LABOUR MARKET OPPORTUNITIES AND CHALLENGES

Ninewa Plains

IOM Iraq – 2019
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Contact: For more information on the Return and Recovery Unit (RRU) programme and current activities taking place in Iraq, please contact: iraqpublicinfo@iom.int

Main Office in Baghdad
UNAMI Compound DIWAN 2
International Zone, Baghdad, Iraq.
Tel: +3908 3105 2600 ext. 5857/5928
E-mail: iraqpublicinfo@iom.int

List of Acronyms

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<th>Description</th>
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<tr>
<td>BEP</td>
<td>Business Expansion Package</td>
</tr>
<tr>
<td>BSP</td>
<td>Business Support Package</td>
</tr>
<tr>
<td>CIP</td>
<td>Community Implementation Plan</td>
</tr>
<tr>
<td>CoC</td>
<td>Chamber of Commerce</td>
</tr>
<tr>
<td>CoI</td>
<td>Chamber of Industries</td>
</tr>
<tr>
<td>CRC</td>
<td>Community Resource Centre</td>
</tr>
<tr>
<td>ESP</td>
<td>Employment Support Package</td>
</tr>
<tr>
<td>FGD</td>
<td>Focus Group Discussion</td>
</tr>
<tr>
<td>FT</td>
<td>Farming Training</td>
</tr>
<tr>
<td>IDP</td>
<td>Internally Displaced Person</td>
</tr>
<tr>
<td>ISIL</td>
<td>Islamic State in Iraq and the Levant</td>
</tr>
<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>JP</td>
<td>Job Placement</td>
</tr>
<tr>
<td>LMA</td>
<td>Labour Market Assessment</td>
</tr>
<tr>
<td>NFI</td>
<td>Non-Food Items</td>
</tr>
<tr>
<td>MoLSA</td>
<td>Ministry of Labour and Social Affairs</td>
</tr>
<tr>
<td>OJT</td>
<td>On-the-Job Training</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium Enterprise</td>
</tr>
<tr>
<td>VT</td>
<td>Vocational Training</td>
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Labour Market Opportunities and Challenges

1. Executive Summary

1.1. Introduction

With sub-offices across Iraq, jointly managed Community Resource Centres (CRCs), and a presence within the Ministry of Labour and Social Affairs’ sub-offices, IOM’s field presence allows for a community-driven approach to recovery and development. Under its livelihoods programming, IOM works through a system of community engagement that has been refined through an iterative learning process and relies on stakeholder consultation throughout the design of sustainable livelihood activities. In order to inform the design of market-led development interventions, a series of Labour Market Assessments (LMAs) were conducted. In Ninewa Governorate, the districts of Tilkaif, Hamdaniya and Mosul were selected as one of the LMAs conducted this round (June 2019).

This LMA consisted of 182 individual interviews and five youth focus group discussions with roughly 50 participants, conducted over a two-month period between March and April 2019. Survey tools included a mix of quantitative and qualitative exercises, conducted with key informants, jobseekers, youth, consumers, and employers. This LMA focused on five areas in the Ninewa Plains – Wana Centre, Filfel, Bashiqa, Telesqof and Qaraqosh.

1.2. Ninewa Plains Key Findings

1.2.1. Challenges and Opportunities facing Jobseekers

- Across all five communities, women, youth, less educated persons, and ethnic minorities were mentioned as less likely to be employed than other groups;
- Agriculture and livestock were recommended as smart investments, i.e. in Filfel;
- In Qaraqosh, 71% of respondents thought that hospitality businesses were most successful, due to high demand on these businesses;
- Youth, low-income persons, and the unemployed were most commonly mentioned as priority recipients of livelihood assistance; and
- In all communities, the most frequently requested service from a job centre was the finding of and linking to job opportunities.

Recommendations:
- More job placements can be provided here; and if possible, agricultural and construction investments could be made.

1.2.2. Challenges and Opportunities facing Employers

- The most common client-side challenges mentioned by businesses were related to clients taking on credit (and occasionally, not paying or not paying on time), while supplier challenges were not prominent;
- One operating challenge mentioned frequently was electricity;
- In Ninewa Governorate, positive (although not significant) correlations were found between self-reported good demand and working in food processing, general trade, and metal;
- Good demand was mentioned most often in Bashiqa; and
- About 63% of businesses had experience with or were interested in training apprentices. The most frequent location for a business to self-report good demand and be interested in apprentices was Bashiqa.

Recommendations:
- Look into grants for food processing, metal and general trade;
- Prioritize Bashiqa for the Enterprise Development Fund (EDF); and
- On-the-job training in Bashiqa could be arranged, even for jobseekers in other communities.

1.2.3. Challenges and Opportunities facing Youth

- The most desirable job types were not in manufacturing but with government employment and the military;
-Requested courses were vocational service sector courses such as hairstyling, haircutting, tailoring, carpentry and computer maintenance; and
- There is a non-governmental organization (NGO), called SOS, providing 2000 United States dollars (USD) in cash for startups.

Recommendations:
- Look into job placement and service-oriented businesses, prioritize youth for job placement; and All types of vocational skills training courses would be appropriate.

1.2.4. Challenges & Opportunities Facing Consumers

- Average monthly incomes in some Ninewa Plains locations were higher than in other surveyed governorates, including 760 USD monthly on average in Qaraqosh, and 698.5 USD in Bashiqa;
- Higher savings (20.6% of respondents reporting having savings) was seen in Wana, Qaraqosh (20%) and Bashiqa (40% had savings); and
- Respondents in Ninewa Plains spend significantly less on rent than in other areas of Iraq, but more on transportation and fuel.

Recommendations:
- Use cash-based interventions to help distribution and transportation, as opposed to paying rent; and
- Avoid Cash-for-Work (CFW) in Qaraqosh and Bashiqa.

1.3. Overall Recommendations

Sectors to target:
- Food processing, metal, general trade, transportation and distribution.

Profile to target:
- Youth, vulnerable persons

Notes:
- Focus on On-the-Job Training and the EDF in Bashiqa and Qaraqosh;
- Look more into support for agricultural value chains;
- Grants for the construction and textile industry should really be only for materials and clothes that are not already available in the local market;
- If IOM enters the market for medical services, this is a location where these services are frequently noted as in demand;
- CFW could be offered in Wana, Filfel and Telesqof; and
- Contact SOS and get a list of beneficiaries to cross-check.

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2. Location and Study Overview

2.1. Introduction

Recognizing that the private sector is an engine for growth, IOM works to create inclusive markets at the individual, community and institutional level. At the individual level, IOM has prioritized support to micro enterprises, including providing business development services (for example business advisory services) and BSPs (including in-kind and cash support), all of which aim to increase income generation at the household level.

For those individuals who need capacity development support or who have specific backgrounds such as agriculture, IOM provides specialized skills development and training through Vocational Training (VT), Farming Training (FT) or On-the-Job Training (OJT), accompanied by employability assistance inclusive of in-kind items tailored to enhance individual employability. For beneficiaries who already possess relevant education or training and need to gain hands-on work experience, IOM job placement and job matching initiatives link participants with businesses in growth sectors, and pays their salaries partially or fully for Three to Six months.

At the community level, IOM provides support to slightly larger businesses – small and medium enterprises (SMEs) – to support long-term job creation and the expansion of local production capacities.

IOM also targets the infrastructure needed to support markets, linking support to livelihoods with support for the enabling environment. For example, in agricultural communities IOM may support irrigation projects. At the institutional level, IOM also provides capacity building to national and local authorities, including market assessments that seek to promote institutional change that would support local livelihoods.

2.2. Labour Market Assessment Overview

This and other IOM Labour Market Assessments (LMAs) are intended to provide actionable recommendations for the individual livelihood assistance that IOM provides in multiple districts throughout Iraq. This LMA focuses on the Ninewa Plains, including the areas of Wana Centre, Filfel, Bashiqa, Telesqof and Qaraqosh.

2.3. LMA Methodology Overview

The LMA process took one month to complete. Five areas in Ninewa Plains were selected for in depth surveys – Wana, Filfel, Bashiqa, Telesqof, and Qaraqosh. After a two-day training, surveyors interviewed key informants, jobseekers, average consumers, youth, and local businesses. Where possible, surveys were collected evenly across these five locations.

Below is an explanation of the surveys conducted:

2.3.1. Key Informant Interviews

Ten key informant interviews (KII) were conducted with representatives of the education and agriculture department, local government, and private sector companies. KII seek to establish key changes in the business environment over the last five years, currently hiring sectors, and plans for private and public investment that should be coordinated with, where applicable.

2.3.2. Youth Focus Group Discussions

Youth focus group discussions (FGDs) were designed to identify bottlenecks to youth employment and training preferences. The discussions were conducted by requesting participation from members of each of the studied communities. Five FGDs were conducted in the Ninewa Plains, one in each location mentioned, with participants aged between 15 and 25 years, and sought to include a diverse group of youth.

2.3.3. Job-seeker Surveys

The Jobseeker survey is designed to identify preferences of unemployed and underemployed workers. In Ninewa Plains, 67 jobseekers were identified and surveyed. The survey’s purpose was outlined for each jobseeker survey, and informed consent was obtained from those surveyed.

2.3.4. Employer Surveys

Forty-two Employer surveys were also conducted in the five communities, including 14 in Bashiqa, 11 in Telesqof, 7 in Wana, 5 in Qaraqosh, and 5 in Filfel. Employers were initially provided an advance copy of the handout materials and later contacted for follow-up interviews.

2.3.5. Consumer Surveys

The Consumer survey was designed to triangulate data related to demand, income, and vulnerability. A total of 63 respondents were identified by approaching members of the public in commercial or industrial districts. There were no restrictions on the demographic profiles of participants, but IOM sought diversity to the extent possible.

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**Consumer Spending Snapshot**

All Consumers in Wana and Filfel were identified as Muslim Arabs and reported being returnees. With an average salary of 342.79 USD, and average food expenses of 105 USD a week, no respondents found to be paying rent.

In Qaraqosh, Telesqof, and Bashiqa, 63% of respondents were noted as Christian, with 10% self-reporting that they were internally displaced persons (IDPs) and the rest reporting being returnees. Income here was nearly double, at an average of USD 615 per respondent, with the same USD 105 average cost of food expenditures per week, and a similarly high rate (80%) of homeownership.
The table below outlines the types and number of surveys conducted for the surveyed locations in the Ninawa Plains:

<table>
<thead>
<tr>
<th>Tools</th>
<th>Female Respondents</th>
<th>Male Respondents</th>
<th>No. Conducted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Informant Interviews</td>
<td>13</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Youth Focus Group Discussions</td>
<td>6</td>
<td>n/a</td>
<td>5</td>
</tr>
<tr>
<td>Jobseeker Surveys</td>
<td>66</td>
<td>61</td>
<td>67</td>
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<tr>
<td>Private Sector Employer Surveys</td>
<td>98</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>Consumer Surveys</td>
<td>60</td>
<td>55</td>
<td>63</td>
</tr>
</tbody>
</table>

Table 1. Surveys conducted in ninewa plains for labour market analysis

3. Findings

3.1. Key Informant Interviews

In Bashiqa, prior to 2014, agriculture and the food industry, including Tahini factories, pickle factories, and olive oil and soap making businesses used to be the largest employers in the area. One key informant mentioned that only 5–10% of these businesses have restarted, with another estimating that closer to 50% had restarted. Currently, smaller food processing factories and nongovernmental organizations (NGOs) are perceived to be employing the majority of people in the city, a shift likely brought about by funding for reconstruction. Construction, industry and agriculture were noted as promising sectors. Many local NGOs and international organizations were listed as active in the area, although only IOM and USAID were recognized for supporting industries by respondents.

In nearby Qaraqosh, agriculture, livestock, trading, and industry were reported to be the biggest employers in the city prior to the crisis. Key informants felt that there were no sectors that currently employed large numbers of workers. Construction was mentioned by key informants as oversaturated, and one respondent said that people were starting to return voluntarily in order to open private businesses.

Meanwhile in Telelsqof, agriculture and trading were reported as the mainstay of the economy before and after the crisis, key informants felt that there was no ongoing private investment, and that businesses have recently closed due to low demand.

Similar to the other locations, in Wana, agriculture and livestock, trade, and construction were previously the most common employers in the area. Sectors identified as having significant potential for growth included agriculture and livestock, car services, industry and construction. The government was noted to be investing in agriculture and livestock and industry already, and private investment into the same sectors was also noted.

3.2. Youth Needs and Priorities

A Focus Group Discussion (FGD) conducted in Bashiqa with 18 youth indicated that most male youth in the area look for work in bars and hotels in Erbil and Baghdad. Others find work in government and military sectors with factories. Meanwhile, female youth tend to work in NGOs, with the government, or in local factories. All respondents reported relatives as providing capital, either as a gift or as an informal loan, they were to start their own business, and one NGO that gives 2,000 USD in advance for youth was mentioned as well. But owning businesses did not seem to match with desired training courses, which included less entrepreneurial professional skills including project management, nursing, and computer skills.

In Fifel, FGD respondents mentioned that around 95% of youth are unemployed or underemployed. There are apparently many courses already available on hygiene and unexploded ordinance, but not enough skills locally available in medical services, livestock and agriculture, English language, and computer skills. Trainings in agriculture and livestock were specifically requested.

In Al-Hamdaniya, Qaraqosh, FGD participants mentioned that around 75% of youth in their community were unemployed or underemployed. While courses in Microsoft Word are available, demanded skills in the community were in mobile phone maintenance, driving, haircutting and hairdressing. The most desirable job types were not in manufacturing, but with government employment and the military. Requested courses were also in the services, and included hairdressing, haircutting, tailoring, carpentry, and computer maintenance.

In Telelsqof, youth estimated that around 80% of youth are unemployed or underemployed. Tailoring and hairdressing courses were reported as oversaturated, although hairdressing was also mentioned as a desirable vocation for women. Working at a gym, swimming pool, and driving were mentioned as desirable jobs for men. Currently, young men in Telelsqof were commonly found to be working as security guards and in the military, with women most likely to be government workers. Here, an advance from the SOS NGO was mentioned as a source of capital to start a business, if wanted. With computer trainings requested, however, it is difficult to see which types of businesses youth would be able to open with small amount of funding, given that most stated preferences mentioned jobs in the service sector.

Finally, in Wana, only 15% of local families were reported to be living below the poverty line. Reported needed skills included hairdressing, mobile phone repair, roof casting, English language, education, health, tailoring, haircutting, and computer repair. Requested trainings included, for male youth, hair cutting, electrical installation, mobile phone repair, English language, mechanics, carpentry, computer skills, customer service, and appliance repair. Recommended training for female youth included tailoring, hairdressing, and pastry making.
3.3. Job-seeker Needs and Priorities

Across all five communities, women, youth, less educated persons, and ethnic minorities were mentioned as less likely to be employed than other groups. Main sources of hiring were in Bashiqa, internet and social media. Word of mouth was also mentioned by respondents in Filfel, Qaraqosh, Telesqof and Wana, and local advertisements were mentioned in Qaraqosh. In all locations, connections were the most commonly reported as contributing to finding satisfactory employment.

Qaraqosh was the only location where one respondent thought that existing jobs favored a certain demographic group. The main jobs reported available in Qaraqosh were also more diverse, including industry, trade, the private sector, small businesses, hospitality and government.

Jobs with food processing businesses, for example tahini and pickling, were mentioned as desirable, inclusive of all demographic groups, and long term. Additional jobs were common and included working as a taxi driver, working in agriculture, raising livestock, and daily wages.

Food processing businesses were also mentioned as successful businesses, as were construction. Agriculture and livestock were recommended as smart investments, i.e. in Filfel. In Qaraqosh, 71% of respondents thought that hospitality businesses are most successful, due to high demand on these businesses.

In all five communities, respondents also reported that it was common to migrate for jobs, including to Erbil, Mosul, Baghdad, and Kurdistan Region of Iraq (KRI). Youth, low-income persons, and the unemployed were most commonly mentioned as a favourable priority for livelihood assistance. In all communities, the most frequently requested service from a job centre was the finding of and linking to job opportunities by the centre.

3.4. Employer Needs and Priorities

Employers surveyed in Bashiqa included five industrial businesses, eight food processing businesses, and a cleaning material factory. Businesses in Bashiqa were found to be quite large, having an average number of 31.7 employees. Around 50% mentioned issues paying with cash when dealing with suppliers, while 42% mentioned clients purchasing on credit and inabilities to repay as a challenge with clients. Eight (57.14%) of participants defined their demand as good (4 food processing respondents, 1 cleaning material factory, 1 cafeteria, 2 aluminum & PVC vendors), four (28.57%) defined their demand as poor or stagnant (3 food processing, 1 aluminum & PVC vendor), and one (7.14%) considered his demand as average (carpentry).

In Filfel, 60% of businesses mentioned clients wanting to purchase on debt as a challenge they deal with, with three businesses (food related) reporting good demand, and two reporting average demand (a barber and electrical appliance seller). Mobile phones, textile and food businesses were reported as hard to find.

In Qaraqosh, 60% of businesses reported challenges in negotiating prices with clients. Self-reported demand was weaker, with three businesses reporting their demand as average, and two as weak (including a construction business and a metal worker). Raw materials for aluminum and plastic businesses are apparently hard to find in Qaraqosh.

Employers in Telesqof were even less positive, with 72% of participants defining the demand as very low, and only one participant (9%) self-reporting good demand. Competition, the economic crisis, and a lack of money and cash were cited as operational challenges. Most felt that all items are available locally on the market, although four participants mentioned items such as specific medicines, stationary, house paint and food items as hard to find.

In Wana, most (71%) of the employers mentioned difficulty with clients in terms of purchasing on credit and delayed payments. Again, only one respondent mentioned good demand. More businesses here mentioned it was hard to find goods, including clothes, meat, raw materials for aluminum and PVC, car oil, ceramic tiles, and medical services. The greatest operating challenge, mentioned by 85% of respondents, was electricity, with mentions to oil and rent as well. The area appears to be one with limited services and goods available, contributing to a slower economy.

In Ninewa Governorate, positive (although not significant) correlations were found between self-reported good demand and working in food processing, general trade and metal. This suggests that support to agricultural supply chains could be a promising investment, as metal production locally may be related to agricultural infrastructure (i.e. mechanized well parts), and general trade may facilitate agricultural production entering the market. Meanwhile, 63% of businesses had experience with or were interested in training apprentices. The most frequent location for a business to self-report good demand and be interested in apprentices was Bashiqa.

3.5. Consumer Needs and Priorities

Average monthly incomes in some Ninewa Plains locations were higher than other surveyed governorates, including 760 USD monthly on average in Qaraqosh, and 698.5 USD in Bashiqa. Lower average monthly incomes were reported in Filfel (341 USD a month), Telesqof (372.2 USD a month), and Wana (343.1 USD a month).

Higher savings (20.6% of respondents reporting having savings) was seen in Wana, Qaraqosh (20%) and Bashiqa (40% had savings), with lower rates (0%) in Filfel, and Telesqof (11%). Linear regressions indicated that respondents in Ninewa Plains spend significantly less on rent than in other areas of Iraq, but more on transportation and fuels, which is consistent with a more rural area with limited connectivity to major markets. Spending patterns are shown in the following table:

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1 This data is self-reported and therefore subject to some isolated calculation errors and information bias.
Table 2. Consumer spending averages - Ninewa Plains

<table>
<thead>
<tr>
<th>Period</th>
<th>Expense</th>
<th>Filfel Average expense USD</th>
<th>Bashiqa Average expense USD</th>
<th>Qaraqosh Average expense USD</th>
<th>Telesqof Average expense USD</th>
<th>Wana Average expense USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week</td>
<td>Food</td>
<td>51</td>
<td>100%</td>
<td>75.4</td>
<td>97.05</td>
<td>114.6</td>
</tr>
<tr>
<td></td>
<td>Rent for residence</td>
<td>0</td>
<td>23%</td>
<td>137.14</td>
<td>151.02</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>Combustibles</td>
<td>73</td>
<td>100%</td>
<td>34.5</td>
<td>58.38</td>
<td>50.1</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
<td>37.3</td>
<td>97%</td>
<td>28</td>
<td>49.43</td>
<td>78.9</td>
</tr>
<tr>
<td></td>
<td>Temptation</td>
<td>100</td>
<td>93%</td>
<td>23</td>
<td>64.32</td>
<td>82.4</td>
</tr>
<tr>
<td></td>
<td>Recreation</td>
<td>20</td>
<td>0%</td>
<td>0</td>
<td>75.10</td>
<td>62.5</td>
</tr>
<tr>
<td></td>
<td>Water</td>
<td>8</td>
<td>87%</td>
<td>36</td>
<td>20.51</td>
<td>19.4</td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td>18</td>
<td>100%</td>
<td>19</td>
<td>37.90</td>
<td>35.5</td>
</tr>
<tr>
<td></td>
<td>Education</td>
<td>113.3</td>
<td>93%</td>
<td>62</td>
<td>372.36</td>
<td>514.2</td>
</tr>
<tr>
<td></td>
<td>Medical</td>
<td>916.6</td>
<td>93%</td>
<td>74</td>
<td>496.91</td>
<td>708.2</td>
</tr>
<tr>
<td></td>
<td>Repairs</td>
<td>1304</td>
<td>73%</td>
<td>31</td>
<td>485.92</td>
<td>722.5</td>
</tr>
<tr>
<td></td>
<td>Household appliances</td>
<td>200</td>
<td>40%</td>
<td>15</td>
<td>215.83</td>
<td>306.1</td>
</tr>
<tr>
<td></td>
<td>Purchase of vehicles</td>
<td>0</td>
<td>3%</td>
<td>25</td>
<td>1604.91</td>
<td>10300</td>
</tr>
<tr>
<td></td>
<td>Family events</td>
<td>5000</td>
<td>0%</td>
<td>0</td>
<td>808.82</td>
<td>2628.5</td>
</tr>
</tbody>
</table>

Table 3. Hard to find consumer goods

Hard to find consumer goods differed from location to location, but some common items that are hard to find included clothes, health services and construction materials.

<table>
<thead>
<tr>
<th>Bashiqa</th>
<th>Wana</th>
<th>Filfel</th>
<th>Telesqof</th>
<th>Qaraqosh</th>
</tr>
</thead>
<tbody>
<tr>
<td>√</td>
<td>Clothes</td>
<td>Clothes and accessories</td>
<td>Clothes</td>
<td>√</td>
</tr>
<tr>
<td>√</td>
<td>Gold</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>√</td>
<td>Mobile phones</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>√</td>
<td>Food</td>
<td>√</td>
<td>√</td>
<td>Sweets</td>
</tr>
<tr>
<td>√</td>
<td>Auto parts</td>
<td>√</td>
<td>√</td>
<td>Auto parts</td>
</tr>
<tr>
<td>Technology</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Health services</td>
<td>Health services (including for women)</td>
<td>√</td>
<td>Health services</td>
<td>Medicine</td>
</tr>
<tr>
<td>House paint</td>
<td>Construction materials</td>
<td>Construction materials</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>Electrical appliances</td>
<td>√</td>
<td>Electrical appliances</td>
<td>√</td>
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</tr>
</tbody>
</table>
4. Conclusions

Findings across the Nineveh Plains varied greatly in terms of socio-economic indicators, including some variance in income suggestive of a divide between business owners and salaried workers. Youth noted that although most male and female youth were engaged in traditional labour intensive roles, including factories and tailoring businesses, more desirable job types (explicitly stated, and as evidenced by training requests) included service-oriented positions, such as working in gyms, grocery stores, the government, and computers. Military jobs were also remarked upon as common and desirable.

Jobseekers noted that job centres should help with the sourcing of and connection to job opportunities. This and the above suggest that youth and jobseekers may prefer service-sector positions or working as an employee for others, more so than in other areas of Iraq. At the same time, food processing, metal and general trade were positively correlated with good demand among surveyed businesses in Nineveh. IOM may do well to prioritize agricultural value chains to repair damage incurred during the previous five years, and invest specifically in these sectors. Support to the construction and textile sector should also seek to identify underrepresented goods in the market, as currently, consumers travel to areas like Dahuk and Erbil to purchase goods and construction materials. Consumers were seen to spend more on transportation, gas and electricity in Nineveh Plains than in other surveyed areas in Iraq, and less on rent, suggesting that IOM supporting business plans that invest in means of distribution may be a reasonable option.

Finally, some savings and higher incomes than in order areas surveyed suggest that the area may be suitable for a capacity-based intervention such as the Enterprise Development Fund (EDF) and Business Expansion Packages, and less in need of shorter-term cash injections such as Cash-for-Work. However, self-reported good demand was reported most frequently by businesses in Bashiqa and less frequently in the other four locations. Thus, other areas may not have large enough populations to support increased production as a result of EDF grants as in Bashiqa.