Project number: SAP 150328

Project title: Integrated stabilization, economic recovery and reconstruction support for displaced persons and returnees in Iraq

Thematic area code: Poverty Reduction and Peace-Building

Starting date: February 2015, upon arrival of funds

Duration: 12 months

Project site: Northern Iraq

Government Co-coordinating entity:
- Ministry of Labor and Social Affairs – KRG
- Governor’s Office – Ninewa Governate
- Governor’s Office – Sala Al Din Governate

Executing agencies/ cooperating agencies:

Project Inputs (€): € 1,327,434

Support Cost: € 172,566

Grand Total: € 1,500,000 (including agency admin. costs)
**Brief description:**
The project originated from the expression of interest from the government of Iraq in the promotion of stability, economic recovery and reconstruction support for communities affected by the conflict in Iraq. The proposal is part of the JSB2016 submission.

The overarching goal of the project is to assist the government of Iraq, the host communities, internally displaced persons (IDP) and returnees that are located in Central and Northern Iraq who are affected by the ongoing conflict in the region. More specifically, the project aims at promoting stability, economic recovery and reconstruction support for communities affected by the conflict in Iraq. The project will focus on three sub sectors to achieve the above goals: (1) support to income generation activities via vocational skills training; (2) restore micro-small scale enterprises damaged during the conflict and (3) reconstruction of community infrastructure via vocational skills training.

This project is in-line with the cluster for emergency livelihoods and social cohesion and complies with the criteria for the first-line response measures.
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A. CONTEXT

The UN estimates that at least 3 million Iraqis have become internally displaced persons (IDPs) in the course of the recent fighting and no longer have their homes, businesses, jobs, secure sources of education, medical services and lack of food. The conflict, violence and human suffering in Iraq is unprecedented and the situation is classified as an L3 emergency. The most vulnerable are women, children and youth. As the conflict continues in Syria and Iraq, the presence of ISIS forces has left many of the youth vulnerable to recruitment and violent extremism as a result of poverty and desperate living conditions. Immediate action is required to address these needs and provide immediate support for displaced persons and returnees seeking to return to their homes. For example, in March / April 2015, the operation to re-capture Tikrit from ISIS was a joint operation of the Iraqi Security Forces (ISF), Shia militias and Sunni tribal forces. As a result of this effort, the city of Tikrit was liberated from ISIS, but the aftermath has been devastating for the people originating from the Sala Al-Din Governorate. A city-wide damage assessment completed by UNITAR / UNOSAT of Tikrit revealed a total of 536 affected structures, of which 137 were destroyed, 241 severely damaged and 158 moderately damaged. This has resulted in grave destruction that contributes to the current vulnerability of the people.

Iraq has been struggling with deep divisions along sectarian and ethnic lines. Iraq’s most critical challenge is to create a workable basis for sectarian and ethnic unity. The advance of ISIS is of grave concern and the brutality it has brought to the population has created a scale of displacement unprecedented since the conflict began in 2003. ISIS does occupy a large part of the two critical governorates in Iraq (i.e. Anbar and Ninewa). It occupies the two largest cities in Anbar – Ramadi and Fallujah and Iraq’s second largest city in Ninewa – Mosul. The humanitarian response plan for Iraq 2015 (HRP) estimates population displacement to reach 5 million by the end of December 2015.

The combined political, security and economic challenges in Iraq create a high level of unpredictability for the country’s situation. Presently, the reforms proposed by Iraq’s Prime Minister Abadi have been viewed as a broad attempt to address key structural problems including growing public discontent over corruption and lack of public services. However, the humanitarian situation is of grave concern and Iraq’s population is at-risk. International support is required to provide immediate relief and allow room for Iraq’s Government and security forces to make some gains that will bring a long-term solution for security and stability in the country.

Additionally, Sharp tensions between the Central Government and Kurdish Regional Government (KRG), caused in part by the breakdown of a deal between the Central Government and KRG was to provide the KRG 17% of Central Government’s budget, and also because of growing political tensions within the KRG, and disputes over the allocation of remaining oil export revenues to Shiite portions of Iraq. The impact of the current war is also combined with the growing problems caused by the impact of far lower oil revenues. Revenues were 11% lower in 2014 than the government had originally projected, in spite of growing total volume of oil exports. Official Iraqi estimates in April 2015 projected a budget deficit of at least $22 billion in 2015 for a budget of $105 billion.

It is imperative to provide immediate support for the vulnerable displaced people in Iraq as the continuous conflict has resulted to the ongoing increase of IDPs. As of 5th November 2015, seven governorates host 83% (2,639,658 individuals) of the total identified IDP population. In particular, Anbar hosts 18% (573,450 individuals), Baghdad 18% (568,140), Dahuk 13% (418,152), Kirkuk 12% (381,036), Erbil 10% (331,068), Ninewa 6% (205,344) and Sulaymaniyah 5% (162,468). From a regional perspective, it can be inferred that Central North Iraq hosts 67% of the IDPs
(2,130,246 individuals), the Kurdistan Region of Iraq (KRI) 29% (911,688 individuals) and South Iraq 4% (139,242 individuals). See map for reference. While emergency assistance has been provided to many families, coverage is greater in some areas than others. A challenge facing humanitarian actors has and will continue to be the delivery of aid in deteriorating security conditions, and the coverage of highly mobile populations in transit to other areas of Iraq. As camps continue to serve only a minority of IDPs, the needs of those staying in host communities.

**1.0 NUMBER OF IDP FAMILIES BY DISTRICT OF DISPLACEMENT, NOVEMBER 2015**

![Map of Iraq showing number of IDP families by district of displacement, November 2015.](http://iomiraq.net/dtm-page)

The proposed project aims at supporting the host communities and IDPs in the northern region of Iraq which houses more than two thirds of the total IDP in the country. The project will assist in the the host communities, the displaced persons and returnees that are affected by the ongoing conflict. More specifically, the project aims at promoting stability, economic recovery and reconstruction support for communities affected by the conflict in Iraq. The project will focus on three sub sectors to achieve the above goals: (1) support to income generation activities via vocational skills training; (2) restore micro-small scale enterprises damaged during the conflict and (3) reconstruction of community infrastructure via vocational skills training.

**B. REASONS**

UNIDO has been operating in Iraq since 2004 and has implemented over $80 million USD in the country. The projects range from livelihood recovery, micro-enterprise support, trade capacity building, revitalization of productive industrial infrastructure, support to the agro-industry sector, and...
private sector development, public-private development partnerships and extensive vocational training. UNIDO has a significant amount of experience in post-crisis project implementation, for instance, in Iraq, Sudan, South Sudan, Lebanon, Jordan, DRC, Ivory Coast, Somalia, Djibouti, Afghanistan, Indonesia, etc. In these projects, the organization has consistently shown that it can provide effective means and realistic prospects for the rehabilitation of destroyed industrial infrastructure, employment creation, improvement of household income levels, and poverty reduction. The proposed project will build on the experiences and numerous lessons learned from earlier UNIDO post-crisis projects, especially the ones that have been implemented in Iraq.

UNIDO participated in the launch of the United Nations Humanitarian Response Plan for Iraq held in Brussels / June 2015 and UNDP’s Resilience Development Forum held in Jordan / November 2015. These global platforms have enabled UNIDO to share knowledge and experience within the UN system, government counterparts, NGOs, civil society and international donors.

C. THE PROJECT

C.1. OBJECTIVES

Development objective

Immediate stability, economic recovery and reconstruction support for communities affected by the conflict in Iraq.

Specific objective

Improved social and economic stability for 350 families (approximately 1,750 persons) in the Northern region of Iraq.

Outputs

1. Improved employment and income generation opportunities in selected sectors for youth and women via vocational skills training.

2. Restored economic activity for destroyed or partially-damaged micro and small scale enterprises located in the liberated areas of Iraq.

C.2. APPROACH AND MAIN INTERVENTIONS

In this respect, the project will focus on stability measures, which offer immediate short-term gains and long-term resilience focused programming that will assist the affected communities’ to better cope with the impact of the crisis. The project’s main interventions will include:

a) **Supporting income generating activities via vocational and technical skills training.** The project will leverage on its past experience working in Iraq and other relevant government and non-governmental partners; by making use of already well-established training facilities (such as the training institution developed by UNIDO-SCANIA in-partnership with the Ministry of Labour and Social Affairs – Kurdistan Regional Government). This established national vocational training structure will enable UNIDO to mobilize quickly to provide focused and targeted skills training. The project will aim for sustainable gains by investing in local government training institutions to diversify the training that they offer, which better matches
market needs. This capacity to adapt is necessary due to the difficult economic circumstances that are present in the country.

b) **Restoration of micro and small scale enterprises damaged during the conflict.** The project will aim to restore productivity of enterprises, which have been damaged or partially-damaged during military operations to liberate territory from ISIS. A rapid industrial survey will be conducted, which focuses on light manufacturing industries (i.e. automotive, metal, wood work, etc.). This will be achieved by providing light rehabilitation in the form of civil works, upgrade or replace damaged or stolen equipment and skills training. The main objective of this intervention is to get enterprises back to work again as fast as possible. By restarting these enterprises business owners will be able to call back employees, whom lost their jobs due to the complete shutdown of the enterprises due to the conflict. The intervention will deploy Geographic Information Systems to ensure that the industrial areas in Tikrit are clearly mapped and priorities are discussed directly with the business owners and local authorities from the Governor’s office. The project will take an inclusive approach to the survey to ensure that owners of enterprises can fairly define their needs during the selection process. The project will take a “do-no-harm” approach by proposing solutions, which can benefit a larger number of enterprises as direct assistance for all enterprises will not be possible. For example, a power solution for an industrial cluster can be considered as an intervention.

c) **Reconstruction of community infrastructure via vocational skills training.** The project will identify sectors where vocational skills training can be utilized in supporting light rehabilitation works, which contribute to improving conditions for the affected communities. These light infrastructure works can take place on-camp or off-camp, liberated areas where IDPs are returning or municipal facilities that are supporting a population influx. The light rehabilitation works can be applied in various forms (i.e. civil works, power generation, productive infrastructure essential for food supply, water distribution, access roads, debris removal, light repairs, painting, etc.).

In all planned interventions, the project strategy will take a participatory approach. This will be sought through the target groups’ high-level participation in all stages of the project - from participatory planning through decision-making and implementation and finally to monitoring and evaluation. Special consideration for gender monitoring will be deployed to ensure that the participatory approach will include the different needs of women and men. Indeed, while technology transfer and skills training are essential components of the project, these can only be effective and sustainable in the context of an approach which directly addresses community/enterprises priorities and facilitates the beneficiaries’ active and continuous participation – not just contribution and top-down assistance. Also, each intervention will be constantly reviewed and monitored in line with the country’s political, economic and social development and refined, if and when necessary, to address the most updated needs for the reconstruction and economic recovery of Iraq.

In view of not duplicating rehabilitation/development efforts, the project will aim to coordinate with international organizations that are working to support similar objectives. Specifically, the project will coordinate with UNDP’s Stabilization Project Management Team responsible for the Facility for Immediate Stabilization in Iraq.

A detailed overview of the project activities organized in a Logframe Matrix is provided in Annex 1.

C.3. TARGET BENEFICIARIES AND AREAS
The overall assistance package will provide immediate support to approximately 1,750 persons –
direct and in-direct (1 person supports average family size of 5). It is expected that approximately
350 persons will receive vocational skills training, 10 reconstruction projects will be completed and
20 micro and small scale enterprises will be restored. In summary, the targeted beneficiary groups
are as follows:

- **Displaced persons and returnees:** The project will target displaced persons and returnees
  that are located in Central and Northern Iraq. This will include displaced persons from the
governorates of Anbar, Ninewa and Sala Al-Din.

- **Micro and small scale enterprises:** The project will focus on restoring damaged or partially-
damaged enterprises in liberated areas of Sala Al-Din or Ninewa (security permitting).

- **Host communities:** The project will extend its assistance fairly to vulnerable groups in the
  local population. It has been reported that host communities are showing signs of
resentment due to the support provided to refugee populations and displaced persons,
which could lead to increased tensions. A goal of 50:50 (i.e. host community to displaced
persons ratio) will be incorporated into the project strategy.

- **Public sector:** The Ministry of Labour and Social Affairs and other national bodies which will
  gain capacity to improve the quality and delivery of vocational training which is driven by
market needs and offering graduates employable skills. For example training areas that can
be expanded on may include: construction sector, transport and logistics, health and safety,
water sector, warehousing and distribution sector, renewable energy sector, etc.

- **Gender:** The project strategy will seek to promote gender equality through the association
  of women in all aspects of the project interventions. Considering that mainly women are
  taking care of the household and children, they will be encouraged to participate in the
training courses either by designing courses that allow flexible time commitments (i.e.
morning classes or short-duration courses) or training locations that are easier to access.
Consideration to safety and security for women will be given a high priority by ensuring
transportation is provided in a way that will allow women safe access to the training. The
project will aim for a target of 40% female participation.

The proposed geographic area will target areas in the Erbil Governorate Sala Al-Din Governorate (i.e.
Tikrit City). However, the initial project assessments will determine further geographic expansion
where the project may extend support and technical assistance (i.e. Ninewa Governorate or Dohuk
Governorate).

**C.4. RELEVANCE TO NATIONAL AND INTERNATIONAL DEVELOPMENT STRATEGIES**

The project has been designed to assist the Government of Iraq to work towards the various
national and international commitments for support of internally displaced people due to the
ongoing conflict in the country. It is consistent with the Sustainable Development Goals specifically
with *End poverty in all its forms everywhere* (Goal 1), *Achieve gender equality and empower all
women and girls* (Goal 5), *Promote sustained, inclusive and sustainable economic growth, full and
productive and decent work for all (Goal 8), and Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Goal 9).²

The project is also within the policy framework and priority of the Government of Japan. Specifically, the project is within the framework of:

- **Key Area III of Promotion Human Security under the Japanese Priority Policy for Development Cooperation for 2015.** The project will first contribute to the disaster risk reduction and post-disaster reconstruction within the northern region of Iraq, where areas have been ravaged by the conflict the newly liberated areas are extremely vulnerable and second, it will support the achievement of the MDGs and addressing the post-2015 development agenda.³

- **Policy B, Promoting Human Security of the Decision of Development Cooperation Charter by the MOFA of Japan in February 2015.** The project is in line with the policy focus on promoting human security through supporting the most vulnerable and liable to be vulnerable especially within conflict areas. Additionally, the implementation arrangement of the project is in line with the supported concept of public private partnership and partnership with local governments⁴.

- The **Humanitarian Response Plan 2015 for Iraq** was launched officially by the UN system in June 2015 at a high-level meeting at the headquarters of the European Union in Brussels. This project is in-line with the cluster for emergency livelihoods and social cohesion and complies with the criteria for the first-line response measures⁵.

**C.5 UNIDO RBM CODE AND THEMATIC AREA CODE**

- Results Based Management (RBM) code:
- Thematic area code: Poverty Reduction and Peace-Building

**C.6. EXPECTED OUTCOMES**

The expected outcome of the project is to contribute to the stability and economic recovery for communities affected by the conflict in Iraq. The project aims to engage the host communities in productive activities to enhance their livelihood and revive the local economy, support employment efforts and reduce possible disharmony between host and displaced communities resulting from poverty and bad living conditions.

More specifically the outcomes are as follows:

- An approximate 1750 households will directly benefit from the project (one person supports the average family size of five people)
- A total of 350 persons will receive vocational and/or technical skills training
- A total of 15-20 micro and small scale enterprises will be restored and upgraded

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### C.7. PROJECT ACTIVITY TIMELINE INCLUDING OUTPUTS AND ACTIVITIES

The expected outputs and activities are summarized below and are provided in the LogFrame with related indicators and means of verification (Annex 1):

<table>
<thead>
<tr>
<th>Activities</th>
<th>Year 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 1. Improved employment and income generation opportunities in selected sectors for youth and women via vocational skills training</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Conduct training needs assessment (i.e. labor market conditions, training institutions, technical requirements, instruction capacity, training infrastructure, gender analysis, government counterparts, etc.)</td>
<td>Q1</td>
</tr>
<tr>
<td>1.2 Planning for delivery of training according to needs assessment (i.e. equipment supply, infrastructure upgrades, course instructional materials, training for instructors, etc.)</td>
<td>Q1</td>
</tr>
<tr>
<td>1.3 Delivery of training courses</td>
<td>Q2</td>
</tr>
<tr>
<td>1.4 Monitoring of training courses</td>
<td>Q3</td>
</tr>
<tr>
<td>1.5 Career and job-seeking support services incl. work placements or internships</td>
<td>Q4</td>
</tr>
<tr>
<td>1.6 Provide on-the-job training for specific sectors to be identified following the assessment.</td>
<td></td>
</tr>
<tr>
<td>1.7 Produce PR materials including a project video for donor visibility</td>
<td></td>
</tr>
<tr>
<td>1.8 Community infrastructure needs assessment (i.e. civil works, power generation, productive infrastructure essential for food supply, water distribution, access roads, debris removal, light repairs, painting, etc.)</td>
<td></td>
</tr>
<tr>
<td>1.9 Preparation of bill of quantities and drawings incl. material and equipment lists.</td>
<td></td>
</tr>
<tr>
<td>1.10 Implementation of community infrastructure projects via vocational skills training.</td>
<td></td>
</tr>
<tr>
<td>1.11 Monitoring of works and corrective measures.</td>
<td></td>
</tr>
<tr>
<td>1.12 Report, evaluate and hand-over to local authorities.</td>
<td></td>
</tr>
</tbody>
</table>

**Output 2.**

**Restored economic activity for destroyed or partially-damaged micro and small scale enterprises located in liberated areas of Iraq.**

| 2.1 Identify the MSMEs and enterprises to be upgraded and reconfirm their needs incl. GIS mapping of damaged industrial areas. |
| 2.2 Develop for each selected MSMEs an upgrading plan, including technology inputs and associated trainings. |
| 2.3 Develop technical specifications for equipment and civil work (i.e. procurement and acquisition processes). |
| 2.4 Implementation (i.e. equipment installation, civil works upgrades, training execution). |
| 2.5 Provide business support services. |
| 2.6 Monitoring and corrective measures |
| 2.7 Produce PR materials for donor visibility | Q1 | Q2 | Q3 | Q4 |
The project financial and technical assistance requirements are summarized in the table below. The project follows the results-based management budget structure. In order to be able to respond to changing conditions and so as to ensure swift implementation, UNIDO may make budgetary adjustments, not foreseen in the project document, according to its rules and regulations: UNIDO will inform the donor about changes between budget components. In the case that shifts between outputs greater than 15 per cent become necessary, UNIDO will submit a revised budget for approval by the donor, showing and explaining the required changes. Changes between budgetary components are not to affect the total budget made available for the project.

Budget Breakdown per output see Annex 4.

C.8. INDICATIVE BUDGET

<table>
<thead>
<tr>
<th>BL</th>
<th>Item Description</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Qty</th>
<th>Total Budget US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-00</td>
<td>Team Leader - International</td>
<td>Mths</td>
<td>10,000</td>
<td>12</td>
<td>120,000</td>
</tr>
<tr>
<td>17-00</td>
<td>Field Engineer - Sal-Aldin Governorate</td>
<td>Mths</td>
<td>2,000</td>
<td>12</td>
<td>24,000</td>
</tr>
<tr>
<td>17-00</td>
<td>Field Engineer - Erbil Governorate / coverage to Ninewa</td>
<td>Mths</td>
<td>2,000</td>
<td>12</td>
<td>24,000</td>
</tr>
<tr>
<td>11-00</td>
<td>Vocational Training Expert incl. Procurement Advisor</td>
<td>Mths</td>
<td>10,000</td>
<td>12</td>
<td>120,000</td>
</tr>
<tr>
<td>11-00</td>
<td>Civil Engineering Support and GIS</td>
<td>Mths</td>
<td>4,000</td>
<td>12</td>
<td>48,000</td>
</tr>
<tr>
<td>17-00</td>
<td>Admin Support</td>
<td>Mths</td>
<td>1,200</td>
<td>12</td>
<td>14,400</td>
</tr>
<tr>
<td>11-00</td>
<td>Risk and Security Assessment</td>
<td>Mths</td>
<td>5,000</td>
<td>1</td>
<td>5,000</td>
</tr>
<tr>
<td>17-00</td>
<td>IT Support</td>
<td>Mths</td>
<td>1,600</td>
<td>12</td>
<td>19,200</td>
</tr>
<tr>
<td>Sub-Total - 1.0 Personnel</td>
<td></td>
<td></td>
<td></td>
<td>374,600</td>
<td></td>
</tr>
<tr>
<td>21-00</td>
<td>Training support services</td>
<td>LS</td>
<td>70,000</td>
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<td>70,000</td>
</tr>
<tr>
<td>21-00</td>
<td>Civil works and reconstruction for damaged enterprises</td>
<td>LS</td>
<td>170,000</td>
<td>1</td>
<td>170,000</td>
</tr>
<tr>
<td>21-00</td>
<td>Institutional Training Support (Training for Instructors)</td>
<td>LS</td>
<td>90,000</td>
<td>1</td>
<td>90,000</td>
</tr>
<tr>
<td>21-00</td>
<td>Independent evaluation of project</td>
<td>LS</td>
<td>25,000</td>
<td>1</td>
<td>25,000</td>
</tr>
<tr>
<td>Sub-Total - 2.0 Contracts</td>
<td></td>
<td></td>
<td></td>
<td>355,000</td>
<td></td>
</tr>
<tr>
<td>30-00</td>
<td>First Aid and Safety / Security Training</td>
<td>LS</td>
<td>5,000</td>
<td>1</td>
<td>5,000</td>
</tr>
<tr>
<td>30-00</td>
<td>Training Activities</td>
<td>LS</td>
<td>55,000</td>
<td>1</td>
<td>55,000</td>
</tr>
<tr>
<td>Sub-Total 3.0 Training &amp; Capacity Building</td>
<td></td>
<td></td>
<td></td>
<td>60,000</td>
<td></td>
</tr>
<tr>
<td>45-00</td>
<td>Backhoe loader or fork lift</td>
<td>Ea</td>
<td>30,000</td>
<td>1</td>
<td>30,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Equipment to support micro-enterprises</td>
<td>Ea</td>
<td>100,000</td>
<td>1</td>
<td>100,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Mobile crushing plant (mini crusher) - 6 to 8 tons per hour</td>
<td>Ea</td>
<td>25,000</td>
<td>1</td>
<td>25,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Workshop tools - training</td>
<td>Ea</td>
<td>20,000</td>
<td>1</td>
<td>20,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Welding equipment - training</td>
<td>Ea</td>
<td>30,000</td>
<td>1</td>
<td>30,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Electrical equipment - training</td>
<td>Ea</td>
<td>15,000</td>
<td>1</td>
<td>15,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Operator Training Equipment</td>
<td>Ea</td>
<td>30,000</td>
<td>1</td>
<td>30,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Building and Construction Equipment</td>
<td>Ea</td>
<td>30,000</td>
<td>1</td>
<td>30,000</td>
</tr>
<tr>
<td>-------</td>
<td>------------------------------------</td>
<td>-----</td>
<td>--------</td>
<td>---</td>
<td>--------</td>
</tr>
<tr>
<td>45-00</td>
<td>Irrigation systems and water</td>
<td>Ea</td>
<td>38,000</td>
<td>1</td>
<td>38,000</td>
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<tr>
<td>45-00</td>
<td>Power generation</td>
<td>Ea</td>
<td>20,000</td>
<td>1</td>
<td>20,000</td>
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<tr>
<td>45-00</td>
<td>IT Equipment</td>
<td>LS</td>
<td>10,000</td>
<td>1</td>
<td>10,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Project truck + School mini bus</td>
<td>LS</td>
<td>50,000</td>
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<td>50,000</td>
</tr>
</tbody>
</table>

Sub-Total 4.0 Equipment 398,000

5. OPERATION COSTS

<table>
<thead>
<tr>
<th>51-00</th>
<th>Shipping and Customs Clearance</th>
<th>LS</th>
<th>25,000</th>
<th>1</th>
<th>25,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>43-00</td>
<td>Premises (Office facility)</td>
<td>LS</td>
<td>30,000</td>
<td>1</td>
<td>30,000</td>
</tr>
<tr>
<td>51-00</td>
<td>Fuel for vehicle including insurance + maintenance</td>
<td>LS</td>
<td>18,000</td>
<td>1</td>
<td>18,000</td>
</tr>
<tr>
<td>51-00</td>
<td>Fuel for training on machines</td>
<td>LS</td>
<td>10,000</td>
<td>1</td>
<td>10,000</td>
</tr>
<tr>
<td>51-00</td>
<td>Misc. (courier services, printing materials, etc.)</td>
<td>LS</td>
<td>2,334</td>
<td>1</td>
<td>2,334</td>
</tr>
<tr>
<td>51-00</td>
<td>Security Costs</td>
<td>LS</td>
<td>10,000</td>
<td>1</td>
<td>10,000</td>
</tr>
<tr>
<td>51-00</td>
<td>Advocacy Initiatives (production of videography for the project)</td>
<td>LS</td>
<td>14,500</td>
<td>1</td>
<td>14,500</td>
</tr>
</tbody>
</table>

Sub-Total 5.0 Operations Cost 109,834

6. TRAVEL

<table>
<thead>
<tr>
<th>15-00</th>
<th>Travel for project staff (local and international flights)</th>
<th>LS</th>
<th>20,000</th>
<th>1</th>
<th>20,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-00</td>
<td>UNIDO monitoring missions (2/year)</td>
<td>LS</td>
<td>10,000</td>
<td>1</td>
<td>10,000</td>
</tr>
</tbody>
</table>

Sub-Total 6.0 Travel 30,000

7. PROGRAMME / PROJECT SUB-TOTAL 1,327,434

8. UNIDO AGENCY SUPPORT COSTS (13%) 172,566

9. PROJECT BUDGET TOTAL 1,500,000

*Equipment types and specifications will be determined during the needs assessment phase of the project. The list is of equipment used in similar projects that are linked to skills training.

C.9. IMPLEMENTATION ARRANGEMENTS

A multidisciplinary team will be formed, which will include a team leader, field engineers, civil engineering support, vocational training support, administrative and IT support. This technical team will lead the project in close partnership with the local authorities. A resident project management team will be established in Erbil to direct the implementation of activities identified during the rapid assessment phase and to ensure that all work is completed in accordance with the defined project plan. The project will also aim to have a gender-balanced team including the possible recruitment of a gender expert to advise on the gender sensitive implementation of activities such as trainings and development of training programmes.

The Programme Specialist will be recruited by the Project to head the PMU. He/She will be responsible for the programme aspects of the project and the coordination of its activities in line with the counterparts’ priorities and ensuring proper cooperation with other ongoing programme.

All the reports, after being approved by the counterparts, will be sent to the donor with copies to project counterparts for their information and appropriate actions.
C.10 REVIEW AND EVALUATION

- The project shall be subject to an independent evaluation, by an international evaluator, two months before the project completion. The organization, terms of reference and timing will be decided after consultation between the parties involved in the project.

- Monitoring of the project activities will include data collection and analysis arrangements, baseline information, programme of work and budget expenditures. Data collection will be sex-disaggregated.

C.11. HARMONIZATION WITH DEVELOPMENT PARTNERS

In view of not duplicating rehabilitation/development efforts, the project will aim to coordinate with international organizations that are working to support similar objectives. Specifically, the project will coordinate with UNDP’s Stabilization Project Management Team responsible for the Facility for Immediate Stabilization in Iraq.

C.12. SUSTAINABILITY

The empowerment of host and displaced person communities is aimed at reinforcing self-reliance in order for beneficiaries to provide for themselves and not rely on aid agencies. In all stages, the project will aim at building confidence, meeting actual needs and ensuring that all stakeholders are part of the decision making process – therefore ensuring the sustainability of planned project interventions.

The project will build as much as possible on already existing national vocational training infrastructure in order to keep long-term financial requirements as low as possible to continue with project activities beyond the project life-cycle. The involvement of and commitment to the project by the training centers from the onset is of paramount importance.
C.13. RISKS

Specific risks are to be considered during the entire duration of the project. The current economic and political instability of the surrounding areas of Northern Iraq is noted as one of the key risks. Below is the table of the project risks.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigating factors</th>
<th>Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Security Situation and Stability - The security situation in Erbil, Northern Iraq is stable at the moment.</td>
<td>▪ The project will maintain regular contact with the government agencies coordinating the security situation in Erbil and targeted areas, local authorities and UN mission to maintain situational awareness.</td>
<td>Low</td>
</tr>
<tr>
<td>▪ Political Stability of Northern Iraq. – The political situation is fragile due to current conflict and crisis incl. ISIS in the fringes of the KRI.</td>
<td>▪ The project will continuously monitor the political situation and make calculated decisions as changes takes place in the country.</td>
<td>High</td>
</tr>
<tr>
<td>▪ Economic instability and cultural considerations – due to the current low economic growth in the region, unemployment is high, and the influx of displaced persons are creating tension within the job market.</td>
<td>▪ The project will ensure that all stakeholders are within consideration to become beneficiaries. The intervention aims to promote the social harmony between the influx of displaced people and host communities.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

C.14. PRIOR OBLIGATIONS AND PREREQUISITES

Not applicable.

C.15. LEGAL CONTEXT

### Annex 1. Log-Frame

**Duration:** 12 Months  
**Project areas:** Northern Iraq (Kurdistan)  
**Project beneficiaries:** Host Communities and Displaced persons

<table>
<thead>
<tr>
<th>Narrative Summary</th>
<th>Objectively Verifiable Indicators</th>
<th>Means of Verification</th>
<th>Important Assumptions</th>
</tr>
</thead>
</table>
| **Development objective** | Immediate stability, economic recovery and reconstruction support for communities affected by the conflict in Iraq. | - Number of people engaging in income generating activities  
- At least 1,750 households directly benefit from the project (one person supports the average family size of five people) | - M&E Reports  
- Training Reports  
- Labor Assessment and Surveys  
- Government Reports | - Full support and ownership by all relevant stakeholders.  
- The political and economic stability of the region does not deteriorate |
| **Specific objective** | Improved social and economic stability for 350 families (approximately 1,750 persons) in the Northern and Central Region of Iraq. | - At least 350 persons trained in vocational or/and technical skills (At least 40% are women)  
- At least 15-20 MSMEs and SME developed and upgraded  
- New vocational/technical training programmes/curriculum developed and the number specifically designed for Women and Youth  
- Number of relevant government institutions and their personnel will be upgraded.  
- Number of community infrastructure that are upgraded and rehabilitated | - M&E Reports  
- Training Reports  
- Labor Assessment and Surveys  
- Government Reports | - Institutions are committed to develop such services in a sustainable manner  
- The availability of new courses sparks an interest in students that are willing to engage in income generating activities  
- The displaced people and host communities are willing to be trained  
- The upgraded MSMEs and SMEs are able to produce more revenue to hire additional workers |
| **Outputs** | 1. Improved employment and income generation opportunities in selected sectors for youth and women via vocational skills training.  
2. Restored economic activity for destroyed or partially-damaged micro and small scale enterprises located in the liberated areas of Iraq. | - | | |
### Activities

**Output 1: Improved employment and income generation opportunities in selected sectors for youth and women via vocational skills training**

- Conduct training needs assessment (i.e. labor market conditions, training institutions, technical requirements, instruction capacity, training infrastructure, gender analysis, government counterparts, etc.)
- Planning for delivery of training according to needs assessment (i.e. equipment supply, infrastructure upgrades, course instructional materials, training for instructors, etc.)
- Delivery of training courses
- Monitoring of training courses
- Career and job-seeking support services incl. work placements or internships
- Provide on-the-job training for specific sectors to be identified following the assessment.
- Produce PR materials including a project video for donor visibility
- Community infrastructure needs assessment (i.e. civil works, power generation, productive infrastructure essential for food supply, water distribution, access roads, debris removal, light repairs, painting, etc.).
- Preparation of bill of quantities and drawings incl. material and equipment lists.
- Implementation of community infrastructure projects via vocational skills training.
- Monitoring of works and corrective measures.
- Report, evaluate and hand-over to local authorities.

**Output 2: Restored economic activity for destroyed or partially-damaged micro and small scale enterprises located in liberated areas of Iraq.**

- Identify the MSMEs and enterprises to be upgraded and reconfirm their needs incl. GIS mapping of damaged industrial areas.
- Develop for each selected MSMEs an upgrading plan, including technology inputs and associated trainings.
- Develop technical specifications for equipment and civil work (i.e. procurement and acquisition processes).
- Implementation (i.e. equipment installation, civil works upgrades, training execution).
- Provide business support services.
- Monitoring and corrective measures
- Produce PR materials for donor visibility
Annex 2: Basic Features of the Organizational Structure of the Project

UNIDO

Project Management Unit
Programme Specialist

National Experts

International Technical Support

National Administrative Support

Relevant ministries, stakeholders and UN coordinating agency

Day-to-day management
Technical Assistance, etc.

Government Partners

Ministry of Planning – KRG and Central Government of Iraq
Ministry of Labor and Social Affairs – KRG
Governor’s Office – Ninewa Governorate
Governor’s Office – Sala Al Din Governorate

Host communities

IDPs
Annex 3: Budget Breakdown per Output

Output 1: Improved employment and income generation opportunities in selected sectors for youth and women via vocational skills training.

<table>
<thead>
<tr>
<th>Budget line</th>
<th>Description</th>
<th>Total USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-00</td>
<td>International experts</td>
<td>175,800</td>
</tr>
<tr>
<td>15-00</td>
<td>Local travel</td>
<td>12,000</td>
</tr>
<tr>
<td>16-00</td>
<td>Staff travel (monitoring missions)</td>
<td>6,000</td>
</tr>
<tr>
<td>17-00</td>
<td>National experts</td>
<td>48,960</td>
</tr>
<tr>
<td>21-00</td>
<td>Contractual services</td>
<td>213,000</td>
</tr>
<tr>
<td>30-00</td>
<td>Training</td>
<td>36,000</td>
</tr>
<tr>
<td>43-00</td>
<td>Premises</td>
<td>18,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Equipment</td>
<td>238,800</td>
</tr>
<tr>
<td>51-00</td>
<td>Sundries (i.e. operations)</td>
<td>47,900.40</td>
</tr>
<tr>
<td></td>
<td>Agency support costs (13%)</td>
<td>103,539.60</td>
</tr>
<tr>
<td><strong>Sub-Total Output 1</strong></td>
<td></td>
<td><strong>900,000</strong></td>
</tr>
</tbody>
</table>

Output 2: Restored economic activity for destroyed or partially-damaged micro and small scale enterprises located in liberated areas of Iraq.

<table>
<thead>
<tr>
<th>Budget line</th>
<th>Description</th>
<th>Total USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-00</td>
<td>International experts</td>
<td>117,200</td>
</tr>
<tr>
<td>15-00</td>
<td>Local travel</td>
<td>8,000</td>
</tr>
<tr>
<td>16-00</td>
<td>Staff travel (monitoring missions)</td>
<td>4,000</td>
</tr>
<tr>
<td>17-00</td>
<td>National experts</td>
<td>32,640</td>
</tr>
<tr>
<td>21-00</td>
<td>Contractual services</td>
<td>142,000</td>
</tr>
<tr>
<td>30-00</td>
<td>Training</td>
<td>24,000</td>
</tr>
<tr>
<td>43-00</td>
<td>Premises</td>
<td>12,000</td>
</tr>
<tr>
<td>45-00</td>
<td>Equipment</td>
<td>159,200</td>
</tr>
<tr>
<td>51-00</td>
<td>Sundries (i.e. operations)</td>
<td>31,933.60</td>
</tr>
<tr>
<td></td>
<td>Agency support costs (13%)</td>
<td>69,026.40</td>
</tr>
<tr>
<td><strong>Sub-Total Output 2</strong></td>
<td></td>
<td><strong>600,000</strong></td>
</tr>
</tbody>
</table>