



## KEY PEOPLE

### Key knowledge for Iraqi Women

**Monitoring Report  
Year Two  
Phase 2  
2015 - 2016**

Contracting Authority European Commission  
Support to Civil Society Development in Iraq  
EuropeAid/133-097/C/ACT/IQ - grant contract 334-516



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Key People Monitoring Report

MONITORING REPORT 2016  
Second Year – Phase 2  
2014-2015

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## EXECUTIVE SUMMARY

Project title: Key People – Key knowledge for Iraqi women

Grant n°: EuropeAid/133-097/C/ACT/IQ

Partners: MEDITER aisbl

Municipality of Mosul

University of Mosul

Women Empowerment Organization

Mosul Chamber of Commerce

Ninawa Governorate – IRAQ

University of Rome « Tor Vergata » - CEIS (Centre for economics and international studies)

Key People project main aims and scope are the following:

- a. To reinforce and facilitate the development of a culture of civil society and to help increase the level of cooperation and mutual knowledge between civil society and local authorities in the Northern Area of Iraq, notably the city of Mosul and the Region of Ninawa;
- b. To enhance the cooperation of civil society and local authorities to provide social services according to the idea of subsidiarity;
- c. To reinforce the capacity building of the Iraqi society, through women empowerment;
- d. To help social inclusion of women in Iraq;
- e. To support the female leadership inside the local enterprises (SME) and of the NGOs and, through them, giving an answer adapted to the risks of economic, political and cultural marginalization of the territory of North Iraq;

The project revolves around 100 selected women trained in business and management issues and matters so to empower them to the purpose of promote local economy and women inclusion.

To further support the idea, a local partnership between local government and civil society is foreseen, also in order to manage an incubator thought to finance women's business ideas and entrepreneurship.

Original foreseen project activities were the following: a) Needs analysis b) Training of trainers on the job, public-private - for the transfer of strategic skills in the field of international cooperation, strategic management, creation and development of businesses, support to non-profit social activity; c) creation of an incubator for women entrepreneurship d) creation of a quality label of products / services; f) affiliation, creation of joint ventures and partnerships of the female enterprises and NGOs in the Mediterranean region g) Creation and development of a Web site for the promotion of enterprises, NGOs and their activities.

Core activity has been preceded by an analysis of needs and will be followed by measures of

sustainability such as a register of new NGOs and SMEs, a quality label, a research of new markets, a check on business development and so on.

Usual measure of communication and dissemination are widely foreseen during the project. Key People is esteemed to last three years, starting from January 2014 up to December 2016. This second annual monitoring report covers the second period of activities: January 2015 – December 2015.

Worsening of Iraq situation and rising of ISIS forced some major changes in program. Activities foreseen to take place in Mosul, now under ISIS control, were moved to Erbil; this resulted in moving core activities from Mosul to Erbil, such as the workshops and the selection of participant women.

The work of the two universities in charge of the research study has slowed down due to the same hindrances. Furthermore, it was necessary to rewrite some parts of the research, having lost materials and study notes during the evacuation of the university. For this reason, the study research, instead of September 2014 has been finalised in December 2014 and presented only in April 2015 during V° Workshop. Also, VII° Workshop delayed and moved from December 2015 to February 2016.

During this second year of project the following activities took place (in chronological order):

- Presentation of the study (delayed from first year)
- IV° Workshop 16-17-18-19 March 2015
- V° Workshop 17-20 April 2015
- Training
- VI° Workshop 28-29-30 September 2015
- VII° Workshop 6-12 February 2015

There were also the following general activities.

- Management and administration
- Communication and dissemination

In the present report, all activities are assessed in chronological order.



## 1. IMPLEMENTATION ENVIRONMENT AND ARRANGEMENTS

### Implementation framework

Implementation has been conducted according to the following steps: initiation – planning – execution – monitoring. Each step involves part of the project activities. Each activity has a number of foreseen indicators.

### Activities

Initiation activities: kickoff meeting

Planning activities: workshops; informal meeting

Execution activities: workshops; research study; training design

Monitoring: reports

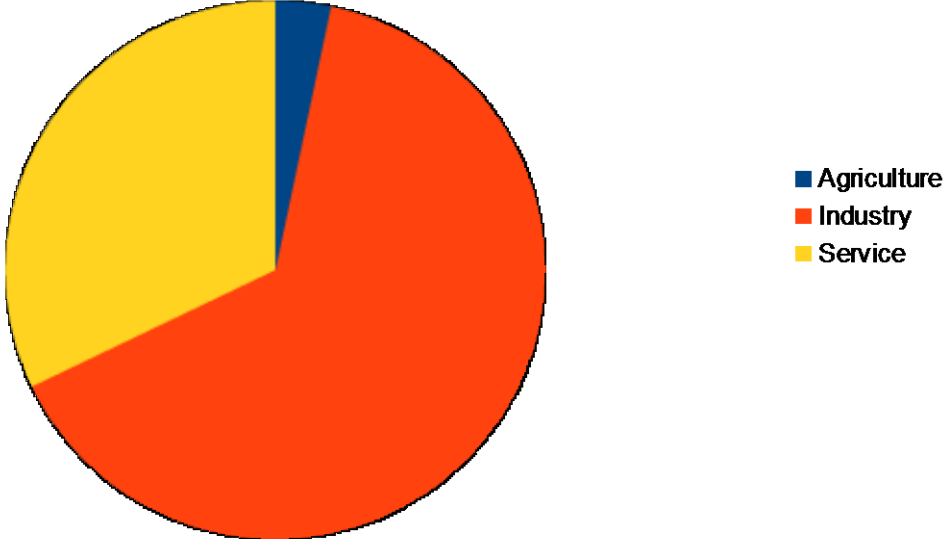
### Indicators

Activities	Numeric Indicators	Products
Management & administration of the project	Number of reports	Administrative and financial material; reports; agendas
IV° Workshop 16-17-18-19 March 2015	People present at the meeting and number of hours	Agendas and reports of workshops
V° Workshop 17-20 April 2015	People present at the meeting and number of hours	Agendas and reports of workshops
Training	Number of participants; hours of training	List of participants; training plan
VI° Workshop 28-29-30 September 2015	People present at the meeting and number of hours	Agendas and reports of workshops
VII° Workshop 6-12 February 2015	People present at the meeting and number of hours	Agendas and reports of workshops
Communication activities	Number of website accesses Number of articles/videos Number of reached target persons (presumed) Number of press releases at the lunching activity	Website Press conference

### Context (economic, social, environmental)

According to a latest study from World Bank (2015), the Republic of Iraq is a country emerging from conflict and facing the challenge of reconstructing core physical infrastructure and delivering public services to 34 million people. Its gross domestic product (GDP) per capita was estimated at \$ 14.507 in 2012. Its economy is dominated by oil. The contribution of non-oil sectors is relatively small. Role of private sector is very limited. Years of war and sanctions have left the Iraqi economy, institutions, and infrastructure in tatters. The conflict post-2003 had a particularly severe impact on the economy, which sharply down-fell and slowly started to ignite again only after a couple of years.

### Agriculture



Note: GDP per capita in \$ from 2005 to 2013 (source: World Bank)

The country also faces several challenges that arise from oil abundance in the form of “resource curse,” “Dutch disease: a central feature of oil-rich economies is the concept of a “resource curse,” the paradox that countries with an abundance of natural resources like oil tend to have less economic growth and worse development outcomes than countries with fewer natural resources. Since 2003, Iraq has slowly begun taking steps towards being a democratic country. However, the Iraqi people still suffer from the severe effects of several issues such as the consequences of economic recession, shortage of basic services and lack of sources of income.

The Iraqi economy grew by an estimated 10% in 2012 but the most recent political events and the sharp decrease in the oil price have stopped the forecast growth.

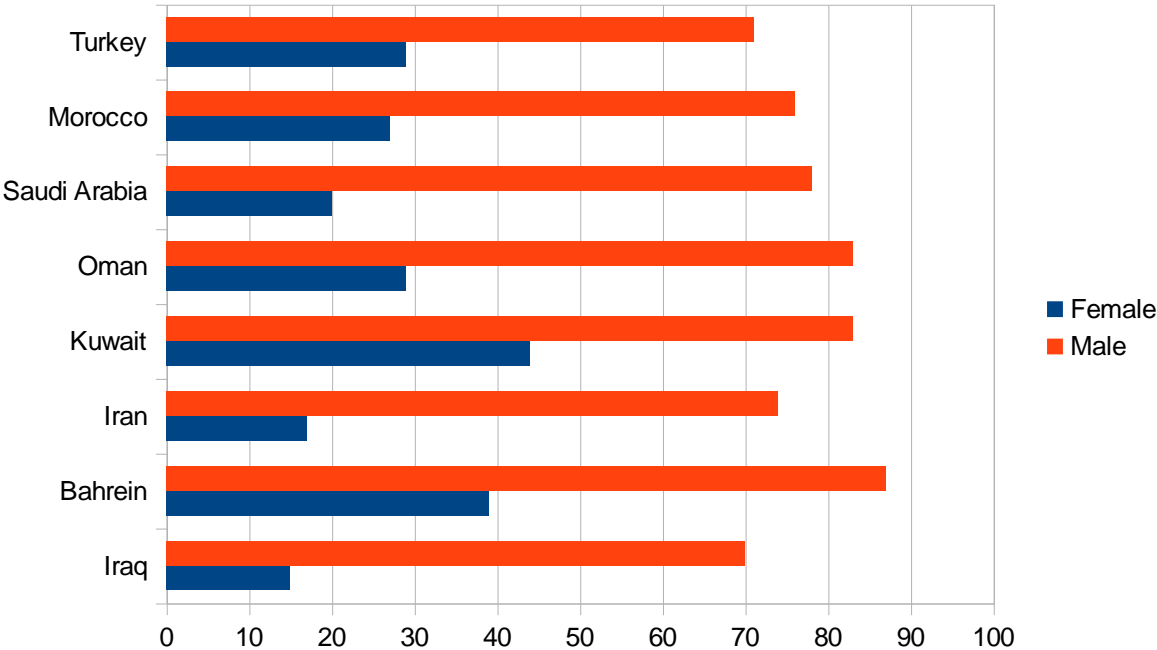
Iraq grew increasingly unstable in 2013 due to the bloody comeback of radical Islamists in the form of the Islamic State in Iraq and Syria (ISIS). Post-ISIS, central government control has been weakened, and vested interests and corruption have increased. In such a political environment, property rights are not well protected. Not even are well known the medium

term consequences of such political situations. The labour market, which had already suffered from state interference and control, has been severely affected by the devastating conflicts.

Iraq might then be best described as having partially evolved from Saddam-era central planning to state-guided capitalism, but if oil continues to dominate the economy, there is a real danger that this is only a way station to becoming an oligarchic capitalistic state. Through its control over the oil sector, the government influences virtually all economic activity in the country by subsidizing other sectors. Other state-owned enterprises (SOEs) operate in the agriculture, trading, and manufacturing sectors. Private sector, not subsidized and constrained by heavy regulation, cannot really compete.

The current civil war perspectives with the Islamic State will severely affect the economy through disruptions of the oil sector. At the same time oil industry hardly provides any jobs. The dinar has appreciated about 20% since December 2005, which reduced the competitiveness of the country’s non-oil exports.

Agriculture used to be an important part of Iraq’s economy until recent times due to its big water wealth. However, the drought that struck the country because of climate change has led to a major decline in agricultural sector output at the present time. Iraq will continue importing agricultural products in the near future. As a result, calls have been increasing for more investment in agricultural machines and available crops.



Note: GDP composition by sector: percentage (source: CIA world fact book)

Financially, capital of the agricultural cooperative bank is roughly \$10 million, with low-interest, low-mortgage loans especially in fields such as machines, poultry projects, sustaining farms, milk-producing cows and dairy products.

Although there are several rivers in Iraq, the fishing industry has remained relatively small.



Aside from oil and gas, although once very prosperous, since the seventies the mining industry has been limited to extracting small quantities of phosphate.

Currently, about 71% of Iraq's population live in urban areas; by 2030, Iraq's population is expected to reach up to 50 million, and the number of new job seekers is expected to grow by at least 250,000

this year. Combined unemployment and underemployment rate among the young is already an estimated 80%.

In March 2014 the United Nations released a new set of official unemployment statistics for Iraq. The national rate was at 11.3%.

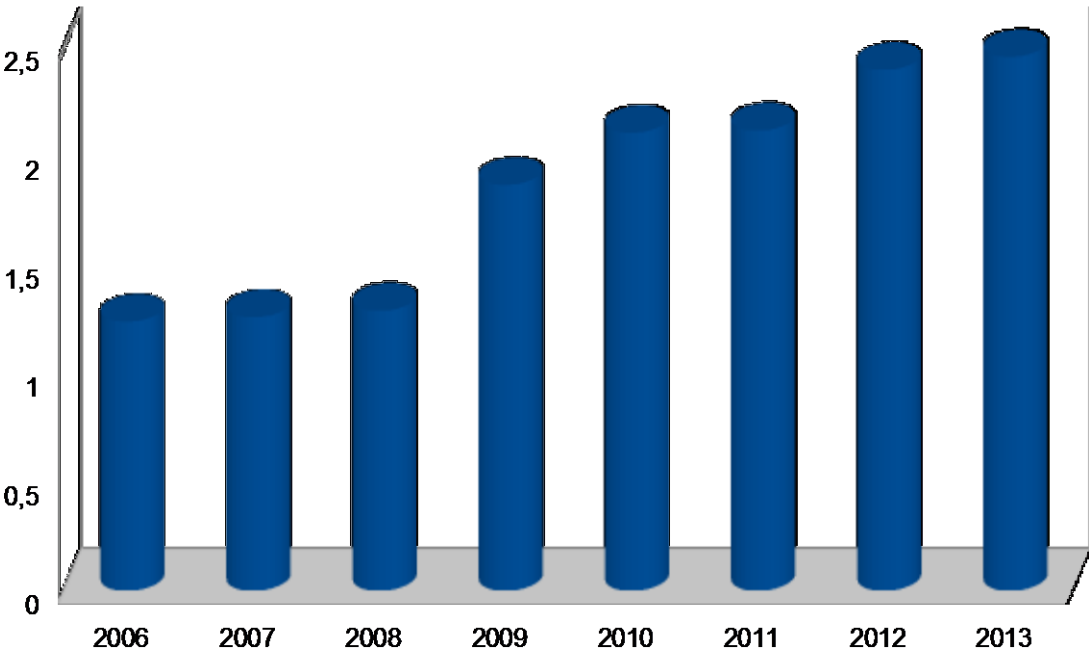
The rate of people who have a full-time job in the public sector is about 60%. In 2011, the government provided 45% of the total job opportunities for that year; whereas the private sector contributed with the remaining percentage.

Plenty of others claim the actual figures are much higher. Not only that there is massive underemployment.

According to World Bank (2014) youth labour force participation in Iraq is low and stagnant. Only 40 percent of Iraqis between the ages of 15 and 24, who are not in school, are employed or looking for work. This means that 6 out of every 10 young Iraqis who are not in school are neither working nor actively seeking work.

Even the best province only had one fifth of their women at work or searching for employment, and again that was in an area with horrible job prospects. The turn towards conservatism following the 2003 invasion, and widespread violence were two major reasons why women have such low numbers.

Only 15 percent of adult Iraqi women of working age participate in the labour force; well below the already low rates of female labour force participation in the Middle East and North Africa region of around 25 percent.



Note: Labor force participation rate, female and male, 2013 (source: World Bank)

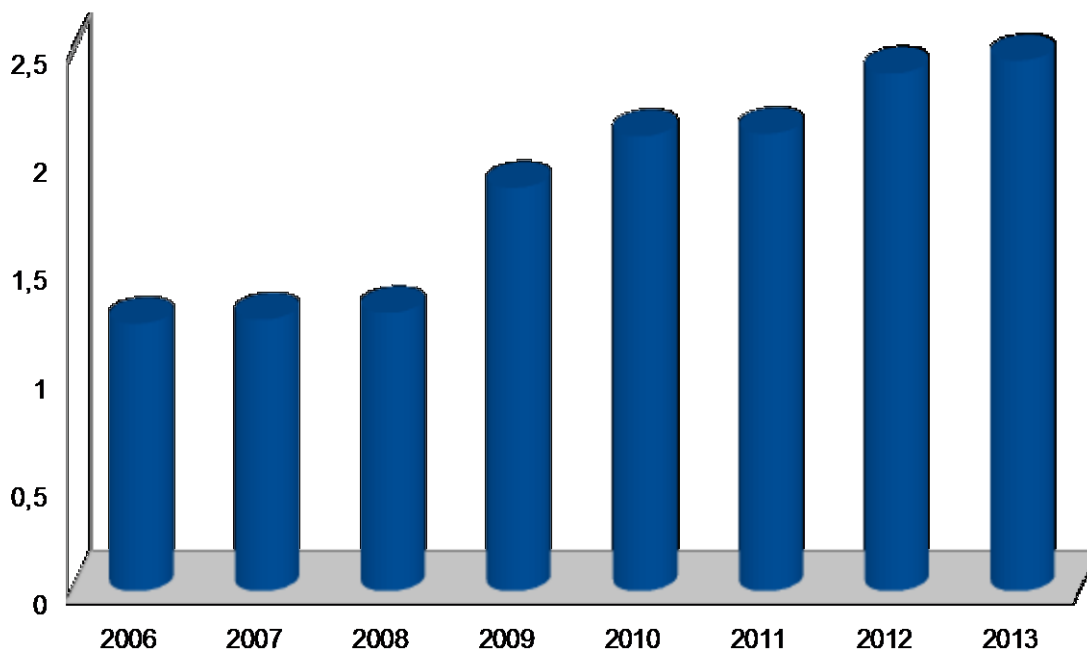
The share of women aged 25 to 64 who are either employed or actively seeking work has remained stagnant between 2007 and 2012. Participation varies sharply by education.

This pattern is almost entirely reflected in employment rates for adult women.

Women and women's rights in Iraq have been – and continue to be – affected by the country's recent wars and the current internal conflict. Between 1960 and 1980, Iraqi women had gained access to education, health care and employment, and their political and economic participation was significantly advanced. But since the 2003 war, women's position and security in society has markedly deteriorated. As of 2009, though, this appears to be improving.

Women representation on high level in the public sector and in the government is very low. On marriage, a woman has the right to retain to ownership and control of her own property, including land.

Women also have the right to enter into financial contracts and access financial services; however, women face de facto restrictions on accessing credit. So, even though financial access is slowly improved during the years, there are still many hindrances to boost loans for women.



Note: Commercial bank branches per 1.000 km2 (source: IMF)

The government does not appear to run any micro-credit programs for women, although some organizations do offer seed grants to women would-be entrepreneurs.

Research by UNDP found that many women were reluctant to make use of micro-credit services.

The takeover of the city of Mosul by ISIS in June 2014 has represented a major problem for

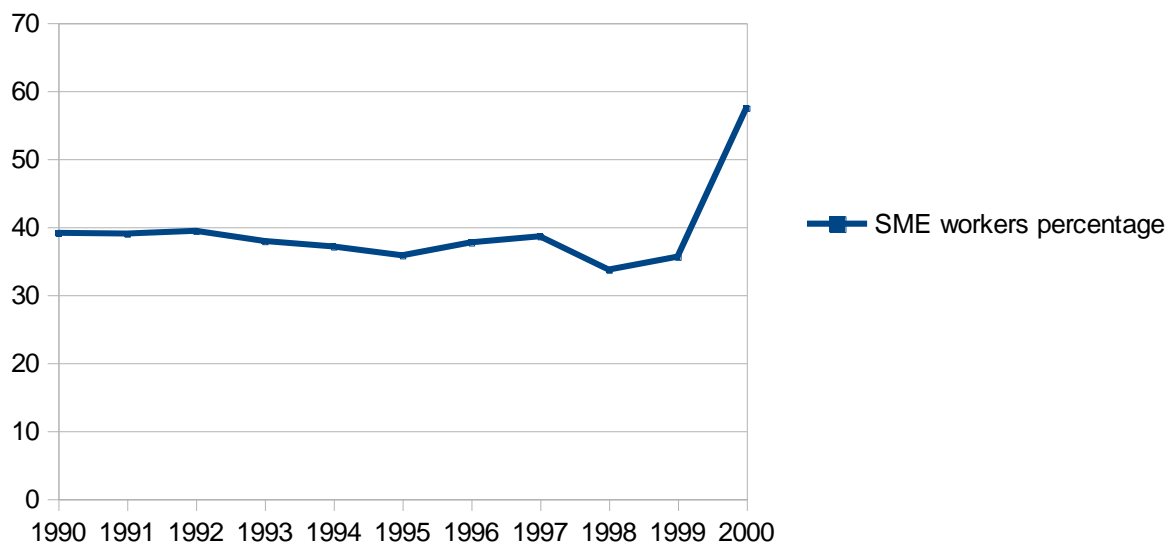
women and girls.

One out of five from ages between 10-49 years old in Iraq is illiterate. Rate of illiteracy among women in Iraq is 24.0%, while it is only 11.0% among men. Illiteracy is more evident in rural areas than in urban areas.

Iraq experienced steady and strong GDP growth, averaging a rate of 7% per year over the 2007 to 2012 period but only modest poverty reduction; implying a negative but weak relationship between economic growth and poverty reduction.

About 7 million Iraqis, around 23% of the total population, live in poverty as they spend less than ID 80,000 a month, or ID 2,600 a day.

## SME workers percentage



Note: percentage of workers in SME between 1990 and 2000

### Objectives (summary)

The overall objective of this project in Iraq is to reinforce and facilitate the development of a culture of civil society and help to increase the level of cooperation and foster mutual knowledge between Iraqi Civil Society and Iraqi Local Authorities.

Moreover the goal is to help a social inclusion of women in Iraq, to support the female leadership inside the local enterprises (SME) and of the NGOs and, through them, to give an answer adapted to the risks of economic, political and cultural marginalization of the territory of North Iraq.

Location of the project: North of Iraq - Urban area of Mosul (original; now Erbil) and Governorate of Ninawa.

Target group: 100 women from the area (women members of local NGO and SME)

### Institutional set-up and overall project organization

Project Activities: a) Needs analysis b) Training of trainers on the job, public-private - for the transfer of strategic skills in the field of international cooperation, strategic management, creation and development of businesses, support to non-profit social activity; c) creation of an incubator for women entrepreneurship d) creation of a quality label of products / services; f) affiliation, creation of joint ventures and partnerships of the female enterprises and NGOs in the Mediterranean region g) Creation and development of a Web site for the promotion of enterprises, NGOs and their activities.

The above mentioned activities are divided into 4 phases.

Phase 1: Launching the project and Study Research;

Phase 2: Identification of the 100 beneficiaries and Training activities for starting new enterprises/NGO/SME;

Phase 3: a) Creation of the Incubator to support to businesses and new enterprises. b) Creation of the Ethic Bank. c) Linking the new enterprises with European markets and European Companies.

On 5-10 September 2014, in the framework of the project was organised the second workshop among partners. During this activity the partners decided the organisation of the future activities and the changes that will be undertaken due to the actual developments in Iraq, especially Mosul.

Phase 4: Consolidation and future sustainability.

The present annual report describes Phase 2 activities, including selection of beneficiaries and all training activities.

### **Staff and qualification**

The Lead Partner of the project, referring to the project budget and to the PRAG rules identified the project leader coordination staff which is composed by:

Project Manager: Victor Matteucci

Project Technical Support: Sundus Maabad Hamad Alraui

Administrative staff: Dorina Kulla

During the activities, more staff was recruited. Partners agreed on naming one coordinator, one administration officer and one secretariat officer for each partner, plus its representative in the Steering Committee, which comprises one representative from each partner plus a general coordinator of the project.

The following staff has been recruited during first phase according to the above mentioned agreement:

Municipality of Mosul: Abdul Abd Al-Satar Khdr Al-Habow as coordinator, Sameem Hazim Mousa Naoom as Administrative staff.

University of Mosul: Mowaffak Ahmed Alsaydia as coordinator, Waheed Mahmood Rammoo as Administrative staff and Researcher; Moyassar Ibraheem Ahmed

BIAT - Business Incubation Association in Tripoli: BIAT retired staff as they left the project and

were taken over by WEO: Mrs Suzan Aref

Mosul Chamber of Commerce: President Maqbel Al Dabagh

Ninawa Governorate: Zaynab Muwafaq Younius, administrative; Saba R Hasan, coordinator;

University of Rome « Tor Vergata » - CEIS (Centre for economics and international studies ):  
Vincenzo Atella

Technical IT staff has also be recruited from March 2014 onward in order to maintain website (Tiziana Sforza) and support any other IT issue (Italo Gison), by agreements occurred in Rome as external consultants.

External contracts were stipulated to monitor the project with NGO Stars Orbit (Amman/Baghdad) and HDMS sprl (Brussels).

Indicators: comparison between forecast budget and contracts figures is corresponding. Withdrawals of money from project account are trackable and motivated. Budget expenditures for staff voices did not exceed threshold.

Output: contracts were signed between parties and Mediter. Copies are duly scanned and available for check any time. Project bank account expenditure for the corresponding period are downloadable in excel format and may be available in printed format.

### **Monitoring and co-ordination arrangements**

In Mosul, 3-5 March 2015, partner agreed that each time a workshop occurs, partners will organize an assembly, as well. Assembly is the whole of project partners' members attending each meeting and is main decisional body. The partners decided also to set a Steering Committee composed by one representative for each partner, plus a general coordinator of the project. For the time being, the Steering Committee is composed by MEDITER project staff, which assures an overall direction of the project, whereas the decisional body remains the assembly.

During the launching workshop in Mosul, the partnership also officially nominated a Management Team, a Technical-Scientific Committee and one Evaluator.

Concerning reports and interim reports, each project partner must prepare a report interim narrative and financial reports every 3-4 months for the internal evaluation of the project. In addition, each partner has to put out a narrative report and a financial report at the end of each year.

Indicators: management meetings were in number of 4; each one took place during a workshop. Each meeting was attended by the steering committee and the project coordinators directly involved in meeting subjects. The following is the table of attendees:

IV° Workshop	Suzan Aref Victor Matteucci Saba Ramadan Juan Oghana Abdulsatar Kh.H
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	Sameem Naoom Magid Kubat
V° Workshop	Suzan Aref Victor Matteucci Saba Ramadan Juan Oghana Abdulsatar Kh.H Sameem Naoom Magid Kubat
VI° Workshop	<ol style="list-style-type: none"> <li>1. Mr.Victor Matteucci (president of MEDITER)</li> <li>2. Mr. Ari Dlishad (WEO vice exclusive director)</li> <li>3. Mrs.Saba Ramadan Hasan (Coordinator Ninawa Province)</li> <li>4. Mrs.Hind Mohamed (MEDITER consultant)</li> <li>5. Mr. Ziryan K.R. (SOC)</li> <li>6. Mrs.Shahd Jafer (Resp. Ninawa Region)</li> <li>7. Mr.Sameen Naoom (Project Administrative staff of Municipality of Mosul)</li> <li>8. Mr. Aram Abd (Activity coordinator)</li> </ol>
VII° Workshop	To be held

## 2. PROJECT PERFORMANCE

Addressing a more complex workflow compared to last year activities, we decided to reassess evaluation method and relying on a different approach. Elements of this new method are:

- information: all data provided inside project framework;
- methodology: the way data are packed in a meaningful output;
- indicators: performance measure that are applied according to a precise methodology in order to assess results.

We have split the evaluation in four different aspects:

- quantitative: any information implying numbers falls under quantitative assessment;
- qualitative: any information implying a value statement falls under qualitative assessment;
- process: any information describing how the project has been carried out falls under process assessment;
- product: any information describing what has been materially created inside the framework of the project falls under product assessment.

For each aspects we collected and grouped information, described methodology, described indicators, and then we assess results. The same procedure applies to each activity. Thus we shall present overall evaluation method beforehand, then we shall apply the method to project activities.

### **Quantitative evaluation**

#### *Methodology*

The methodology used to assess information in a quantitative way involves calculation made by established indicators. Each time an activity presents itself with numbers and figures, they will be relied upon in order to calculate a result. The general scheme of the calculation is:

- a. presentation of figures
- b. presentation of the formula (if any)
- c. use of the formula on the indicators
- d. assessment of the results against threshold (if any)

A final paragraph will present a verbal evaluation of the results.

#### *Indicators*

Indicators in quantitative evaluation are numbers: attendees, visits, copies, beneficiaries, anything that is numerable is an indicator in a given activity. Thus, in order to extrapolate indicators from activities, it is enough to retrieve figures involving the activity itself and turn them into performance indicators. Only meaningful numbers are taken in consideration; figures coming from irrelevant data will not be considered. In order to tell significant figures

from others, the following rule will be implemented: a number is esteemed relevant if it describes an object coherent to the purpose of the activity. For instance, the number of pages in a book is relevant only if the purpose of the activity is to print a volume; in case of a simple collection of materials, it is not.

## **Qualitative evaluation**

### *Methodology*

Qualitative evaluation methodology is quite different from quantitative and sometimes may be controversial. We do not have an (almost) neutral method such as a formula applied to numbers. Psychological bias is always in sight. Quality is more of a point of view or a feeling than an objective assessment. However, qualitative evaluation proves essential since not always figures may account for anything in a project. For instance, beneficiaries satisfaction may hardly be counted by numbers, unless they are willing to give votes themselves. The matter is that a project can be pictured as a complex system; as such, statistical and mathematical models are not always developed enough to describe its features with utmost correctness. Therefore we decided to rely also on a series of statements addressing issues not immediately reportable under numerical means. For qualitative evaluation, we will extrapolate description from information which may return a sustainable opinion. Only opinions related to the purpose of an activity will be deemed relevant enough to be considered. Then significant opinions will be "weighed" against indicators emerging from activity description.

### *Indicators*

A qualitative indicator usually takes the form of a statement that has to be verified during the data collection. However we rely on indicators that were not established before the monitoring; each activity has been considered in its own right, looking for indicators that can subsequently be assessed by the very information provided in activity description. [In order not to exclude other potential indicators, we decided to assess activities also through external opinions collected among beneficiaries and other externally involved people].

## **Process evaluation**

### *Methodology*

We decided to separate process and products evaluation in order to facilitate an evaluation that takes in due consideration all aspects of the activity. As a matter of fact it can happen that even though everything went very good in activity implementation, material results are not that good, or the other way round. Process and products are related but not identical.



We shall refer to process as any course of action or succession of facts that are set in time and are originated by behaviour of project subjects (that is, any person involved). After a short description of the process, it will be broken down in tasks and each tasks will be assessed considering if its implementation has be fully functional to the overall activity or not, and if not, why.

### *Indicators*

Indicators for process are usually related to schedule and missions, that is, assessing if considered task has been accomplished according to agreed timeline and its purpose met. In case other indicators are necessary, these are introduced from time to time.

## **Product evaluation**

### *Methodology*

Product is defined as any output the project can yield. Products may be material and immaterial, but they always are a specific item which was nonexistent before the activity or the tasks took place and it is real afterward. For instance, a training course is a product even though there is not distributed handout or officially established modules, if the formation does not follow a pre-established class but arrange one during the project. An activity can or cannot generate products. In case it does, they are evaluated accordingly.

### *Indicators*

Indicators for products vary according to products itself. Products can be very different from one another, thus there is not a fixed set of indicators for all circumstances. Appropriate schedule meeting is a generic indicator we will rely on, but we will feel free to introduce any set of indicators esteemed useful for the product under examination.

## **Activity**

### **IV Workshop**

#### *Activity description*

The activity took place in Erbil from 16 to 19 March at the premises of Women Empowerment Organization. All partners were involved. The workshop entailed the selection of participants through CVs evaluation and the design of the training course.

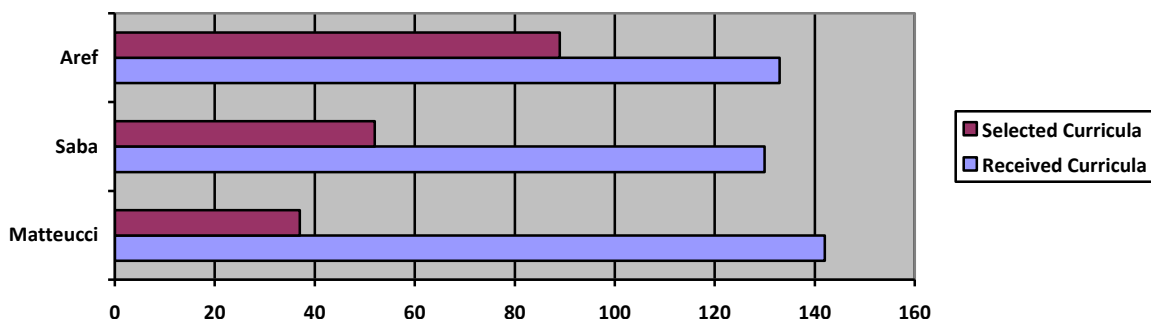
Also, criteria of evaluation were established during this first tranche of the workshop. A number of 100 women had to be chosen among women working in local government,

teachers and University professors, micro-entrepreneurs, women working in local NGOs, journalists and widows. Therefore it was decided to set the level of education at higher diploma or equivalent, with a good knowledge of English or European language in addition to Arabic. As stated in previous project meetings decisions, project should involve especially women (minimum: 60%), where war widows should be preferred. The target was set on women and men with a directional role in AL and / or members of non-governmental organizations (NGO) officials, employees, full-time, with temporary occupation, interested in developing their skills in strategic planning, international cooperation, service management, the implementation of social projects and cultural preservation or recovery aimed at activating tourism ,interested in sharing the land development and planning, and program management Community.

During second e third day, it was decided to prepare a detailed didactic plan and a list of teachers. Also, other important decision on training course were taken. The detail of conference press and the meeting in Cihan was also established.

### *Quantitative evaluation*

For a workshop, quantitative indicators are especially people present at the meeting and number of hours. As representatives of all partners were present, this workshop may be considered fully attended. Signatures of attendees may be shown as proof in case it is necessary. Also, we considered that meeting hours, as reported in minutes, agendas and signatures list, were enough to choose evaluation commission, select students and move on to other tasks. Three days were reserved to CVs examination, that is long enough to analyze any of the 405 sent curricula: according to agendas, more or less twelve hours were dedicated to selection of students, with an average of about 30 CVs pro hour. Evaluation commission was composed by Mr Matteucci, Mrs Saba, Mrs Aref. Each commissioner evaluated about 10 CVs pro hour, with an average time dedicated to each one of about 6 minutes. Time to evaluate CVs seems therefore sufficient.



### *Qualitative evaluation*

The activity took place as programmed. Acta of the meeting are available to verify proceedings of the meeting. The iter to select students was well designed: a commission was appointed in order to select curricula before they get a complete list of participants. Discussions took place on any of the matters of the agenda; essential decisions were took on the list of the trainers and the training course. However, it has to be noticed that selection of students lasted more than foreseen; this meant that time to discuss other matters had to be reduced accordingly. This could have been settled in a better way, quickening selection procedures; even though it is true that curricula were more than expected.

### *Process evaluation*

Overall process was good. Discussion among partners was open and clear. Linguistic barriers was not an issue since all partners spoke fluent English. Controversies did not arise, and different points of view were managed through agreements and committee votes. Workflow was smooth; no real hindrances were met and meetings were held as planned.

### *Product evaluation*

At the end of the workshop, a list of participants was produced. Considering the aforementioned criteria used to write it, we esteemed the list to be significant and representative of the group we wanted to include inside the training.



### **Activity**

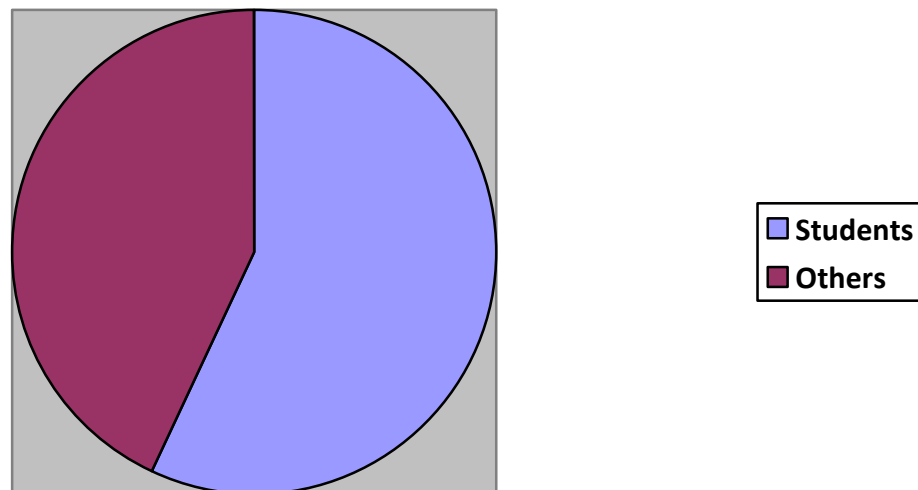
### **Workshop V**

### *Activity description*

The workshop was held in Erbil, IRAQ, from 17 to 20 April 2015. It revolved around three main aims: organizing the schedule for the study presentation, presenting the study, and continuing the design of the training.

### *Quantitative evaluation*

For a workshop, quantitative indicators are especially people present at the meeting and number of hours. As representatives of all partners were present, this workshop may be considered fully attended. Signatures of attendees may be shown as proof in case it is necessary. As for study presentation, it was attended by XXX persons, as proved by reports and news spread over media. Students also were invited to attend presentation and subsequent meeting with selected experts; all of them (100/100) attended the meeting.



### *Qualitative evaluation*

The activity took place as programmed. Acta of the meeting are available to verify proceedings of the meeting. Preparation of the study presentation conference was fast and appropriate: also thanks to delay in this event, organization was conducted according to agreements and information already acquired and was successfully performed in a mere one day (first day was reserved to a visit to a refugee camp). The study presentation was held at Cihan University, top learning institution in Erbil. Many authorities were present: The Governor of Ninawa; The Governor of Erbil; The President of the Council of Ninawa; The Ambassador of USA; Representatives from UN and USAID; The President of the University of Mosul; The President of the University of Cihan; etc. The news on the conference was spread over local media; a number of reporters and other professional from the world of

information attended the conference, granting for a good coverage of the event. Intervention from board were concise but clear; the public was interested and receptive. Data from the study were exposed in a straightforward manner, and the link between the study and the project clearly explained. The meeting with the students was also successful: environment was warm and friendly and a good relation was built up since the beginning, so to contribute to the best development of the training.

Other parts of the activity took place continuing to arrange training with learning, didactic plan, list of teachers, list of students, transporting mobility for students, didactic material etc. etc.).

### *Process evaluation*

Overall process was good. Discussion among partners was open and clear. Linguistic barriers was not an issue since all partners spoke fluent English. Controversies did not arise, and different points of view were managed through agreements and committee votes. Workflow was smooth; no real hindrances were met and meetings were held as planned. During the conference issues were not registered: machinery worked as assumed, speakers attended and participated in the supposed order, last minute miss or incidents did not reach the scale to change or modify the event. Also, the meeting with the students was overall very calm and well-arranged. Students came and left without confusion, listened to trainers with interest and silence, and no problem worth of mention was signaled.

### *Product evaluation*

At the end of the workshop, training module were ready, except for details of module 2 which still had to be drafted. As far as can be deduced from training program, teachers CVs and general schedule, final design was appropriate. Allocation of competences for scientific matters seems assured; also compliance of CVs with modules' aims and scope was really good, thanks to a correct evaluation process set by the call for experts and to the professional skills of partners involved. Calendar was thought to cover a number of topics without burdening students and let them free to move along to next phases and everyday life; even though there is a risk of an excessive compression of information, more dangerous in modules with a lot of notions. Training hours are arranged in a coherent way and seems to be organized according to a general logic. Development of information runs from general to detailed, increasingly. Connection between initial situation and final purpose is clear and path to reach it straight.

## **Activity**

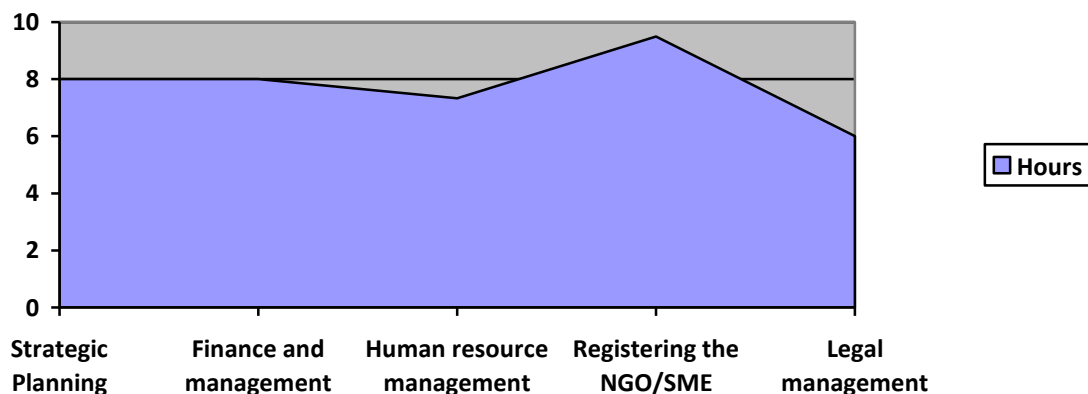
### **First Training**

### *Activity description*

This activity relates to introduction module, General Training, which was attended by all participants as introduction to further modules. The goal of this activity was to train 100 beneficiaries of existing methodologies and tools for the creation of Non-Governmental Organisations and Small Business Enterprises. The overall goal of the training workshop was to introduce participants to general knowledge for the creation of NGO-s and SME-s. The training was held at the University of Cihan in the city of Erbil, from 31, May 2015 till 15, June 2015. Participants were divided in four groups. Each group attended a training of three days. Main subjects were: Strategic Planning; Finance and management; Human Resources management; Registering the Ngo/SME; Legal Management and Establishments. Experts hired for the training came from the Municipality of Mosul (24 hours), Governorate of Ninawa (24 hours), University of Rome Tor Vergata (2 hours online).

### *Quantitative evaluation*

For the training, we considered the following indicators: number of participants (100); hours of training (50). Evaluation has been performed to check on actual number of participants and training course hours. Number of participants were assessed on the ground of signed attendance lists; hours of training were assessed by interviews to participants and trainers [?]. It has been found out that all of the foreseen participants took part in the course, and all foreseen hours were actually held.



### *Qualitative evaluation*

As for qualitative evaluation of this first part, concern is content of training. Indicators should address the following matters:

- was knowledge distributed in a clear and understandable way?
- was teachers available and willing to expose and clarify dubious parts and notions?
- was training course set to audience skills and capacities?

- was information really new to audience and exploitable by the presents?

Evaluation concluded that the answer was positive to all questions. Teachers were selected through a specific call and their CV was scrutinized by project management. Participants expressed their feelings of satisfaction, as well as teachers granted that interest during the class was vivid and communication good. The selection of participants were duly performed and the participants themselves had enough background to follow the lessons without issues, as proved by the general approval of the course and lack of complaints. However, on the whole all students found that general knowledge was valuable, even though obvious differences in each background made some of the more sensitive to different parts of the course. The content was appropriate to introduce people into more specific subjects later on; topics fitted the overall aim of the training, even though the parts of the training should have been more balanced between NGOs and SMEs, since an equal amount of hours seemed not to fully reflect the difference in complexities between these two kind of organizations.

#### *Process evaluation*

Process for training took place according to established timetable and schedule. No relevant changes could be detected between original planification and actual development. Teachers could reach place of lessons without any problem. No security issues arose during the classes; selection of teachers was accepted by all. Teachers as well as participants did the work without raising issues of order or discipline. Overall process found no hinder and went smoothly as planned.

#### *Product evaluation*

Since training was established during workshops, assessment has been made elsewhere.

### **Activity**

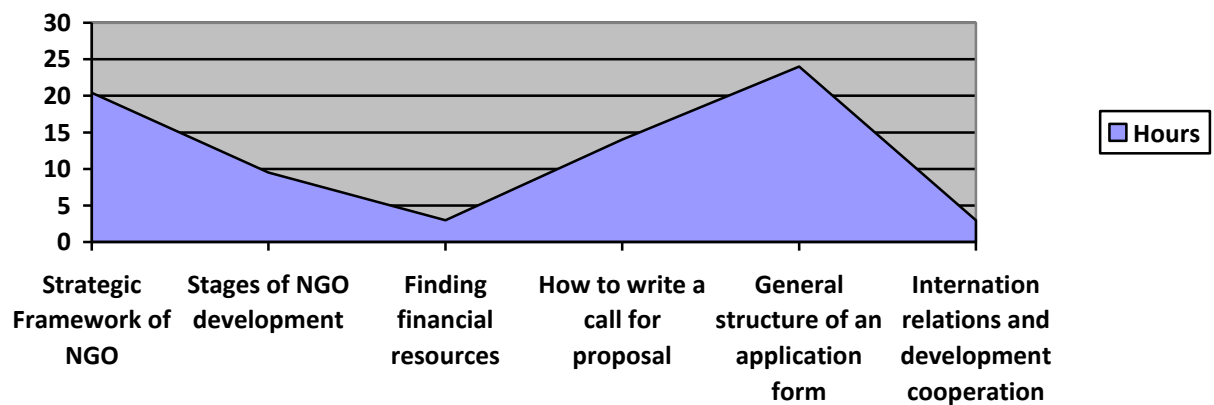
#### **Training Module 1: NGOs**

##### *Activity description*

This activity relates to first module, focussed on NGOs, which was attended by one group of 20 beneficiaries for 4 weeks, 5 days/week, 4 hours/day. Total training hours were 80. Dates were 2-6 August 2015, 9-13 August 2015, 16-19 August 2015 [e le altre?]. Subjects were: Social enterprise and the role of non-profit organizations; Objectives and instruments; Areas of practice; International relations; Institutional relations; Designing international. The training was performed by an expert from Mediter (40 hours) and one from WEO (40 hours).

### Quantitative evaluation

For the training, we considered the following indicators: number of participants (20); hours of training (80). Evaluation has been performed to check on actual number of participants and training course hours. Number of participants were assessed on the ground of signed attendance lists; hours of training were assessed by explicit certification made by expert trainers. It has been found out that all of the foreseen participants took part in the course, and all foreseen hours were actually held.



### Qualitative evaluation

As for qualitative evaluation of this first part, concern is content of training. Indicators should be the same as seen in general training:

- was knowledge distributed in a clear and understandable way?
- was teachers available and willing to expose and clarify dubious parts and notions?
- was training course set to audience skills and capacities?
- was information really new to audience and exploitable by the presents?

Evaluation concluded that the answer was positive to all questions. Teachers were selected through a specific call and their CV was scrutinized by project management. Participants expressed their feelings of satisfaction, as well as teachers granted that interest during the class was vivid and communication good. The selection of participants were duly performed and the participants themselves had enough background to follow the lessons without issues, as proved by the general approval of the course and lack of complaints. However, on the whole all students found that general knowledge was valuable, even though obvious differences in each background made some of the more sensitive to different parts of the course. The training content focussed on how to set and grow an NGO, from a legal, organizational and financing point of view; overall content was quite specific and detailed, however the arrangement of lessons could seem a bit confusing to participants since a huge amount of information was compressed in a number relatively low of class hours.



### *Process evaluation*

Process for training took place according to established timetable and schedule. No relevant changes could be detected between original plan and actual development. Teachers could reach place of lessons without any problem. No security issues arose during the classes; selection of teachers was accepted by all. Teachers as well as participants did the work without raising issues of order or discipline. Overall process found no hinder and went smoothly as planned.

### *Product evaluation*

Since training was established during workshops, assessment has been made elsewhere.

## **Activity**

### **Workshop VI**

#### *Activity description*

The workshop took place in Erbil, from 28 to 30 September 2015. The activity meant to examine documents from first two module of training from a management, financial, audit and administrative point of view. Moreover, last training module, taking place after the workshop, was designed and presented. Students and teachers were selected, location and calendar. Also talks with the Governor of Nineveh Province and the head of the provincial Council in Ninawa were held in order to arrange course and potential future cooperations.

#### *Quantitative evaluation*

For a workshop, quantitative indicators are especially people present at the meeting and number of hours. As representatives of all partners were present, this workshop may be considered fully attended. Signatures of attendees may be shown as proof in case it is necessary.

#### *Qualitative evaluation*

The activity took place as programmed. Acta of the meeting are available to verify proceedings of the meeting. Talks with public authorities representative were friendly and productive. They fit with the overall organization of the course, which was conducted during last day of work. Compared to the design of other modules, it seems that the time reserved to the last one preparation was a bit reduced, especially considered that this module was

the heavier one. However, it is also to be taken in consideration that the design of the modules was already begun during previous workshops. Instead, scanning of documents from first two modules was conducted in a deepened and accurate way. Any problem or issue arisen was discussed and faced among all partners, and apt countermeasures were taken in order to avoid further occurrence. Administrative and financial control assured that first modules were developed according to best economic and management procedures. A deeper analysis can be found under the project management activity evaluation.

### *Process evaluation*

Overall process was good. Discussion among partners was open and clear. Linguistic barriers was not an issue since all partners spoke fluent English. Controversies did not arise, and different points of view were managed through agreements and committee votes. Workflow was smooth; no real hindrances were met and meetings were held as planned.

### *Product evaluation*

At the end of the workshop, training module were ready. As far as can be deduced from training program, teachers CVs and general schedule, final design was appropriate. Allocation of competences for scientific matters seems assured; also compliance of CVs with modules' aims and scope was really good, thanks to a correct evaluation process set by the call for experts and to the professional skills of partners involved. Calendar was thought to cover a number of topics without burdening students and let them free to move along to next phases and everyday life; even though there is a risk of an excessive compression of information, more dangerous in modules with a lot of notions. Training hours are arranged in a coherent way and seems to be organized according to a general logic. Development of information runs from general to detailed, increasingly. Compared to other modules, however, this one looks like it was designed in a far more detailed way, which partially accounts for the aforementioned issues of risk.

## **Activity**

### **Training Module 2: Enterprises**

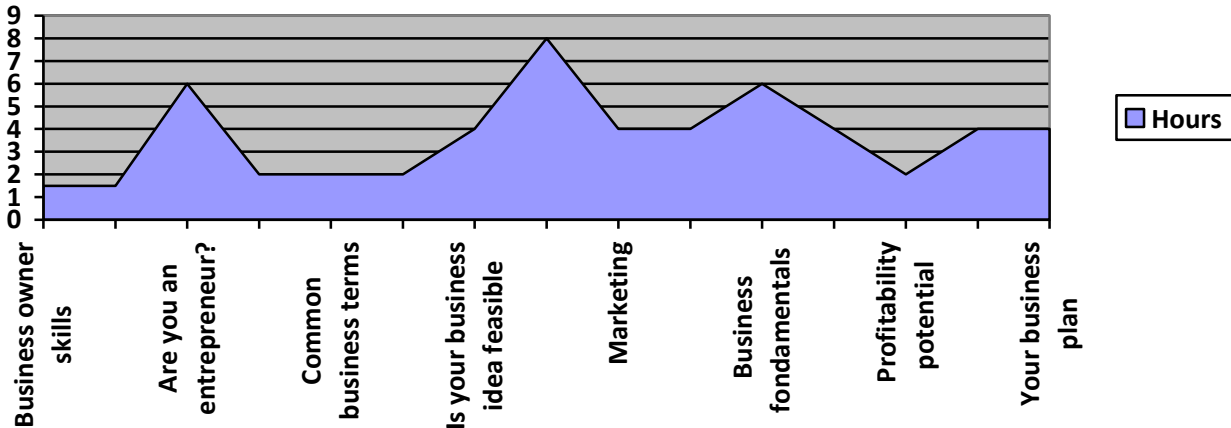
#### *Activity description*

This activity relates to second module, focussed on enterprises, especially SMEs, which was attended by one group of 80 beneficiaries divided in 4 groups, for a total course duration of 4 weeks, 5 days/week, 4 hours/day. Total training hours were 80 per group. Dates ranged from 1 November to 18 November for the introductory part on business and from 29 November 2015 to 21 December 2015 for the specific part on sectors. As a matter of fact,

since the training aimed at putting people in condition to start and run a business on their own, course focussed on a variety of sectors: production and distribution of textile; production of milk cheese and yogurt; production and processing leather; production of soap and candles; and production of chocolate as an alternate sector. The training was performed by experts from University of Rome Tor Vergata (38 hours in total), from WEO (225 hours in total), and external experts recruited by WEO (57 hours in total)

*Quantitative evaluation*

For the training, we considered the following indicators: number of participants (80); hours of training (80 + hours on each sector). Evaluation has been performed to check on actual number of participants and training course hours. Number of participants were assessed on the ground of signed attendance lists; hours of training were assessed by explicit certification made by expert trainers. It has been found out that all of the foreseen participants took part in the course, and all foreseen hours were actually held.



*Qualitative evaluation*

As for qualitative evaluation of this part, as well as the others, concern is content of training. Indicators should be the same as seen in general training:

- was knowledge distributed in a clear and understandable way?
- was teachers available and willing to expose and clarify dubious parts and notions?
- was training course set to audience skills and capacities?
- was information really new to audience and exploitable by the presents?

Evaluation concluded that the answer was positive to all questions. Teachers were selected through a specific call and their CV was scrutinized by project management. Participants expressed their feelings of satisfaction, as well as teachers granted that interest during the class was vivid and communication good. The selection of participants were duly performed

and the participants themselves had enough background to follow the lessons without issues, as proved by the general approval of the course and lack of complaints. However, on the whole all students found that general knowledge was valuable, even though obvious differences in each background made some of the more sensitive to different parts of the course. In particular, this specific part of the training was arranged in a very detailed and deepened way. The focus on different sectors was thought to meet actual market already developed or in development in the country; information was set on attendees exigencies, and to split participants in groups according to their specific interests was a good idea appropriately implemented. The training delivered a targeted and duly set knowledge; the general training set a solid background to build on to exploit information received during the course, and at the end of the lessons people could show a greatly increased capacity in the chosen field.

#### *Process evaluation*

Process for training took place according to established timetable and schedule. No relevant changes could be detected between original plan and actual development. Teachers could reach place of lessons without any problem. No security issues arose during the classes; selection of teachers was accepted by all. Teachers as well as participants did the work without raising issues of order or discipline. Overall process found no hinder and went smoothly as planned.

#### *Product evaluation*

Since training was established during workshops, assessment has been made elsewhere.

### **Activity**

#### **Workshop VII**

##### *Activity description*

This final workshop meant to close phase 2 with administrative, financial and managerial analysis of all activities, and then switch to phase 3 starting to plan activities for incubator development. Distribution of certificates to the beneficiaries in Chihan University also will take place; Bashar Kiki Chairman of the Board of Nineveh province and the new Governor will meet partners.

The workshop is inserted in this report since it pertains to phase 2, but since at the time of report writing it still has to take place all evaluation will be inserted in phase 3 report.

### **Activity**

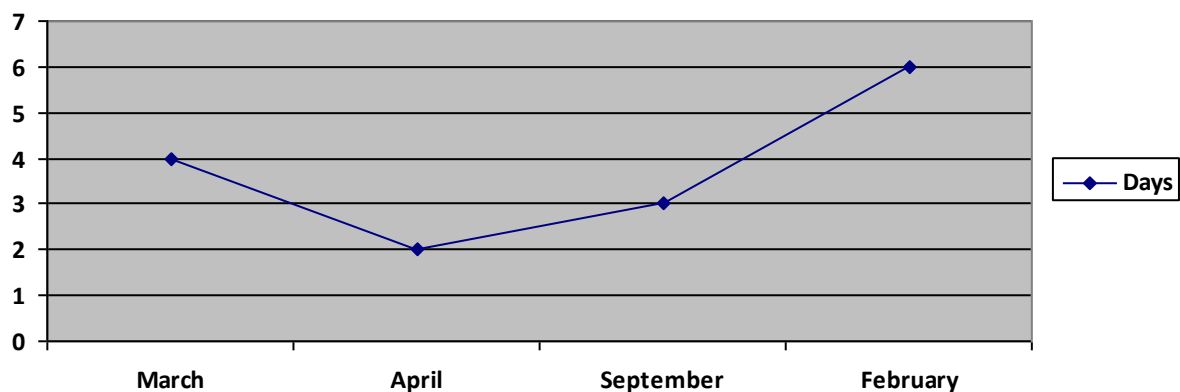
## Management

### *Activity description*

Management was performed especially during workshops, when decisional procedure could be put in practice in a faster and de visu way. However activity took place along all the course of the year through other communication tools, such as internet and phone. Management includes all procedures intended to keep the project on the right path, assuring coordination between partners, information sharing, and good and punctual deployment of staff, activities and material.

### *Quantitative evaluation*

During phase two, 4 workshops were held. Agendas and reports are available as proof. Unfortunately figures of other contacts are not at hands; we can make an approximate count of some dozens of mails and telephone calls, but it is not possible to infer further information in absence of more data. However, considering a relatively low count of meetings and contacts, and parallel assessment of other activities, it seems that organization can be described as good, since things were done with relatively low effort.



### *Qualitative evaluation*

There were no evident differences among last phase and current one with reference to relationships between partners. All team was mutually friendly and allowed for a fast resolution of controversies. As far as it can deduced by available reports, decision making ran smoothly, with gears thought to work in a efficient manner doing their job: flexibility and quickness were well inserted into all management bodies, even though without cooperation and authority accomplishments could have been more difficult. Luckily, people remained driven and focussed during all meetings and decisional procedures; management was never

questioned and resulted were deemed good enough to keep on this track. Project managers spread information quickly and allowed other partner to know developments on time.

#### *Process evaluation*

Mechanisms used to perform management are deemed appropriate. A greater amount of data would be desirable, but we can rely on workshop reports to check on decisional procedures. Development of the whole activities ran without major change or obstacles. Calendar of meeting and activities seems to show logical arrangement and coordination between deployment of activities and relative managerial meetings. There are no trace of linguistic barriers being a hindrance; documents are in Arabic as well as English translation. Staff allocated to administrative tasks is enough to report and monitor process. However, there is no use of informatic tool and/or instrument commonly used for project managing; it would be a plus to rely on such tools and would also provide with more data useful to monitoring.

#### *Product evaluation*

Only products involved in management activities are reports and/or agendas of meeting. Reports are clear, concise and comprehensive. Agendas are in line with usual standards. Overall material examined is professionally edited and content is satisfying and self-explanatory.

### **Activity**

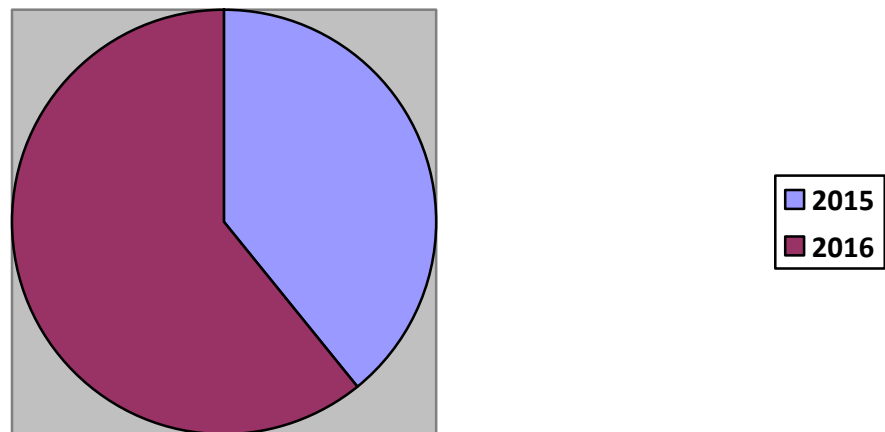
#### **Communication and dissemination**

##### *Activity description*

Communication plan set four categories of target: project staff, decision makers, gender system, and media. A press officer was appointed; a technician is in charge of the website. Main channels through which information about the project was spread and communicated were website and Cihan conference. A particular kind of visibility was also the diffusion of calls for participants operated by partners and public bodies in order to retrieve interested people. As a consequence of conference and calls, some articles were published on newspapers. Website kept on growing up during phase 2, with two new subsections dedicated to the project.

##### *Quantitative evaluation*

Main indicator in this case is number of access to website. Total access of the whole site from the beginning was 24.140. In 2015 visits were 14.699. Unfortunately, since website covers all activities of the main proponent, it is not possible to tell visits for project from generic visits. However, it is clearly evident how number of accesses increased during phase 2.



#### *Qualitative evaluation*

The website is always updated on time; events agendas and reports are uploaded in a punctual and precise manner, even though some link seems broken for the time being. Information on the website is detailed and concise. Concerning Cihan conference, elsewhere considerations have already been done; however, from a communication point of view the event was strategic in bringing in authorities from crucial nodes in Iraq regions of the project, providing for a wide stage for study results. The importance the conference was charged with granted for media coverage by local newspapers and TV. Still, project seems somehow lack visibility in Europe; aside from website and press release sent to contact list, it looks like there is no concern of a major interest for project result on the internet. The website does not link other websites which could multiply contacts and does not seem to have usual social networks accounts.

#### *Process evaluation*

Organization of main event, as mentioned before, was overall good. Website is up and working and there was no major suspension of online protocols. Mail, press releases and newsletters were sent on time and to any foreseen contact. It is not possible to detect any interruption of the service.

### *Product evaluation*

Aside from aforementioned issues, website is graphically pleasant and user friendly. Some details in the web pages dedicated specifically to the project could have been done in a more interactive way, but on the whole aspect is good. Downloadable files are edited in common format and easily readable and accessible. Mails and other similar tools are edited in a formal way and there are no detectable problems. The study presented at the conference is a very pleasant edition, with professional care and luxury features.



## **ANNEXES**