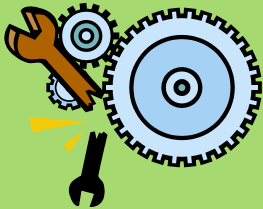



During the training session(s), facilitators will assist community leaders to identify a specific activity/output to be built around a locally relevant development issue (youth, IDPs, etc.) and then help in the preparation of an action plan to address this issue. Finalized plans will be put into action upon the return of the Community Leaders to their communities



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UNIDO MISP V	Project Objective	Project Output	Planned Activity
 <p>Effectiveness</p>	The program was able to build in the participants the needed awareness in social and economical development for local communities reconciliation	Participants were prepared to be community leaders that can drive socio-economic growth and community reconciliation projects	The Pods projects action plan generated from the training showed the ability of the participants to apply the learning in the right context
 <p>Efficiency</p>	The program was able to provide the participant all the needed knowledge and skills to play their role as community leaders	They were given enough training to plan, manage and follow up community projects and lead others to follow	The training covered all the designed areas and were able to present project that were UNIDO accepted
 <p>Relevance</p>	It touched the exact problems facing Iraq local communities development issues through discussions and participations	Program activities hit the needed learning the participants' needs to establish their development local projects	The Pods projects were exactly aiming at the thematic issues in Iraq development identified areas
 <p>Impact</p>	Mentor delivery was able to supply the participants with the proper needed motivation to carry this forward with very high ownership	Participants who have never met before planned to partner as a team in several local community projects in their home towns	The coming weeks will show more how the participants are very serious in implementing the projects in their communities
 <p>Sustainability</p>	Approach was successful in linking the development process to the community local available resources	The program was successful to build the internal driving force as some of the participants were determined to do their project even without UNIDO funds	Mentor helped the participants to design the project in the least cost and showed them how to put the right elements for long term running



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Participants' Final Evaluation – by Mentor

In the first part of this report as well as the interim report, Mentor has presented the preliminary evaluation of each participant against six main areas:



As the program went further and more interaction happened with the participants, Mentor team was able to dig more deep into the participants' personality and ability to interact further in the MISP V coming activities and been able to present its evaluation toward the candidates based on another six areas:



The low rating shown will indicate what the participant might needs as a further improvement or further training needs to be addressed.



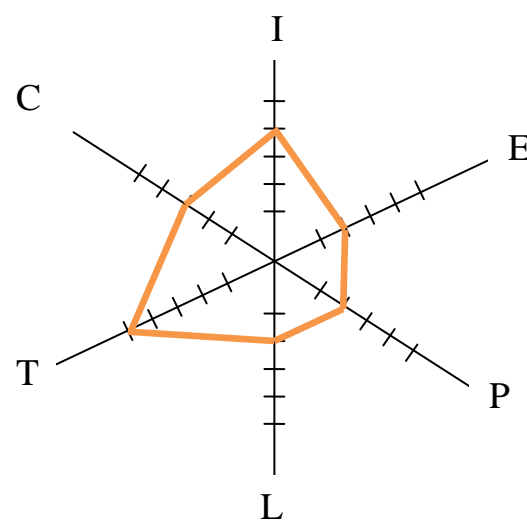
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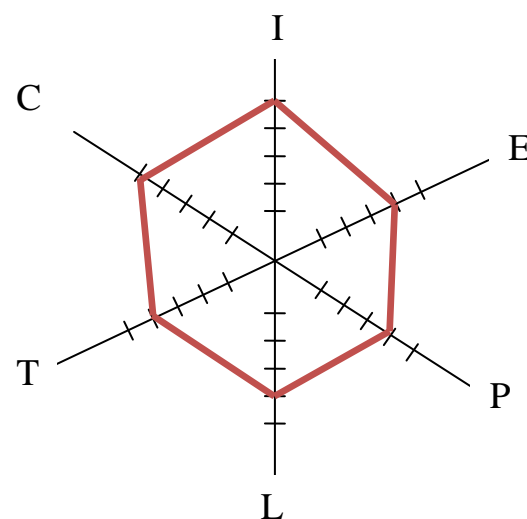
1-Ayad Sulaiman Fattah

He is a professional man specialized in his work in statistics in the governmental sector, he find it difficult to change his focus to be a community leader, he can participate and support community development project through his work in the statistics department. We don't advise assigning him leading tasks in community development projects of a role of a community leader, the program was a subject area out of his specialty and he will not be comfortable to move to micro-industries or small project initiatives.



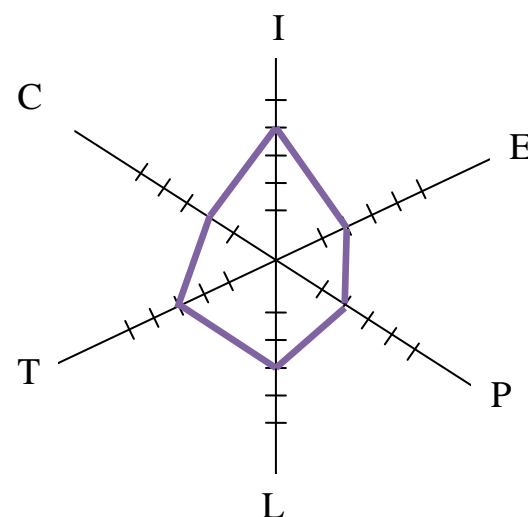
2-Aysar Abdulhameed Ali

Aysar is a civil society man; he is already working in a community based organization and his own development agenda. The program was in the heart of his interest and working domain, his main objective behind joining the workshop was to widen his network with international development agencies that he is working with. His organization is already working on projects with much wider scope than the scope of this project and is much more diverse. He has the motivation to be a community leader and he has the ability as well.



3-Osamah Hammoodi Yahya Al-Hafidh

Osama was the "group speaker" with this title he had a good opportunity to demonstrate his leadership and managerial abilities while managing the participants. Nevertheless, he failed to keep the trust within the people he represents and the other parties involved in the project because of his wrong choices in leading the team, the rest of the participants considered him belong to the mind set of the old Iraq way of management. In many incidents he put forward his own interests rather than the group interest as was well shown in the leisure trips. He lacks flexibility in thinking and weak ability to adapt to the new way of thinking the program was advocating as was shown clearly in the type of questions and discussions he was involved in.





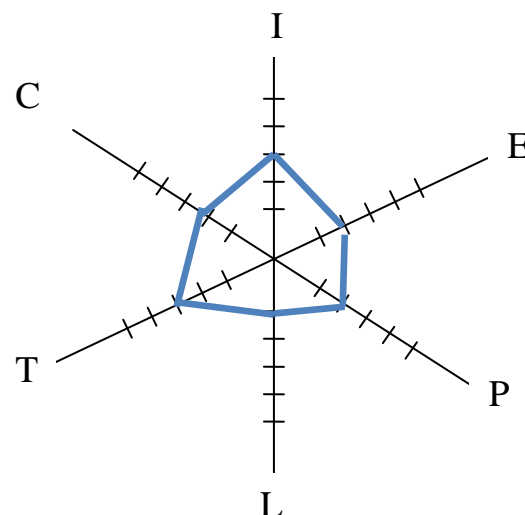
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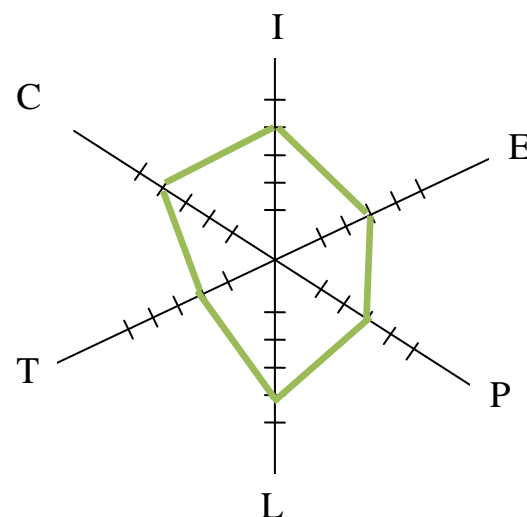
4- Mihana Fadhi Taha

Mihana was the group motivator; he maintained a high spirit all time, enjoy his time and loves life and fun. On the personal level he highly enjoyed the program, and all the participants found his presence very useful as he is a high level expert in agriculture. Nevertheless, he has weak leadership abilities, demonstrated very clearly in the training activities, and he lacked mental flexibility to absorb the new concepts and apply it. However, he is a humble and hardworking, can be a part of a team.



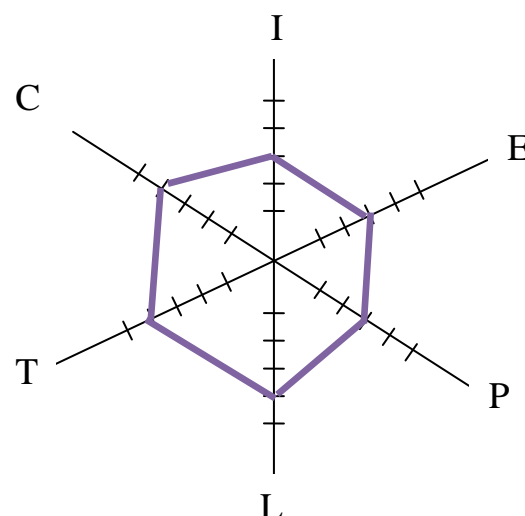
5-Yasir Ahmed Hammood Alsaqaa

Yasir has a firing personality, he interacte quickly with people and events around him, he is true in his involvement; however, throughtout the activities he was distguished as a person and not as a team player. He participates heavily in all discussions, ask a lot and get into the activities in high motivation. He has a positive personality. He has a great aspiration to serve his local community; nevertheless he is not very smart and tend to work as a one man show beacuse of lack of trust in others people around him.



6-Ali Sedeeq Dhannoon Dhannoon

Ali is a very cold person, but very intelligent, he wasn't interacting good with some lectures of theoretical nature; however, he performed very highly in activities that required skills in problem solving and group work and leadership. He was named the nessasity leader as he made his team reach success many times. He is very frank and stright forward, shows high critical thinking abilities and true in reflecting his point of veiw. He lack motivation because of his pesimistic veiw for the situation in Iraq.





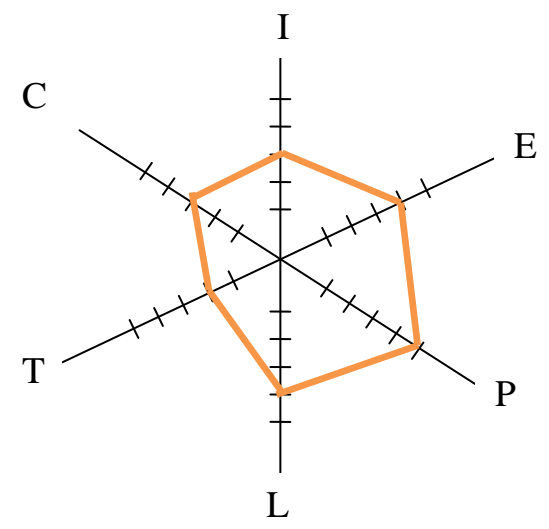
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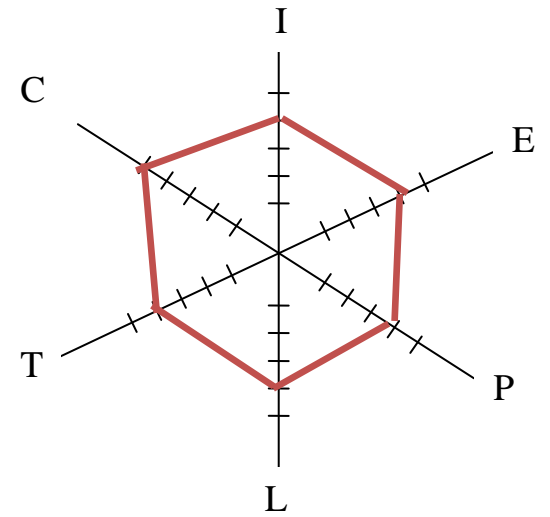
7-Ghazwan Younus Hussein Sultanah

Ghazwan was named throughout the workshops as the projects ideas man, as he had enormous amount of project ideas he used to keep supplying to the participants. He is a very practical person; he barely can stand listening to theoretical concepts, he just want to go for implementation. He kept himself busy in writing all the ideas he has in proposals. He is a handy person who masters woodcraft, blacksmith, electric, painting and other skills. He used to work since his early days in a shoe factory owned by his father, which closed later because the blockade. He was a top performer in his college, and he could have been an engineer but his family need made him go for work at an early stage. He has the entrepreneurship spirit and initiative taking; moreover, he had mental flexibility to grasp the new concepts he learned. His family need his full support; nevertheless, he will be perfect to run community development projects.



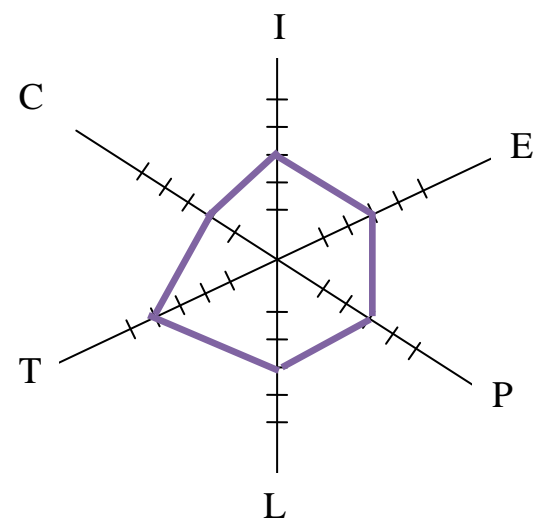
8-Ameena Abdulameer Mohammed

Ameena was named during the workshops as the bulldozer or the engine as she is very highly active and has high ambitions “one of the instructors called her: her excellency the minister” she have true live to her country and community and love to serve people and do all her effort to reach success. She is very affecting emotional person, can be irritated quickly; nevertheless, she is very determined. She was promoted while in the workshop to be the head of planning in the ministry of electricity in Ninawa.



9-Ahmed Nadhim Ibrahim Al Abed

He is an educated person having high ambition, good intelligence and leadership motivation. He showed some stubborn behaviour while UNIDO presented its Pods projects plan; nevertheless, he grasped the full picture in the last few days of the program. He acts alone most of the time, he had some difficulties to be a team player, as he don't show flexibility in changing his ideas and compromising toward a middle way decision. He likes to choose his own team members and can't work with anybody. However, he is a promising person on all levels providing he can be more flexible.





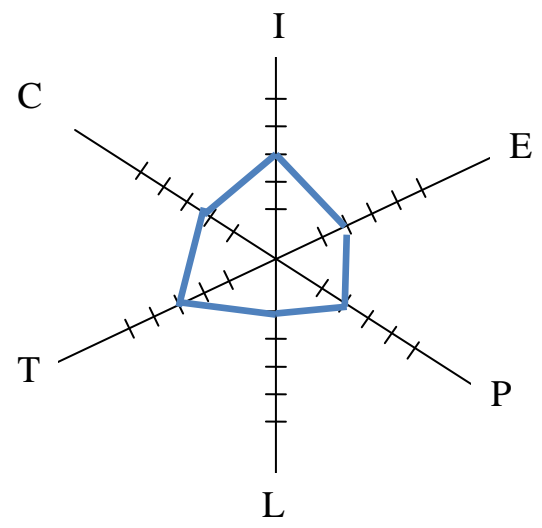
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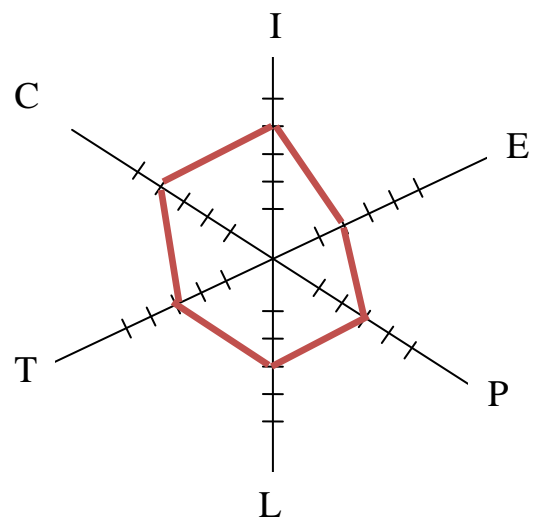
10- Ahmad Abbas Thaidan

Ahmad is a respectable gentlemen, he has a high job position and established professional track; nevertheless, his focus was only in what he is currently doing. He made benefit from the workshops as additional information. One can make use of him only within his current work parameters. We don't advise that he would be engaged in any new community initiative as he is much busy already in the training centre he manage.



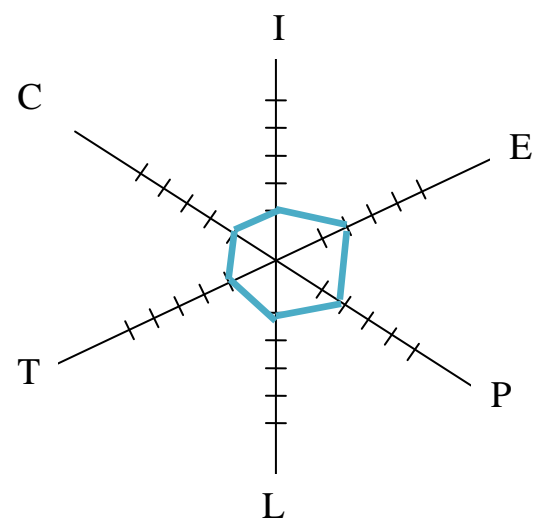
11- Ibrahim Mohammed Yonies Hussein Al Khanem

Ibrahim is an Arabic language teacher, and a president of a cultural centre. The workshops were of high benefit to him as it highly relevant to his current work as a part of the civil society. His focus was much to promot to the projects and activities that his cultural centre can do. His profession as a language and literature teacher affects the way he describe things as a drama all the time. He has a weak background in running commercial projects and limited creative abilities, but he put a lot of effort to develop. He spent a lot of time searching the net on new projects ideas, copying and pasting from it, and sometimes he call back home to Iraq to gather some missing information he has from experts he know. He has the motivation to work in development projects.



12- Dakheel Khalaf Hassan Zndnan

Dakheel was the weakest person in the program. His presence caused many other participants to express their objection where they considered he is pulling down the caibre of the program, as when the ministry was selecting people, they asked that only high educated staff to nominate with good English skills. Dakheel has only primary industrial education nothing more, he was selected because he is the nephew of a council member. His participation during the workshops were nearly null, his project idea was very humble, as he suggested to use the 1000 USD from UNIDO to raise a cattle of goats and give the new born goats to families in need. He mentioned that he got a 20,000 USD as a laon to start a small business and he lost it, so he leaned more about what is needed to start an activity from the course.





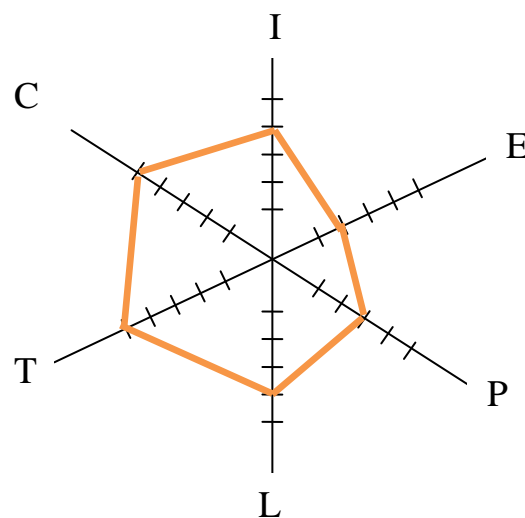
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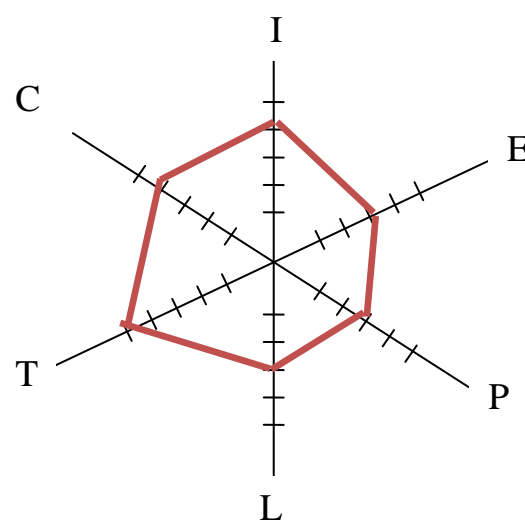
13- Lazema Yousif Hji Haji

Lazema took the program extremely serious and was interested in getting benefit of each idea mentioned; she was positive and active in team work; she showed good comprehension to the new concepts in the workshops. She has a good future as a community leader as she already involved in civil society action. Her ability has clearly been upgraded in this program.



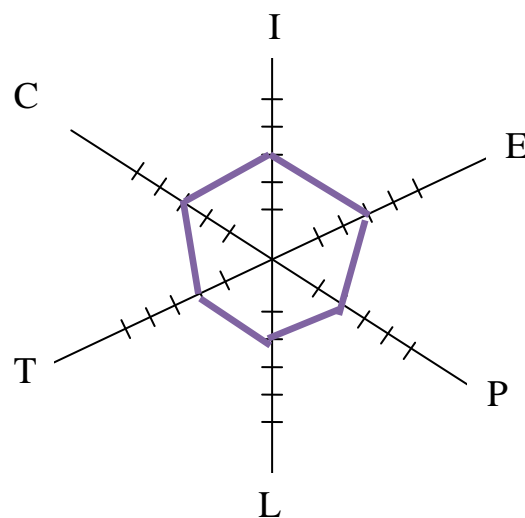
14-Nadhim Mahmood Hasan

Nadhim was from the top interacting participants; he was highly engaged, expressing his ideas clearly, even if his ideas are against the flow; he is a very committed in serving his country and has strong awareness of his local community needs, this thinking always originate from the community needs and the solid inputs, he can be a good team player and can accomplish work alone as well, determined person, little talk lot of work.



15-Hayder HusseIn Zainel

Hydar was a very little talking person throughout the workshops, he only answer and interact in the least possible way. He is a kind of person that like to keep working in the same job he is doing right now, don't like to change. He comes from an agricultural family background. He has limited motivation and ability for being a community leader.





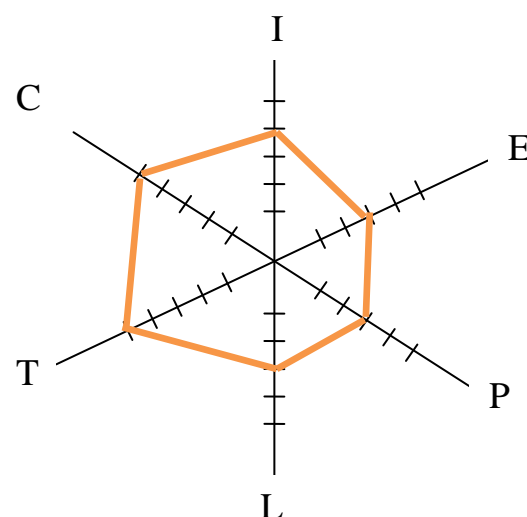
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16-Abbas Ali Mohammed

Abbas is a person involved with people in his local community. He is a very good team member who interacts quickly with people and makes friendship easily. The whole program was a new experience for him; however, he was able to quickly adapt and was comfortable with the overall direction of community development. He has a bright future as a potential community leader.



	Over all Evaluation as a potential community leader	1	2	3	4	5	6	7	8	9
#	Participant Name									
1	Ayad Sulaiman Fattah				Secondary					
2	Aysar Abdulhameed Ali							Strong		
3	Osamah Hammoodi Yahya Al-Hafidh				Secondary					
4	Mihana Fadhil Taha				Secondary					
5	Yasir Ahmed Hammood Alsaqaa					Potential				
6	Ali Sedeeq Dhannoon Dhannoon						Strong			
7	Ghazwan Younus Hussein Sultanah							Strong	*	
8	Ameena Abdulameer Mohammed							Strong	*	
9	Ahmed Nadhim Ibrahim Al Abed						Strong			
10	Thaidan Ahmed Abbas				Secondary					
11	Ibrahim Mohammed Yonies Hussein Al Khanem						Strong			
12	Dakheel Khalaf Hassan Zndnan			Secondary						
13	Lazema Yousif Hji Haji						Strong			
14	Nadhim Mahmood Hasan							Strong		
15	Hayder Hussein Zainel				Secondary					
16	Abbas Ali Mohammed							Strong		

- Strong Potential Community Leader
- Potential Community Leader with some support
- Secondary or Supportive Role in Community Development efforts

*Star performer



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Participants' Evaluation – by Oroub el Abed (Instructor)

The below impression are as stated from Ms. Oroub el Abed as the instructor who stayed the longest duration and worked closely with the participants, we have listed them to have another point off view on each individual evaluation.

Ayad: Ministry of Planning (department of Statistics)

He used to be a tailor before working with the State. He was not much active and could not see how the themes we were raising could be implemented in his work, in his department or in the local community. It could be realistic because of the power of his supervisors that may not permit him to initiate projects that are community oriented, it could also related to his sense of initiation where he could not see that he could have an outreach to locals.

Aysar: IOM/ Civil society body addressing IDPs needs.

Aysar was somehow not interested the first few days. He has attended too many workshops on local community and participatory approaches and methods to assess needs. After the third day when the team started designing projects, his attitude changed. The last day of the workshop he said with all honesty, that despite the fact he knew all the themes we raised in the workshop (as trainers), the one different thing was implementing the themes into the ground in materializing them through projects. He has too many projects and ideas. His work with the IOM and the NGO surely enabled him to have a good outreach to the community. His wife heads an NGO as well, so he often gave examples from his or his wife's NGO to support examples raised in class.

Osama: Ministry of Municipalities (Technical training centre)

Osama was attentive and often questioning or giving already existing examples from his own experience as a government employee and director. He was active in the exercises done by the breaking groups. As a person who is used to being a boss, he often overtook the variety the group wanted to present. This was noticed and the members of the group used to bring their input after he gives his presentation. So, his power was sized and his contribution and role in the teams became more and more positive as the workshop progressed with its various themes and modules.

Muhanna: from Agriculture Ministry:

Active and excited with the new exposure to the new development jargon he was learning. He is very positive, very joyful and quite witty. He asked questions, gave examples, always tried to bring new ideas and suggested projects pouring in his work and his ministry (before lunch time though not after, hahaha).

Yaser: Ministry of Migration (Mosul)

His work permits him to access the IDPs by conducting qualitative research analysis. Despite this, the project he suggested is beyond his work mandate. He was very active and very talkative in classes. He always talked about his impressions and his views about the situation. He was very attentive to the new discussed ideas and commented often on the way he can make use of them.



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Ali: MOLSA (VTC)

He is a programmer. His participation hence was quite limited in class. He is realistic and somehow pessimistic about the status quo. The discussion with him reflected his suspicion about the viability of implementing the projects while the security situation is still disturbed and the people do not feel safe with each other. Because of his skills and his access to data basis concerning unemployed people registered with MOLSA, the proposed projects initiated by the teams were keen to have him on board.

Ghazwan: Private and Public sectors company on producing home furniture, Mosul
Very active. His mind is very business oriented and it shows clearly how passionate he is about his work and the ways to build on existing resources at his company. Most of the projects he is able to suggest needed no money, but support to widen the scope to social issues and vulnerable groups.

Ameena: Electricity Mosul

She is extremely active and has high sense of initiative. Able to see the positive aspects in her work and amongst the members of her local society to get them involved in projects that could benefit everyone. She gave from day one successful examples of small projects in her own ministry such as the unit that makes use of the boxes (where electricity wires are put) to produce furniture for the ministry to save them the cost of buying or the unit that makes use of any metal that is not used to weld it and make pieces that are used in establishing poles. In the designing of the projects, she offered to cooperate with Ibrahim giving her week ends to help Ibrahim in Tal Afar in implementing the projects. She is a designer as well where she suggested few projects making use of her skill and her interest in widen the benefit to the people.

Ahmad: Planning Ministry in Mosul

Very realistic. Often challenged some of the very “good to be true” ideas suggested that do not take into consideration the challenges on the ground. He has clear ideas and designed a very ambitious project demonstrating his abilities and skills to have a wider outreach to the community. His work at planning is exposing him already to the small projects and the designing of proposals.

Ahmad Abbas: MOLSA (VTC)

The director of VTC. Very knowledgeable and often gave examples of projects he reads himself and assesses their viability. Very active and interested in what the workshop modules could add to his work and to his services to more people from the local community.

Ibrahim: School teacher and NGO head at Tal Afar

Very interested and attentive to every things discussed. Gave always examples or challenged ideas and tried to suggest better lessons based on their experiences. He talked thoroughly about the special security situation in Tal afar and the difficulty in mobility and accessibility. Very motivated to bring in new projects and to involve as many as possible of local community and civil society bodies.



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Dakheel: NGO in Sinja

He came one week late, so I missed getting to know him well when I was full time with the team. He was in general calm, not active and unable to contribute with even examples to the discussions. He has a mediocre school education and speaks modest Arabic (I think he is Kurdish and his Arabic is somehow limited and not always clear).

Lazema: School teacher and Heading a women NGO in Sinjar

Attentive and wants to learn and acquire ideas that she could bring them in to her NGO or class. Raised lots of questions on how development can really be implemented and applied by people. She has a strong outreach to the locals.

Nadhim: Electricity in Tal Keif

Active, critical of the situation, able to challenge some of the discussed ideas (especially reflecting the reality and the hegemony of power in each area). He hence has lots of suspicion about the possibility to implement the projects we were studying and he often questioned if the time now permits to involve the local community and to suppress the authoritarian power. His realistic approach was always discussed and like every development prospect, all circumstances must be taken into account, so his input was much appreciated to the discussion.

Haydar : from Electricity (Tal Keif)

He was not active. He would respond to questions I would raise but he rarely participated in discussions, class activities (such as presentations).

Abbas: School teacher / translator with the US army in Hamadanieh

Very active, very positive and able to think of the outreach at the local community level because of his connection with the community as a school teacher. Very Progressive thinking and had an input in most of the discussions.



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Project challenges and attention points

The daily coordination between Mentor project team and the UNIDO field team has made most of the problems been solved on spot. The monitoring effort done by the UNIDO team was an excellent match with Mentor highly effective reporting actions.

The main challenges that have faced the project since day one were:

1. Difference of expectations in terms of the nature of the project between the Iraqi participants and the plans UNIDO has made for them. The main cause of this was a clear miscommunication made by some of the coordinators who helped in the preparations of this project before the participants' arrival to Amman.
2. Someone in Iraq has communicated different scope for this project, thus a lot of time was wasted bringing the participants back to the track planned.
3. Some of the participants where vocally asking for a higher calibre of service which exceeded the planned budgets of the project.
4. Some of the participants are much far from field experience in launching and managing economic activities which lead to some unrealistic project plans.
5. Difficulty in putting people together in Pods project, as some resistance to work group is facing the trainers.

Mentor team together with UNIDO field team, where able to solve many of the problems associated with the above challenges, and put the project on the right track. Some of the measures or actions done to minimize the challenges were:

- Several orientation meetings with the UNIDO to clear the project objective and scope
- UNIDO officials being a part of some of the training activities like the budgeting exercise for example
- Mentor ability to keep a diplomatic and tactful relation with all participants within a friendly atmosphere
- Mentor trainers were able to make the participants sense the value of the training material given and to demonstrate real deep knowledge and techniques that can benefit the trainees in their community development efforts as well as their personal life and social growth.



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Project Lesson Learnt

In terms of program design, topics and training delivery

- The choice of topics was very good, any similar course should contains the same elements, some more soft skills and techniques of proposal writing and reporting skills will be valuable to add.
- Flexibility of the consulting team proved very valuable, as we were able to change the focus of the training several times and introduced new topics as per the discovered needs
- The abundance of training resources and further reading material has made participants motivated to deliver the course themselves
- Motivational aspect to keep the participants on track for long term projects is very important, the dinner, motivational speeches, games, field trips, leisure trips and the graduation ceremony proved very crucial
- Time was long, but necessary to make the proper impact
- The variety of learning styles and instructional tools used added much life to the training and in a way compensated for the long training time
- The high calibre of the training team made the participants take things much more seriously
- We surly would like to reconsider using the same venue again in future projects

In terms of participants selection and pre-program communication

- Participants Selection criteria should be revised to involve younger people and people who are already engaged in community service, and minimize governmental officers
- Exploring expectations of participants for venues and level of service expected before the program begins
- Consultant flexibility in securing them their needs for venue change and food even though it made Mentor lose money, was crucial in wining participants involvement
- Consultant connection with the participants prior of the program could certainly help exploring more about them and save some time in adapting

In terms of consultant coordination with UNIDO

- More detailed exposure on the post and pre stages related to the MISP V would have made our preparation better
- Sharing of more information about UNIDO projects for the contractor to be able to relate and enhance, like economic profiles of area, similar implemented projects in other areas...
- Contractor further help in implementing actions Pods project
- Jonathan Eischen close follow up in week 1,2 were a great support to solving problems as they happens
- Sean Paterson presence was very useful at the end of the project; nevertheless, we felt that we needed more time to hand over the projects follow up



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Ms. Oroub el Abed contribution in the lesson learnt section:

1. Looking at the team, I can see that those who had a sense of agency and wanted to think of new ideas and bring in new concepts to their communities are those who are in daily encounter with the locals: such as teachers, civil society body representatives (except for Dakheel!!), Amina (although she is in electricity, but she is a field worker and mobile in all areas in Ninawa, so close to the locals and exposed to the existing resources). This hence makes us question:
 - a. Who can be a leader to help the local community to emancipate itself from the dependency on aid from Internationals and government?
 - b. What relationship this person has with the local community: an authoritarian one (such as a Director- the case of Osama) or just a local worker?
 - c. What should be done to enable a simple local worker who is CLOSE to the local community to build on his assets and to expand his outreach and his access to locals beyond the mandate of his work bringing in the local community development component and the creation of small entrepreneurs?
2. Despite the fact that the names were suggested by some authority bodies (the governor and the provincial council, some conditionalites could be imposed to better serve the locals and to better benefit from the training and the invested money and effort: such as:
3. Attended workshops on local development, participation, soft skills, project management for the first time
4. Have close access through work to the local community- as service providers and have knowledge of their areas
5. Have interest to make a difference in their community or their work to better serve the people they are dealing with
6. Ask them to write few pages about what they wish to learn from applying to a workshop addressing local community development and enabling small entrepreneurs. This could reflect their sense of agency and their local interest in being involved with the local community
7. I understand well that UNIDO is focused on VTC but it is worth looking at local and international NGOs using vocational training to address some local issues such as psychosocial trauma or integration of IDPs and refugees or Literacy education or reintroduction of prisoners into the labour market and many others. Such local bodies are useful to be contacted and to build on their existing programmes while at the same time to widen their network with UNIDO and its partners. There is a Ministry of Civil Society that could provide a breakdown of existing NGO and their mandates. Governors and Municipalities are surely able to provide such a data base on existing local and International bodies. This is a way to have a wider outreach to locals who may not be aware of the active role UNIDO is playing for Iraq.



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Mentor Deliverables to UNIDO Checklist

As per the UNIDO assigned contract: UNIDO RFP No. 716000042/NM - UNIDO Contract No. 16002120, Mentor has to deliver the following items:

#	Contract Item to be delivered	Status	Comment
1	Daily attendance sheet	Delivered ✓	Kept and delivered to UNIDO project team fully, summary found in interim and final report
2	Interim Report	Delivered ✓	Received by UNIDO project team on Tue July 13/2010
3	Final Report	Delivered ✓	Received by UNIDO project team on Tue Aug 8/2010
4	Pre- and Post training evaluation for each participant	Delivered ✓	Listed in details as a part of the interim and final report
5	Detailed course outline for the 4 weeks training	Delivered ✓	Listed in details as a part of the interim and final report, the planned and the actual
6	Continuing training plan	Delivered ✓	A part of the participant evaluation
7	Hard and soft copies of the training material, extra ready resources and presentations and activities done	Delivered ✓	In hard copies and soft copies to participants and UNIDO team at the graduation ceremony
8	Completion Certificate	Delivered ✓	In the graduation ceremony

Reference and proofs:

1. Final report
2. UNIDO project team feedback
3. Photo gallery



Photo Gallery- Week One

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In the training room





Everyone has ideas and knowledge to share

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Activity based group work

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UNRWA refugee camp community based projects

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Photo Gallery- Week Two

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Photo Gallery- Week Three

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Visiting ZENID and JUHOD

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Photo Gallery- Week Four

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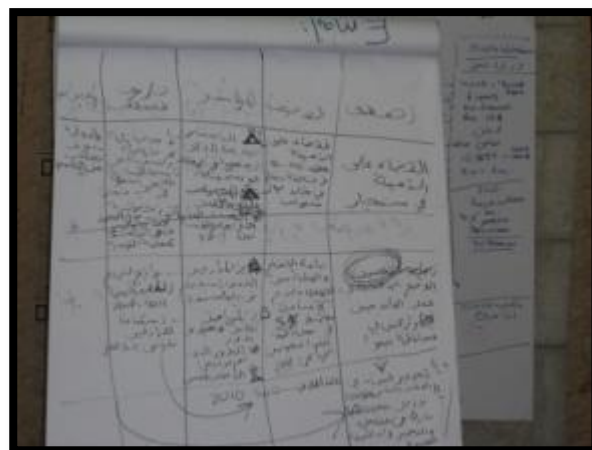




Photo Gallery- Graduation Ceremony

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