



BANUU

Designing new pathways for employability and entrepreneurship
of Iraqi students in Archaeology and Cultural Heritage



Co-funded by the
Erasmus+ Programme
of the European Union

65B I I

8Yg][b]b[bYk dUh\ kUmg Zcf Y a d`cmUV]`]hm UbX
YbhfYdfYbY i fg\]d cZ =fUe] gh i XYbhg]b
5fW\UYc`c [m UbX 7 i`h i fU` <Yf]hU [Y

:]bU` 9 IhYfbU` 9 jU` i Uh]cb FYdcfh



8]gWU]aYf

H\Y 65BII dfc^YWh \Ug VYYb ZibXYX k]h\ giddcfh Zfca h\Y 9ifcdYUb 7ca a]gg]cb" H\]g YjU`iUh]cb fYdcfh fYZ`YWhg h\Y j]Ykg cb`m cZ h\Y Uih\cfz UbX h\Y 7ca a]gg]cb WUbbch VY \YX fYgdcbg]V`Y Zcf Ubm igY k\]W\ aUm VY aUXY cZ h\Y]bZcf aUh]cb WcbhU]bYX h\YfY]b"

5W_bc k`YX[YaYbhg

H\Y` Wcbgi`hUbh` kci`X` `]_Y` hc` h\Ub_` h\cgY` k\c` [UjY` h\Y]f` h]aY` UbX` h\Y]f` Wcbhf]Vih]cbg h\fc i [\c ih`h\Y`YjU` iUh]cb" GhUZZ`Uh`h\Y` I b]jYfg]hm`cZ`6c`c [bUz`Hif]bz`?c, `ghUbVi`z`6U [\XUXz`? iZUz` Acgi`UbX`EUX]g]mU\`Ug`kY``Ug`U``h\Y`]bhYf j]YkYX`ghU_Y\c`XYfgz` \UjY`U``VYYb` jYfm` \Y`dZi``UbX` cdYb"

5 ih\cf0g g\cfh V]c

?f]ghYb 6UffYhh!7UgYm]g U Z]fgh mYUf D\8 fYgYUfW\Yf]b 5fW\UYc`c[m Uh h\Y I b]jYfg]hm cZ C IZcfX" <Yf fYgYUfW\ gdYW]U`]ga ZcWigYg cb h\Y dc`h]h]Wg cZ]bhYfbUh]cbU` U]X]b dcgh!WcbZ`]Wh Wi`hifU` \Yf]hU[Y fYWcbghfiWh]cb]b =fUe UbX 5Z[\Ub]ghUb UbX]hg]ad`]WUh]cbg Zcf dcgh!WcbZ`]Wh ghUhYVi]X`]b[" <Yf `UhYgh diV`]WUh]cb]g cb h\Y ib]bhYbXYX WcbgYe iYbWYg cZ =fUe0g `Y[U` gmghYa Zcf Wi`hifU` \Yf]hU[Y dfchYWh]cb"

91YWi[h]jY Gi a aUfm

Evaluation Purpose and Scope

BANUU - Designing new pathways for employability and entrepreneurship of Iraqi students in Archaeology and Cultural Heritage is a three-year 2020-2023 international project funded by the European Education and Culture Executive Agency EACEA of the European Union in the frame of the Erasmus Capacity Building Key Action 2 in the Field of Higher Education Project Number: 6101 1-EPP-1-201 1-1-EPP A2-CBHE-SP ¹

BANNU is the ancient Akkadian word meaning to build. It has originated from the experiences of WALADU, a CBHE project financed in 2016 which aimed to improve the teaching quality and structure of BA Archaeology courses in Iraq. The shortcomings and gaps observed concerning student employability due to the lack of structured HEI-private sector relationships inspired the creation of BANUU.

By building on the three years of experience of WALADU, and strengthening the relationships that were continued in EDUU, BANUU aims to develop a Structural Project that, by involving the Ministry of Higher Education and Scientific Research as a full partner, and the State Board of Antiquities and Heritage SBAH, a Department of the Ministry of Culture and Tourism as an Associated partner, can better tackle those underlying issues identified as having a national impact.

The WaLink Network² was created at the end of the WALADU project from an initial consortium of Iraqi, European and North American universities, research centres and public institutions. The members of these networks are part of the BANUU consortium. The project partners are:

P1 - University of Bologna, Italy Coordinator

P2 - Istanbul University of Istanbul, Turkey

P3 - Centro Ricerche Archeologiche e Scavi Torino, Italy

P4 - University of Baghdad, Iraq

P5 - University of Tikrit, Iraq

P6 - University of Al-Qadisiyah, Iraq

P7 - University of Mosul, Iraq

P8 - Ministry of Higher Education and Scientific Research, Iraq

The project is also supported by 8 associated partners including 2 national organisations, 2 international organisations and 3 private companies:

State Board of Antiquities and Heritage SBAH, a division of the Iraqi Ministry of Culture, Tourism and Antiquities

UNESCO Outreach Committee

¹ BANUU website: <https://site.unibo.it/banuu/en>

² WaLink page on the WALADU website: <https://site.unibo.it/waladu/en/walink-1>

Iraqi National Development Plan 2018-2022,
https://www.iraq-jccme.jp/pdf/archives/nationaldevelopmentplan2018_2022.pdf
World Bank, Iraq Reconstruction and Investment Plan 2018 ,
<https://www.iraq-businessnews.com/wp-content/uploads/2018/02/Iraq-Recons-Inves-World-Bank-Jan-2018.pdf>
Republic of Iraq, Ministry of Planning, Iraq Vision Project 2030,
<http://iraqieconomists.net/en/2020/10/26/iraqs-ministry-of-planning-iraq-visio-2030>

Findings

Analysis of the project s technical documentation, supplementary and previous reports, surrounding conte tual research, and feedback from key informants shows that the BANUU project has managed to consistently operate and engage target groups within a fast changing and comple conte t, which is a testimony to the fY`YjUbWY cZ h\Y dfc^YWh hc h\Y]f bYYXg UbX df]cf]h]Yg" H\Y dfc^YWh]g VUgYX cb U h\cfci [\ _bck`YX[Y cZ h\Y Wc ad`YI]h]Yg `]b_YX hc h\Y WcbhYIh]b k\]W\]h cdYfUhYgž Ug XY a cbghfUhYX Vm h\Y fYdcfh cZ Kcf_ DUW_U[Y %ž UbX h\Y [Udg fY`UhYX hc h\Y `UW_ cZ YghUV`g\YX fY`Uh]cbg\]d VYhkYYb h\Y ghU_Y\c`XYfg Yb[U[YX]b h\Y XYjY`cd aYbh cZ h\Y df]jUhY gYWhcf UbX gh iXYbh hfUbgjYfgU` g_]`g Zcf Ya d`cmUV`]hm]b h\Y Wi`hifU \Yf]hU[Y gYWhcf]b =fUe" :cf h\]g fYUgcbž h\Y dfc^YWh \Ug dfc jYb hc\]m`m Z`YI]V`Y UbX UXUdh]jY hc h\Y W\U`Yb[]b[ž Y jYf!W\Ub[]b[=fUe] WcbhYIh"

H\Y dfc^YWh]gkY` ghfiWhifYX k]h\ Kcf_ DUW_U[Yg WcffYgdcbX]b[hc YUW\ cV^YWh]jYž k\]W\ dfcdYf`m `]b_ WcbWYdhg UbX]XYUg h\Uh UfY fY`YjUbh hc h\Y UhhU]baYbh cZ h\Y c jYfU` dfc^YWh [cU" =adcfhUbh`mž h\Y Zcfa i`Uh]cb Uh YUW\ ghU[Y cZ h\Y dfc^YWh XYg][b UbX]ad`YaYbhUh]cb kUg Wc`UVcfUh]jY VYhkYYb h\Y dfc^YWhbg dUfhhYfg UbX YIhYfbU` ghU_Y\c`XYfgž giW\ Ug h\Y Wc adUb]Yg k\c kYfY Yb[U[YX]b]bhYfbg\]d dfc j]g]cb" H\Y acgh giWWYggZi` UbX]adUWhZi` Y`YaYbhg cZ h\Y dfc^YWh kYfY VUgYX Ufc i bX Vch\ hfU]b]b[]b ghUfh!idg Ug kY` Ug [U]b]b[]bhYfbg\]d YIdYf]YbWYž k\]gh dfc j]X]b[VYhhYf!fYgcifWYX]bgh]hih]cbU` gidccfh h\cfi[\]bhYfbg\]d cZ]WYg UbX giV^YWh!gdYW]U`]gh `]VfUf]Yg Uh h\Y dUfhhYf i b]jYfg]h]Yg" H\]g h\fYY!dfcb[YX UddfcUW\ hc h\Y dfc^YWh \Ug YbgifYX h\Uh ghiXYbhg \UjY fYWY]jYXWc a dfY\Ybg]jY gdYWhfi a cZ]bhYfX]gW]d`]bUfm g_]`g h\Uh Wci`X VY Ya d`cmYX Y]h\Yf]b Ub YbhYdfYbYif]U` ghUfh!id WcbhYIh cf]b XYdYbXYbh Ya d`cmaYbh"

Ck]b[hc h\Y `cb[!ghUbX]b[UbX XYdYb]b[fY`Uh]cbg\]d h\Uh \Ug Yjc` jYX VYhkYYb h\Y 9 ifcdYUb UbX =fUe] dUfhhYfg c jYf gYjYfU` mYUfgž h\cfi [\ KU`UXiž 9Xi i UbX ?U`Uaž h\Y aUbU[Yf]U` UbX

YZZ]W]Ybh UbX]bhY[fUhUV`Y]bhc cbY

Ubch\Yf" 65BI I]g U W`YUf dfc[fYgg]cb cz h\YgY YghUV`g\YX fYUh]cbg\]dg k\]W\ UfY bck VY]b[VfcUW\YX k]h\ h\Y df]jUhY gYWhcf" 5 fYj]Yk cz XcWi a YbhUh]cb gi ffc i bX]b[a UbU[Y a Ybhž Z]bUbW]U` a UbU[Y a Ybhž ei U`]hm Wcbhfc` UbX X]ggYa]bUh]cb g\c kg U h\cfc i [\ d`Ubb]b[UbX]bhY[fUh]cb cz Wcbhfc` UbX YjU` iUh]cb aYW\Ub]gagž k\]W\ U`ckYX Zcf Wc ffYWh]jY a YUgi fYg hc VY cVgYf jYX UbX UWh]cbYX]b UXjUbWY cz h\Y dfc^AYWhbg Wc a d`Yh]cb"

H\Y]b]h]U`]adUWh \Ug VYYb gaU`ž \ckYjYfž k]h\ cb`m g]I ghiXYbhg UbX hkc Wc a dUb]Yg Yb[U[]b[]b]bhYfbg\]dgž UbX k]h\ h\]g gi a a Uh]jY YjU` iUh]cb VY]b[WcbXiWhYX VYZcfY h\YgY ghiXYbhg \UjY [fUXiUhYX" Hkc Yld`UbUhc fm dfcV`Y ag Yld`cfYX]b]bhYfj]Ykg Z]fgh`m h\Y `UW_ cz ghiXYbhg Wc a]b[hc ghiXm UfW\UYc`c[m UbX fYUhYX gi V^YWhg Zfc a gW\cc`ž UbX h\Y X]ZZ]Wi`hm hc dYfgi UXY Wc a dUb]Yg hc czYf]bhYfbg\]dg k]h\cih ZibX]b[" =b cfXYf hc YbgifY U Wcbh]biYXž YldUbXYXž UbX gi ghU]bUV`Y giWWYgg cz h\]g dfc^AYWh Vch\ cz h\YgY ZibXUaYbhU`]ggiYg k]` bYXX hc VY UXXfYggYX]b ZihifY kcf_"

Recommendations

Based on the findings of the evaluation, and on the conclusions of previous sections, the following recommendation have been formulated:

F%. Hc WcbXiWh U Zifh\Yf Wc a d`]a YbhUfm ghiXm]b 5fUV]W hc UXXfYgg h\Y _Ym hUf[Yh [fc idg]b =fUe k\c kYfY `Ygg ZUa]Uf k]h\ 9b[`]g\ UbX gc `Ygg UV`Y hc]b!XYdh\ž biUbWYX X]gWi gg]cbg cb h\Y hcd]W"

F&. Hc WcbXiWh U Zc`ck!id ghiXm cb h\Y `cb[Yf!hYfa]adUWh cz h\]g dfc^AYWh" CbY cz h\Y V][[Ygh `]a]hUh]cbg cz h\]g YjU` iUh]cb]g h\Uh]h \Ug VYYb WcbXiWhYX]a a YX]UhY`m Uh h\Y YbX cz h\Y dfc^AYWh k]h\ bc fYU` gYbgY cz k\Uh]hg `cb[!hYfa]adUWh k]` VY"

F'. Hc YldUbX idcb h\Y fYUh]cbg\]dg UfYUXm Vi]`h k]h\]b h\]g dfc^AYWh]b h\Y df]jUhY gYWhcf hc]bW`iXY B ;Cg UbX hcif]ga Wc a dUb]Yg hc VfcUXYb h\Y gcW]YhU` bYhkcf_ UWfcgg =fUe UbX hc VfcUXYb h\Y aUf_Yh k]h\]b k\]W\ ghiXYbhg Wc i`X U]a Zcf Y a d`cmaYbh

F(. Hc]bhY[fUhY h\Y]bhYfbg\]d acXY`]bhc ib]jYfg]hm XY[fYY Wc ifgYg Ug Ub YggYbh]U` Wc ifgY Wc a dcbYbh" H\]g kc i`X]bW`iXY k]h\]b]h fY[i`Uf WcbhYbh ei U`]hm fYj]Ykg hc YbgifY h\Uh ghiXYbhg kYfY [U]b]b[ghfc b[g_]`g UbX YldYf]YbWY Zfc a h\YgY]bhYfbg\]dg"

F). FY`Uh]cbg\]dg g\ci`X Wcbh]biY hc VY ghfYb[h\YbYX VYhkYYb G65<ž h\Y A]b]ghfm cz 7i`hifY UbX Hc if]gaž UbX h\Y df]jUhY gYWhcfž hc YbUV`Y Y a d`cmYYg cz G65<ž Ug kY` Ug ghiXYbhgž hc VY UV`Y hc acjY]bhc h\Y df]jUhY gYWhcf"

F*. H\]g dfc^AYWh g\ci`X VY YldUbXYX hc]bW`iXY Wc`UVcfUh]cb VYhkYYb UfW\UYc`c[m ghiXYbhg k]h\ h\cgY Zfc a ch\Yf XYdUfhaYbhg hc YbWc ifU[Y]bhYfX]gW]d`]bUf]hm UbX hc fU]gY UkUfYbYgg cz Wi`hifU` \Yf]hU[Y Ug Ub Y a d`cmaYbh aUf_Yh VYmcbX h\cgY k\c \UjY ghiX]YX]h"

-bhfcXiWh]cb

GYjYfU` XYWUXYg cZ kUfz WcbZ`]Whz gUbWh]cbg UbX hYffcf \UjY XY[fUXYX =fUebg gcW]U`z YWcbc a]Wz Wi`hi fU` UbX \]ghcf]WU` Zc i bXUh]cbg UbX]bzfUghf i Wh i fY"

<]ghcf]W gUbWh]cbg]adcgYX Vm h\Y I b]hYX BUh]cbg UZhYf h\Y :]fgh ; i`Z KUf]b %--% UbX h\Y I G!`YX &\$\$']bjUg]cb UbX giVgYe iYbh CWWidUh]cb \Ug `YX hc U Wc ad`YhY fYWcbZ][i fUh]cb cZ h\Y ghUhY UbX]hg dc`]h]WU` UbX YWcbc a]W]bgh]h i h]cbg VUgYX cb Yh\ b]W UbX fY`][[c i g e i chUgz _bckb Ug h\Y muhasasa system⁵ his environment has led to an entrenchment and cementing of sectarian division, a separation of the rule of law from the reality on the ground, and a hapha ard, incomplete and unsystematic reconstruction effort⁶ Alternative, sub-state power structures through the religious endowments have developed and been empowered through a combination of competing laws, a lack of legal enforcement, and a transformation of cultural heritage into a political asset which has brought the endowments profits through an emphasis on religious tourism that would otherwise have gone to the central state Such an abuse of heritage has degraded a common national Iraqi identity with a shared heritage and past and now serves to stoke division, with long-term effects on Iraq s economy, education, and cultural heritage protection

his political system and environment has had several consequences the distribution of hundreds of billions of Iraqi State funds since 2003 through the Muhasasa system has had major repercussions on Iraq s development, governance, reconstruction and progress Similarly, the rise of the Islamic State in 2014 was the result of a lack of essential reforms needed to create a state capable of delivering good employment and basic services and infrastructure⁸ Subsequent to the liberation from ISIS, frustration with the government s inability to enact change e pressed itself through the ishreed protests in ctober 201 , where a largely young population protested against government corruption, mismanagement, high unemployment and lack of essential services As one of the biggest protests in Iraq s history, total systematic overhaul was called for, including new electoral laws and constitutional reform Whilst protests halted during the years of Covid 1 , these historic protests demonstrated a clear structural issue within Iraq surrounding the state of the political system, chronic unemployment, and a lack of infrastructure and services which has the potential to only worsen without intervention

In this conte t of growing inequalities, increasing poverty rates and a lack of basic services, the resources allocated to prioritising cultural heritage were minimal, and mostly came from the

⁴ athem, M , Robson, E , ahan, L G 2022 Cultural heritage predation in Iraq London: Chatham House

⁵ Dodge, 2020 Beyond structure and agency: Rethinking political identities in Iraq after 2003 Nations and Nationalism, 26 1 , 108-122

⁶ athem, M 2020 Cultural dis continuity, political trajectories and the state in post 2003 Iraq International Journal of Heritage Studies, 26 2 , 163-1

athem, M , Robson, E , ahan, L G 2022 Cultural heritage predation in Iraq London: Chatham House

⁸ ich , L 201 Energy infrastructure as a target of terrorist attacks from the Islamic state in Iraq and Syria International Journal of Critical Infrastructure Protection, 25, 1-13

Eriksson, J , Grief, I 2023 he Iraqi state s legitimacy deficit: Input, output and identity- Global Policy, 14 2 , 363-3 2

¹⁰ haleel, 2021 IMPAC F IL PRICE FLUCUAINS N IRA S SUSAINABLE
DEVELPMEN *Academy of Strategic Management Journal*, 20, 1-8

GWcdY UbX AYh\cXc`c[m cz h\Y 9 jU` iUh]cb
5g ghUhYX]b h\Y E iU`]hm D`Ub fl&\$&&łž ÜUb 9 IhYfbU` Gi a aUh]jY 9 jU` iUh]cb fl9G9ł k]` hU_Y d`UWY Uh
h\Y YbX cz h\Y dfc^YWh UbX k]` VY WUff]YX c ih Vm h\Y gYWcbX Uddc]bhYX 999" G]a]Uf`m hc h\Y 9 : 9ž
h\Y 9G9 k]` VY X]gWiggYX k]h\ h\Y EA7 UbX h\Y CdYfUh]cbU` 7ca a]hhYY VYZcfY VY]b [
X]ghf]VihYX hc 7cbgcfh]i a 5ggYaV`m aYYh]b[g Zcf U Z]bU` fYj]Yk" H\Y 9G9 fYdcfh k]` YjU` iUhY h\Y
c jYfU` dfc^YWhž UbX k]` VY diV`]g\YX UbX X]ggYa]bUhYX hc dc`]Wm aU_Yfg UbX YIhYfbU`
ghU_Y\c`XYfg" =hg U]a]g hc UhhYgh h\Y dfc^YWh UW\]YjYaYbhgž hc XYhYWh h\Y dfcV`Yag Uf]gYb Xi f]b [
]hg]a d`YaYbhUh]cb UbX h\Y gc` ih]cbg Zc i bX Vm h\Y 7cbgcfh]i a ž UbX hc dfc j]XY gi [[Ygh]cbg Zcf]hg
YI d`c]hUh]cb UbX]hg Zi h i fY fYd`]WUh]cbžgž"

H\]g YjU` iUh]cb k]` Vi]X cb h\Y Z]fgh 9 IhYfbU` : cfaUh]jY 9 jU` iUh]cb Ug kY` Ug h\Y =bhYfbU`
: cfaUh]jY UbX Gi a aUh]jY 9 jU` iUh]cbgž YbWc a dUgg]b[Vch\ h\Y XY]jYfUV`Y kcf_ dUW_U[Yg %!)
UbX h\Y e iU`]hm Wcbhfc`ž cdYfUh]cbU`ž X]ggYa]bUh]cb UbX gi ghU]bUV]`]hm kcf_ dUW_U[Yg +!%\$" H\Y
YjU` iUh]cb kUg WcbXiWhYX]b Zc i f d\UgYg VYh kYYb GYdhYa VYf ! CWhcVYf &\$&' .

%Ł 8Yg_ fYj]Yk 5 fYj]Yk cz h\Y dfc^YWhžg hYW\]b]WU` XcWi a Ybhg k\]W\ Zcf a YX dUfh cz
gi VgYe i Ybh]bZcfa Ubh]bhYf j]Ykg" Ch\Yf 9 I ž]bhYfbUh]cbU`ž UbX =fUe] dc`]Wm XcWi a Ybhg kYfY U`gc
fYj]YkYXž a cgh`m]b fY`Uh]cb hc bYYXg UbU`mg]g"

&Ł 8UhU [Uh\Yf]b[5 fUb[Y cz df]aUfm UbX gYWcbXUfm XUhU kUg Wc`YWhYX Zcfa h\Y
dfc^YWhžg hYW\]b]WU` XcWi a Ybhgž h\Y]bhYffY`UhYX K5@58 I UbX 98 I I dfc^YWhgž giffcibX]b [
YjU` iUh]jY fYdcfhgž UbX cb`]bYž gYa]!ghfiWhi fYXž]b!XYdh\]bhYf j]Ykg k]h\ h\Y dfc^YWhžg _Ym
]bZcfa Ubhg VUgYX]b =fUe UbX =ghUbVi`" H\YgY]bhYf j]Ykg hcc_ d`UWY jUf]cig`m c jYf K\Uhg5dd
j c]WY WU`ž A]Wfcgcžh HYU a gž UbX]b gc a Y]bghUbWYg c jYf Ya U]ž c k]b[hc `Ub[iU[Y VUff]Yfg UbX
X]gWc a Zcfh cz]bZcfa Ubhg Wcb jYfg]b[]b 9b[]g\"

'Ł 8UhU UbU`mg]g H\Y Wc`YWhYX XUhU \Ug VYYb UbU`mgYX Zcf fYWi f]b[hfYbXg UbX
h\YaYgž Ug kY` Ug [Udg UbX]bWcbg]ghYbW]Ygž h\fc i [\ k\]W\ Zc`ck id]bhYf j]Ykg kYfY \YX UbX
fYUbU`mgYX"

(Ł Gmbh\Yg]g H\]g XUhU UbU`mg]g \Ug VYYb gi a aUf]gYX]b h\]g fYdcfhž Zcfa k\]W\
_Ym fYWc a a YbXUh]cbg Zcf YI d`c]hUh]cbž fYdYh]h]cb UbX gi ghU]bUV]`]hm k]` VY a UXY"

H\Y UbU`mg]g UbX ghf i Wh i fY cz h\]g YjU` iUh]cb Wcbg]ghg cz h\Y dfc^YWhžg.

%Ł FY`Y jUbWY/

&Ł 9ZZ]W]YbWm]b]hg]a d`Ya YbhUh]cb/

'Ł 9ZZYWh] jYbYgg UbX]a dUWh/

(Ł 8]ggYa]bUh]cbž YI d`c]hUV]`]hm UbX gi ghU]bUV]`]hm"

Limitations of the evaluation

Some of the recommendations made in this evaluation are owing to the challenges and limitations that were encountered in the data gathering phase these challenges were found

¹² BANUU project quality Plan, April 2022,
<https://site.unibo.it/banuu/en/results/wp8-quality-control-in-action>

:]bX]b[g

H\Y 65B I I dfc^YWh]g dUfh cZ h\Y <][\Yf 9XiWUh]cb UbX 7i`hifU` <Yf]hU[Y dfc[fUa aY YghUV]g\YX Vm h\Y I b]jYfg]hm cZ 6c`c[bU]b WccdYfUh]cb k]h\]hg =fUe] dUfhbYfg" =h]g h\Y `Ugh cZ h\YfY]bhYffY`UhYX dfc^YWhgž ghUfh]b[k]h\ K5@58 I]b &\$%+ ! &\$&\$ UbX Wcbh]bi]b[k]h\ 98 I I ž k]h\]b h\Y ZfUaYkcf_ cZ h\Y 9fUga igŽ 7UdUW]hm 6 i]X]b[?Ym 5Wh]cb &" K5@58 I dg _Ym cV^YWh]jY kUg hc a cXYfb]gY UbX fYghfiWhifY 65 Wc ifgYg]b UfW\UYc`c[m]b `]bY k]h\ 9 I ghUbXUfXg UbX hc]bWfYUgY Y ad`cmaYbh cddcfhib]h]Yg Zcf [fUXiUhYg" 98 I I ž ZibXYX Zfca &\$&\$! &\$&`ž U]aYX hc Wcbhf]Vi hY hc h\Y fYWcbW]]Uh]cb cZ =fUe]g W]j]` gcW]Yhm h\fc i [\ fU]g]b[UkUfYbYgg cZ =fUe]g UbW]Ybh UbX a cXYfb g\UfYX Wi`hifU` \Yf]hU[Y h\fc i [\ gYWcbXUfm gW\cc` Wc ifgYg UbX WUdUW]hm Vi]X]b[k]h\]b `cWU` a igYi ag"

CbY cZ 65B I I dg _Ym ghfYb[h\g UbX giWWYggYg Ug U dfc^YWh kUg h\Y VYbYZ]hg XYf]jYX Zfca h\YgY dfYj]cig]bhYffY`UhYX dfc^YWhg" Bch cb`m X]X]h Wcbh]biY hc Vi]X cb _Ym fY`Uh]cbg\]dg h\Uh kYfY Zcf [YX VYhkYYb h\Y 9 I UbX =fUež UbX k]h\]b =fUež Vi h h\Y dfYj]cig YIdYf]YbWYg cZ K5@58 I UbX 98 I I X]fYWh`m]bZcf aYX h\Y U]ag UbX]bhYbXYX ci hWcaYg cZ 65B I I " 8 if]b[h\Y dfYj]cig hkc dfc^YWhg gY jYfU` [Udg UbX g\cfhWca]b]g YaYf[YX h\Uh 65B I I gcfh hc UXXfYgg.

%Ł H\Y `UW_ cZ]bhYfbg\]dg UbX dfUWh]WU` d`UWY aYbh cddcfhib]h]Yg Zcf ghiXYbhg]b UfW\UYc`c[mž Wi`hifU` \Yf]hU[Y UbX h\Y \ i aUb]h]Ygž ck]b[hc]bgh]hih]cbU` g]`cY]b[UbX `UW_ cZ WcbbYWh]j]hm VYhkYYb jUf]c i g]bgh]hih]cbg UbX gYWhcfcg]b =fUe/

&Ł I b]jYfg]hm Wc ifgYg]b =fUe UfY c jYf`m h\YcfYh]WU` k]h\ bc dfUWh]WU` UfW\UYc`c[]WU` YIdYf]YbWY [U]bYX ck]b[hc h\Y]bUV]]hm Zcf ghiXYbhg hc dUfh]W]dUhY]b Y I WU jUh]cbg/

'Ł 5 `UW_ cZ VYgh dfUWh]WYg]b h\Y YbhYdfYbYif]U` gYWhcf Zcf ghiXYbhg hc Zc``ck hc difgiY h\Y]f ck b]b]h]Uh]jYg"

(Ł H\Y Z]bX]b[g UbU`mgYX h\Y ci hdi hg cZ h\Y Kcf_ DUW_U[Yg]b UWWcfXUbWY k]h\ h\Y dfc^YWhdg fY`YjUbWY UbX Wc\YfYbWYž ghfiWhifY UbX XYg][bž YZZYWh]jYbYgg UbX]a dUWhž Ug kY` Ug `cb[!hYfa YZZYWhg UbX gighU]bUV]]hmž UbX `]a]hUh]cbg cZ h\Y dfc^YWh h\Uh WUb VY UXXfYggYX Ug fYWca aYbXUh]cbg `UhYf]b h\Y YjU` iUh]cb"

FY`YjUbWY UbX Wc\YfYbWY

H\Y YIdYfjYbWY cZ K5@58I UbX 98I I k\jW\ 65BII WUDjhU`gYX UbX Vi]h idcb aYUbh h\Y bYXXgz cV^YWh]jYg UbX]bhYbXYX ci hWcaYg k\jW\ ghfiWhifYX h\Y dfc^YWh kYfY h]aY`m UbX Z]`YX U Wf]h]WU` fc`Y]b =fUeDg fYWc jYfm UbX fYWcbghfiWh]cb dfcWYgg" GdYWjZ]WU`m k]h\]b h\Y dfc^YWhz Kcf_ DUW_U[Y %Dg UbU`mg]g cZ bYXXg UbX]ggiYg XYacbgfhUhYg U Zi`` UbX Wc adfY\Ybg]jY ibXYfghUbX]b[cZ h\Y kcf_ bYXXYX hc VY XcbYz WcbhYIhiU`g]b[bch cb`m =fUeDg VfcUXYf bYXXg Wca]b[ci h cZ XYWUXYg cZ gUbWh]cbg UbX WcbZ]Whz Vih U`gc VY]b[X]fYWh`m]bZcf aYX Vm ZYXXVUW_ Zfca YUW\ HUf[Yh ;fcid cb YI]gh]b[`Y[]g`Uh]jY WcbghfU]bhg k\jW\ \UX VYYb dfYjYbh]b[h\Y WcfY fYUh]cbg\]dg UbX bYhkcf_g]b h\]g dfc^YWh Zfca VY]b[U[fYXX UbX Zfca U`]gYXg fYdcfh kUg UV`Y hc ZYXX X]fYWh`m]bhc h\Y ghfiWhifY UbX XYg][b cZ 65BII h\fc i[\]hg WfYU]cb cZ YUW\ cZ h\Y h\fYY d]`ch dUh\kUm g h\fc i[\ k\]W\ YUW\ Kcf_ DUW_U[Y Wci`X`c[]WU`m Vi]`X cb h\Y bYIh"

H\Y Wc adcg]h]cb UbX cfXYf]b[cZ h\Y Kcf_ DUW_U[Yg dfc]j]XYX U `c[]W UbX Wc\YfYbWY k\jW\ U`ckYX UWh]j]h]Yg hc Vi]`X cb YUW\ ch\Yf UbX a ihiU`m fy]bZcfWY h\Y kcf_ hc kUfXg h\Y Wca a cb cV^YWh]jYg" K\]gh kcf_ dUW_U[Y % YZZYWh]jY`m WcbhYIhiU`gYX =fUeDg \]ghcf]WU` ghfiWhifU`]ggiYg UbX h\Y c jYfU` cV^YWh]jY cZ h\Y dfc^YWhz h\Y cb]bY hfU]b]b[dfc]j]XYX]b Kcf_ DUW_U[Yg & UbX (dfc]j]XYX U Wc adfY\Ybg]jY UbX k]XY!fYUW\]b[dUW_U[Y cZ cb]bY hfU]b]b[]b Vch\]bhYfbg\]dg YbhfYdfYbYif]U` _bc k`YX[Y fYgdYWh]jY`mz fYUW\]b[((=fUe) UWUXYa]W aYaVYfg cZ ghUZZ UbX)& ghiXYbhg*(G]a]Uf`mz h\Y AUgg]jY`m CdYb Cb]bY 7cifgY fACC7L dfcXiWYX Ug cbY cZ h\Y ci hdi hg cZ Kcf_ DUW_U[Y & Wcbh]biYX hc UXXfYgg h\Y gUaY bYXXg]XYbh]Z]YX]b Kcf_ DUW_U[Y %z UbX Yb[U[YX h\fc i[\]b U aYX]i a h\Uh kUg Vch\ UWWYgg]VY UbX UXUdhUV`Y hc h\Y W\U`Yb[Yg cZ 7c]j]X %-z U`ck]b[ghiXYbhg hc kcf_ fYa chY`m UbX gY`Z!dUWYX"

=bhYf]j]Yk XUhU Zfca _Ym]bZcf aUbhg k]h\]b =fUeDg ib]jYfg]hm bYhkcf_ UbX gifjYm XUhU Wc`YWhYX Zfca dfY]c ig YjU`iUh]cbg UhhYghg hc h\]g dfc^YWh VY]b[a iW\ bYXXYX" H\]g kUg ZY`h dUfh]Wi`Uf`m]b Acgi`z k\YfY]bZcf aUbhg X]gWiggYX h\Y \c`]gh]W bUhi fY cZ Wi`hi fU` \Yf]hU[Y h\YfY UbX \c k WYbhfU`]h kUg hc h\Y fYWc jYfm cZ h\Y W]hmz ck]b[hc]hg `Uf[Y!gWU`Y XYghfiWh]cb Vm 8UYg\]b &\$%+" H\]g]g Wcbg]ghYbh k]h\ gYjYfU` dc]Wm XcWi aYbhg diV]g\YX cb h\Y giV^YWh cZ =fUeDg fYWcbghfiWh]cb UbX]hg W\U`Yb[Ygz giW\ Ug h\Y =fUe] [c jYfbaYbhDg BUh]cbU` 8YjY`cdaYbh D`Ub &\$%,!&\$&/]hg FYWcbghfiWh]cb UbX =bjYgh aYbh D`Ub &\$%,/ Ug kY` Ug h\Y =F9L @UVcf AuF_Yh FYdcfh &\$%+z UbX IB9G7Cdg FYj]hU`g]b[GW]YbWYz HYW\bc`c [m UbX =bbc jUh]cb]b =fUe &\$%!&\$&"

H\Y W\U`Yb[Yg]XYbh]Z]YX Vm h\Y =fUe] [c jYfbaYbh]b h\Y dfY]c ig XYWUXY aUXY \Uj]b[h\Y A]b]ghfm cZ <[]Yf 9XiWUh]cb UbX G65< YggYbh]U` dUfhbYfg]b h\Y giWWYgg cZ h\]g dfc^YWhz ck]b[hc h\Y UV`]hm h\Ym Vfc i[\ h]b VY]b[UV`Y hc U`][b h\Y [c jYfbaYbhDg]XYbh]Z]YX W\U`Yb[Yg UbX bYXXg k]h\ h\Y U]ag UbX cV^YWh]jYg cZ h\Y dfc^YWh hc VY Zcf aU`]gYXz YbUV`YXz UbX `Y[]h]a]gYX h\Y YZZcfhg difgiYX]b 65BII" K\]gh h\Ym kYfY bch cbY cZ h\Y acgh UWh]jY`m Yb[U[YX hUf[Yh [fcidg]b h\Y dfc^YWhz h\Y YghUV`]g\ aYbh cZ h\]g YggYbh]U` fYUh]cbg\]d \Ug h\Y dchYbh]U` hc Ybgi fY [fYUHyf

)* 6Ubi i dfc^YWh Kcf_ DUW_U[Y % 5bU`mg]g cZ =ggiYg UbX BYXXgz \hhdg.#g]hY"i b]Vc"]h#VUbi i#Yb#fYgi`hg#kd!%Ubu`mg]g!cZ!]ggiYg!UbX!bYXXg"
%(6Ubi i dfc^YWh Kcf_ DUW_U[Y (8Yg][b UbX d`Ubb]b[cZ dfc^YWhg hc ZcghYf ghiXYbh YbhfYdfYbYifg\]dz \hhdg.#g]hY"i b]Vc"]h#VUbi i#Yb#fYgi`hg#kd!(!XYg][b!UbX!d`Ubb]b[!cZ!UWh]j]h]Yg!h\Uh!WUbu!ZcghYf!gh iXYbhg!YbhYf dfYbYifg\]dg"
) -F9L @UVcif FYdcfh fl&\$%+Lz \hhdg.#k k k"fyI`cf[#g]hYg#XYZU i`h#Z]Yg#dXZ# UVcf!aUf Yh!fYdcfh!i b]jYfg]hm!"]b U]Yg!dfc[fUa`dXZ

Limitations

Whilst the overall objective of increasing employability in the cultural heritage sector was relevant to Iraq's structural and underlying issues, not all of the objectives were clear and scorable in their definitions. For example, objectives 5 and 6 of 'Strengthening relationships between Higher Education Institutions and the national economic and social environment, and Creating a favourable legal, administrative and financial environment for Higher Education Institutions to draft agreements and contracts with external partners'. How these relationships would be strengthened and what a strengthened relationship would look like, as well as what a favourable environment would look like was not made clear in the project documentation, nor were interview respondents able to answer how they would define it or what such an objective meant to them. As such, these objectives seemed rather broad and unquantifiable, and as such it is difficult to evaluate whether they have been achieved, since there is no metric to measure against if an environment is favourable or if a relationship between an institution and its environment has been strengthened.

Further, despite an identification of several target groups, only the first three were most comprehensively engaged, with ministerial officers, entrepreneurs and civil society stakeholders having overall less engagement with each of the Work Packages. This could be for a variety of reasons, not least of which was the disruptive nature of Covid 19, however there is scope for these relationships to be developed further, which will be explored in the recommendations.

8Yg][b UbX]bhYfjYbh]cb `c [Wz UbX]ad`Ya YbhUh]cb
H\Y XYg][b cz h\Y cjYfU` dfc^YWh Ug kY` Ug h\Y]bX]j]XiU` kcf_ dUW_U[Yg kUg Uh YUW\ ghU[Y
Wc`UVcfUh]jY VYhkYYb h\Y =fUe] UbX 9 I dUfhbYfgz hYghUaYbh hc h\Y ghfcb[fYUh]cbg\]d Vi]`h id
cjYf gYjYfU` dfc^YWhg" H\Y]bhYfjYbh]cb `c [W h\fc i[\ YUW\ Kcf_ DUW_U[Y]g Wc\YfYbh UbX
Wc adfY\Ybg]jYz Ug k]hbYggYX h\fc i[\ Vch\ XcWi aYbhUh]cb UbU`mg]g UbX]bhYfj]Yk XUHu" H\Y
XYg][b cz h\Y Kcf_ DUW_U[Y ghfiWhifY Vi]`Xg idcb YUW\ Y`YaYbh]b cfXYf hc g]a i`hUbYcig`m
ghfYb[h\Yb Vch\ h\Y <][\Yf 9XiWUh]cb UbX h\Y df]jUhY gYWhcfcz WUDUW]hm!Vi]`X Ua cb[gh gh iXYbhg
h\fc i[\ _bck`YX[Yz g_]`g UbX YIdYf]YbWY XYjY`cdaYbhz Ug kY` Ug h\Y ghUfh cz]bgh]h i]cbU`gUh]cb
cz h\YgY fYUh]cbg\]dg h\fc i[\ h\Y Yb[U[YaYbh cz h\Y A]b]ghfm cz <][\Yf 9XiWUh]cbz k\]W\]hgYz
`YbXg bUh]cbU` WfYX]V]`]hm hc h\Y dfc^YWh"

H\Y dfYgYbWY cz h\Y EiU`]hm D`Ub \Ug VYYb]adcfhUbh hc Wca a]hh]b[h\Y dfc^YWh hc iYghUV`]g\
Wf]hYf]Uz hcc`g UbX dfcWYXifYg Zcf a cb]hcf]b[UbX YjU`iUh]b[dfc^YWh]b hYfag cz dfcWYggYg UbX
cihdihgz U]aYX Uh]ad`YaYbhUh]cb cz ghUhYX eiU`]hm Wcbhfc`]b`]bY k]h\ Z]iYX ghfUhY[]Ygz gW\YX i`YX
XY`jYfUV`Yg UbX ViX[Yh`" H\Y EiU`]hm D`Ub \Ug Wc adfY\Ybg]jY`m UXXfYggYX h\Y hcc`g UbX
aYh\cXg Zcf aYUg if]b[UbX Wcbhfc`]b[h\Y XYg][b UbX]ad`YaYbhUh]cb cz h\Y dfc^YWhz]adcfhUbh`m
Vi]`X]b[]bhc h\Y dfc^YWhdg ghfiWhifY Wcbh]bi cig YjU`iUh]cb hc gdch dfcV`Yag]b h\Y]ad`YaYbhUh]cb
Ug h\Ym Uf]gY]b cfXYf hc UXXfYgg Uh h\Y YUf]Ygh cddcfh i b]hm" 5XX]h]cbU`mz ZYXXVUW_ cddcfh i b]h]Yg
Zfca h\Y X]ZZYfYbh hUf[Yh [fc idg \UjY U`gc VYYb Vi]`h]bhc h\Y XYg][b cz h\Y dfc^YWhz fYgh]b[cb U
D`Ub!8c!7\YW_!5Wh WmW`Y" H\Y [cjYfbUbWY ghfiWhifY cz h\Y 7cbgcfh]i a 5ggYaV`mz CdYfUh]cbU`
7ca a]hhYz EiU`]hm UbX Acb]hcf]b[7ca a]hhYY UbX h\Y 7ccfX]bUh]cb HYUaz Ug kY` Ug h\Y `cWU`
hYUag UbX UggcW]UhYX dUfhbYfgz \Ug U`ckYX Zcf Wc`UVcfUh]cb Ug kY` Ug X]ghf]Vi]h]cb cz
fYgdcbg]V]`]h]Yg UbX aUbU[YaYbh k\]W\]g XYacWfUh]W fUh\Yf h\Ub]adcgYX Vm YIhYfbU` dfc^YWh
dUfhbYfg"

CbY cz h\Y V][[Ygh]bz`iYbWYg cb h\Y]ad`YaYbhUh]cb cz 65B I I \Ug VYYb h\Y X]gf idh]cb WU igYX
Vm 7cj]X %-": YXXVUW_ [Uh\YfYX Zfca ghUZZ UbX ghiXYbhg Yb[U[YX]b]bhYfbg\]d UbX
YbhYdfYbYif]U` hfU]b]b[]b kcf_ dUW_U[Yg (UbX) aYbh]cbYX h\Y]adUWh cb`]bY hfU]b]b[\UX cb
h\Yf UV]`]hm hc Wca a i b]WUhY YZZYWh]jY`m k]h\ h\Y hfU]bYfg Ug kY` Ug hc [U]b dfUWh]WU` g_]`g"
<ckYjYfz h\Y ZUWh h\Uh h\YgY hfU]b]b[gW\YaYg kYfY gc fUd]X]b h\Yf UXUdhUV]`]hm hc h\Y
i bZcfYgYb]adUWh cz 7cj]X %- Ug kY` Ug U Wc id`Y cz gaU` dc`]h]WU` X]gh i fVUbWYg]g hYghUaYbh hc
h\Y YZZYWh XYg][b UbX d`Ubb]b[cz h\Y dfc^YWhz Ug kY` Ug h\Y fcUXaUd cz XY`]jYfUV`Yg dfcXiWYX
VYhkYYb h\Y dUfhbYfg" =h]g bch W`YUf mYh k\Uh h\Y `cb[!hYfa]adUWh cz 7cj]X %- \Ug VYYb cb h\Y
cjYfU`]adUWh cz h\Y UW\]YjYaYbh cz h\Y dfc^YWhdg cV^YWh]jYgz \ckYjYf]b hYfag cz h\Y h\YcfYh]WU`
_bck`YX[Y [U]bYX h\fc i[\ Wc ifgY hi]h]cb h\Y]adUWh \Ug VYYb `]a]hYX"

Limitations

he biggest limitations were the lack of autonomy of universities in the management of their bank accounts the project delivery in English and the limited engagement from the Ministry of Higher Education these three elements have meant that Iraq has not been able to have financial resources transferred to itself in order to control financial management of the project which will have implications for the sustainability of the project has been presented with some

¹⁶ Banuu project, quality Control in Action, <https://site.unibo.it/banuu/en/results/wp8-quality-control-in-action>

9ZZYWh]jYbYgg UbX]a dUWh

H\Y YZZYWh]jYbYgg UbX]a dUWh cZ 65B I I WUb VY X]ZZYfYbh]UhYX]b hYf a g cZ fYUW\ UbX]bX]j]XiU`]a dUWh" 8]ZZYfYbh ghfUbXg cZ h\Y dfc^YWh \UX X]ZZYfYbh `YjY`g cZ fYUW\ UbX]a dUWh" H\Y hfU]b]b[ž giV^YWh `]VfUf]Yg UbX \iVg YghUV`]g\YX]b YUW\ cZ h\Y dUfh]W]dUh]b[ib]jYfg]h]Yg WUb VY gYb hc \UjY \UX U k]XY fYUW\ hc Vch\ ghUZ UbX ghiXYbhgž UbX k]` VY UV`Y hc Wcbh]biY hcž k\YfYUg h\Y]bhYfbg\]dg kYfY ibXYfhU_Yb Vm cb`m g]I ghiXYbhg Vih Zcf YUW\ ghiXYbh \UX U V]I]a dUWh]b hYf a g cZ dfUWh]WU` YIdYf]YbWY [U]bYX" H\Y ghUfh!id Wc adYh]h]cb dfc j]XYX U igYZi` YIYfW]gY Zcf ghiXYbhg]b hYf a g cZ h\]b_]b[h\fc i[\ U ghUfh!id dfc^YWh Zfca ghUfh hc Z]b]g\ž \ckYjYf cb`m cbY kUg giWWYggZi`]b [U]b]b[ZibX]b[UbX Uh h\Y h]aY cZ h\]g YjU`iUh]cb \UX bch VYYb cZ]W]U`m gYh id" H\Y ghUfh!id Wc adYh]h]cbž h\YfYZcfYž g]a]Uf`m hc h\Y]bhYfbg\]dgž dfc j]XYX]bjU`iUV`Y dfUWh]WU` YIdYf]YbWY Zcf h\cgY k\c Yb[U]YX UbX kYfY giWWYggZi`ž \ckYjYf]hg c]YfU` fYUW\ \Ug VYYb `]a]hYX" <ckYjYfž k]h\ h\Y f]I\h YId`c]hUh]jY ZYUhiFYg]ad`Ya YbhYXž U` ghfUbXg cZ h\Y dfc^YWh \UjY h\Y dchYbh]U` hc \UjY U VfcUXYf bUh]cbU`]a dUWh"

DfY]cig YjU`iUh]cb XUHu UbX]bhYf]jYk XUHu Zfca h\]g YjU`iUh]cb \Ug Wcbg]ghYbh`m g\ckb h\Uh dUfh]W]dUbhg cZ h\Y dfc^YWh ZY`h Kcf_ DUW_U[Yg %ž &ž (UbX) kYfY h\Y acgh YZZYWh]jYž WfYUh]b[U k]XY jUf]Yhm cZ dfUWh]WU` UbX hUi[\h Y`Ya Ybhg h\Uh kYfY X]fYWh`m]bZcf aYX Vm Ub]b!XYdh\ Wc adfY\Ybg]jY ghiXm cZ =fUe]g \]ghcf]WU` WcbhYIhž WcbhYa dcfUfm dc`h]WU` g]hiUh]cbž UbX bYYXg]XYbh]Z]YX Vm h\Y =fUe] [c]YfbaYbh UbX]bhYfbUh]cbU` cf[U]b]gUh]cbg" H\Y ZYXXVUW_ Wcbg]ghYbh`m fYZYfYbWYX h\Y Wc adfY\Ybg]jY bUhiFY cZ h\Y hYUW\]b[]b Vch\ kcf_ duW_U[Ygž XYgd]hY]hg cb`]bY XY`j]Yf mž UbX \ck YZZYWh]jY`m h\Y hfU]bYfg Wc a a ib]WUhYX h\Y WcbhYbhg cZ YUW\ gYgg]cb"

7YbhFU` Z]bX]b[g]b Kcf_ DUW_U[Y %ž giW\ Ug h\Y bYYX Zcf h\Y]bjc`jYaYbh cZ h\Y A]b]ghfm cZ <][\Yf 9XiWUh]cb ck]b[hc h\Y `UW_ cZ Uihcbcam cZ ib]jYfg]h]Ygž Ug kY` Ug h\Y X]gWcbbyWh VYhkYYb h\Y \][\Yf YXiWUh]cb UbX df]jUhY gYWhcfgž UbX \YbWY h\Y `UW_ cZ dfUWh]WU` YIdYf]YbWY cZ ghiXYbhgž \Ug X]fYWh`m Wcbh]VihYX hc h\Y g\Ud]b[UbX cV^YWh]jYg cZ 65B I I" H\]g UbU`mg]g WcffYgdcBxg hc h\Uh XcbY Vm h\Y =fUe] [c]YfbaYbh]hgY`Z UbX h\Y]bhYfbUh]cbU` Wc a a ib]hmž giW\ Ug h\Y =F9L fYdcfh]b &\$%+ UbX h\Y =fUe FYWcbghfiWh]cb UbX =bjYghaYbh D`Ub cZ &\$%, k\]W\ ghfYggYX h\Y]a dcfhUbWY cZ Yb\UbW]b[h\Y =fUe] Wi`hifU` \Yf]hU[Y UbX h\Y YghUV`]g\ aYbh cZ U dfcdYf gi ghU]bUV`Y hc if]ga gYWhcf h\fc i[\ fYWcbghfiWh]cbž fY\UV`]hUh]cb UbX dfc a ch]cb UWh]j]h]Yg cZ UfW\UYc`c[]WU` g]hYg UbX acbiaYbhg UWfegg U` [c]YfbcfUhYg" H\Y =F9L fYdcfh]b &\$%+ YId`]W]h`m ghUhYX h\Y dccf WcbbyWh]cb VYhkYYb ib]jYfg]h]Yg UbX h\Y df]jUhY gYWhcfž UbX h\Y bYWYgg]hm cZ]]bhYfbg\]dgž UddfYbh]WYg\]dg UbX ch\Yf dfUWh]WU` \UbXg cb]b]h]Uh]jYg k\]W\ WUb dfc j]XY U VUg]g Zcf ghiXYbhg hc XYjY`cd g_]`g UbX [U]b WfiW]U`ž fYU` kcf`X YIdYf]YbWY` Hc Xc gc h\Ym gi [[Ygh]h\Y bYWYgg]hm Zcf ib]jYfg]h]Yg hc]bWfYUgY h\Y]f fc`Y Ug [UhYkUm g VYhkYYb ghiXYbhgž]bXighfm UbX jUf]cig dfc [fUag UbX cZ]WYg" H\Ym dUfh]Wi`Uf`m gi [[Ygh h\Y WfYUh]cb cZ cZ]WYgž giW\ Ug]bhYfbg\]d cZ]WYgž hc ZcghYf diV`]W]df]jUhY WcbbyWh]cb` 5g giW\ž h\]g Wc\YfYbh UbX Wcbg]ghYbh UbU`mg]g \Ug YZZYWh]jY`m]bZcf aYX h\Y `c[]WU` ghfiWhifY UbX UWh]j]h]Yg cZ h\Y dfc^YWh k\]W\ X]fYWh`m g\UdYXž Zcf YIU ad`Yž Kcf_ DUW_U[Yg & UbX ("

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Limitations

Whilst aspects of BANUU have reached over 100 members of staff and 200 students, such as the training, libraries and hubs in universities, the internships had a limited impact in terms of numbers and reach. Since those students who undertook internships enter the job market, the effectiveness on an individual level will be able to be assessed, however at the moment in terms of societal reach only six students undertook an internship with two companies. Such numbers would suggest a small impact on Iraq nationally, and it must be examined why more students did not apply. Only 10 students applied and why more companies were not willing to offer internships. Interview data suggests companies were reluctant to offer training and internships because of the lack of funding available from the project, despite the received benefits of unpaid labour in their company. Similarly, it was difficult for students to undertake unpaid work as well as to travel for this experience.

Whilst the training for staff and students had one of the broadest reaches of impact, feedback also indicated that some language barriers with English made the true impact of the training slightly more limited. The entrepreneur training in Istanbul was aided by the hiring of two students who were Arabic speakers, however they were not professional translators. Whilst this mitigated some of the language barriers, putting a future emphasis in universities on English language training will enable future international projects to engage with Iraq easier. This is my recommendation.

is beyond the scope of BANUU's reach, but it is rather a general need that should be prioritised by the Iraqi government and its Ministry of Higher Education.

Since this was the first iteration of this project, the results on an individual level seem to have had impact and effect, which can be corroborated and confirmed once these students seek employment. The model of internship has the potential to be expanded across Iraq, to involve more companies, more types of company, and more students. Whilst the first round of internships involved only a limited number of people, if more companies can be persuaded to offer internships this model has the potential to provide more students with the practical experience necessary to gain employment.

In every interview, Covid 19 was mentioned as impacting on the effectiveness, but not the impact of the project. It impacted on the effectiveness as what was meant to be practical training.

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H\YfY]gZ h\YfYZcfYz a iW\ acfY kcf_ h\Uh fYaU]bg hc VY XcbY]b cfXYf hc YZZYWh]jY`m eiUbh]h]jY`m UbX eiU`]hUh]jY`m UggYgg h\Y]adUWh cZ h\Y dfc^YWhZ gcaY cZ k\]W\]g `]ghYX]b h\Y fYWca aYbXUh]cbg VY`ck" : ifh\Yf kcf_ U`gc fYaU]bg hc VY XcbY]b cfXYf hc]bWfYUgY h\Y]adUWh ghUfhYX Vm h\]g dfc^YWhZ UbX]hg gighU]bUV`]hm" K\]gh g]I]bhYfbg\]dg \UddYbYX c]Yf h\Y Wc ifgY cZ h\Y dfc^YWhZ XUHu kUg bch dfc]j]XYX cb h\Y W\UfUWhYf]gh]Wg cZ h\YgY ghiXYbhg flY" [" [YbXYfz WUggZ fY`][]cbZ [Yc[fUd\mZ bcf kYfY XYhU]`g dfc]j]XYX cb h\Y gdYW]Z]W bUhfY cZ h\Y]f]bhYfbg\]dgZ cb`m k\Uh h\Ym a][\h \UjY XcbY"

5g h\YgY ghiXYbhg \UjY bch mYh [fUXiUhYX h\Y fYU`]adUWh cZ h\Y dfc^YWh WUbbch VY UggYggYX ibh]` kY gYY h\Ya YbhYf h\Y`UVcf aUf_Yh"

6UgYX cb h\Y Z]bX]b[g cZ h\Y YjU`iUh]cbZ UbX cb h\Y WcbW`ig]cbg cZ dfYj]c ig gYWh]cbgZ h\Y Zc`ck]b[fYWca aYbXUh]cbg \UjY VYYb Zcfa i`UhYX.

F%. Hc WcbXiWh U Zifh\Wcad`ja YbhUfm ghiXm]b 5fUV]W hc UXXfYgg h\Y _Ym hUf[Yh [fc idg]b =fUe k\c kYfY `Ygg ZUa]Uf k]h\ 9b[`]g\ UbX gc `Ygg UVY hc]b!XYdh\ž biUbWYX X]gWigg]cbg cb h\Y hcd]W"

GYjYfU` `]a]hUh]cbg kYfY YbWciBhYfYX Xif]b[h\Y XUHu [Uh\Yf]b[d\UgY cZ h\]g YjU`iUh]cb giffcibX]b[`Ub[iU[Y VUff]Yfg k\]W\ \]bXYfYX \ck cdYbž biUbWYXž UbX]b!XYdh\ h\Y X]gWigg]cb Wci`X VY" 5 Zc`ck!id ghiXm g\ci`X VY WcbXiWhYX Vm U bUh]jY 5fUV]W gdYU_Yf]b =fUe k\c k]` VY UVY hc gdYU_ cdYb`m k]h\]bZcfaUbhg cZ HUf[Yh ; fc idg]h kUg Y]h\Yf bch dcgg]VY hc gdYU_ k]h\ cf k\cgY `UW_ cZ WcbZ]XYbWY k]h\ 9b[`]g\ aUXY h\Y X]gWigg]cb hcc g]ad`gh]W Zcf h\Y difdcgYg cZ UbU`mg]g" 6m ig]b[U bUh]jY 5fUV]W gdYU_Yfž gcaY [fc idgž]b dUfh]Wi`Uf h\Y ghiXYbhgž a][\h ZYY` acfY WcbZ]XYbh]b XYgWf]V]b[h\Y]f YIdYf]YbWYg cZ h\Y dfc^YWh" GYWcbXUfm XUHu igYX]b h\]g YjU`iUh]cbž Zcf YIUad`Y gifjYm XUHu Zfc a h\Y Zcf aUh]jY YjU`iUh]cb cf ZYXXVUW_ gifjYmg Zfc a h\Y hfU]b]b[]b =ghUbVi`ž XcYg bch UWWifUhY`m cf \c`gh]WU`m WUdhifY U Zi`` YIhYbh cZ cd]b]cb cf YIdYf]YbWY"

GiW\ U ghiXm Wci`X U`gc UXXfYgg k\m acfY dYcd`Y UfYbBh Wca]b[hc ghiXm UfW\UYc`c[m UbX Wi`hifU` \Yf]hU[Y Uh ib]jYfg]hm hc VY[]b k]h\ž UbX Wci`X VY]ad`YaYbhYX]b fYUh]cb hc Zc`ck!cb gW\cc` Yb[U[YaYbh dfc^YWhg Zfc a 98 I I" H\]g g\ci`X YIUa]bY VUff]Yfg hc Ybhf m cf fYUgcbg Zcf gYWcbXUfm gW\cc`!U[Y W\]XfYb hc bch kUbh hc ghiXm UfW\UYc`c[m UbX Wi`hifU` \Yf]hU[Y" H\]g ghiXm g\ci`X VY]bhY[fUhYX]bhc h\Y Z]bX]b[g UbX fYWca a YbXUh]cb Zfc a h\Y 98 I I dfc^YWh k\]W\ gci [\h hc Yb[U[Y k]h\ gYWcbXUfm gW\cc`!U[Y W\]XfYb"

F&. Hc WcbXiWh UZc`ck!id ghiXm cb h\Y `cb[Yf!hYfa]adUWh cZ h\]g dfc^YWh" CbY cZ h\Y V][[Ygh `]a]hUh]cbg cZ h\]g YjU`iUh]cb]g h\Uh]h \Ug VYYb WcbXiWhYX]a aYX]UhY`m Uh h\Y YbX cZ h\Y dfc^YWh k]h\ bc fYU` gYbgY cZ k\Uh]hg `cb[!hYfa]adUWh k]` VY"

5 Zc`ck id ghiXm cZ h\Y dfc^YWh kci`X VY VYbYZ]W]U`]b h\Y bYIh mYUf cf hkc" H\]g YjU`iUh]cb kUg WcbXiWhYX c]Yf h\Y Z]bU` acbh\g cZ h\Y YbX cZ h\Y dfc^YWhž VYZcfY h\Y ghiXYbhg]bjc`jYX \UjY YjYb [fUXiUhYX" H\Y hf iY giWWYgg cZ h\Y dfc^YWhž h\YfYZcfYž WUbbch VY ibXYfgccX VYZcfY h\Y ghiXYbhg \UjY YbhYfYX h\Y `cV aUf_Yh UbX]h WUb VY UggYggYX k\Yh\Yf h\Y dfc^YWh d`UmYX U fc`Y]b \Y`d]b[h\Y ghiXYbhg [U]b Yad`cmaYbh" =h]gž Uh h\Y h]aY cZ h\]g YjU`iUh]cbž hcc gccb hc _bck k\Uh h\Y hf iY YZZYWh cZ h\Y dfc^YWhžg]adUWh cb =fUežg YWcbca mž gcW]U` Wc\Yg]cbž diV]W UbX df]jUhY gYWhcf]g" : ifh\Yfž U Zc`ck!id ghiXm Wci`X U`gc ZcWig cb Wc`YWh]b[]bg][\hZi` eiUbh]hUh]jY XUHu k\]W\ Wci`X Yb][\hYb k\YfY ZiFh\Yf kcf_ kci`X VY bYWYggUfm" GiW\ eiUbh]hUh]jY XUHu Wci`X]bW`iXYž Zcf YIUad`Yž h\Y fY][]cbž [YbXYfž UbX [Yc[fUd\]W `cWUh]cb cZ h\cgY dYcd`Y k\c kYfY giWWYggZi`]b [U]b]b[Yad`cmaYbhž Ug kY` Ug h\Y VfcUX dUh\kUm]b k\]W\ h\Y Yad`cmaYbh ZU`g fY"[DfYjYbh]jY 5fW\UYc`c[m] : fca U VfcUX Wc`Uh]cb cZ h\]g XUHu ZiFh\Yf YZcfhg Wci`X VY VYhhYf hUf[YhYX"

F'. Hc YIdUbX idcb h\Y fYUh]cbg\]dg U`fYUXm Vi]`h k]h\]b h\]g dfc^YWh]b h\Y df]jUhY gYWhcf hc]bW`iXY B ; Cg UbX hcif]ga WcadUb]Yg hc VfcUXYb h\Y gcW]YhU` bYhkcf_ UWfcgg =fUe UbX hc VfcUXYb h\Y aUf_Yh k]h\]b k\]W\ ghiXYbhg Wci`X U]a Zcf Yad`cmaYbh"

K\]gh YIdUbX]b[cb h\YgY fYUh]cbg\]dg U ZcWig g\ci`X VY cb h\Y WfYUh]cb cZ U giddcfh bYhkcf_ Zcf h\YgY Vi]bYggYg hc Wc a dYbgUhY Zcf h\Y `UW_ cZ ZiB]b]b[hc hU_Y cb ghiXYbhg" GiW\ U giddcfh

F(. Hc]bhY[fUhY h\Y]bhYfbg\]d a cXY`]bhc i b]jYfg]hm XY[fYY Wc i fgYg Ug Ub YggYbh]U` Wc i fgY Wc a dcbYbh" H\]g k c i`X]bW` iXY k]h\]b]h fY[i`Uf WcbhYbh e i U`]hm fYj]Ykg hc Ybg i fY h\Uh ghiXYbhg kYfY [U]b]b[ghfcb[g_]`g UbX YIdYf]YbWY Zfc a h\YgY]bhYfbg\]dg"

=bhYfbg\]dg g\c i`X VY]bhY[fUhYX]bhc <][\Yf 9XiWUh]cb Wiff]Wi` i agz Ug kY` Ug dfUWh]WU` g_]`g UbX hfU]b]b[]b UfW\UYc`c []WU` a Yh\cXg UbX YIWUjUh]cbgz UbX \Yf]hU[Y a UbU[Y a Ybh" H\]g g\c i`X]bW` iXY U Wcbh]biYX ghfYb[h\Yb]b[cZ h\Y fY`Uh]cbg\]d k]h\ h\Y A]b]ghfm cZ <][\Yf 9XiWUh]cb UbX h\Y A]b]ghfm cZ 7i`hifY UbX Hc i f]ga hc UXXfYgg VUff]Yfg hc ghiXYbhg dUfh]W]dUh]b[WiffYbh`m]b YIWUjUh]cbg"

F). FY`Uh]cbg\]dg g\c i`X Wcbh]biY hc VY ghfYb[h\YbYX VYhkYYb G65<z h\Y A]b]ghfm cZ 7i`hifY UbX Hc i f]ga z UbX h\Y df]jUhY gYWhcfz hc YbUV`Y Ya d`cmYYg cZ G65<z Ug kY` Ug ghiXYbhgz hc VY UV`Y hc a c jY]bhc h\Y df]jUhY gYWhcf"

H\]g Wc i`X]bW` iXY h\fc i [\ h\Y d i f g i]h cZ Wc a a c b d c`]Wm cV`YWh]jYgz j c` i b h Y Y f]b [UbX hfU]b]b [gW\Y a Yg h\fc i [\ G65< UbX gYWcbX a Ybh gW\Y a Yg Zfc a G65< hc h\Y df]jUhY gYWhcf"

F*. 7c`UVcfUh]cbg g\c i`X VY d i f g i]b h c b X U f W \ U Y c ` c [m i b] j Y f g] h m Z U W i ` h] Y g h c Y b [U [Y U j U f] Y h m c Z <][\Yf 9XiWUh]cb XYdUfhaYbhg"

Hc VY[]b Wc`UVcfUh]cbg k]h\]b i b]jYfg]h]Yg cihg]XY cZ UfW\UYc`c [m UbX Wi`hifU` \Yf]hU[Y XYdUfhaYbhg hc]bW` iXYz Zcf YIUad`Yz Yb[]bYf]b[z UfW\]hYWhifYz Vig]bYgg cf dc`]h]Wg XYdUfhaYbhg" H\]g k]` \UjY gYjYfU` VYbYZ]hg" H\Y Z]fgh]g]h k]` VfcUXYb ghiXYbh UkUfYbYgg cZ =fUe0g Wi`hifU` \Yf]hU[Y VYmcbX UfW\UYc`c [m ghiXYbhgz k\c kYfY U`fYUXm]bhYfYghYX]b h\]g hcd]W" GYWcbX`mz]h k]` VfcUXYb h\Y bYhkc f_g cZ ghiXYbhg]bhYfYghYX]b WfYUh]b[U ghUfh! id UbX WcbbYWh dYcd`Y k]h\ X]ZZYfYbh VUW_ [fc i b Xgz gdYW]U`]g ag UbX g_]`gz k\]W\ Wc i`X]bWfYUgY h\Y W\UbWYg cZ Zc i b X]b [U g i W W Y g g Z i ` g h U f h ! i d " H \] f X ` m z h \] g Y I d U b g] c b k] ` ` Y U X h c U [f Y U h Y f X] g g Y a] b U h] c b c Z h \ Y [c U ` g c Z 6 5 B I I V Y m c b X h \ Y] b] h] U ` h U f [Y h [f c i d g z h \ Y f Y Z c f Y] b W f Y U g] b [h \ Y W \ U b W Y g c Z] b h Y [f U h] b [W i ` h i f U ` \ Y f] h U [Y] b h c = f U e 0 g g c W] U ` z Y W c b c a] W U b X g c W] Y h U ` f Y W c b g h f i W h] c b "

F+. =bhYfbUh]cbU`]gY h\fc i [\ Ub 5fUV <][\Yf 9XiWUh]cb bYhkc f_ "

H\]g Wc i`X VY fYd`]WUhYX]bhYfbUh]cbU`m]b h\Y A]XX`Y 9Ugh h\fc i [\ h\Y 5fUV i b]jYfg]hm bYhkc f_ " G]a]Uf`mz h\fc i [\ d f c ^ Y W h g g i W \ U g ? U U a z 7 Y b h f U ` 5 g] U b W c i b h f] Y g g i W \ U g I n V Y _] g h U b \ U j Y h \ Y d c h Y b h] U ` h c g h f Y b [h \ Y b h \ Y f Y ` U h] c b g \] d g U ` f Y U X m V Y] b [Y g h U V `] g \ Y X " H \] g W c i ` X f U] g Y U k U f Y b Y g g c Z = f U e 0 g W i ` h i f U ` \ Y f] h U [Y U b X f Y W c j Y f m Y Z c f h g z d c h Y b h] U ` m U h h f U W h] b [b Y k d f] j U h Y g Y W h c f] b j Y g h a Y b h z U b X U ` c k g g h i X Y b h g Z f c a = f U e h c [U] b] b h Y f b U h] c b U ` Y I d Y f] Y b W Y U g k Y ` U g Y I d c g i f Y

F,. 5 df]cf]h]gUh]cb cz ghUfh! id dfc^YWhg k\]W\ gdYW]Z]Wing cb W]j]` gcW]Yhm ghU_Y\c`XYfg"

K\]gh =fUe] W]j]` gcW]Yhm ghU_Y\c`XYfg kYfY cbY cz h\Y hUf[Yh [fcidg hc Yb[U[Y k]h\ Xif]b[65BII ž h\Ym \UjY bch VYYb YZZYWh]jY`m Yb[U[YX k]h\ h\fc i[\ h\Y dfc^YWh" H\]g]g acgh`m VYWUigY h\Y kcf_ dUW_U[Ygž giW\ Ug h\Y]bhYfbg\]dg UbX hfU]b]b[ž kYfY bch hUf[YhYX Uh h\Yaž \ckYjYf h\YfY]g dchYbh]U` Zcf giWWYggZi` ghUfh!idg hc]adUWh cb h\Y]f UkUfYbYgg UbX ibXYfghUbX]b[cz =fUe]g Wi`hifU` \Yf]hU[Yž Ug kY` Ug dchYbh]U`m WfYUh]b[VfcUXYf Ya d`cmaYbh cddcfhib]h]Yg cihg]XY cz ib]jYfg]hm [fUXiUhYg" 5bm ZihiFY kcf_ dUW_U[Yg cf Zc`ck!id dfc^YWhg g\ci`X VY hU]cfYX hc h\Y Yb[U[YaYbh cz W]j]` gcW]Yhm ghU_Y\c`XYfg Zfca U jUf]Yhm cz gcW]c]YWcbca]W UbX fY]]cig VUW_[fcibXg" H\]g kci`X dfc]j]XY h\Y bYIh`c[]WU` YghUV]g\ aYbh cz fYUh]cbg\]dg g]bWY 65BII žg ZcWig cb <][\Yf 9XiWUh]cb]bgh]hih]cbg k]h\ h\Y a]b]ghfm UbX k]h\ h\Y diV`]W UbX df]jUhY gYWhcf" H\]g UXX]h]cbU` fYUh]cbg\]d kci`X Wcbh]biY hc]bhY[fUhY h\Y kcf_ cz ib]jYfg]h]Yg]bhc h\Y gcW]U` UbX YWcbca]W ZUVf]W cz =fUe UbX fYXiWY h\Y]gc`UhYX g]cY]b[cz]bgh]hih]cbg"

F-. 5 df]cf]h]gUh]cb]b ib]jYfg]h]Yg9dž []g\ `Ub[iU[Y hfU]b]b["

5g U df]cf]hmž 9b[]g\ `Ub[iU[Y hfU]b]b[g\ci`X VY difgiYX]b ib]jYfg]h]Yg" @Ub[iU[Y VUff]Yfg kYfY Wcbg]ghYbh`m fYdcfhYX hc VY U dfcV`Ya Zcf ghiXYbhg]b h\Y dfc^YWh" 8if]b[h\Y hfU]b]b[]b =ghUbVi` hkc bUh]jY 5fUV]W!gdYU_]b[ghiXYbhg kYfY \]fYX Ug]bhYfdfYhYfgž \ckYjYf h\]g XcYg bch Zi`m Wc adYbgUhY Zcf h\Y \c`]gh]W igY cz 9b[]g\ Ya d`cmYX h\fc i[\cih h\Y dfc^YWhž UbX]bXYYX]b k\]W\ h\Y dfc^YWh]g X]ggYa]bUh]cb aUhYf]U`g UfY kf]hhYb" 6m ZcWig]b[cb 9b[]g\ Ug U df]cf]hm hi]h]cb bYYž acfY ghiXYbhg kci`X \UjY VYYb Y][]V`Y hc hU_Y dUfh]b 65BII UbX Wci`X \UjY VYbYZ]hYX Zfca]hg cddcfhib]h]Ygž UbX acfY [YbYfU`m k]h\ h\Y UWei]g]h]cb cz 9b[]g\ `Ub[iU[Y g_]`g h\YfY k]` VY acfY]bhYfbUh]cbU` YIdYf]YbWYg hc VY [U]bYX UbX bYhkcf_g hc WfYUhYž Zcf YIUad`Y]b h\Y df]jUhY gYWhcfž k\]W\ Wci`X \Y`d hc ghfYb[h\Yb =fUe]g dcg]h]cb Ug Ub]bXYdYbXYbh Wci`bhf k]h\]b h\Y]bhYfbUh]cbU` Wca a ib]hm"