

Final Technical Delivery & Impact Report

Institutional Capacity Building & Workforce Development for Construction TVET

South Refineries Company (SRC), Iraq | 2023–2025

Executive Summary

From the end of 2023 to April 2025, UniHouse led the full design, implementation, and transfer of Iraq's Technical and Vocational Training Center (TVTC) for the South Refineries Company (SRC), under Iraq's Ministry of Oil. Delivered in partnership with JGC Corporation (Japan), Hyundai Engineering & Construction, and funded by the Japan International Cooperation Agency (JICA), the initiative strengthened institutional and workforce readiness aligned with a \$2.7 billion refinery expansion. This report summarizes the technical delivery, institutional frameworks, training outcomes, and strategic impact achieved across the 17-month engagement.



SRC trainees and instructors at the launch of the TVTC Program

Project Objectives

- Deliver end-to-end institutional consultancy and advisory services for the establishment and operation of the TVTC.
- Build public-sector leadership capacity to manage training centers and drive continuous quality improvement.
- Develop modular curricula aligned with international engineering, construction, and safety standards.
- Respond to sector-specific skills gaps with targeted training.
- Promote sustainable, locally led TVET delivery systems.

Consultancy & Strategic Advisory

Institutional Frameworks Development

UniHouse designed and operationalized three institutional frameworks:

- Management & Governance Framework: Defined roles, administrative processes, and decision-making structures.
- Training Management Framework: Standardized curriculum, scheduling, and performance tracking.
- Quality Assurance Framework: Embedded M&E, self-assessment, and key performance indicators.

Baseline Skills Gap Assessment

A comprehensive assessment identified key workforce gaps:

- Limited familiarity with international standards
- Deficiencies in civil, piping, electrical, and welding inspection
- Weakness in HSE protocols
- Gaps in digital skills and training center management

This course allowed me to connect the theoretical side I studied at university to the practical side as a tube inspector.

Amna Sajjad Hamid, Pipe Inspection Engineer

Consultancy & Strategic Advisory

Equipment Specification Aligned to Training Content

UniHouse developed full technical specifications for:

- Welding stations, inspection tools, AutoCAD labs
- International standard alignment
- Practical, scenario-based learning integration
- Delivered staff training on equipment operation and maintenance

Curriculum & Training Delivery

Developed and delivered modular training in:

- Civil, Electrical, Piping Inspection
- Welding
- Scaffolding Erection
- Information Technology & AutoCAD
- Occupational Health & Safety (HSE)

Our experience in welding was limited before the training course and the large number of activities we applied in the welding workshop added practical experiences in different welding situations.

Alli Nazir Hussein, Welding Technician



Welding trainees in hands-on technical training

Operational Management and Capacity Building

UniHouse managed TVTC operations, implemented frameworks, and prepared for handover. Leadership received a six-month mentorship program focused on sustainability and performance tracking.

Leadership Coaching

- Six-month embedded mentorship program
- Capacity-building for SRC leadership
- Performance tracking, outcome planning, and sustainability protocols

North-to-South & South-to-South Knowledge Transfer

- Localization of international practices into Iraq's public-sector training system
- Long-term institutional memory and ownership embedded

Monitoring & Evaluation (M&E) Approach

A structured M&E framework used results-based management and KPIs co-developed with SRC. Data collection included surveys and dashboards. Regular evaluations informed improvements, and a sustainability protocol was established for post-handover monitoring.



UniHouse with strategic partners JGC (Japan) and Hyundai Engineering & Construction (South Korea) – delivering integrated TVET solutions for the South Refineries Company, Iraq

Training Outputs

Course Area	Duration (Weeks)	Training Hours	Trainees
Information Technology & AutoCAD	3	240	18
Civil Inspection	4	320	10
Electrical Inspection	4	320	22
Piping Inspection	4	320	20
Scaffolding Erection	1	80	12
Welding	4	320	16
Occupational Health & Safety	3	240	3
Total	—	1,840	101

- 39% of participants were women

Outcomes & Impact

- Project concluded in 2025 with successful management handover to SRC
- Institutional frameworks operational within SRC
- Improved alignment between training outcomes and refinery expansion requirements
- Enhanced engineering compliance, HSE performance, and technical readiness
- SRC now models sustainable public-sector-led training in Iraq

Alignment with National Priorities

- Supports Government of Iraq's energy, construction, and human capital development goals
- Strengthens institutional leadership and public-sector sustainability
- Promotes inclusive workforce participation, including women in technical fields
- Facilitates knowledge transfer and local capacity retention in critical infrastructure sectors

In the past, we relied on our personal efforts in studying specifications, but now the study of specifications has become systematic and within a training program.

Ahmed Jassim Mohamed, Civil Inspection, Engineering and Planning Department

Looking Ahead

The SRC TVTC now stands as a nationally replicable model for:

- Institutional TVET reform
- Sustainable workforce development
- Strategic leadership and governance in public training systems

UniHouse remains available to support next-phase scaling, digital transformation, and regional knowledge exchange.

