

### Follow-up report on management response for final evaluation of OSRO/IRQ/405/UDG

1) A follow-up report must be prepared on implementation of agreed recommendations by the unit responsible for the original management response. This report will be prepared one year later for individual project evaluations, including emergency projects, and two years later for all other types of evaluation. The purpose of this follow-up report is to ensure compliance with agreed recommendations and, if necessary, account for any variation between actions decided in the management response and those actually implemented. The Evaluation Service has put in-place a monitoring system for this.

2) The follow-up report should follow the format below and may be supplemented with additional text as required:

<b>Format for Reporting on Follow-up Action</b>			
<b>Recommendations</b>	<b>Action Agreed</b>	<b>Action Taken?</b>	<b>Comment/explanation</b>
Regarding completion of Cottage 1:			
Improve monitoring, reporting and documentation on training and toolkit distribution	Done	Yes	An improved toolkit tracking and training monitoring system was put in place (just for cottage 2, 3 and 4 since training and distribution under cottage 1 has been completed)
Prepare a project completion report	Submit report to ITF	Yes	A completion report following UNDG ITF format has been prepared and submitted
Include support Cottage 1 into emerging cluster of projects	Continue support and strengthen institutional linkages between project sites	Yes	Cottage 1 already indirectly benefitted from (in particular) cottage 3, which e.g. sent its ToTs to the cottage 1 VTC in Nassiriyah. Also, a USD 805 000 follow-up project for cottage 1 was approved through UNIDO (Italian funds through ITF)
Gol to ensure future budgets for cottage 1 VTCs	Pass on this recommendation to Gol	Yes	Recommendation completely outside UNIDO and FAO influence
Gol to strengthen VTC management, budget, curricula, mentoring, marketing and feasibility studies	Pass on this recommendation to Gol	Yes	Recommendation completely outside UNIDO and FAO influence

Regarding a National Programme for Cottage Industries:			
Gol with UNIDO, FAO and donors to launch a National Programme for Cottage Industries (NPCI)	Formulate proposal and seek funding	<b>Yes</b>	Proposal formulated and submitted for funding. Until now, no funds pledged.
Gol with UNIDO, FAO and donors to establish a high level National Cottage Industry Policy Committee (NCIPC) responsible for the NPCI	Formulate proposal and seek funding	<b>Yes</b>	Proposal formulated and submitted for funding. Until now, no funds pledged.
Gol with UNIDO, FAO and donors to include a component for Cottage 1 consolidation into NPCI	Directly managed by the Nassiriyah Training Centre	<b>Yes</b>	For the sake of sustainability, NPCI dependence on donor funding should be limited in volume and time. An USD 805 000 follow-up project for cottage 1 was approved through UNIDO (Italian funds through ITF)
Regarding replication of Cottage 1 in other regions:			
Gol to include cottage industry training and coaching in VTCs missions and budgets	Pass on this recommendation to Gol	<b>Yes</b>	Recommendation completely outside UNIDO and FAO influence
Gol to include coaching of former trainees in the ToRs of VTC trainers	Pass on this recommendation to Gol	<b>Yes</b>	Partially done during the Project implementation phase. A good and necessary recommendation, on which the final say however is with the Gol
Gol to monitor VTC results in cottage industry development	Pass on this recommendation to Gol	<b>Yes</b>	A good and necessary recommendation, on which the final say however is with the Gol
Gol to ensure replication of successful beneficiary selection approach in other projects	Pass on this recommendation to Gol	<b>Yes</b>	Note that the cottage 1 beneficiary selection approach has already been further developed and improved in cottage industry projects 2 and 3

Gol to study experiences made with PA/Gs and not accelerate new ones until sustainability is proven	Pass on this recommendation to Gol, with a negative advise from UNIDO and FAO project implementation units	<b>Yes</b>	Full agreement on the recommendation to study and keep following progress of existing PA/Gs, but not on putting a moratorium on new PA/Gs, since other cottage projects have them as a key element in the project document which UNIDO and FAO have underwritten to implement accordingly. Remaining project implementation time does not allow for a (temporary) halt
Gol to promote participation of the private sector in cottage industry development	Pass on this recommendation to Gol	<b>Yes</b>	Recommendation fully in line with UNIDO and FAO views
UNIDO and FAO to put in place an M&E and MIS system	Continue set-up of M&E system. For MIS an external expert may be needed	<b>Yes</b>	The Amman Project Management Unit has already taken first steps on this, by developing well-structured M&E tools and procedures.
UNIDO and FAO to organize periodic 'management retreats' on strategic issues, progress, etc	Include within the activities of on-going projects.	<b>Yes</b>	Steps already taken within the PSC meetings for the new cottage projects
UNIDO and FAO to conduct independent evaluations/assessments of the entire cottage industry cluster	Formulate proposal and seek funding	<b>Ongoing</b>	No single evaluation for the entire programme has been feasible given the project durations which do not overlap, and the requirement that individual project evaluations/assessments should be planned at the end of each project. However, by using the same ToRs (and evaluation consultants for cottage 2, 3 and probably 4), the coherence in methodology and approach makes the evaluation results easy to compare and integrate.
Surveys of private sector businesses and involve individual enterprises as partners	Survey of the agro-industrial sector is on-going through a different UNIDO project. Linkage are also planned with the UNIDO EDP project	<b>Yes</b>	Surveys of private sector businesses were done much more prominently during the successive cottage industry projects as a regular project activity, keeping in mind though the poor security situation and the ill equipped Iraqi private sector.
Identify and collaborate with an umbrella organization which could serve as an interlocutor and represents the interests of MSSEs	Share this recommendation to Gol	<b>Yes</b>	Such organizations still do not exist at this stage, and even if so they would require capacity-building, a framework for operation, etc.

Training needs to be based on market demand; offer right balance of technical and entrepreneurial and of theoretical and practical training; extend duration of training courses	The entrepreneurial training is being reinforced further. Rather than extending all courses, the project is diversifying the length on as-required basis.	<b>Yes</b>	Local market demand is being identified through surveys at start of the project. Extending the duration of training courses is limited by budgets, number of beneficiaries set in the project document to be trained, and the project duration. Nevertheless, in later projects the duration has been diversified since not all courses need the same duration (the food sector courses in general are less demanding).
Select with the Gol those TOT most committed to a training career	Share this recommendation to Gol	<b>Yes</b>	The Gol should be committed to this task and assign only qualified, motivated and committed trainers
Donation of toolkits to be combined with access to credit institutions	Provision of information on credit access	<b>Yes</b>	The Project is facilitating such activity/information on credit access
Do not create new PA/G's until their viability is demonstrated	Follow-up on the PA/G's (FAO and UNIDO project management did not agree to the recommendation)	<b>Yes</b>	According to FAO and UNIDO project managers, PA/Gs ARE viable, simply because they continue to exist and function. Regarding long term sustainability and cost benefit analysis, insufficient substantive figures exist to evaluate this properly and to make a bold statement as the evaluators have done. Furthermore, it should be noted that the evaluators of cottage 2 clearly supported this FAO and UNIDO project management position by being <i>positive</i> about the PA/Gs.
Strengthen the management capacity of VTCs	To be associated with on-going activities for other projects	<b>Yes</b>	In successive projects/regions, VTC management has been participating in staff training courses and on the job coaching.
Support Gol in adopting and improving regulatory framework for MSSEs	To be discussed with the Gol	<b>Yes</b>	Not part of the project activities and requires the preparation of a new proposal
Apply appropriate internal appraisal to ensure the quality of project documents	Pass on this recommendation to FAO/UNIDO Project Quality Control Units	<b>Yes</b>	Has become of lesser importance/urgency since the UNDG ITF/SCSO procedures for review and approval of project documents have developed and improved enormously since the start of the ITF when the cottage 1 project was formulated and approved, leading to much better quality project documents
Pay more attention to scheduling of critical activities	Avoid construction and rehabilitation to the extent possible; initiate procurement as early as possible following	<b>Yes</b>	FAO and UNIDO project managers are well aware of this: in particular construction (and procurement of training equipment) are such critical but unfortunately time consuming activities whereby many factors play a key role which are out of project management control (eg security, counterpart ministries not making available or withdrawing a suitable building, etc).

	identification/survey of areas of intervention		
Document and justify deviations from planned project components	Implement as recommended	<b>Yes</b>	To properly document and justify deviations (or interpretations) of the planned project components, which happen especially in the first stages of this type of projects, in later projects Inception Reports have been prepared.
For joint projects, overcome different accounting systems, use one office, one CTA, procure and recruit via the organization with the most flexible rules	Apply the recommendation to the extent possible for ongoing and future projects	<b>Yes</b>	Although in principle in agreement to the recommendation, one should be aware that there are many more factors (such as organizations' policies, rules and regulations) to take into account, which often can not be changed. It should also be noted that the evaluators of the cottage 2 project put some questions at the joint implementation modality.
Study trade-off between different requirements of emergency and development projects	No action	<b>N/A</b>	This is a very broad issue, and although way out of the scope of this project/programme, both organizations at broad and higher levels are paying due attention to this important topic.
Highlight implications of rigid donor rules to donors	No action	<b>N/A</b>	This is a very broad issue, and although way out of the scope of this project/programme, both organizations at broad and higher levels are paying due attention to this important topic.
Ensure proper budgeting of evaluations	To be included in future project budgets as separate components	<b>Yes</b>	Although not appearing as separate items in the project budget, the Organizations do have (and apply) guidelines on amounts to set aside for evaluations.
Take note that joint evaluations are feasible but require more coordination	No action	<b>N/A</b>	Note taken. Joint evaluations of later cottage industry projects were implemented without any problems, through a different modality by hiring one single consultant company through a commercial contract, to which both organizations contributed in terms of ToRs and funding.
Remote controlled evaluations require an independent national survey team working closely with the international team leaders	No action	<b>N/A</b>	Note taken
Donors/ITF to assure quality design of project documents before approval of funding	Pass on this recommendation to ITF	<b>Yes</b>	Recommendation completely outside UNIDO and FAO influence

Donors/ITF to allow for longer durations of emergency projects to ensure sustainable results	Pass on this recommendation to ITF	<b>Yes</b>	Recommendation completely outside UNIDO and FAO influence
Donors/ITF to Insist on built-in outcome-oriented M&E systems	Pass on this recommendation to ITF	<b>Yes</b>	M&E requirements have already been stressed and strengthened by ITF

3) As with the management response the follow-up report will be sent to the Evaluation Service to ensure compliance with quality. The distribution of the follow-up report will be the same as that for the management response.