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KEY PEOPLE

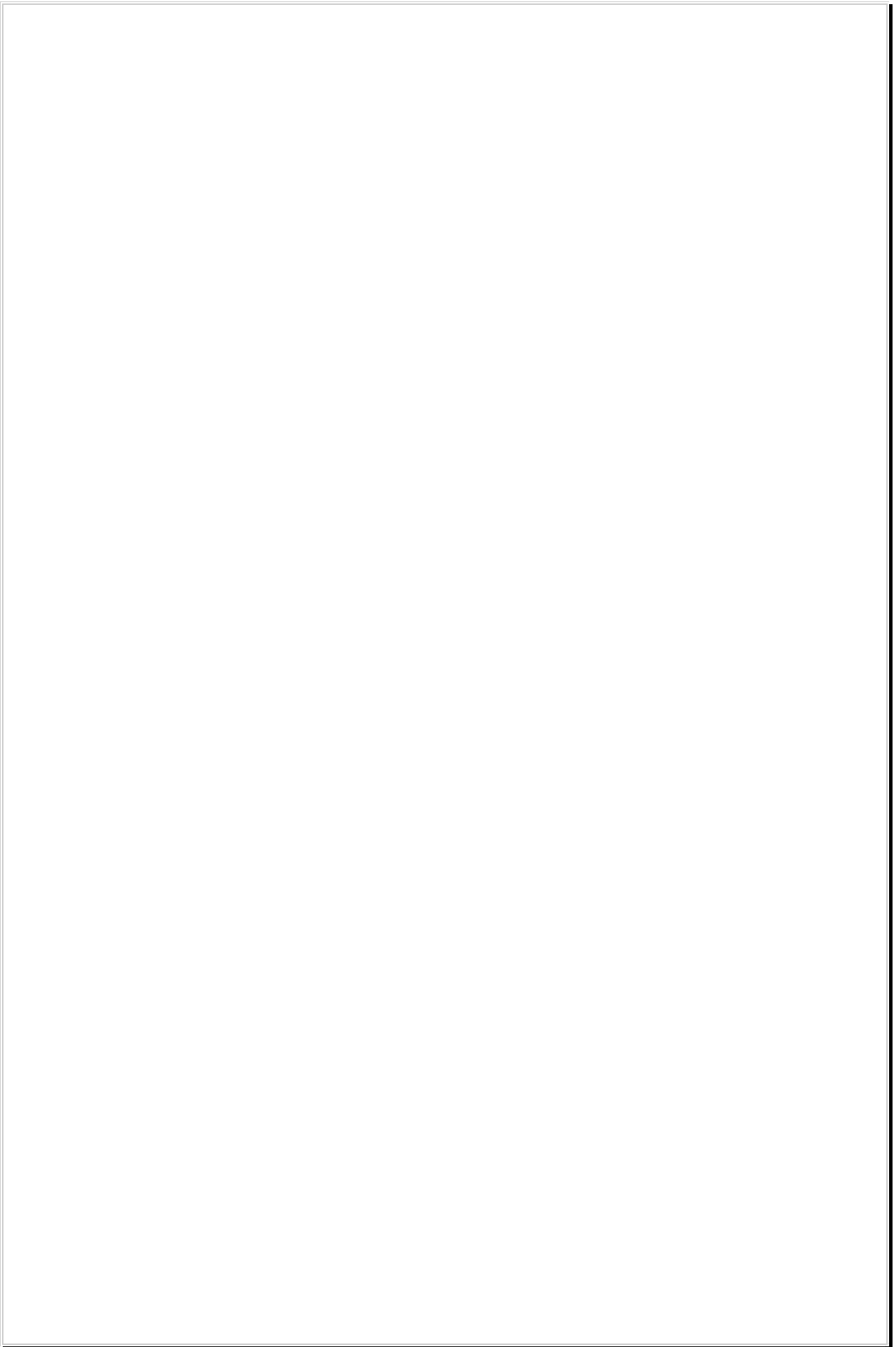
Key knowledge for Iraqi Women

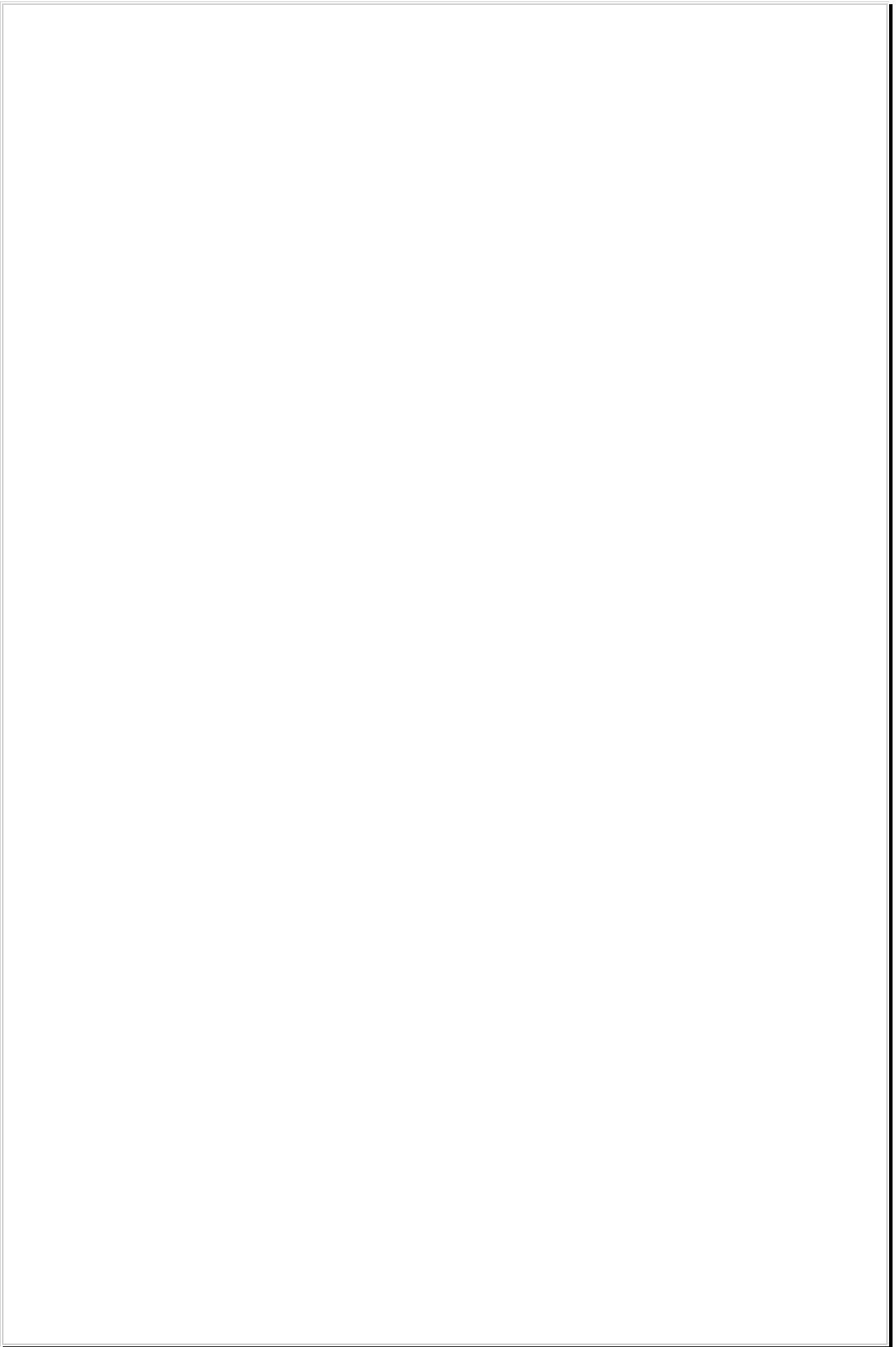
Monitoring Report
Year One
Phase 1
2014 - 2015

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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Human Development Management Strategies
H D M S Sprl
Giorgio Monaco Sorge
Bruxelles

MEDITER aisbl
Réseau pour la coopération
www.euromediter.eu
Rond Point Schuman 9
1040 Bruxelles

Key People Monitoring Report

MONITORING REPORT
First Year – Phase 1
2014-2015

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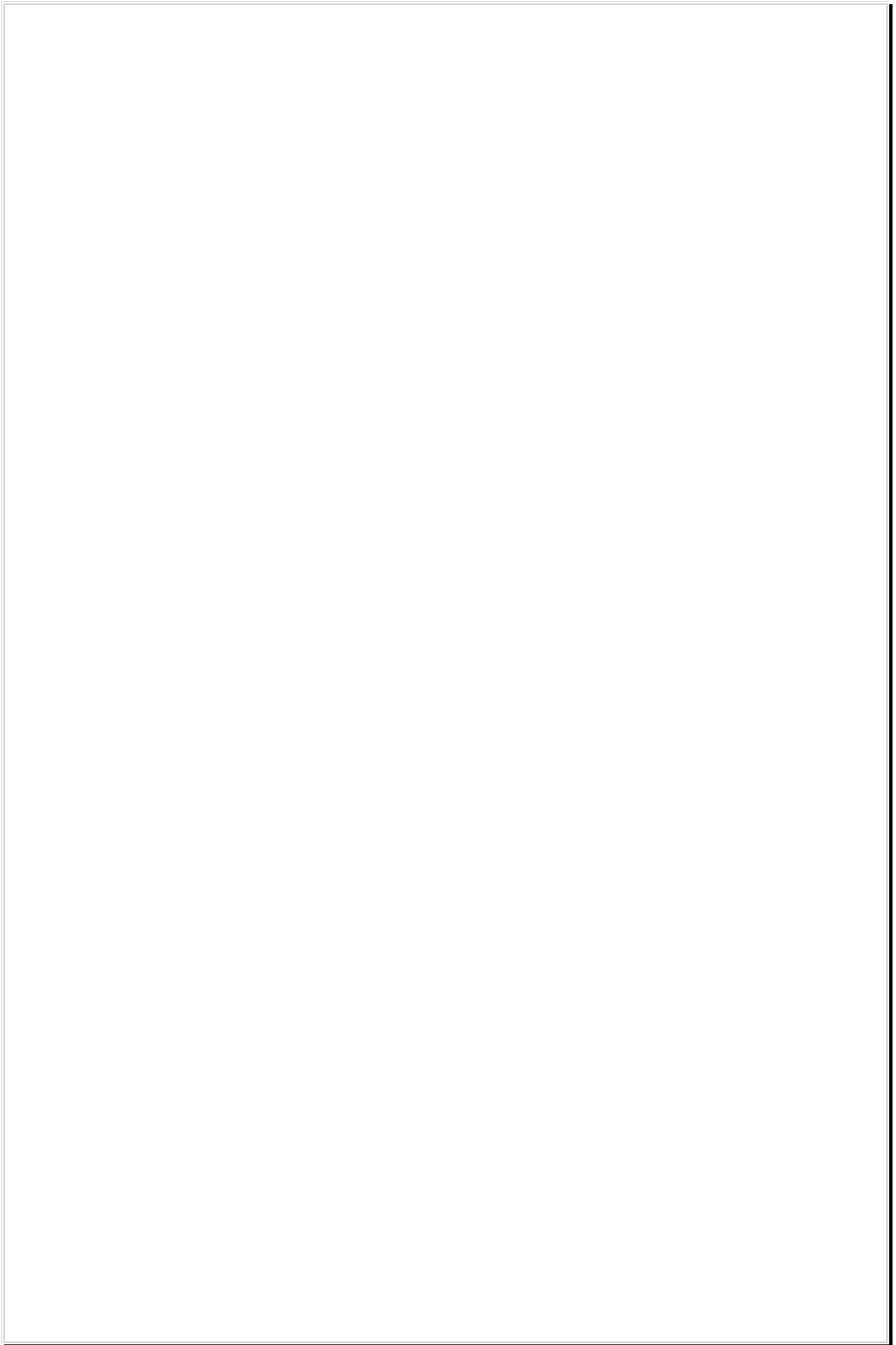


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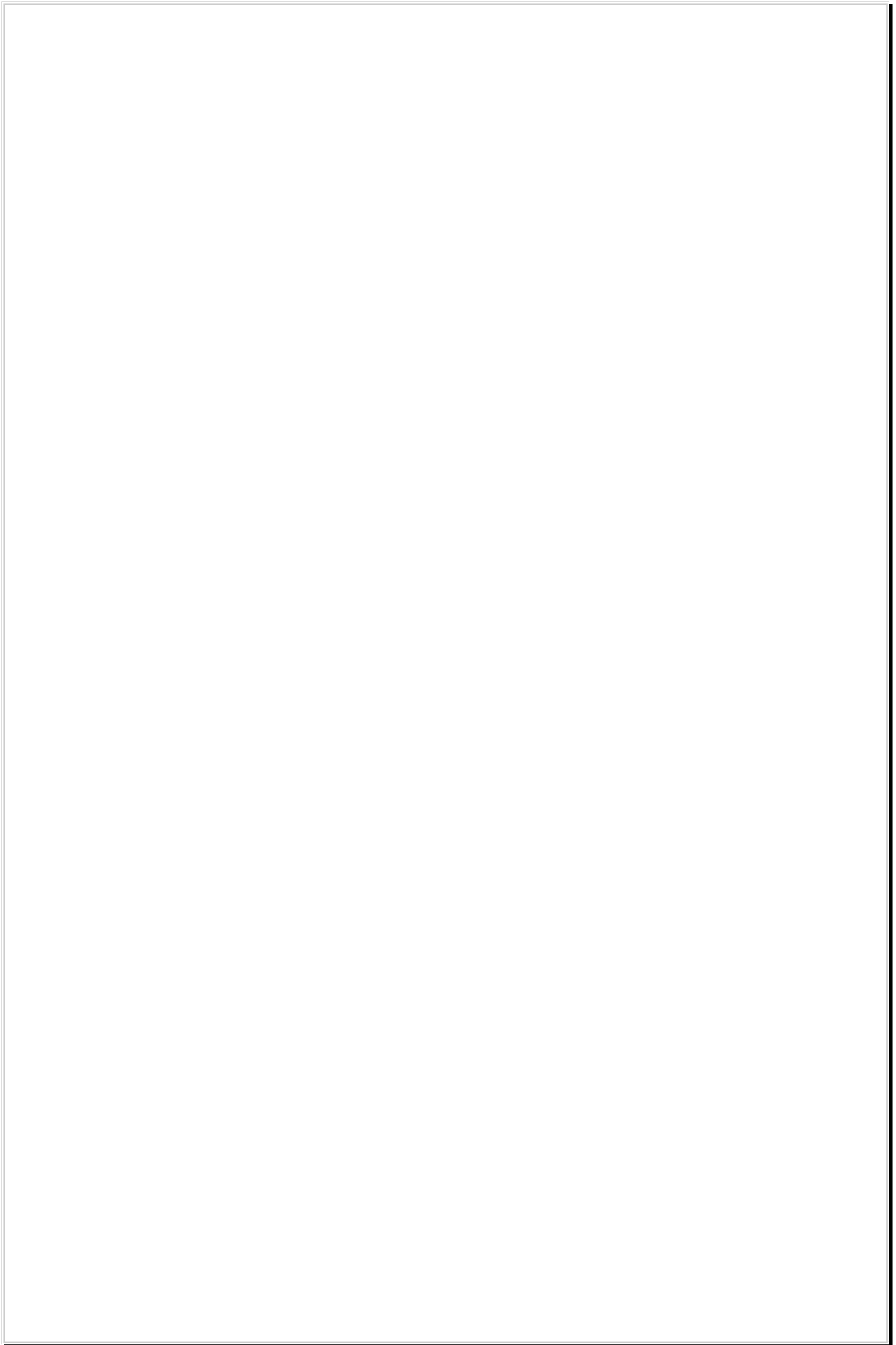
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EXECUTIVE SUMMARY

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 first annual monitoring report covers the first year of activities: January 2014 – December 2014.

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 the second workshop from Mosul to Erbil. Also women selection during second phase will take place in Erbil, this being not an issue since Municipality Mosul has recently opened an office in Erbil by proceeding with its operations from there and the women of Mosul are now located in the city of Erbil.

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 finalized in December 2014 and presented only in April 2015 during V° Workshop.

BIAT partner resigned due to excessive complexity of the project and lack of willing in taking risks face to ISIS rising. Communication of resignation came during second workshop in Erbil. WEO Manager gave their availability to participate at this project and to overtake the activities that were foreseen for BIAT, taking full honours and responsibilities relating to participation. No financial changes were implied at this

During this first year of project the following activities took place:

- Management & administration of the project
- I° Workshop: Kick-off meeting and Press Conference in Mosul-Iraq 3-5 March 2014
- Informal meeting in Erbil with the partners and the European Delegation representative on 21 July 2014 (decisions after ISIS spread)
- II° Workshop among partners in the city of Erbil on 6-10 September 2014 (originally foreseen in Mosul in June)
- III° Workshop among partners to deliver the study and drafting the call of interest for the participants of the training programme in 15-17 December 2014
- Realization of the study research
- Communication activities

Even changed considered, schedule has been followed according to the planning where possible. All planned activities took place; second Workshop was planned in June 2014 but was shifted to September. As previously mentioned, the research study ended in December 2014 and not in September as set in the working plan.

Even considering this two main activities being postponed because of force majeure, overall progress towards objectives are good. There are not foreseen delays concerning the realization of project second phase; all aforementioned delays were faced in time so not to damage the project schedule, and overall plan for first phase has been essentially followed.

Sustainability has been attentively planned taking in account any major obstacle that can hinder project. So far, only reasons beyond control may affect project. Expenses are in line; project is in line with territory needs and social-cultural context. No environmental issues may arise since project does not impact on environment.

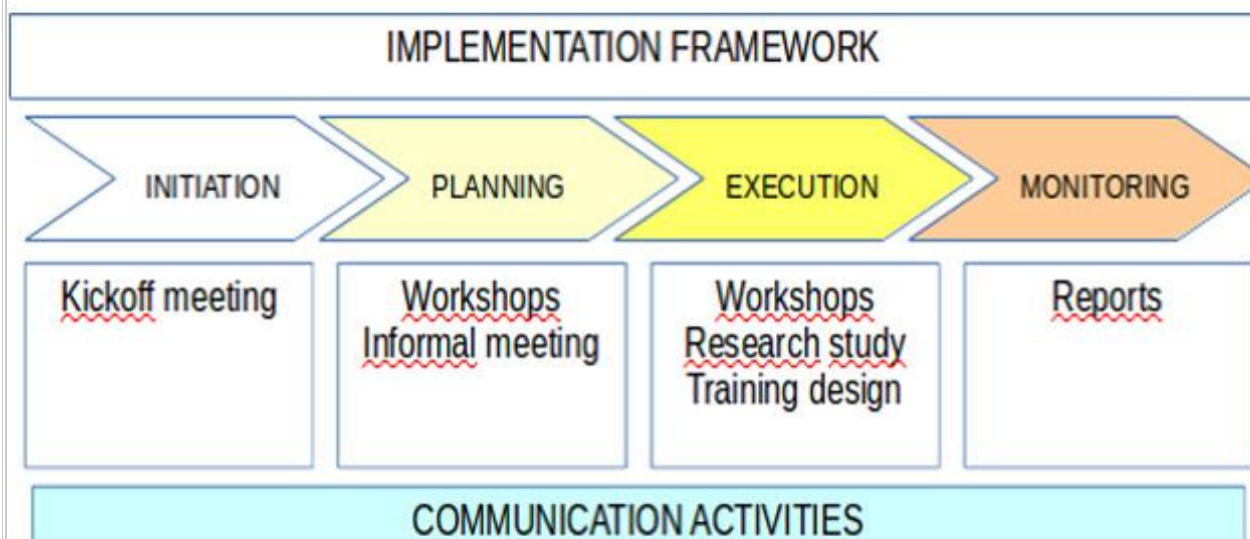
First phase of the project has been implemented in a successful and satisfying way. Staff selected has been proved capable and reliable; activities took place according to the project plan and resources have been allocated and spent in a timely and appropriate way, with costs kept under the set expenses threshold. Next project phase will involve some of the core activities, namely training on the job of selected women.

Starting of the project was a bit difficult. The area was interested by political turmoil and it does not seem to stop. Project may be affected in any moment in near or far future. Collaboration of all partners and European Commission is inescapable to bring activities to a good end.

1. IMPLEMENTATION ENVIRONMENT AND ARRANGEMENTS

1.1 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

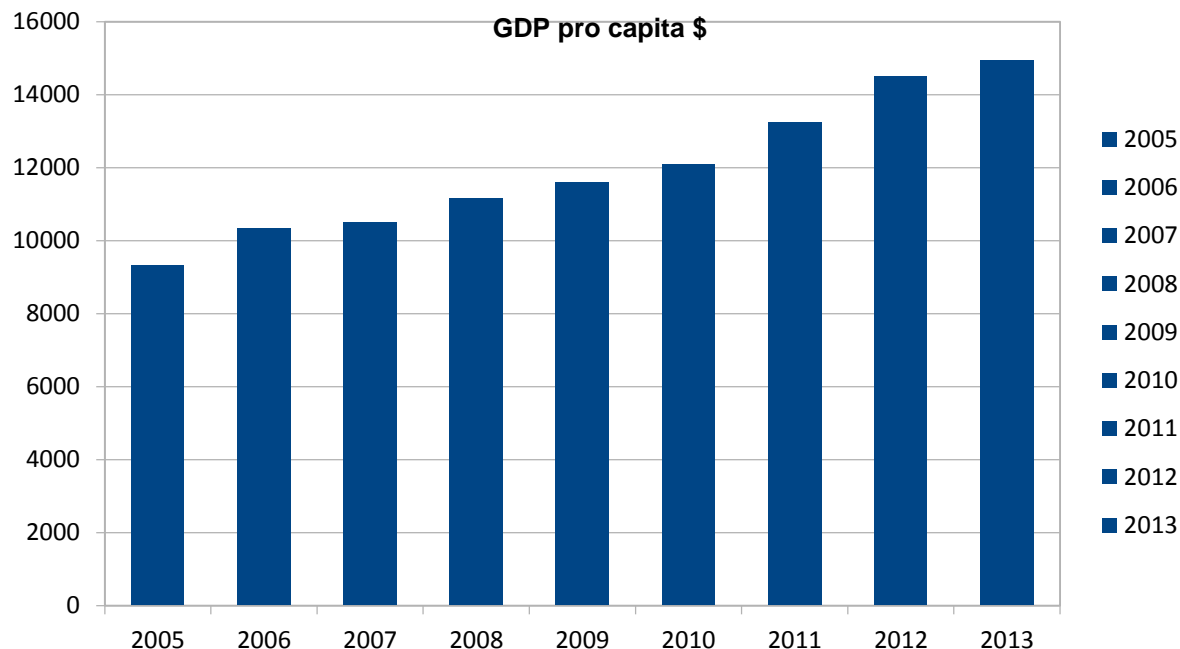
Activities	Success indicators	Output
Management & administration of the project	Expenses figures Number of management meetings and attendees	Invoices Interim reports Partnership agreements Contracts Bank account sheets
I° Workshop: Kick-off meeting and Press Conference in Mosul-Iraq 3-5 March 2014 Informal meeting in Erbil with / the partners and the European Delegation representative on 21 July 2014 (decisions after ISIS spread)	Number of attendees	Meeting report Signatures of participants Meeting report
II° Workshop among partners in the city of Erbil on 6-10 September 2014 (originally foreseen in Mosul in June)	Number of attendees	Meeting report Signatures of participants

III ^o Workshop among partners to deliver the study and drafting the call of interest for the participants of the training programme in 15-17 December 2014	Number of attendees	Meeting report Signatures of participants Draft call of interest
Realization of the study research	Number of revision requests	Research paper
Communication activities	Number of website accesses Number of articles/videos Number of reached target persons (presumed) Number of press releases at the launching activity	Website Press conference

1.2 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.



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.

Agriculture



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%.

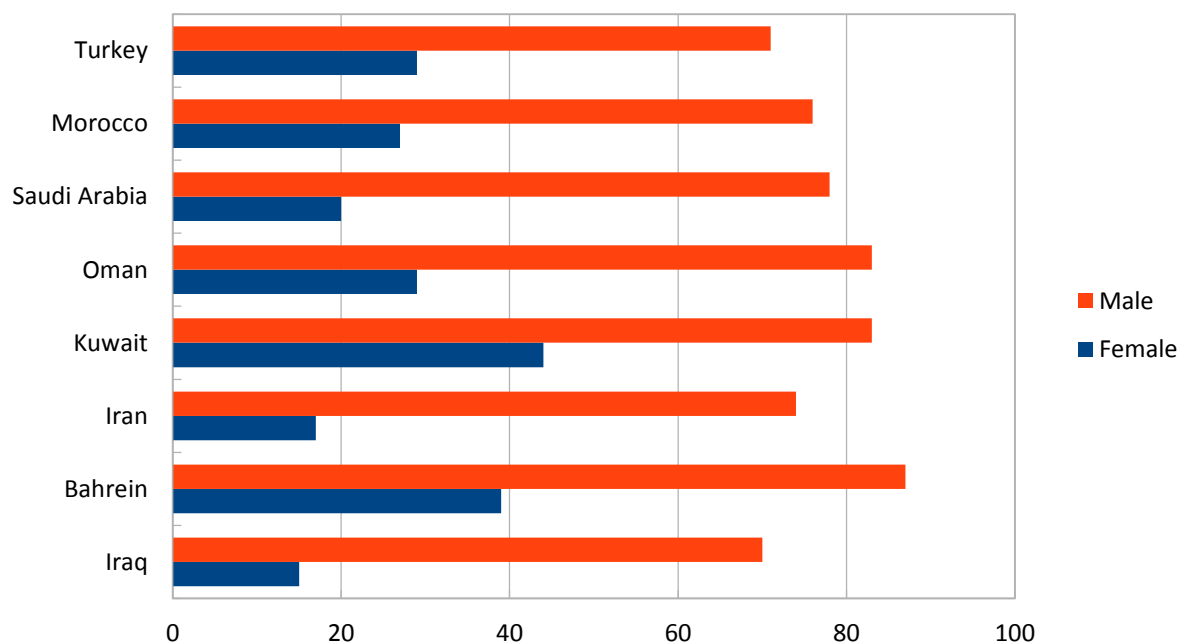
The rate of people who have a full-time job in the public sector is about 60%. In 2011, the government provided 45% of the total job opportunities for that year; whereas the private sector contributed with the remaining percentage.

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)

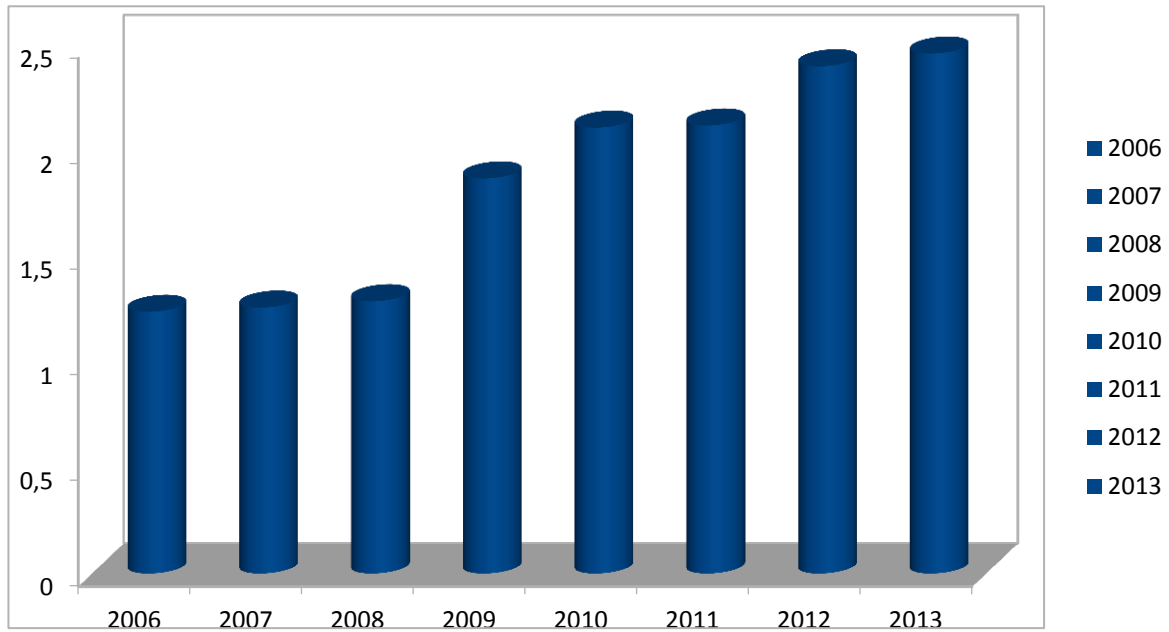
The share of women aged 25 to 64 who are either employed or actively seeking work has remained stagnant between 2007 and 2012. Participation varies sharply by education.

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)

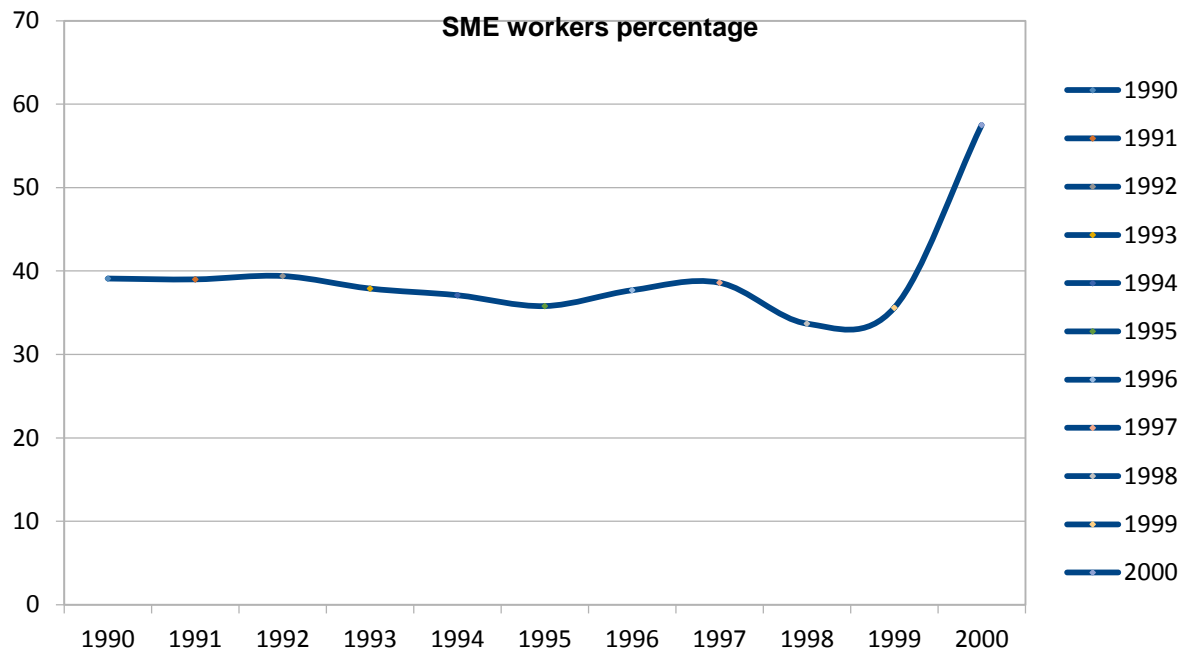
The government does not appear to run any micro-credit programs for women, although some organizations do offer seed grants to women would-be entrepreneurs.

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.



Note: percentage of workers in SME between 1990 and 2000

1.3 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 marginalisation 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)

1.4 Institutional set-up and overall project organisation

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 1 activities, since first Phase was esteemed to last 12 months.

1.5 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.

1.6 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: project months 3, 7, 9 and 12. Average frequency of meetings esteemed to be sufficient. Each meeting was attended by the steering committee and the project coordinators directly involved in meeting subjects. The following is the table of attendees:

Assembly meeting	Steering attendees	committee	Other partners attendees
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Kickoff meeting	Victor Matteucci Sondos Alraui Dorina Kulla (skype)	The Dean of the Faculty of Economics in Mosul (with a group of teachers) The Director of CEIS Tor Vergata University of Rome Tor Vergata Representative of the Region Nineva The representative of the Chamber of Commerce of Mosul
Informal meeting	Victor Matteucci Dorina Kulla	Mathieu Goodstein
II° Workshop	Victor Matteucci Sundus Maabad Hamad Dorina Kulla	Saba R. Hasan Moyassar Ibraheem Ahmed Abd Al-Satar Khdr Al-Habow Vincenzo Atella
III° Workshop	Victor Matteucci Sundus M.Hamad Dorina Kulla	Suzan Aref - WEO Prof.Dr.Moyassar I.Aljbouy - Mosul Zaynab Younis - Ninawa Sameen H.M Norcom - Ninawa Marwa N.Mohyadin - WEO Saba H. Ramadan - Ninawa Abdulsattar Alhabow - Mosul



Outputs: during first phase two narrative interim report and one financial interim report were made and sent to commission. Mathieu Goodstein, programme manager of the Delegation of the European Union in Iraq, was kept informed of project development by mails and two project reports sent to him at due time. Invoices for travel and other board and lodging costs are printed and available.

Note: obviously travel and accommodation costs cover also travel and accommodation costs for workshop since management assemblies took place simultaneously. They are referred also elsewhere in this report but should not be considered as a duplicate.

2. PROJECT PERFORMANCE (EFFICIENCY, EFFECTIVENESS) AND IMPACT

2.1 Efficiency, including reasons for deviation

2.1.1 Activities planned and implemented (per Result, & assessment of Assumptions related to Activities)

During first year, planned activities were, aside management, research study including needs analysis and beginning of first steps of organizing training. The study was performed inside university. Any other activities was implemented by specific workshops.

2.1.1.1 Research study

Aim of the study was analyzing the situation of the country in order to allow for subsequent phases to run according to informed decisions and meaningful purposes. Study was jointly performed by University of Mosul and University of Rome "Tor Vergata" - CEIS (Centre for economics and international studies). Study has been delayed because of reasons exposed below .

Indicators: X requests of revisions were made by Commission during the elaboration and drafting step of the study. Considered the amount of study information, this means the content was deemed appropriate and the research complete and competence-oriented.

Output: a final version, in pdf and doc format, of the study research.

2.1.1.2 Workshops

Workshops were main focal point of work during first project phase. It was the time when face to face encounters among partners were possible, decisional assemblies were feasible, and project planning and task execution were conducted. This section is parted in section 2.1.1.2.1, concerning implementation issues, and section 2.1.1.2.2, concerning evaluation.

2.1.1.2.1 Implementation issues

Three major implementation issues arose during first phase. Since all of them were cause by the same situation, they have been grouped here together even though one of them concerns the study and not the workshops. Each issue led to a specific project change.

The changes concerned:

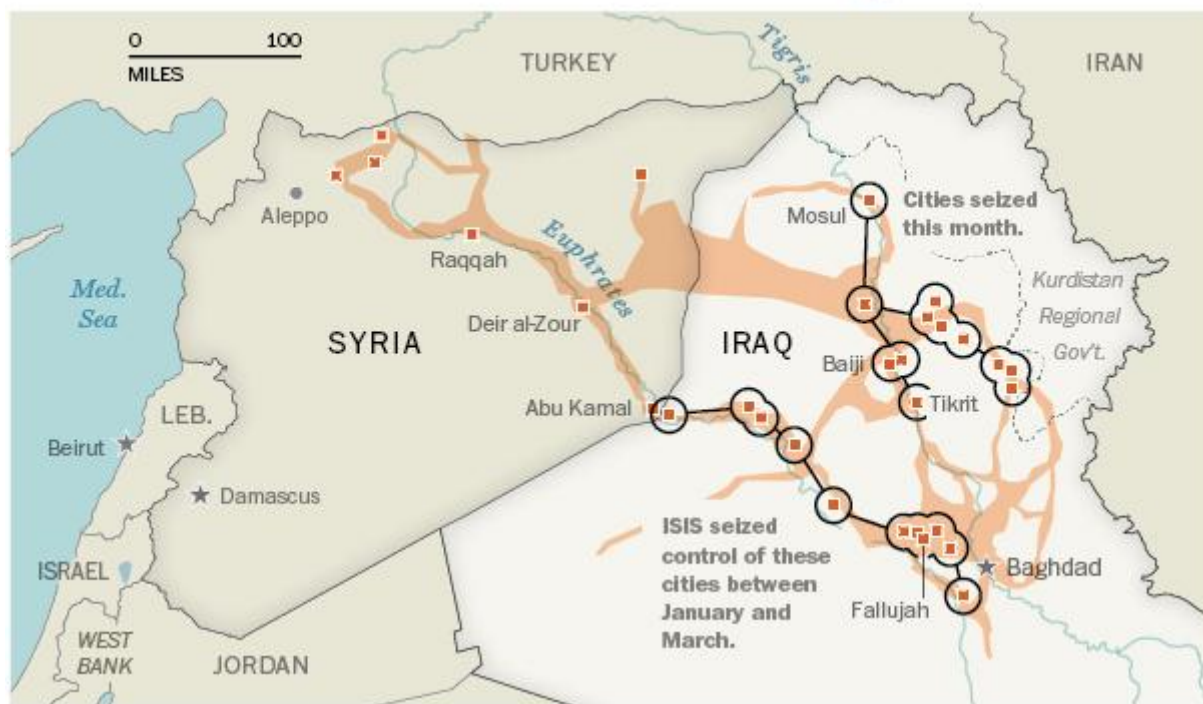
- relocation of operations from Mosul to Erbil;
- substitution of a partner;
- delay in the deliver of the study.

Each change has a motivated reason and a cause independent from project staff will. Main reason behind any of these changes has been the breakout of ISIS in Northern Iraq. This unexpected and unforeseen event got in the way of the project as far as project location and especially Mosul fell under the control of Al-Baghdadi forces during early June 2014. After this unlucky turning of events, project coordinators express the doubt that project could be stopped. However, during the workshop in September the partners have determined again their will to continue this project. The project turned out to be a way for them to keep international relations and avoiding further isolation , rely on one working action that bring an economic distribution (although modest) in a critical moment, and guarantee their political role and their institutional administrative position towards the people of Mosul. Now project partners from Iraq are actually located in the city of Erbil except the Chamber of Commerce of Mosul, which is still in the city of Mosul. Furthermore, the Governorate of Ninawa has recently opened an office in the city of Erbil and continues it work form there. Also during the workshop partners field-tested the opportunity to relocate training from Mosul to Erbil. Concern in this regard was to keep the same target group of women, working with refugees in Erbil, still maintaining whole feasibility of projects. Partners agreed to move training activities in Erbil as far as target group could be come unaltered. However, it has also been stated that for the public call candidatures from Christian women from Ninawa may be considered since this can prevent people from rural areas of Mosul (which is not

under ISIS control yet) from leaving their territory out of fear, also contributing to a climate of dialogue between Christians and Muslims despite war.

■ Cities controlled by Islamic State of Iraq and Syria (ISIS)

🔥 ISIS operational presence



Note: ISIS control of Northern Iraq, June 2014 (source: The Institute for the Study of War, The Long War Journal | The Washington Post)

However, there has been a number of consequences. First of all, BIAT partner from Lebanon left the project. They already had missed first workshop in Mosul and second one in Erbil as well since they considered the whole Iraqi area unsafe. Moreover, they expressed concerns about the complexity of the project since the beginning. After a first unsuccessful attempt by MEDITER staff in March 2014 to make them change their minds, further evolution of situation in Iraq pushed for a fast replacement of the partner. The assembly during the workshop in September underlined that BIAT had not activities planned until phase 3 of the project; that its leaving could not alter the budget of the project in any way; that BIAT had been selected out of its expertise in setting up incubators in Lebanon, which everybody agreed was an easily moved competence to SAFADI Foundation partners given its specific curriculum. Therefore SAFADI Foundation, which was already part of MEDITER network, was considered as potential substitute partner. Following this further defection, choice fell on Women Empowerment Organization, an Iraqi NGO operating on women issues and matters. Before September workshop in Erbil, Mr. Victor Matteucci, Mrs. Sondus Alraui and Mss. Dorina Kulla organised a meeting with Mrs. Suzan Aref, Executive Director of the local organisation WEO in Kerkuk road (Erbil).

The purpose of this meeting was to evaluate the possibility and the ways of collaboration with local NGO in Erbil in order to provide to the project logistic support and better access to the territory.

Mrs. Suzan Aref introduced herself and the organisation that she represent as a non-governmental, voluntary and independent organization established in June 2004 to consolidate women's roles and capabilities in the Iraqi community through enhancing their social, political, economic and cultural participation. Requested to enter the project, WEO readily accepted and took over BIAT roles and duties.

A minor change in the project was the shift from a 100% women training course to a 60% women – 40% men training course. This change was made since after moving to Erbil not so many widows war the training was partially designed for could be retrieved.

2.1.1.2.2 Evaluation

Aside from issues arising from ISIS, work took place as planned. During I° Workshop, activities mainly concerned aspects related to project managing and organization and the design of the study. During II° Workshop issues of project changes and reshaping were dealt with and study progress were discussed. During the III° Workshop, steps for drafting the call of interest to find women willing to take part in the training were made. Number of participants, requirements, and economic areas of interest were decided.

From an overall point of view, all workshops showed no sign of problems. Tasks were greatly facilitated by the presence of all partners directly involved in tasks themselves. Attendance was proper. Partnership agreements were signed defining tasks and roles with no further controversy inside meetings.

Indicators: number of attendees at the workshops has been esteemed enough to keep the project on track. Coordinators from all partner involved in the activities attended the workshop as underlined in co-ordination section.

Output: each meeting report was duly signed by participants. Signatures have been scanned and are available in electronic as well as paper format. A copy of partnership agreements is also available. Exchange of letters and mails among partners showing frequency and general agreement proves workshops were arranged on time and with due care. Invoices for travel and other accommodation expenses are in line with budget and were made according to a reasonable schedule as noticed in co-ordination section of this report.

2.1.1.3 Communication activities

Throughout the project, a number of communication and dissemination activities were implemented according to a foreseen communication plan. Identified target were Key People project members and counterparts, gender networks, policy and decision makers, and media. First one has been served by internal website platform, mailing lists, skype account, reports, and the meetings. The other ones foresees a website, media channels exploitation, events, interviews, press conference, articles, press release, and the rest. As already stated, project has a communication officer under contract all along duration.

During this first phase, Mediter website has hosted project materials and news since the beginning.

Output: Mediter website integrated a part dedicated to the project alone.

Indicators: since the beginning of the project, 19.000 accesses were counted on the Mediter website.

2.1.2 Means planned and used

No particular means were used in order to keep project running. Workshops were arranged according to drafted budget and expenses were made accordingly. Staff in charge of coordination informed partners through communication means and in person. Administrative staff took care of any other aspect of the project. The study was performed by academic staff and personnel who acted according to their own methodology as usually did in university environment. In fact also research activities have been developed through a series of contacts and repeated interactions between participating universities, also due to the nature of the work that requires research and analysis of data and information available only in Arabic developed by the University of Mosul and later translated and transferred to the CEIS Tor Vergata. In sum, since first phase was a preparatory one and relied on a great deal of coordination and support activities, more elaborated and technical means of keeping the project in line with working plan were deemed unnecessary and kept aside for later development.

2.1.3 Progress towards Results

The project is smoothly running towards the accomplishments of its final results. The study set the ground for subsequent activities, and even though the presentation has been delayed some weeks this have non impact on future tasks, since all planned activities related to training and incubator are due to start in mid-2015. The staff is currently in charge and it is well-amalgamated and working in a cohesive way. The leaving of one partner, BIAT, later substituted by WEO, did

not hindrance the progress of the project as far as its partner activities were due to start later in the second phase. WEO competence and skill were verified and tested before agreeing on its joining, and it was found completely capable of taking over duties.

It has to be remarked that the study was essential to the following phase and in this respect to the overall accomplishment of the project objectives. Scheduling it few weeks later has proved a good strategy in order not to accelerate the works too much and rely on a less reliable background information. Summing up, the picture sketched by the study is a milestone for need analysis and a solid step toward the aims and scopes of Key People.



Note: Erbil citadel (source: Wikipedia)

2.2 Effectiveness and Impact, including reasons for deviation

2.2.2 Progress towards a contribution to Overall Objectives

So far objectives are still being accomplished. It has to be remarked the preparatory features of this phase. The joining of a NGO dedicated to women issues is a guarantee of increased care and attention to the questions raised by the study on how to effectively impact on female population. However, at this stage of the project assessing impact is still somehow tricky. Hints coming from partners operating on the ground seems to point at the effectiveness of activities implemented so far: research study gave partnership clear indication on how to proceed into training course, and the very fact that major impediments have been overcome it is proof of a right path of action. That said, next phases will be more relevant in evaluating impact and effectiveness of the project as a whole.

3. SUSTAINABILITY

3.1 Progress towards sustainability / quality

Sustainability of the project, as previously seen, can be greatly impaired by current situation in Iraq. So far project partners managed to keep activities in line with the original plan, displaying a strong resilience to external hindrances and sudden obstacles, notwithstanding relocation of part of the project activities area and defection of a partner. Skill to rearrange schedule and internal structure of the project were showed leaving purposes and means untouched and just generating a small delay in deliver of outputs (needs study). Financial prevision is still identical and no unforeseen expenses or costs have been met for the time being, nor they are planned or identifiable in the future. Expenses took place in the scheduled time and according to the provisional budget.

3.2 Socio-cultural aspects

Sustainability under a social-cultural point of view has been assured. The presence inside partnership of Governorate of Ninawa and Municipality of Mosul grants for alignment of interests of local population and projects scope. When it has been necessary to decide if move part of the activities away from the original location, assembly has comprehensively examined the matter and issued a decision based on observations drew from institutional partners experience and knowledge of the territory.

Starting from phase 2, needs analysis provides for a wide background of the area and its necessities, so to allow projects to work on reliable knowledge of the country and its socio-cultural aspects and features. This is becoming more important on the brink of phase 2, when actual contact with people from Iraqi territory and population will be implemented on a regular basis.

3.3 Gender equality and Environmental protection

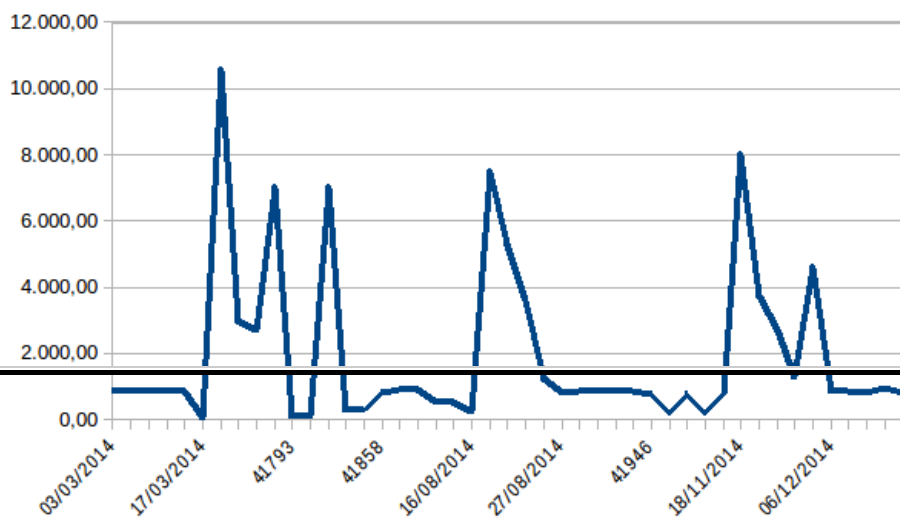
Gender equality is assured by project focus on women; all selected persons for future training and incubator activities are women, and the project revolves around female population. Therefore sustainability from this point of view is undeniable. It has also to be remembered that women empowerment is one of the key element for the economy of whole area to reignite, as widely acknowledged by many experts. Thus a focus on women is in itself and indicator of project sustainability; however it is far too early to analyze any other form of social sustainability until activities on the ground will be deployed.

As for environmental sustainability, the project has no impact on environment and needs no monitoring on such a feature.

3.4 Institutional and management capacity

No signs of running the project at less than its full capacity concerning management. As far as workshops are considered, assemblies, which take place during workshops, regularly met. Management reacted aptly when projects encountered difficulties and decision-making gear ran smoothly. It looks like Steering Committee is in full control of decision and project coordinators succeeds in facing difficult turns without problems. Collegiality seems to work and it grants for managing future development of more complex tasks.

3.5 Economic and financial viability



Note: date and occurrence of expenditure during year 2014 (in euros)

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions and recommendations

4.1.2 Overall conclusions on implementation (including critical issues/risks)

Summing up after project analysis and monitoring, it can be said that project is running smoothly especially considering difficulties encountered because of political and military turmoil. Financial expenses are under control; budget thresholds have been not exceeded and recruited staff seems to work as precise and cohesive as awaited. Activities took place as planned. Whatever hindrance was taken care of; minor and major delays caused by *force majeure* have not impeded the development of the project. But it has also to be underlined that Phase 1 is not an especially complex one. Research study took place inside academia and workshops might be just moved in space and time. No equipment was required and contacts have been kept easily by mail, phone, Skype, so it was not impossible to restore them after breakdown due to territory occupation. This means that later Phases and activities may be a little more sensitive to political and social circumstances. Sudden changes and shifts in balance of power threatens to undermine project activities without any notice. This poses a lot of pressure on partners, as seen in withdrawal of one and renounce of another, and may end in further hesitation and other logistical/implementation issues.

4.1.3 Recommendations for the next implementation period

As for the present Phase, risk was faced relying on an elastic and fast decision-making structure; it is essential that project can keep on count on rapid decisional bodies such as the Steering Committee and the assembly. Commission should support this allowing partner to amend the projects with quickness and aptness, so to avoid also increased project costs as far as possible. Also, political situation has to be nearly followed and signs of incoming problems detected and taken in due consideration. Foreign partners may be a lot to this purpose, as well as the Commission.

4.2 Proposed Work Plan for the next implementation period

4.2.1 Results to be produced

At the end of second Phase, which roughly corresponds to second year of the project, that is 2015, it is expected that all hundred women selected have been trained with NGO or enterprise creation in view. To this aim, training has to be designed according to predetermined modules and then delivered, and participating women selected according to their CVs. By the end of the year a full training course in one of the market sector which partners decided to focus on will be created and given to winners of a public selection. Final purpose is to allow a number of women to develop and run a micro-business or an NGO on their own as fully grown entrepreneurs and professionals.

Activities can be summarized in the following way:

1. Identify the strategic economic sectors and social priorities on which to organize and direct the training activity that will have as its objective the creation of NGOs and Enterprises.
2. Prepare a modulation of the training
3. Prepare a Study plan and a list of teachers

4. Establish and publish a public notice of selection,
5. Appoint a commission for assessing candidates,
6. Implement the selection of the students, by the end of March 2015
7. Start training activities during the month of March
8. Conference press at the end of learning activity

4.2.2 Activity Schedule, including milestones, responsibilities

Project schedule will be deployed as it follows (reference year is 2015):

Preparation Activity 1 (Learning): January - March
Execution Activity 1 (Learning): April - December
Preparation Activity 2 (Presentation of Study): January - March
Execution Activity 1 (Presentation of Study): April
Preparation Activity 1 (Workshop): February
Execution Activity 1 (workshop): March
Preparation Activity 2 (Workshop): March
Execution Activity 2 (workshop): April
Preparation Activity 3 (Workshop): August
Execution Activity 3 (workshop): September
Preparation Activity 4 (workshop): November
Execution Activity 4 (workshop): December

Second Phase will produce the following outputs:

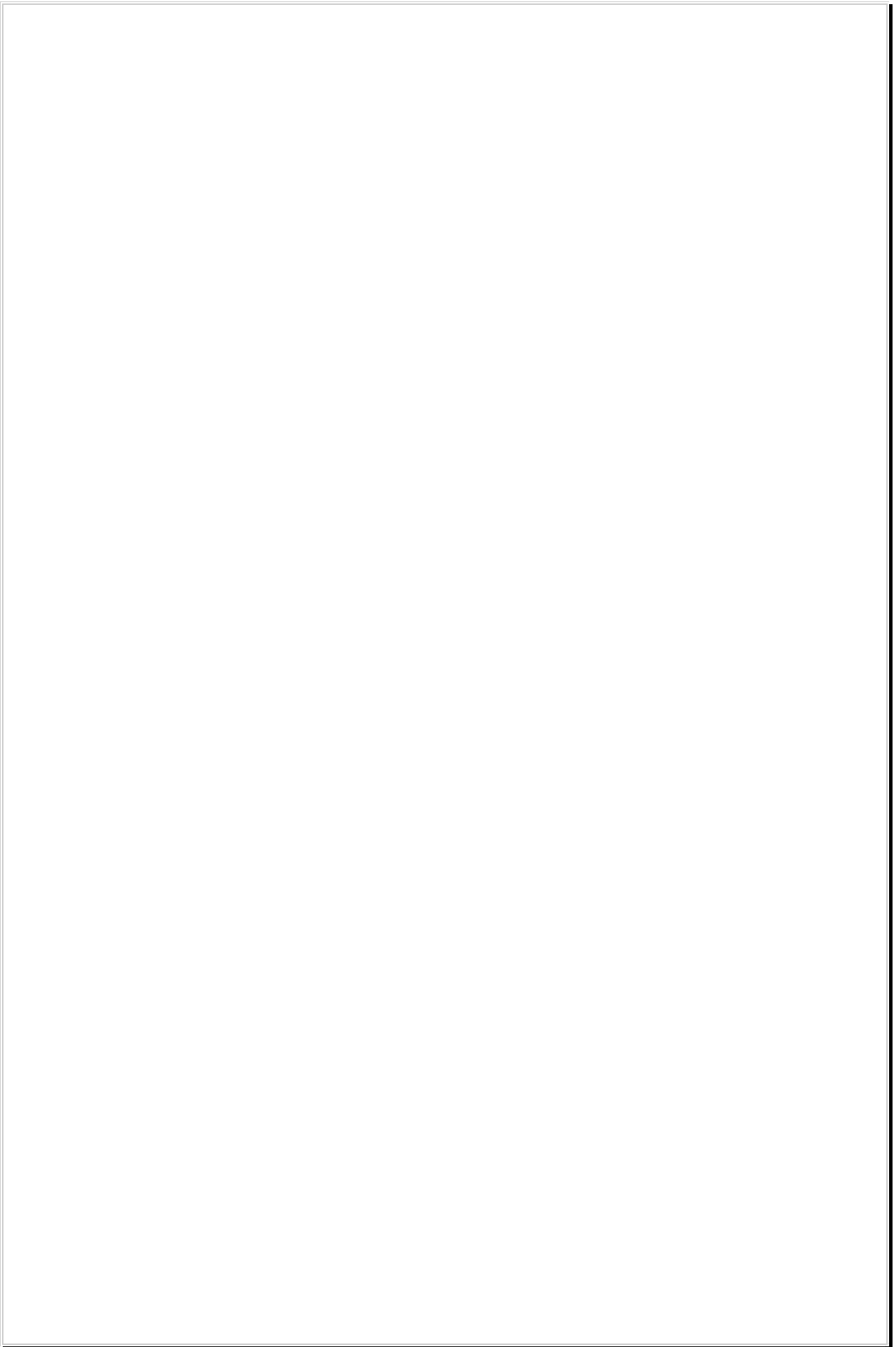
1. Report concerning contacts established with European companies interested in investing in Kurdistan;
2. Report on strategic priorities socioeconomic indicated by the local authorities project partners
3. Study of the University of Mosul about the socio-economic priorities
3. Training Plan (modules)
4. List teachers and curricula
5. A copy of the notice of selection students
6. Minutes of the Committee appointment
7. Reports of the selection students
8. Record attendance students and teachers

4.2.3 Special Activities to ensure sustainability

Sustainability will be assured by the same gears that worked in Phase 1.

4.2.4 Assumptions and Risks

Assumption is 100 women can be easily retrieved that are interested in took a training course and that an appropriate course can be designed and delivered which is aptly finalized to the set up results. This poses a risk that not all the assumptions may be met: the number of people willing to be trained could be lower than foreseen, due to lack of interest, fear of social stigma, society constraints, other issues related to war and dangerous situations; furthermore, in later stage of the project, training course may fail to deliver because of not being properly adapted to ever-changing context and targets. Major threat to the project is posed by very unstable political situation that shifts a previously firm environment toward unforeseeable consequences.



Final considerations

Key People project has been highly valued for the aims and purposes it set. Women situation in the country is for the time being problematic and women have to deal with a lot of issues during their ordinary life and work. Moreover, they could release an amount of ingenuity and labor force which could trigger economic improvements if only they could fully access labor market. Key People projects aims at put Iraqi women in condition of doing so, in the meantime trying to boost creation of new economic activities and enterprises, so to help the territory in multiple ways.

That said, future months for Iraq are very uncertain. First project year was relatively speaking a set-up year and activities may be defined as preparatory. Even that considered, ability to face difficulties was considerably good. Some worries may arise concerning next project phases, which are far more complex and exposed to major failure risk because of political factors and unforeseen international situation changes. It is very important that project partners and European Commission stay ready to react to any sudden news on the scenario.

So far, however, project has been in control. Documents and papers necessary to check on the correct development of the activities have been duly produced. Suggestion is, to exploit a bit more communication means and media channels in order to better spread knowledge of the project so to involve more potentially interested stakeholders in focusing on the activities. This could also be useful, if the case, to smoothly face further obstacles and variations.

