



INDEPENDENT EVALUATION. IRAQ

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

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

MANAGEMENT RESPONSE SHEET

1. Recommendations to UNIDO and FAO

Recommendations from the evaluation report		Response (to be completed by project manager)		
<p>Recommendations to UNIDO and FAO</p> <p><i>(For the background of the recommendations, please refer to the evaluation report)</i></p>	<p>Responsible officer(s)</p> <p><i>[Name/Division/Branch/Unit]</i></p>	<p>Response by project manager with inputs from other responsible officer(s): either fully, partially or not accepted: by <u>12/2009</u></p> <p><i>(Please explain, in case of partially, or not accepted)</i></p>	<p>Describe action taken as of <u>11/2010</u></p>	<p>Status as of <u>11/2010</u></p> <p><i>(Please indicate status of implementation in relation to the recommendation)</i></p>
PROJECT SUSTAINABILITY				
<p>Conclusion/context: <i>After the cancellation of the central VTC the role of MOI diminished and became minor. This left the non-food training activities without firm and unambiguous anchoring at ministerial level.</i></p>				

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<p>1. In order to reinstall such anchoring, it is recommended that MOI is replaced by MOLSA as line ministry for the non-food part of the project. MOLSA should prepare plans and budgets for follow-up on existing project achievements regarding non-food training and TOBs and for continuation and replication of non-food project activities in Northern Iraq. Further it is recommended that MOI is replaced by MOLSA as the direct line ministry for the training programmes associated with future UNIDO Micro Industry Support Programmes in Iraq.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalaka, FAO - TCESN</p>	<p>Partially Accepted</p>	<p>This is a three part question:</p> <ol style="list-style-type: none"> 1. The project is over and there was no option to replace Ministry of Industry (Mol) with Ministry of Labour and Social Affairs (MoLSA) 2. Receipt of the Recommendation was 17 June 2009 and the Final Report was received by UNIDO in October 2009 – three months past the formal project close date (30 July). 3. In all subsequent Micro Industry Support Programme (MISP) projects, UNIDO has replaced Ministry of Industry with the Ministry of Labour and Social Affairs 	<p>100%</p>

Independent evaluation. IRAQ.

COMMUNITY LIVELIHOODS AND MICRO-INDUSTRY SUPPORT PROJECT IN RURAL

AND URBAN AREAS OF NORTHERN IRAQ (MISP II), UNIDO Project Number: FB/IRQ/06/002, FAO Project Number: OSRO/IRQ/602/UDG

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<p>JOINT PROJECT IMPLEMENTATION RESPONSIBILITY OF UNIDO AND FAO</p>				
<p>Conclusion/context: <i>It has not been possible for the evaluator to reveal significant advantages and synergies of UNIDO's and FAO's joint project implementation responsibility. On the contrary, at project implementation level all involved parties express various degrees of dissatisfaction with the mixing of food and non-food activities in the same project involving organisations with very different perceptions and cultures.</i></p>				

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2. It is recommended that possible future projects of the same nature are split in two with UNIDO working with MOLSA as the line ministry and FAO with MOA.	Mr. C. Jenane, UNIDO - PTC/AGR/AIS Mr W. Chakkalaka, FAO - TCESN	Partially Agree	Although it requires proper coordination and management structures being set up and extra efforts by the various ministries and UN organizations involved to make it work, joint planning, programming, formulation and implementation has clear advantages and is therefore the preferred modality by the donor community. Nevertheless, UNIDO and FAO are already working under this operational modality with our subsequent MISP-type projects.	100%

SELECTION OF TOTs

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

<p>3. It is recommended that relatively detailed candidate profiles, selection criteria, score table, and terms of reference (TOR) are prepared for the TOT positions prior to TOT identification and selection. The jobs should be advertised and application open for all within certain relevant cadre of staffs (mainly VTC and business management trainers) of the concerned line ministries. Interviews with relevant candidates should be supported by experienced employment officers from the involved ministries.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalaka, FAO - TCESN</p>	<p>Partially Agree</p>	<p>In theory it would be ideal if this methodology could be used; however, the fact in the country is that many governorates have a very institutional/ministerial presence and it is nearly always the case that ToTs are being developed for 'to be established' VTCs. There are few governorates that have the framework as represented by the Recommendation. Limitations are also posed by requirements to select staff from within the targeted governorate(s) and by the need for streamlining the project's selection with the governorate's staff and career planning</p>	<p>25%</p>
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TRAINING AND PROJECT INVOLVEMENT OF TOTs

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

<p>4. It is recommended that future TOT training becomes more comprehensive. All important subjects should be covered and transferred knowledge should be state-of-the-art. Course contents should be defined by international subject matter experts.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalakal, FAO - TCESN</p>	<p>Partially Agree</p>	<p>Subject MISP-type projects are designed to provide basic knowledge and skills to trainees. The training programmes are not meant to be certificate level courses. Currently, UNIDO has brought in an international consultant to help in standardizing our overall training programme including the ToT component of the project. For FAO's food processing courses, which are relatively simple by nature, the duration is generally considered to be sufficient.</p>	<p>50%</p>
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<p>5. Further it is recommended that the number of trained TOTs matches the need for TOB training and follow-up, and training of trainers. It is important that all TOTs make full use of their expertise during project implementation and that project funds are used efficiently.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalaka, FAO - TCESN</p>	<p>Agree</p>	<p>UNIDO has a two-phase training programme that narrowly focuses ToT investments on the most suitable candidates and integrates other ToT candidates into areas that will help sustain the project.</p> <p>For as far as the argument that 'project funds are used efficiently' is concerned, it should be noted that the costs of contracting a training institute are based on a maximum (and often also minimum!) class size only, and that reducing the number of trainees in a class does not reduce the cost of the contract. Also factors of staff turnover and flexibility need to be taken into account.</p>	<p>100%</p>
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TOT ORGANISATION

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

<p>6. It is recommended that the TOTs for <i>non-food</i> not already anchored at a MOLSA, MOE or MOC VTC should be employed at the MOLSA training centres in Erbil and Sulaymaniyah. In the same way all the <i>food</i> TOTs should be employed at the MOA main agricultural training centres in Erbil and Sulaymaniyah. One leader should be appointed for each of the two groups.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalakal, FAO - TCESN</p>	<p>Agree</p>	<p>UNIDO have pushed this recommendation with the government of the KRG and recent UNIDO-KRG correspondence indicates that the KRG will address this issue once the next Cabinet is formally established. For the food component, all ToTs are already active MoA staff, and as per the recommended 'decentralized' ToB approach they are exercising their duties at the decentralized levels where they are most needed.</p>	<p>50%</p>
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CENTRALISED OR DECENTRALISED TOB TRAINING

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

<p>7. It is recommended that UNIDO and FAO in upcoming Micro Industries Support Projects pursue the decentralised TOB training model.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalakal, FAO - TCESN</p>	<p>Agree</p>	<p>In all subsequent MISP-type projects, FAO and UNIDO are using either a decentralized training modality or a hybrid model using a combination of a Centralized VTC with a number of 'satellite' training centres.</p>	<p>100%</p>
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<p>8. However, it is crucial that the TOTs are employed in groups with a common leadership at few relevant centres (e.g. one per Governorate) and that outreach training at local VTCs is supported by up-to-date training equipment. The latter may require establishment of a number of mobile training units.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalaka, FAO - TCESN</p>	<p>Partially Agree</p>	<p>In a centralized training model, UNIDO has established Trainer Committee to review content, toolkits, and beneficiary engagement. The Committee helps to provide important field level feedback to the Project Management Unit. All FAO/MoA ToTs are already employed under one single common leadership of the Governorate's Director of Agriculture and already concentrated in one main VTC from where they cover the remote districts, using mobile training units in all MISP 1 to 4 projects. In all training modalities (centralized and decentralized) both Organizations have provided high quality up-to-date training equipment to the training providers</p>	<p>75%</p>
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SELECTION OF TOBs				
<p>Conclusion/context: <i>The multiple line household vulnerability criteria and the score table used for selection of project TOBs have prove successful in the sense that the TOBs selected have almost all met the project target beneficiary criteria and that they have generally had the potentials to develop their skills to become employed or self-employed.</i></p>				
<p>9. It is recommended that coming Micro Industries Support Projects adopt the multi criteria household vulnerability and TOB selection models introduced by the project, including the requirement that TOBs shall possess a minimum of educational and experiential background to participate in the courses applied for.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalaka, FAO - TCESN</p>	<p>Agree</p>	<p>The beneficiary methodology established under the project is now a standard beneficiary selection tool in all MISP-type projects in Iraq. The selection model includes an educational and experiential background assessment component</p>	<p>100%</p>

LEVEL OF TOB COURSES				
Conclusion/context: <i>Some of the TOTs mentioned in the survey that it is a problem that the level of education and knowledge often is quite different amongst the TOBs at a course. It means that time has to be spend on basics for some TOBs, which is not needed for others.</i>				
<p>10. It is recommended that coming Micro Industries Support Projects introduce two or even three levels of teaching within the same TOB course if the educational and/or experiential background of the TOBs selected for the course varies significantly. Their proficiency level should be clarified at the interview session during the TOB selection process.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalakal, FAO - TCESN</p>	<p>Partially Agree</p>	<p>UNIDO has brought in an international curriculum/subject matter expert to help in the design and implementation of a multi-level training programme for project beneficiaries.</p> <p>For FAO's food processing courses, all ToBs have already practical daily experience in the matter and are thereby on a comparable entry level. Also, the subjects are considered relatively basic (eg pastries making), so that further stratification does not make sense and only will lead to cost increases.</p>	<p>75%</p>

TOOLKITS				
<p>Conclusion/context: <i>The evaluator's observation that the majority of the TOBs visited during the evaluation did not make use of the project kit received, but used their old tools, similar to the project kit or in some cases of less quality than the kit, but still appropriate for their business activities, raise the question whether it is a good idea to have a uniform set of toolkits for all participants in a given course.</i></p>				
<p>11. It is recommended to introduce toolkit flexibility so that the TOBs within a given range of kits can choose the tools which would bring their technology level and business forward. The range of kits could for instance be: tools for basic production, tools for more sophisticated production and products, and tools for quality testing, packaging, and labeling. This solution is possible since increasing number of relevant equipment for project skills and activities is available locally.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalakal, FAO - TCESN</p>	<p>Partially Agree</p>	<p>Ideally this approach would be introduced but due to time lags inherent in the international procurement process and the need to have high quality toolkits at time of training, the idealized version of 'flexibility' will not be possible. However, with a multi-level training programme, the toolkits can be designed in such a way as to better reflect the end of training requirements. In addition, UNIDO has made a commitment to utilize the local procurement 'window' as much as possible; FAO is already procuring as much as possible locally. This will help when local circumstances require toolkits to be augmented.</p>	<p>75%</p>

MARKET ORIENTATION OF TOB COURSES				
Conclusion/context: <i>The project has been successful in attracting young people to new market oriented training courses within fields with good employment opportunities.</i>				
<p>12. It is recommended that coming Micro Industries Support Projects continues the endeavour of MISP II to offer courses within skills and products with high unsatisfied market demand.</p>	<p>Mr. C. Jenane, UNIDO - PTC/AGR/AIS</p> <p>Mr W. Chakkalakal, FAO - TCESN</p>	<p>Agree</p>	<p>UNIDO is now regularly using demand side assessments to gather information on a variety of local technology and economic-related matters. Also for FAO this is part of the feasibility studies to identify best project interventions. Although, Iraq currently suffers from a lack of skills in a number of traditional vocational areas that the Organizations normally work in, they are actively working to identify auxiliary supply chain activities that, through targeted investments, can help strength the local economic drivers</p>	<p>100%</p>