



USAID
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IRAQ

***INMA* QUARTERLY REPORT**

OCTOBER-DECEMBER 2007



Inma
AGRIBUSINESS PROGRAM

The Inma Agribusiness Program is made possible by the support of the American people through the United States Agency for International Development (USAID). Inma is implemented by a consortium led by the Louis Berger Group, Inc., under Contract No. 267-C-00-07-00500-00.



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Please do not circulate this report without due consideration of security issues in Iraq.

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Table of Contents

1. GENERAL INFORMATION.....	1
2. INTRODUCTION	2
3. CLUSTER AREA ACTIVITY	2
Current and Projected Activities.....	2
Overarching Activities	2
PERENNIAL HORTICULTURE	3
ANNUAL HORTICULTURE	8
LIVESTOCK AND FEED	14
Deliverables and Quantifiable Outputs.....	20
Issues for USAID Attention	20
4. CROSS-CUTTING ACTIVITY	20
Current and Projected Activities.....	20
Training.....	20
Domestic and Foreign Partnerships.....	21
Deliverables and Quantifiable Outputs.....	21
Issues for USAID Attention	22
5. MOBILIZATION OF PERSONNEL	23
Inma Staff Mobilized.....	23
6. OPERATIONS	24
Reporting.....	24
Procurement Grants and Subcontracts.....	24
Baghdad Program Office.....	24
Washington Support Office	25
7. COMMUNICATIONS	26
Current and Projected Activities.....	26
Design/Construction of Inma Web site (www.inma-iraq.com)	26
Design of Program Identity Materials.....	26
Presentations and Publishable Material	26
Deliverables and Quantifiable Outputs.....	27
APPENDICES.....	28
APPENDIX A: INMA STAFF PIPELINE MAP (11 X 17)	29
APPENDIX B: INMA STAFF JOB ORDER TABLE.....	30
APPENDIX C: INMA PRT/ePRT PIPELINE MAP (11 X 17)	35
APPENDIX D: PRT JOB ORDER PIPELINE TABLE.....	36
APPENDIX E: Project Staff	45

1. GENERAL INFORMATION

Project Name: Inma Agribusiness Program

Project Objective: The purpose of this contract to provide agricultural and business development services to USAID beneficiaries in strategic locations in Iraq to promote economic diversification and job generation, with an emphasis on the growth of the agriculture and agribusiness (“agro-food”) sectors in the provincial, regional and sub-regional economies.

Contract No: 267-C-00-07-00500-00

Project Start Date: May 2007

Project End Date: May 2012

Project Principals: Charles Bell, Senior Vice President, The Louis Berger Group Inc.

On-Site Leadership: Herschel Weeks, Chief of Party
Don Henry, Deputy Chief of Party

2. INTRODUCTION

This report covers the activities and deliverables of the USAID-funded Inma Agribusiness Program in Iraq from October 2007 through the end of December 2007. During this reporting period, Inma submitted and received approval for its Annual Work Plan. This and subsequent quarterly reports will be structured to reflect the planned activities described in the Annual Plan.

In order to optimize program delivery, the Implementation Plan will be reviewed annually starting in June 2008 to ensure that the planned activities remain the highest priority considering experience gained, lessons learned, changing security conditions and provision of resources, such as electricity, and the identification of new opportunities discovered during implementation. The Annual Work Plan will be an extension of the Implementation Plan and revised as required to reflect knowledge gained through experience to achieve the desired results of the project.

In addition to the Implementation Plan and Annual Work Plan, Inma submitted the Performance Monitoring Plan (PMP) during this period and is currently processing revisions as requested by USAID. Upon acceptance of the revised PMP, Inma will report on its approved outputs and indicators in subsequent quarterly reports.

With the development of the Implementation Plan, the Inma team has refined the technical components of the program to focus on three commodity clusters (focus areas) which include:

- Perennial Horticulture
- Annual Horticulture
- Livestock and Feed

Additional cross counting activities have been included as part of the program and encompass information systems, soil reclamation and irrigation, and training. Following is a description of current and future activities in these areas along with relevant accomplishments as reflected in the Annual Plan and PMP if applicable.

3. CLUSTER AREA ACTIVITY

Current and Projected Activities

Overarching Activities

The Inma Job Order process is the first entry of projects into the development system for the program. Projects are divided between those projects originating from PRT/ePRT activity and those arising from in-house staff activity. The following maps and tables provide additional detail:

- Inma Staff Job Order Map → **Appendix A**
- Inma Staff Job Order Table → **Appendix B**
- PRT Job Order Pipeline Map → **Appendix C**
- PRT Job Order Pipeline Table → **Appendix D**

Significant progress in each of Inma's 3 program focus areas (Perennial Horticulture, Annual Horticulture, Livestock and Feed) is described below according to major projects being developed or implemented.

PERENNIAL HORTICULTURE

Dates

A sector assessment has been conducted, in conjunction with the Iraqi Date Processors Association which consists of 9 different packers in Basrah and other cities in the south and south-central regions.

A date strategy has been prepared and submitted to USAID with the following aims:

- Promote production expansion of 150/200.000 MT
- Expand, modernize and add value to the industrial date process with special focus on syrup and syrup line extensions (new packaging, snacks, lollipops and new flavors)
- Support local consumption
- Support Iraqi date exports regionally
- Selectively support farmers associations and packers

To promote date sector expansion Inma's strategy will incorporate the use of a new Integrated Pest Management Plan, the selective adoption of manual pollination, and training on pruning and irrigation.

Balad Canning Factory

The Balad Canning Factory is reportedly the second largest food processing factory in Iraq. Due to sectarian violence and looting the factory has fallen into an extreme state of disrepair. Only in the past five months has the security situation improved enough to address the situation.

Inma seeks to reopen a profitable and sustainable Balad Canning Factory, restoring eleven product lines. Employment opportunities will be created for more than 1,100 individuals, and indirectly the factory generated demand for inputs and outputs will employ large numbers of Iraqis from the entire region. The factory will generate new demand for regional and national agriculture production, facilitate regional reconciliation and reduce dependency on food imports. Site visits and a facility and engineering assessment have been undertaken. A market review of the various product lines and an assessment of the overall feasibility of the project are currently being addressed.

Detailed Activities

In addition to the above highlights, the following matrix reflects the detailed accomplishments and projected activity of the program within the perennial horticulture cluster mapped against the Annual Work plan.

PERENNIAL HORTICULTURE ACTIVITIES

U.S. Agency for International Development

Major Activity	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	End of Year Status	End of Project Status	Current Year One Status
Increase gross sales of dates and other selected perennial fruit by 50%.						B ¹						B ²		Gross sales of dates increased by 50% (estimated present value of gross receipts is \$55 million); volume of dates marketed for human consumption increased by 50%. Gross sales of others increased by 50%.	
Identify implementing partners, including subcontractors, grantees, investors, associations, collaborating farmers, and local experts.													Selected and contracted implementing partners for specific tasks. Identification of Dates Partners completed.	Partners for all activities in this sector have been identified.	
Actively seeking partners using intermediaries, PRTs, and other information sources.	X	X	X	X	X	X	X	X	X	X	X	X	Database listing potential partners. Working with 8 partner organizations on improving date production.		Basra date association identified as well as 3 additional potential business partners
1 Marketing and Related Development															
Conduct a value chain analysis of the market sector using implementing partners.									B ³			M ⁴	Value chain of tables dates for the international market completed.	A report is available that evaluates the success of this project throughout the project life. Major value chains are determined by the value chain analysis.	Completed
Identify and contract implementing partner to conduct a value chain analysis of date sector and other perennial fruits specifically pomegranates and citrus.				X	X	X	X	X	X	X	X	X	Value chain of dates and other perennial fruit is determined and data is available as baseline for improving market and existing infrastructure.		Completed (dates) pomegranates/citrus ongoing
Identify areas of focus, both in dates and in fruits.				X	X	X	X	X	X	X	X	X	Dates: Identified valuable varieties, key actions to increase productivity and quality, geographic clusters, countries with export potential.		Completed
Determine baseline and Monitor project assisted value chain for results of activities.						B ⁵								Maximized project assisted producer income by increasing value added by 25%.	Baseline for dates completed
Develop a system to track value chain analysis in major target areas.							X	X	X	X	X	X	System is developed and is functional in keeping track of changes in value chain.		Ongoing
Conduct a full marketing study to determine quality requirements, phytosanitary requirements, prices, marketing channels, buyers, and traders for domestic and export markets. Update yearly.									M ¹¹				Identified phytosanitary requirements for citrus, dates, pomegranates. Identified export price, channels and export markets for dates.	The study provides up-to-date information on the markets for each production year. This information allows producers to decide how to process the harvest for the highest value-added products.	Completed for dates
Assist producers to develop a marketing plan.												B ¹²			Data collection on prices, market, production completed.
Subcontract a periodic marketing study for both dates and fruits including export markets.				X	X	X	X	X	X	X	X	X	Partners shortlisted.		Partner has not been selected
Develop Market Information System (MIS) to provide price data for dates and other fruit via multiple means of delivery.												B ¹⁵	MIS fully operational.	Market Information System for dates and other fruit, including both products and inputs, is available via multiple means of delivery.	Completed
Implementing Partner selected, initial format of pricing data determined and media selected for delivery of pricing information.						B ¹⁶	X	X	X	X	X	X	Market Information System operating.		Completed
Develop an updated publication on date production, processing, and marketing.							X	X	X	X	X	X	Publication completed and published for distribution to Date Farmers during training programs.	Report with recommendations for date production, processing, and marketing is offered to all date producers.	
Contract a public relations advertising firm to conduct an advertising campaign for Iraq dates and date products, in cooperation with date growers.													Subject to export countries analysis of potential.	Iraqi dates and date products are being actively promoted in Iraq and abroad.	
Identify and contract a public relations advertising firm to propose several campaigns for marketing of Iraq dates.													Subject to buyers analysis conducted in targeted export countries.		
A selected implementing partner will develop multiple plans to facilitate the export of dates and date products to international buyers.							X	X	X	X	X	X	Alternative strategy identified.		
2 Development of new products and value added services															
Promote the use of grades and standards to determine production practices and products to be marketed.													M ¹³	25% of Iraq dates and other fruit are being sold at higher market quality grades, fetching higher prices.	
Define marketing grades and standards.				X	X	X	X	X	X	X	X	X	Marketing grades and standards developed.		Completed
Identify date products that will add value to Iraq dates.				X	X	X	X	X	X	X	X	X	Preliminary analysis completed.		Completed
Develop a range of products to meet demand of buyers and sellers.						X	X	X	X	X	X	X	Range of products shortlisted.	90% of all dates sold are in either primary or a value added form.	Partially completed
Identify appropriate appropriate packaging technology and source of packaging materials.				X	X	X	X	X	X	X	X	X	Appreciate appropriate packaging technology and source of packaging materials identified.		Partially completed
Develop/rehabilitate modern grading, sorting and packaging plant system.						B ¹⁸								Dates are being graded, packaged and sold within Iraq, meeting quality standards. 5000 persons seasonally employed. 250 persons employed full time. 300 persons employed part time.	
Identify shortfalls in the grading, sorting and packing system.				X	X	X	X	X	X	X	X	X	Shortfalls have been identified and a plan for improvement in place.		Completed
Develop finance opportunities and products for business expansion.												B ²⁰	Bridge financing identified and available to packers and producers to facilitate future expansion of processing and production.	Financing is available through project supported grants, other donor programs, and in conjunction with foreign and local investors. A minimum of \$10 million of funding identified and utilized for expansion of private sector production and processing.	
Identify other sources of finance.													At least 3 million dollars of funding identified and utilized for expansion of private sector production and processing.		In progress
Provide training that will include grades & standards, food processing, value chain analysis, branding, development of business plans, packaging, marketing, and finance.	X	X	X	X	X	X	X	X	X	X	X	X	All business managers of supported projects will receive training in appropriate areas to improve their businesses.	50 business managers trained. 50 association managers trained. 200 operational managers trained. 600 field extension providers trained.	
Issue subcontract to develop and implement training programs.				X	X	X	X	X	X	X	X	X	100 persons trained to include business managers, association managers, operational managers, and field extension providers.		Partner selection in progress
3 Procurement and distribution															

3 Procurement and distribution																
Inventory and evaluate current production and processing equipment.											M ³²	Selected implementing partner selected and initial survey and report completed.	Updated inventory of equipment is available for project assisted enterprises.	Initial assessment completed		
Issue subcontract to inventory and evaluate current production and processing equipment.			X	X	XB ³⁵	X	X					Inventory and evaluate current production and processing equipment completed.		Preliminary review completed		
Purchase equipment required.											M37	All identified suppliers visited.	Essential equipment for assisted enterprises has been purchased, is onsite and is operational.			
Conduct an assessment of existing infrastructure, equipment, and capacities for harvesting, processing, and storage processes for date and other perennial fruit.			X	X	X	X	X					The shortfalls of equipment required to improve production and processing has been identified and located. Arrangements have been made for purchase.		Completed		
Regular monitoring that new equipment is being used and maintained as required. Each year a report on the status of the equipment and its use will be presented to the program managers and partners.													Equipment is being used appropriately and in good operating condition. Records of regularly scheduled maintenance are available. Documentation is filed in enterprise offices.			
Contract implementing partner to survey and report the status of project-assisted equipment.											X	X	X	X		
4 Production, reproduction and harvesting																
Assess current production practices and develop a plan for improving production.											M ⁴⁰			Key interventions for dates identified.	Plan is complete and accepted by industry.	Completed
Issue subcontract to implementing partner to assess current production practices.			X	XB ⁴²	X	XM ⁴³	X	X	X	X				Implementing partner assesses current production practices and plan for improving production complete.		Completed
Improve field cultivation of dates and other fruit. Commercial demonstrations utilizing contract farming on 5,000 ha (12,500 ac) located in selected irrigation command areas.															Per tree production is increased by 50% on 5000 demonstration ha. 2500 additional ha not directly supported by the project also increase production by 50% as a result of observing project demonstrations. 1000 full time jobs created. 5000 seasonal jobs created.	
Renovate irrigation command areas.															100 field canals improved. 15 km of secondary canal improved as needed. 90% of saline affected soils of project assisted producers are recovered.	
Demonstrate Integrated Pest Management (IPM) methods.															IPM plan for dates developed and implemented.	Plan completed. Identification of partner ongoing
Implementing partner prepares IPM plan for dates.						X	X	X	X	X						
Demonstrate proper pruning, pollination, and harvesting of dates.											B ⁴⁸				25% of all project assisted date palms are properly pruned, pollinated, and harvested.	Program defined. Demo project design completed
Demonstration program created and implemented by project partner.			X	X	XB ⁴⁹	X	X								Demonstrations on proper pruning, pollination, and harvesting of dates initiated.	
Improve propagation techniques, including gathering off-sets (vegetative reproduction) from desired varieties on commercial nurseries operated by private sector entrepreneurs and producer associations.											B ⁵¹				5000 date palms have been grown from off-sets. 10,000 fruit trees have been grafted. 30,000 pomegranate cuttings have been planted. Imported new varieties of grapes and fruits that meet modern market standards. All new varieties imported in partnership with GOI.	
Through an implementing partner, identify organizations or businesses with the capabilities to propagate perennials.			X	X	X	XB ⁵²	X								500 date palms grown from off-sets.	No progress
Improve production through soil analysis guidance of fertilization.															Fertilization management of 25% of all major growing areas is based upon soil analysis to determine fertilizer requirements. Fertilization standards are available.	
Identify a process to sample/test soil and elicit recommendations to help farmers improve production.			X	X	X	X	X									Completed
Development of an agricultural service business which offers a "pollen bank", field pollination, and other related services.																
Identify implementing partners to identify the requirements in setting up a pollen bank to improve date production.						X	X	X	X	X					Partners identified and requirements for pollen bank determined.	
Training programs including propagation, water management, pruning, soil analysis, fertility, pollination, harvesting, infrastructure investment, farm business management, machinery, association management, IPM, post harvest processing.																
Identify Implementing Partner to develop training plans and schedules for performing the training.			X	X	X	X ⁵⁰	X	X	X	X					500 people trained.	Ongoing
5 Technical assistance																
To implement this sector's program a variety of technical assistance will be provided from local and expatriate experts, to include the following illustrative list of technical expertise: agricultural production, marketing, water management, post-harvest technology, and business development.															10,818 person days of LTTA completed. 1257 person days of STTA completed.	

Perennial Horticulture Footnotes

1	Establish baseline (Also LOP benchmark)
2	Re-evaluate the baseline and track the results of the intervention. (Also LOP benchmark)
3	Value chain analysis is completed. Baseline validated and verified. (Also LOP benchmark)
4	Re-verification and update of the value chain analysis (Also LOP benchmark)
5	Subcontract issued and survey initiated.

6	Value chain analysis of date and other perennial crops completed.
7	Major production areas identified.
8	Initial partners selected and baseline determined.
9	System developed to track value chain income changes.
10	Annual report on value chain income increases.
11	Develop implementation plan for improving date production and marketing.(Also LOP benchmark)
12	Marketing plan developed.
13	Subcontract issued and study initiated.
14	Marketing study complete and frequency of reports identified.
15	Market information system is established and reports as required. Information and reports are widely distributed. (Also LOP benchmark)
16	Identify implementing partner.
17	Select a partner to write and publish the report.
18	Report is written and available. (Also LOP benchmark)
19	Firm contracted to conduct marketing campaign. (Also LOP benchmark)
20	Marketing plans have been developed.
21	Subcontract partner to develop a plan.
22	Plan developed.
23	Annual report showing progress toward achieving targets. (Also LOP benchmark)
24	Marketing grades and standards developed.
25	Date products that add value to Iraqi dates identified.
26	Analysis completed.
27	Appreciate packaging technology and source of packaging materials identified.
28	Assessment of grading, sorting and packaging plant system completed. Plan developed.
29	Plan for the improvement of grading, sorting, and packing development.
30	Financing partners and opportunities identified. (Also LOP benchmark)
31	Development of the training module completed. Training begins.(Also LOP benchmark)
32	Subcontract issued for the development.
33	Training program implemented.
34	Inventory and evaluation complete. (Also LOP benchmark)
35	Subcontract issued.
36	Inventory and evaluation complete.
37	Commence purchase of equipment. (Also LOP benchmark)
38	Assessment completed and arrangements have been made for the purchasing of equipment.
39	Subcontract issued and reports on the status of the equipment as required.
40	Assessment completed. (Also LOP benchmark)
41	Plan developed, including priority irrigation command areas. List of required equipment is complete and ready for procurement. (Also LOP benchmark)
42	Subcontract issued.
43	Assessment completed.
44	Plan developed to improve current production.
45	Field operations for renovations commence. (Also LOP benchmark)

46	Initial IPM program for dates developed. IPM plans for other fruits in development. (Also LOP benchmark)
47	IPM plan developed and implemented.
48	Improved production methods are identified and being demonstrated. (Also LOP benchmark)
49	Implementing partner identified.
50	Demonstration program created and implemented.
51	Identify techniques and have nursery development work plan in place. (Also LOP benchmark)
52	Organizations or businesses with capabilities to propagate perennials identified.
53	Propagation techniques have been identified and nursery development plan in place.
54	Course of action decided for the selected project areas. (Also LOP benchmark)
55	Process to sample/test soil to improve production identified.
56	Potential partners identified. (Also LOP benchmark)
57	Potential partners identified
58	Assessment of the needs for training completed. (Also LOP benchmark)
59	Training assessment completed and plan for training created.

ANNUAL HORTICULTURE

Taji-Abu Ghraib Vegetable Project

The Taji-Abu Ghraib Vegetable Project promotes the utilization of new varieties of high yielding, hybrid seeds, as well as the introduction of “best practices” in post harvest handling techniques, processing and packaging through technical training programs and commercial demonstrations. A baseline was completed and priority crops were selected. Implementation began with the initial shipment of hybrid vegetable seeds and plastic for distribution to 900 area farmers.

Baghdad Markets

Baghdad has a number of markets for agricultural products. Inma has established a collaborative effort between the Baghdad District Advisory Councils “DAC”, Military, and Baghdad PRTs to intervene in two distinct markets: one wholesale/retail market and one retail-only market. Rehabilitation of these markets will build the demand for the products of small and medium-sized farms as well as promote economic diversification and job generation in the agribusiness sector.

Rasheed Market (retail only)

An initial preliminary assessment and site visit was made with ePRT #1 Baghdad. A feasibility study has been initiated on the nature of rehabilitation necessary for the privately owned section of this market.

9 Nissan Market (wholesale/retail)

The “9” Nissan Market is considered an ideal facility through which local growers and/or wholesalers can sell their fresh fruits and vegetables. Inma’s overall goal is to establish a clean and secure market with modern facilities such as power and cold storage. There will be over 700 new retail produce businesses directly created, and indirectly over 1,000 jobs in additional service enterprises. An implementation strategy has been designed. Inma is facilitating the establishment of an NGO to act as an operational entity and to coordinate the activities of multiple participating partners:

Anbar Mushroom Factory

The Anbar Mushroom Factory project has been undertaken with a plan to revitalize the Hameedyah Mushroom Farm. We have initiated assessment of this mushroom factory and have laid out strategic plans to not only restore the Hameedyah Mushroom Farm back to full capacity, but improve upon the current value added processing and packaging techniques. This will provide local and domestic markets with fresh, quality mushrooms while creating approximately 80 new jobs for local men and women in agriculture.

Qada Packing Sheds Project

Design for implementation is under way for the creation of packing sheds in the Qada regions surrounding the city of Baghdad. The presence of packing sheds near the field of production greatly increases the quality and value of the farmer’s production and permits the farmer the flexibility to market his production based on availability and price at the retail level. Inma is

working with the Baghdad PRT in assessing the needs, and the design necessary, including the identification of a proper funding mechanism with the ultimate goal of creating a fully operational facility from farmer to market.

Basra Tomato Enterprise

Inma has completed the assessment and analysis of the Basra tomato sector. A site has been selected for revitalization and a business plan is being developed. Progress is being impeded due to changes in the security situation at and around the selected site.

Detailed Activities

In addition to the above highlights, the following matrix reflects the detailed accomplishments and projected activity of the program within the annual horticulture cluster mapped against the Annual Work plan.

ANNUAL HORTICULTURE ACTIVITIES

U.S. Agency for International Development

Major Activity	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	End of Year Status	End of Project Status	Current Year One Status
Increase value of annual horticulture gross receipts at the farm gate by 100%. Baseline to be determined by the market surveys of selected high priority crops completed in the second quarter of the project.													Value of targeted fresh fruit & vegetable sales increased by 10%.	Value of targeted fresh fruit & vegetable sales increased by 100% (estimated increase in gross receipts of \$200 million). At the end of year one the value will be: \$20 million, cumulative value at the end of year two: \$100 million, cumulative value at the end of year 3: \$200 million.	
Determine baseline and monitor value of fruit and vegetable sales.	X	X	X	X	X	XB ¹	X	X	X	X	X	XM ²	Baseline determined. Value of targeted fresh fruit & vegetable sales analyzed.		Completed
Identify implementing partners, including subcontractors, grantees, investors, associations, collaborating farmers, and local experts.														Partners for all activities in this sector have been identified.	
Actively seeking partners using intermediaries, PRTs, and other information sources.	X	X	X	X	X	X	X	X	X	X	X	XM ³	Database listing potential partners.		A database has been generated. Efforts are ongoing to further identify potential partners
Evaluate and perform preliminary selection of potential partners.	X	X	X	X	X	X	X	X	X	X	X	X	At least 50 potential partners identified.		Ongoing. Current active partners include ePRT 1, 2, 3, and 5 as well as several private entities.
Issue subcontract to provide management analysis of potential partners, to meet contract requirements of USAID.						X	XB ⁴	X	X	X	X	X	At least 35 partners vetted and meet requirements. Technical assistance is being provided to these organizations to assist them with meeting minimum standards required for collaboration.		Local Partner Coordination department has identified partners and are involved in further due diligence. This activity is currently being performed by Inma staff. A subcontractor has not been identified.
1 Marketing and Related Development															
Conduct a value chain analysis of the market sector													Weaknesses in the value chain have been identified for intervention.	A report is available that evaluates the success of this project throughout the project life.	
Complete description of the annual horticulture value chain.	X	X	X	X	X	XB ⁵						M ⁶	Report written and updated.		Preliminary analysis complete. Report is being drafted.
Monitor project assisted value chain for results of activities														Maximized project assisted producer income by increasing value-added by 20% and reduced the per unit production cost by 10% along the major value chains of the project. Major value chains are determined by the value chain analysis.	
Require all partners to monitor and issue quarterly reports on results of activities upon the value chain.						XM ⁷	X	X	XM ⁷	X	X	XM ⁷	Quarterly reports available. It is too early in the life of the project to measure increases in value-added or per unit production cost.		This is being integrated as part of overall M&E.
Implement Market Information System to provide daily pricing to market chain participants														MIS well established and providing daily wholesale domestic and international pricing of all commodities in all the primary markets across Iraq.	
Market information system being developed.	X	X	X	X	X	XB ⁸	X	X	X	X	X	X	Part of the market information system that all sectors will develop. The horticulture system will be actively reporting in December.		Completed. Project will continue to expand the system.
Undertake a full market assessment to determine quality requirements, prices, marketing channels, buyers, traders, transportation, and jobbers for domestic and export markets- updated yearly														The study provides up to date information on the markets for each production year.	
Issue subcontract to undertake market assessment.				X	X	XB ⁹						XM ¹⁰	Report is written and updated.		Analysis of sourcing and pricing completed. Further analysis ongoing.
Conduct an evaluation of the wholesale market infrastructure for post-harvest handling, transportation, processing, and storage to provide the baseline for improving product line quality and value of saleable products.														Final report provides a clear understanding of the market infrastructure as it exists in the country.	
Issue subcontract to undertake assessment of the wholesale market infrastructure.				X	X	X	X	XB ⁹				XM ¹⁰	Report is written and updated.		Baghdad area analysis completed
Develop and implement a revitalization plan based upon market evaluation.														Infrastructure revitalization plan is established for selected urban markets. Markets in two urban areas are revitalized which will facilitate more market support, improved sanitation, increased product quality leading to increased profitability of producers.	
Select markets for revitalization demonstration. Select subcontractor and implement improvements in one market.				XB ¹¹	X	X	XM ¹²	X	X	X	X	XB ¹³	One urban market revitalized.		Market review completed (5 Baghdad area markets). One market selected and SOW being developed
Design and implement "Packing Shed" plan to demonstrate efficient methods of sorting, grading, packaging and post harvest care of fresh products.														Establish four demonstration packing shed facilities near production fields. Ten additional packing sheds are established without direct project assistance.	
Select site for first packing shed. Select subcontractor and build packing shed.				XB ¹⁴	X	X	XM ¹⁵	X	X	X	X	XB ¹⁶	One packing shed constructed.		Market review completed (Baghdad area). Location selected
Management training programs focused on post harvest physiology, quality management, packaging, sales, and marketing.														500 people trained in operations management; 500 people trained in sales and marketing; 500 people trained as trainers in operational functions. They train an additional 10,000 people.	
Develop training program plan and materials. Identify training program partner.				X	X	X	X	XB ¹⁷	X	X	X	XB ¹⁸	Training program developed and implementing partner under contract.		Partner has not been identified. Partner review proceeding.
Create an inter-province produce transportation system														An efficient transportation system for the 24-hour delivery of fresh fruit and vegetables from farm gate to market with minimal loss of quality.	
Develop plan for the creation of an inter-province produce transportation system.						XM ¹⁹	X	X	XM ²⁰	X	X	XM ²¹	Plan in place for the creation of an inter-province produce transportation system.		Partner has not been identified. Partner review proceeding.

Undertake input supply chain evaluation and assessment.	X	X	XB ⁴⁶	X	X	X	X	X	X	X	X	X	XM ⁴⁷	An updated assessment of the input supply chain.	Completed	
Provide financing and technical assistance to a wholesale supplier in a selected irrigation command area.							X	X	XM ⁴⁸	X	X	XB ⁴⁹	X	One wholesale supplier selling supplies directly to farmers and associations is operating in a key irrigation command area. An association facilitates supply and distribution. 20 full-time jobs created, 50 seasonal jobs created.		
5 Technical assistance																
To implement this sector's program, a variety of technical assistance will be provided from local and expatriate experts, to include the following illustrative list of technical expertise: agricultural production, marketing, water management, post-harvest technology, business development.															21,642 person days of LTFA completed. 2508 person days of STTA completed.	
Horticultural production expert.					X	X	X	X	X	X	X	X	X			
Horticulture marketing expert.				X	X	X	X	X	X	X	X	X	X			
Water management expert.					X	X			X	X						
Post-harvest expert.						X	X	X	X	X	X	X	X			
Business development expert.				X	X	X	X	X	X	X	X	X	X			

Annual Horticulture Footnotes

1	Baseline determined and priority crops selected.
2	Increased value of produce analyzed and reported.
3	Database established and operating.
4	Subcontractor selected and contract executed.
5	Description of annual horticulture value chain complete.
6	Verification and update of existing information.
7	Quarterly report required.
8	Preliminary system up and running.
9	Report issued.
10	Report updated.
11	At least one market selected for revitalization.
12	Subcontractor selected and contract executed.
13	Improvements in one urban market completed.
14	Site selected.
15	Subcontractor selected and contract executed.
16	Packing shed completed.
17	Training program developed.
18	Training partner identified and under contract.
19	Subcontractor selected and begins overall evaluation of the wholesale transportation system.
20	Evaluation complete.
21	Plan in place.
22	Feasibility study commences.
23	Business plan completed.
24	Sources of investment capital identified.
25	Assist in identifying enterprise management team.
26	Provide training in business development for management team.
27	Procurement of equipment and supplies.
28	Area selected.
29	Feasibility study and business plan completed for an annual horticulture enterprise in a selected area.
30	Baseline established.
31	Begin establishing demonstration plots and training initiated.
32	Annual performance report covering the production on demonstration plots and training.

33	Perform evaluation of current irrigation infrastructure.
34	Selection of irrigation command areas.
35	Irrigation renovation plans developed.
36	Training program developed.
37	Subcontract issued.
38	Begin training.
39	Product development plan for the introduction of new processed products created.
40	New processed product enters the market.
41	Individual processors and processor associations identified for collaboration on grades and standards.
42	Report issued on new set of grades and standards.
43	Subcontract for training issued.
44	Training program developed.
45	Training begins.
46	Completion of input supply chain evaluation and assessment.
47	Update assessment.
48	Financing identified.
49	Input supplier operating.

LIVESTOCK AND FEED

Feed Grains Projects

Five key urban centers have been identified for implementation of feed grains projects. These include: Baghdad, Hilah, Baquba, Arbil, and Ramadi. Two projects have been implemented with the current status as follows:

Anbar and Diyala, Wheat and Barley Project

A wheat and barley project was initiated in November in the Anbar and Dyala provinces. All seed delivery and fertilizing of the planting areas was completed in mid November and planting was completed in the beginning of December. 3,000 donums of wheat and barley in each province were planted (with a total of 6,000 donums). A training program was completed and during 2 sessions trained 12 trainers (ToT program) on proper use of seed drills, planting and fertilizing, and irrigation scheduling. These trainers trained over 200 farmers on these techniques.

Al-Anbar Feed Grains Promotion Project

Inma in coordination with PRT in Al-Anbar province implemented a feed grain establishment promotional activity to demonstrate immediate agricultural progress and capacity throughout the province. Inma provided a high yielding hybrid maize seed for more than 61 farmers in different locations of Al-Anbar province and approximately 500 donums were planted by the cooperative. Twenty trainers provided training to these farmers on proper planting, fertilization, and irrigation scheduling for maize. Harvest is underway.

Feed Lot Projects

Potential feedlots are being considered in Arbil, Anbar, Baquba, and Babel. In conjunction with PRTs, ePRTs, and other entities Inma plans to demonstrate the value of utilizing high protein feed in general, and alfalfa in particular. This project will establish alfalfa hay as a high value crop stimulating local alfalfa production and market. Not only will Inma aim to demonstrate the effectiveness of good nutrition but Inma will aim to show fundamentals of proper management in meat production efficiency. Project design has been completed and site selection is underway.

Al Furat Fish Farm Project

Al Furat fish farm is the largest fish farm, not only in Iraq, but in the entire Middle East. This particular fish farm was considered by Sadaam Hussein as "a jewel in his crown". However, in the past several years the farm has fallen into disrepair. Inma aims to restore the capacity of this fish farm from its current level of 20% to 80-100%. Access to low cost quality feed and the provision of fingerlings will contribute to the revitalization of this farm. Through the provision of flowing water, where none currently exists, this project will also influence the surrounding 64 farms. Bringing this farm up to full capacity will provide a centrally located demonstration and training site in aqua-cultural techniques new to Iraq. The project assessment and analysis have been completed. The Implementation strategy and funding requirements have been

finalized and the implementation instruments (grants, subcontracts) are currently being drafted for final presentation for USAID approval.

Dairy

The potential for growth in the dairy industry in Iraq is great. The population, the proportion of young people who eat more dairy products and the demand for protein rich foods are all on the rise. Current consumption of dairy products in Iraq is heavily influenced by both the PDS (Iraqi Distribution System) and the imported processed dairy products and milk powder. A preliminary assessment of the Iraqi dairy industry has been conducted in order to address the needed interventions in the value chain. A preliminary evaluation of the feasibility of milk collection centers and the introduction of large commercial dairies was also conducted.

Babil Feed Mill

Constructed in 1979, the Babil Feed Mill was the largest in the south central area and had an annual capacity of 25,000 tons and storage capacity of 38,500 tons. However, since 1990 the feed mill has not been operational. A site survey has been conducted. While Inma has deemed the feed mill not economically repairable, an analysis of the scope of work for refurbishing the additional structures present within the compound has shown that the existing structures are repairable and require less time than new construction. The strategic plan for the reconstruction and revitalization of the Babil Feed Mill compound is in progress.

Detailed Activities

In addition to the above highlights, the following matrix reflects the detailed accomplishments and projected activity of the program within the livestock and feed cluster mapped against the Annual Work plan.

LIVESTOCK AND FEED ACTIVITIES															
U.S. Agency for International Development															
Major Activity	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	End of Year One Status	End of Project Status	Current Year One Status
Strengthen Iraqi livestock and feed industries through improved production, value-added, and marketing.														Gross sales of local red meat marketed doubles in 5 selected urban centers, commercial feed lots produce 1000 head/week ² . Feed mills produce a total 25,000 tons per year of feed, and fish production doubles on project-assisted farms. [37]	
Identify five key urban centers. Identify project targeted feedmills and feedlots. Identify potential targets for fish farms. Preliminary value of gross sales of local red meat determined.	X	X	X	X	X	B ¹						M ⁶	Gross sales of local red meat marketed increased by 20%. Project targeted feedlots and feedmills are identified and development process started. Project targeted fish farms identified.	Urban centers identified: Baghdad, Hilah, Baquba, Arbil, Ramadi.	
Identify implementing partners, including subcontractors, grantees, investors, associations, collaborating farmers, and local experts.														Partners for all activities in this sector have been identified.	
Implementing partners evaluated, selected, and assisted.	X	X	X	X	X	XM ⁷	X	X	X	X	X	XB ⁸	At least 30 organizations identified as potential partners. Technical assistance is being provided to these organizations to assist them with meeting minimum standards required for collaboration.	Presently working with three and evaluating others as potential implementation partners.	
1 Marketing and related development															
Conduct an analysis of the end market, to understand the present infrastructure and what quality standards are used in the buyer-seller relationship, quantities sold and sources of supply, and range of products sold.														Baseline study has been conducted and updated throughout the life of the project.	
Complete description of the commercial livestock/feed markets, in the 5 targeted areas.	X	X	X	X	X	XB ⁹						M ⁶	Report written and updated.	Site visits to livestock markets in several provinces; obtain household expenditure data on animal products.	
Identify existing standards for meat value chain.	X	X	X	X	X	XB ⁷	X	X	X	X	X	XB ⁸	Proposed quality standards formulated, distributed, and under discussion.	Baquba butcher focus group survey	
Establish and maintain a Market Information System that monitors wholesale prices and quantities sold of those factors that affect the livestock market.														Market Information System operating and is sustainable beyond the life of the project.	
Market information system being developed.	X	X	X	X	X	XB ⁹	X	X	X	X	X	X	Part of the market information system that all sectors will develop. The livestock system will be actively reporting in December.	Regular daily market price reports received.	
Provide training in quality standards, hygiene, marketing and packaging, and business management for meat processing.														2500 employees in five priority urban markets are trained.	
Training program designed and testing program implemented.				M ¹⁰	X	X	X	XB ¹¹	X	XB ¹²	X	XB ¹³	250 people trained in new standards.	No action taken yet	
Modernize meat marketing based upon prior analysis.	X	X	X	X	X	X	X	X	X	X	X	XB ¹⁴	High quality meat products are available. 20 people employed full-time.	High quality meat cuts are differentiated in the market by consumers. 200 persons employed full-time in skilled meat cutting, wrapping, packaging, and distributing.	Output from feedlots to be sold to specialty butcher shops and markets.
2 Feedlot Operators															
Support the establishment and operation of new feedlots and/or rehabilitate selected feedlots.														10 commercial feedlots are in operation and each produces 100 head of cattle or 500 sheep/week. They purchase feed from new and rehabilitated feed mills. They produce finished livestock for domestic and export markets. Gross sales of local red meat marketed doubled in 5 selected urban centers. 150 full time jobs created. 300 part time jobs created.	
Conduct an inventory of feedlot enterprises supplying the 5 selected urban areas.				X	X	X	XB ¹⁵						Feedlot enterprises inventoried and five enterprises selected for assistance.	Potential feedlots being considered in Arbil, Anbar, Baquba, and Babel	
Support and assist the 5 selected feedlots with the best infrastructure, equipment, materials, and training.						X	X	X	X	X	X	XB ¹⁶	Feedlots each produces at least 50 head/week for selected quality markets. 50 full-time jobs and 100 part-time jobs created.		
Provide training to feedlot managers in feedlot operation and business management.				XB ¹⁷	X	X	X	X	X	X	X	X	50 managers trained in business and feedlot management. 100 technical managers trained in feedlot operations.	200 persons trained in feedlot operation and 100 in business management.	No action taken
3 Feed mill operators															
Conduct an inventory of commercial feed mills which includes an assessment of engineering, current production, and capacity of feed mills (functional or not) throughout Iraq.														A report of the performance and inventory of all significant feed mills within our selected areas, including 8-10 commercial feed mills selected for project intervention.	
Implement a contract to do an inventory of existing commercial feed mills operators in selected regions.					XB ¹⁸	X	X						Catalog available in English and Arabic of feed suppliers in selected regions of the country, with basic information about each operator.	PRT's and local Inma staff collecting and reporting feed mill capacity in target provinces.	
Support the establishment and rehabilitation of 12-14 feed mills.														8-10 feed mills have been rehabilitated and 4 new ones have been developed and are operating on a commercial basis. Cumulative gross sales of feed production over the life of the project is \$30 million. 150 full time jobs created. 300 part time jobs created.	
Identify and assist six feed mills in key regions to increase their levels of operation and quality of feed.								X	X	X	X	XB ¹⁹	Six selected feed mills operating at 60 percent higher output than when the inventory was conducted.	Hilah, Mahmudiyah, and Ramadi-Falluja feed mills selected for evaluation.	
Marketing oil seed meal for livestock.							X	X	X	X	X	X	Feed mills incorporating oilseed meal in rations; VSP selling oilseed meal to livestock farmers.	Oilseed program under development	
Set up oilseed extraction processing facility. Make plans for oilseed extraction and meal processing for livestock feed.											X	X	Plan for an oilseed extraction facility completed, but not yet implemented. Plan for oilseed meal being incorporated into rations for livestock by feed mills or sold directly to farmers.		
Train personnel in feed mill production, management, and technical skills.														100 persons trained in management, 500 in production, and 200 in technical formulation of feed.	
In-country training of key technical and management personnel of selected feed mills.							X	X	X	X	X	X	60 feed mill technicians trained in ration formulation, 50 managers trained in business, and 200 production persons trained in production.		

6 Technical Assistance													
To implement this sector's program, a variety of technical assistance will be provided by local and expatriate experts to include the following illustrative list of technical expertise: marketing and market development, feed production, developing appropriate business models, animal nutrition and health, animal genetics, aquaculture, agribusiness management, irrigation management, meat processing, association development.													21,642 person days of LTTA completed. 2508 person days of STTA completed.
Baseline survey and monitoring experts in the following areas: 1 for slaughter houses, 1 for household food expenditures, livestock inventories, forage production, feed grain production				x	x	x	x ^{B2B}	x	x	x	x	x	Butchers's focus group survey completed. COSIT food expenditure survey data obtained; livestock inventory nationwide data obtained and mapped; MOA grain production official data obtained; import and export data received. Market price series on hand.
Feedlot management and operations expert							x	x			x	x	Animal production specialist on staff.
Feedmill management and operations expert							x	x			x	x	
Animal nutritionist				x	x					x	x		
Animal breeder							x	x	x	x	x	x	
Fish Production expert				x	x				x	x	x	x	on staff
Animal health expert				x		x			x		x		
Meat processing and marketing expert							x	x		x		x	food technology expert on staff
Poultry scientist					x	x				x	x		
Agricultural economist				x	x		x	x			x	x	on staff and looking for assistant
Forage production					x	x		x	x		x	x	on staff
Agricultural extension for TOT				x	x		x		x		x		
Agribusiness/finance expert					x	x		x		x		x	on staff
Feedgrain/Oilseeds expert							x	x	x	x			actively looking for candidate

Livestock and Feed Footnotes

0	1 head is equal to 1 head of cattle or 5 head of sheep or goats.
1	Identification complete.
2	Verification and updating of December's data.
3	Groups identified.
4	Groups being assisted.
5	Description of livestock/feed market complete.
6	Verification and update of existing information.
7	Standards identified.
8	New standards identified and discussed with producers.
9	Preliminary system up and running.
10	Training course development started. Training candidates and training contractor being selected.
11	Training courses started.
12	Testing of new standards begins.
13	Modify training and courses to train users on the tested standards.
14	Meat market modernization process continuously on going.
15	Report of current feedlot operations completed. 5 enterprises selected for assistance.
16	Each feedlot producing 50 head/week.
17	Training courses designed. Trainers and candidates selected.
18	Contractor identified and begins the inventory of existing commercial feed mills in selected regions.
19	Six selected feed mills operating at 60 percent higher output than one year earlier.
20	Contractor selected to set up feed analysis system.
21	Evaluate the performance of the maize planted in Anbar.

22	Preparation for contract farming of all spring crops in partnership with an international organization.
23	Report on the performance and feasibility of corn and sorghum production under medium technologies.
24	Evaluate the performance and feasibility of wheat and barley production under medium technologies.
25	Report on the performance and feasibility of oilseeds production under medium technologies.
26	Report on the performance and feasibility of forage production under medium technologies.
27	Partner identified for the subcontract.
28	Report on the baseline of the slaughter houses completed by experts.
37	Revised estimate of feed mills required. Sheep and cattle feedlots do not need mixed concentrates. Main demand for feed mill output is in fish and poultry farms.

Deliverables and Quantifiable Outputs

The program will report on specific deliverables and outputs as required by the approved Performance Monitoring Plan (PMP). The PMP was submitted and is currently being revised as per USAID request.

The program will report as per the PMP in the next quarterly report.

Issues for USAID Attention

The technical components constitute the major funded activities of the program. While the current utilization of obligated funds is lower than expected, the program will enter into a period where large inputs of funding will be required to fund the current pipeline of projects which is estimated at over \$40 million. It is further anticipated that the program will obligate the majority of its grant and subcontract funds for the base period before the end of year 2.

An additional challenge that requires USAID guidance is the fact that many of the most beneficial agribusiness projects being considered by Inma will not be sufficiently completed during the base period. This is largely due to the reliance on seasonal agriculture cycles to provide product for agribusiness activity.

Additionally, the capability of the project team to move to and from project sites is greatly affected by the security situation and the ability or inability of PSD teams to transport project personnel. This will have a continual and unpredictable affect on program implementation.

4. CROSS-CUTTING ACTIVITY

Current and Projected Activities

Training

Inma provided two workshops for approximately 25 of their regional staff in Erbil, Iraq. The first workshop, conducted from October 20-22 provided a basic overview of Inma, and basic training of useful IT tools. From December 1-4 Inma conducted a second workshop fine tuning the job order process, and providing instructions on data base usage. Second quarter plans include additional training and conferences in Erbil.

For feed grains projects in Anbar and Diyala provinces a total of 32 trainers and over 260 farmers were trained on proper planting, fertilization, and irrigation scheduling for maize and wheat/barley (see above).

Master's Degree Program

Inma's Master's Degree Program will provide support for selected students to receive a Master's Degree in an agriculture related field at a college of their choice. Inma has received 14

applications for the fellowship program. Inma will provide assistance in coordinating their application efforts; however, we cannot guarantee their acceptance to the university of their choosing. Each graduate program selects their students in an independent, objective manner according to their own guidelines. The participants' acceptance into a graduate program will rely largely on their test scores, application, academic performance, and any other criteria deemed important to their respective university of choice.

Domestic and Foreign Partnerships

The Local Partners Coordination Department has either developed, or is working with, the following documents to date to identify and contact potential partners:

- Contact list for implementing partners provides an up to date list of NGOs, Associations, private sector companies, Chambers of Commerce and other organizations.
- Developed and distributed "Overview of Inma" and "The Inma Story" to familiarize the partners with Inma and its work and to emphasize Inma's areas of concentration in private sector agriculture and agribusiness. Sent due diligence letters to potential implementing partners requesting documentation required under USAID regulations to ensure potential partners are legitimate. Documentation requested consists of registration certificates with appropriate seals and signatures; proof of accepted accounting practices, such as balance sheets or audits; three references from sources external to the organization; and three recommendations from former clients attesting that the organization has demonstrated management and project management skills.

Table 1 provides a summary of the current list of identified potential partners, both domestic and foreign.

Deliverables and Quantifiable Outputs

The program will report on specific deliverables and outputs as required by the approved Performance Monitoring Plan (PMP). The PMP was submitted and is currently being revised as per USAID request.

The program will report as per the PMP in the next quarterly report.

Table 1. Summary of Total Local Partners Identified and Vetted to Date

TOTAL NUMBER OF POTENTIAL LOCAL PARTNERS	63
NUMBER OF PARTNERS WORKING IRAQ-WIDE	35
NUMBER OF NON GOVERNMENTAL ORGANIZATIONS (NGO)	26
NUMBER OF PRIVATE COMPANIES (PC)	36
NUMBER OF SURVEYOR/EVALUATOR PARTNERS	11
NUMBER OF SURVEYOR/EVALUATOR & TRAINING PARTNERS	18
NUMBER OF SUPPLIER PARTNERS	14
NUMBER OF CONTRACTOR & SUPPLIER PARTNERS	13
NUMBER OF CONTRACTOR PARTNERS	6
NUMBER OF MICROFINANCE PARTNERS	1

Issues for USAID Attention

The largest threats to successful implementation of the Master's Degree program involve the difficulty in students meeting minimum requirements for admission and obtaining a VISA for entrance into the U.S.

Once the final selection of participants has been completed, the next step for the program will be organizing dates for the participants to take the TOFEL and GRE. Before the participants can apply for graduate admission, they are required to have scores that are both acceptable and competitive for the university of their choice.

The current U.S. Department of State requirements for Iraqis studying in the United States stipulate that each student must obtain a student VISA before entering the country. The U.S. VISA process for Iraqi nationals mandates that the VISA applicant be interviewed by a member in the consular section of the U.S. Embassy; however, given the absence of a consular section in Iraq, the participants will have to be flown to Amman, Jordan for their interviews with the State Department. The VISA process from start to finish should take between four to six months to complete for each participant. This places completion of a 2 year Master's program into the last 6 months of the contract base period.

5. MOBILIZATION OF PERSONNEL

Inma Staff Mobilized

During the quarter, the Program recruited, mobilized and deployed (or is in the process of deploying) 10 new technical positions to the field. These positions included the following positions: Advisor to the COP, DCOP for Technical Programs, Reporting Specialist, Training Specialist, Program Developers, Ag Processor, Aquaculture Specialist, and Ag Business Development Specialists.

The recruiting program continues to meet the evolving needs of the program. Of the 200 or so CVs received during the period, forty-four candidates were interviewed, and eleven were offered positions (Table 2).

Table 2. *Inma* Recruitment Activity for the Quarter
Candidates Interviewed and Reference Checked

Name	Position	Status
TECHNICAL		
Allen, Anne	Reporting Specialist	mobilizing 1/08
Aqiqi, Milook	Training Specialist	mobilizing 12/07
Atcha, Shehnaz	Program Development	mobilized 1/08
Barnard, James	Post harvest/livestock specialist	checking references
Borges, Alusio	Training Manager	consider after project
Buckles, Patricia	Senior Program Developer	mobilizing 1/08
Bullen, Trevor	Project Manager	pending assignment
Carlson, Craig	Business Development	mobilizing 2/08
Cassaza, John	VCA - perennial	pending assignment
Chafee, Ralph	Project Manager	NG
DeSilva, Preethi	M&E Manager	NG
Dickrell, Peter	Business Development Manager	mobilizing 2/08
El Bably, Salama	M&E Manager	NG
Evans, Gerald	Advisor to COP	mobilized Oct 07
Finetto, Giuliano	VCA – perennials	pending assignment
Gandarillas, Carlos	Civil Engineer	NG
Glaser, Hans	Project Manager	NG
Heidloff, Paul	VCA - Poultry	offer after RTI position
Highfill, Davidson	Project Manager	checking references
Ilyas, Mohammed	Ag Processing	mobilized Oct 07
Jacobi, Robert	Program development	mobilized Oct 07
Keturakis, Ed	Project Manager	offered position
Layth, Madhy	Agronomist	available in mid 08
Mann, Fred	DCOP-Technical	mobilizing Itta 1/08
Moore, Timothy	Job Order Manager	NG
Naveen, Robert	Project Manager	NG
Ram, Indu	Microfinance	NG
Rao, Laxmi	Agribusiness Specialist	being interviewed
Rahman, Mohammed	M&E Manager	checking references
Richardson, Robert	Project Manager	checking references
Sanchez, Al	Agronomist	available mid 08
Sanchez, Herman	Project Manager	available mid 08
Stone, Duane	Aquaculture	mobilized October 07

Thompson, Tom	Job Order Manger	pending assignment
Thor, Eric	Microfinance	pending assignment
Webb, Kathleen	M&E Manager	Dropped out
Weber, Clem	Project Manager	checking references
Williams, Al	Project Manager	pending assignment
OPERATIONS		
Crowther, James	Procurement	pending
Ertel, Nathan	Procurement	NG
Dominguez, Maria	Procurement	NG
Hood, Sherry	Procurement	dropped out
Jamal Hassan	Procurement	NG
Norman Medina	Procurement	NG

The total of all staff on the project at the end of this reporting period is represented in **Appendix G**.

6. OPERATIONS

Reporting

During this quarterly reporting period Inma was requested to provide weekly summary progress reports on project and program activities. Inma now prepares weekly, monthly and quarterly activity reports.

Procurement Grants and Subcontracts

- Completed subcontracts valued at 2.1 million dollars for project related grant/subcontract activity
- Advertised and completed solicitation for computer IT software and hardware
- Completed and submitted an Inma Grants Manual

Baghdad Program Office

During the reporting period, the following administrative and finance-related actions were accomplished:

Administrative

- Recruited and trained new staff to coordinate increased domestic and international travel .
- Prepared administrative manuals that codified administrative forms and procedures for information management, office support services, travel and stores management activities.

Finance

- Recruited and trained new finance staff to accommodate increases transactions resulting from new projects.
- Completed a finance manual that codifies the financial systems forms and procedures for documenting and payments of operation expenses including salary, procurements, subcontracts and grants.

Facilities Management

- Renovated a house in Inma Baghdad compound to serve as a mixed use office and residence unit. This additional facility increased by 50% the office space for the Inma Baghdad team.
- Renovated a house in the Inma Erbil compound to be used as a training facility. The facility has a main training hall for 45 people and 4 breakout rooms that will accommodate 20 persons each.

IT

- Inma received from USAID excess property warehouse 28 desktop computers which were upgraded and deployed in Inma's Baghdad and Erbil operations.
- Completed and submitted ADS 548 request for technical approval of IT equipment. USAID Washington approved technical the Inma IT plan and equipment to be purchased.

HR

- Recruited, hired and conducted orientation of 10 new local staff and 7 new expat staff for a total of 64 local staff and 21 expat staff.
- Completed preparations for conducting 6 month employee performance assessments for all staff hired at Inma between June – October

Washington Support Office

Ongoing Tasks / Activities

- Web site and extranet completed and delivered for approval
- Grants Manual delivered for review
- Performance Monitoring Program in final review
- Gender mainstreaming Policy in final review
- Recruitment and mobilization of US and TCN staff
- Partner management for contracts, budgets and recruitment
- Development of documents for grants, contracts and procurement
- Contracts and invoicing
- Ongoing contract and invoicing discussions with USAID/Iraq CO
- Disbursement and invoicing
- Technical support

- Administrative support

7. COMMUNICATIONS

Current and Projected Activities

Design/Construction of Inma Web site (www.inma-iraq.com)

During the quarter, the web development team advanced the design of the program Web site with the addition of photo galleries and highlights and by improving on the pre-existing layout. The *Inma* website was sent to USAID for review and approval. As the *Inma* project progresses the communication team continues to update the website with regular press release style updates and periodic feature stories.

Design of Program Identity Materials

Inma banners were created and printed. 1000 Arabic language calendars were designed, printed and distributed to PRTs and *Inma* tech staff. An English version of the calendar was created for limited inhouse printing for staff use. Created and printed 3000 pocket folders for *Inma* materials distribution. All are being developed in conformance with USAID Graphic Standards Manual and ADS Chapter 320 requirements for Branding and Marking.

Presentations and Publishable Material

- A number of “success stories” have been drafted and placed on the website– awaiting clearance for outside placement.
 - “Everything’s Coming up Onions”, 2007-11-06
 - “Fresh on the Hoof”, 2007-11-15
 - “Vegetable Project Kicks Off Northwest of Baghdad”, 2007-12-10
 - “Inma Scouts Anbar Agribusiness Opportunities”, 2007-12-15
- In mid November a USAID/*Inma* management meeting was held for discussions regarding managing PRT expectations, an Anbar tour was completed with General Allen, and the Ag strategy development with USDA was discussed.
- An *Inma* general presentation was prepared for the Undersecretary for Agriculture
- Presentation prepared and presented for General Petraeus
- In early December *Inma* prepared and presented the Annual Horticulture Sector update to Ambassador Ries, et.al.
- Several presentations have been created for various target audiences to present the work plan, and to let stakeholders know more about the program and how they might fit into *Inma*’s efforts.
 - Presentation on the Balad Canning Factory (BCF) for submission to USAID.
 - PRT Job Order presentation
 - USAID requested presentation for the Iraqi Government
 - USDA/*Inma* presentation for the Danish Ambassador
 - Promo presentation of *Inma* for prospective new employees
 - An English/Arabic general presentation prepared

Deliverables and Quantifiable Outputs

The program will report on specific deliverables and outputs as required by the approved Performance Monitoring Plan (PMP). The PMP was submitted and is currently being revised as per USAID request.

The program will report as per the PMP in the next quarterly report.

APPENDICES



APPENDIX A: INMA STAFF PIPELINE MAP (11 X 17)

Inma Pipeline of Active Field Staff Job Orders as of December 2007

Tameem	
Project Name	Status
Apiculture Project in Altun Kupry	6
Cattle Breeding Project in Yaychi	6
Kirkuk Nursery	6
Olive Oil Production in Kirkuk	6
Poultry Project in Laylan	6
Tomato Seedling Production	6

Anbar	
Project Name	Status
Breeding Sheep in Anbar	6

Baghdad	
Project Name	Status
Al Tae Greenhouse Enterprise	6

Babil	
Project Name	Status
Beekeepers and Honey Project	6
Fish Production Project	6
Meat Production Project	6
Woman Owned Biscuit Enterprise	6
Babil Feed Mill	6
Fish Breeding Enterprise	6

Najaf	
Project Name	Status
Cattle Breeding Project in Najaf	6
Introduction of New Vegetable Crops in Najaf	6
Najaf Honeybee Project	6
Production of Rice	6

Muthanna	
Project Name	Status
Alfalfa Project	6

Qadissiya	
Project Name	Status
Fish Farming Project in Diwaniya	6
Poultry Project in Diwaniya	6
Vegetable Nursery in Diwaniya	6
Cattle Breeding in Diwaniya	6

Missan	
Project Name	Status
Milk Collection Center in Amarah	6
Rehabilitation of Maysan Hatchery	6

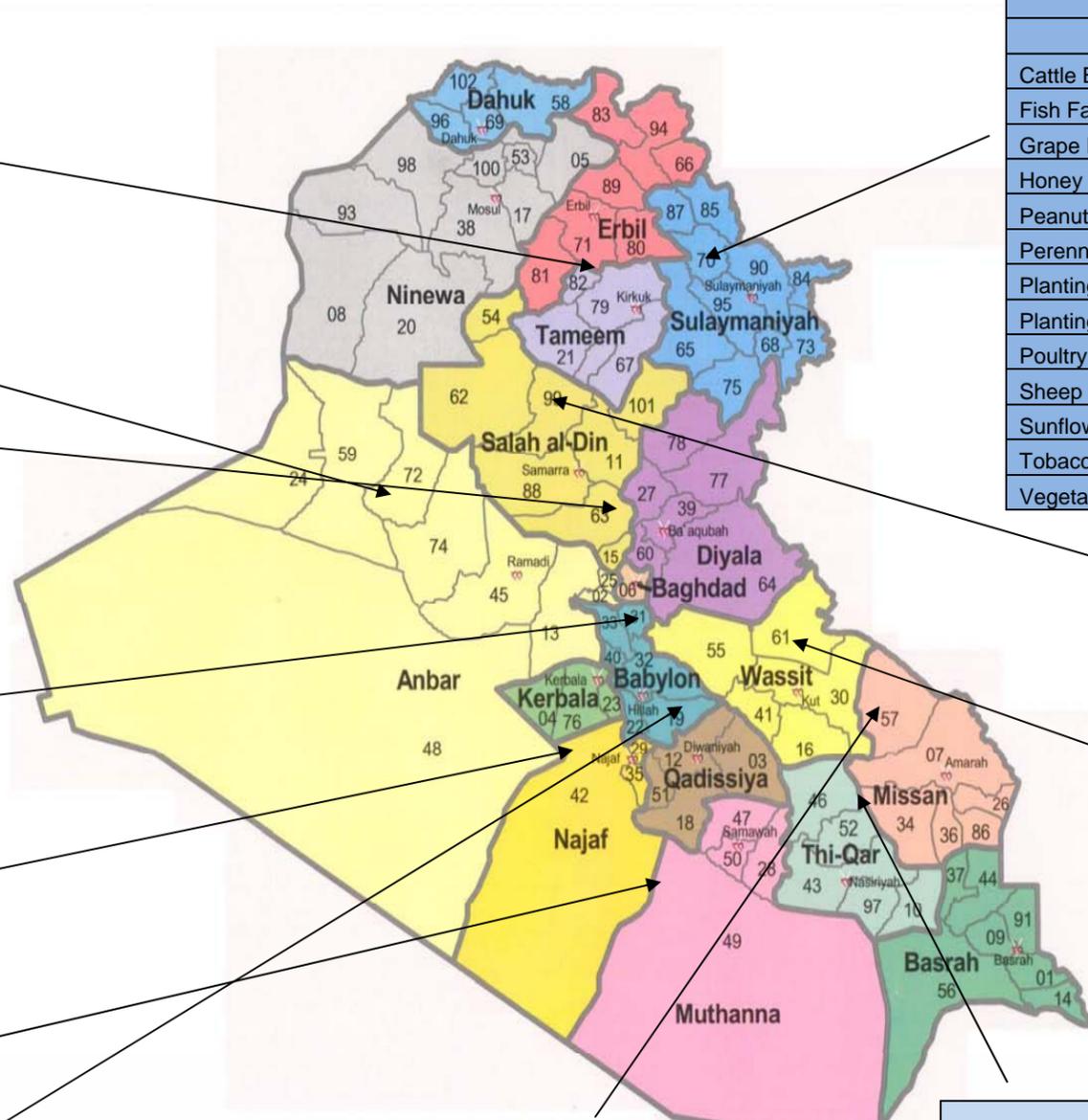
Dhi Qar	
Project Name	Status
Date Enterprise	6
Rice Production in Thi-Qar	6
Thi-Qar Animal Project	6
Thi-Qar Fish Project	6

Sulaymaniyah	
Project Name	Status
Cattle Breeding Project	6
Fish Farming Project	6
Grape Production Project	6
Honey Production in Sulaymaniyah	6
Peanut Production	6
Perennial Fruit Nursery	6
Planting Canola Seeds	6
Planting Canola Seeds	6
Poultry Project	6
Sheep Breeding Project	6
Sunflower Seed Production	6
Tobacco Production Project	6
Vegetable Nursery	6

Salah al Din	
Project Name	Status
Canola Oil Production	6
Feedlot in Salah ad Din	6

Wassit	
Project Name	Status
Dates for Molasses Production	6
Establishment of Cotton in Mahlj	6
Establishment of Oilseeds	6
Onion Production in Wassit	6
Poultry Enterprise	6
Tomato Production in Wassit	6

Project Status Legend	
1-Completed Project	
2-Project In-Progress	
3-Approved Application	
4-Pending Application	
5-Approved Proposal	
6-Awaiting Further Information	



APPENDIX B: INMA STAFF JOB ORDER TABLE

Inma Field Job Order Pipeline a/o 12-07							
Province	Project Name	Sector	City	Date Submitted	Date of Reply	Status	Description
Anbar	Poultry Project in Anbar	Livestock and Feed	Zangorah	11-Nov-07	11-Nov-07	6 Awaiting Further Information	Establish a poultry project in Anbar.
Anbar	Breeding Sheep in Anbar	Livestock and Feed	Zangorah	11-Nov-07	11-Nov-07	8 Cancelled	Establish a sheep breeding program in Anbar province.
Babil	Woman Owned Biscuit Enterprise	Other	Hilla	25-Nov-07		6 Awaiting Further Information	The owner of a small, privately-owned enterprise that produces biscuits seeks Inma funds for business expansion. The business is owned and operated by a woman who in turns employs mainly women.
Babil	Fish Breeding Enterprise	Livestock and Feed	Al-Shomali	10-Dec-07	10-Dec-07	6 Awaiting Further Information	Provide technical assistance and financing to assist a local fish farm enterprise expand its production and marketing capabilities.
Babil	Babil Feed Mill	Livestock and Feed	Hilla	11-Dec-07	11-Dec-07	6 Awaiting Further Information	This project will revitalize the current production and marketing capacities of the Babil Feed Mill which provides feed to local fish and poultry farms.
Babil	Fish Production Project	Livestock and Feed	Hilla	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project proposes to increase the quantity and quality of fish in the area through new breeding program.
Babil	Beekeepers and Honey Project	Livestock and Feed	Hilla	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project aims to increase the production of honey in the area through improvement of hives.
Babil	Poultry Project in Babil	Livestock and Feed	Hilla	05-Nov-07	10-Nov-07	8 Cancelled	Develop a breeding project in order to improve the quality and quantity of poultry meat.
Babil	Meat Production Project	Livestock and Feed	Hilla	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Increase cattle production through improved breeding techniques and improve the quality of red meats available.
Babil	Production of Green Forage	Livestock and Feed	Alfatla	12-Dec-07	12-Dec-07	6 Awaiting Further Information	Provide technical and financial assistance to local farmers seeking to

Inma Field Job Order Pipeline a/o 12-07

Province	Project Name	Sector	City	Date Submitted	Date of Reply	Status	Description
							produce higher quality and quantities of forage to support the local livestock sector.
Baghdad	Al Taeer Greenhouse Enterprise	Annual Horticulture	Al Taeer	25-Sep-07	25-Sep-07	6 Awaiting Further Information	This project aims to establish greenhouses in order to supply local markets year-around with produce.
Missan	Milk Collection Center in Amarah	Livestock and Feed	Al-Salam	19-Nov-07	19-Nov-07	6 Awaiting Further Information	Milk collection project for the production of water buffalo dairy products
Missan	Rehabilitation of Maysan Company for the Production of Eggs	Livestock and Feed		19-Nov-07	19-Nov-07	6 Awaiting Further Information	Rehabilitate an egg production facility in the Missan province.
Muthanna	Alfalfa Project	Livestock and Feed	AL-Kheder	28-Nov-07	28-Nov-07	6 Awaiting Further Information	Increase production and improve cultivation techniques for alfalfa.
Najaf	Najaf Honeybee Project	Livestock and Feed		28-Nov-07	28-Nov-07	6 Awaiting Further Information	Increase honeybee production for the marketing of honey.
Najaf	Introduction of New Vegetable Crops in Najaf	Annual Horticulture	Najaf	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Establish a program whereby new vegetable crops will be introduced in order to compete with foreign imports.
Najaf	Fish Production in Najaf	Livestock and Feed	Najaf	03-Nov-07	10-Nov-07	8 Cancelled	Development of fish farms in Najaf to improve production.
Najaf	Fish Forage in Najaf	Livestock and Feed	Najaf	03-Nov-07	10-Nov-07	8 Cancelled	Objective appears to be the establishment of a feed mill to produce fish feed,
Najaf	Cattle Breeding Project in Najaf	Livestock and Feed	Najaf	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project aims to improve the quality of red meat through the establishment of a breeding program which will introduce new lines of cattle.
Najaf	Production of Rice	Annual Horticulture	Najaf	06-Nov-07	10-Nov-07	6 Awaiting Further Information	Increase the production of rice in the area through the introduction of Amber variety of rice.
Qadissiya	Fish Farming Project in Diwaniya	Livestock and Feed	Afak	10-Dec-07	10-Dec-07	6 Awaiting Further Information	Establish fish farming enterprises in the area.
Qadissiya	Poultry Project in Diwaniya	Livestock and Feed	Sder	10-Dec-07	10-Dec-07	6 Awaiting Further Information	Revitalize the hatchery and chicken houses of an established poultry enterprise.

Inma Field Job Order Pipeline a/o 12-07

Province	Project Name	Sector	City	Date Submitted	Date of Reply	Status	Description
Qadissiya	Vegetable Nursery in Diwaniya	Annual Horticulture	Sumer	10-Dec-07	10-Dec-07	6 Awaiting Further Information	Establish nurseries for the production of hybrid vegetable seedlings.
Qadissiya	Cattle Breeding in Diwaniya	Livestock and Feed	Dahara	10-Dec-07	10-Dec-07	6 Awaiting Further Information	Revitalize the local cattle production sector in order to produce higher quality and quantities of red meat.
Salah al-Din	Feedlot in Salah ad Din	Livestock and Feed	Dooz	05-Nov-07	10-Nov-07	6 Awaiting Further Information	Project proposes intervention on what appears to be a possible feedlot and also aims to establish a breeding program.
Salah al-Din	Canola Oil Production	Livestock and Feed	Tikrit	01-Nov-07	10-Nov-07	6 Awaiting Further Information	Introduce canola seeds that will produce a supply of seeds to both a canola oil enterprise and feed mills.
Sulaymaniyah	Sheep Breeding Project	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project proposes developing and implementing a sheep breeding program.
Sulaymaniyah	Grape Production Project	Perennial Horticulture	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Introduce Thomson seedless grapes to the province.
Sulaymaniyah	Planting Canola Seeds	Livestock and Feed	Shahrzoor	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Aims to introduce canola seeds to supply a canola oil production enterprise.
Sulaymaniyah	Planting Canola Seeds	Livestock and Feed	Shahrzoor	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Aims to introduce canola seeds to supply a canola oil production enterprise.
Sulaymaniyah	Peanut Production	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Aims to produce peanuts for oil and livestock feed production.
Sulaymaniyah	Cattle Breeding Project	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project proposes developing and implementing a cattle breeding program.
Sulaymaniyah	Poultry Project	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Proposes establishing a new poultry enterprise through the construction of new chicken houses.
Sulaymaniyah	Vegetable Nursery	Annual Horticulture	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project aims to construct greenhouses in order to produce vegetable seedlings for the area.
Sulaymaniyah	Perennial Fruit Nursery	Perennial Horticulture	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Establishment of a nursery to produce perennial fruit seedlings.

Inma Field Job Order Pipeline a/o 12-07

Province	Project Name	Sector	City	Date Submitted	Date of Reply	Status	Description
Sulaymaniyah	Tobacco Production Project	Annual Horticulture	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Proposes the establishment of a tobacco production enterprise.
Sulaymaniyah	Sunflower Seed Production	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Increase sunflower seed production through the introduction of new varieties to be used for oil production and livestock feed.
Sulaymaniyah	Fish Farming Project	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Project proposal suggest Inma establish fish farm enterprise in the area.
Sulaymaniyah	Honey Production in Sulaymaniyah	Livestock and Feed	Sulaymaniyah	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Establish a honeybee enterprise in order to meet the high demand for honey in the province.
Tameen	Tomato Seedling Production	Annual Horticulture	Kirkuk	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Establishment of nurseries to produce tomato seedlings.
Tameen	Olive Oil Production in Kirkuk	Perennial Horticulture		06-Nov-07	10-Nov-07	6 Awaiting Further Information	Establish a olive oil facility and improve olive production in the area.
Tameen	Kirkuk Nursery	Annual Horticulture	Kirkuk	28-Nov-07	28-Nov-07	6 Awaiting Further Information	Construct 10 plastic greenhouses with the dimensions of 10m x 50m for vegetable seeding production.
Tameen	Cattle Breeding Project in Yaychi	Livestock and Feed	Yaychi	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Develop a new breeding program in order to improve meat quality.
Tameen	Apiculture Project in Altun Kupry	Livestock and Feed	Altun Kupry	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Improve beehive production through the addition of addition hives and training for farmers.
Tameen	Poultry Project in Laylan	Livestock and Feed	Laylan	03-Nov-07	10-Nov-07	6 Awaiting Further Information	Establish 10 chicken coops and develop a new breeding program in order to improve the quality and quantity of meat.
Thi-Qar	Thi-Qar Fish Project 2	Livestock and Feed		28-Nov-07	28-Nov-07	6 Awaiting Further Information	Proposed fish breeding project in Thi-Qar.
Thi-Qar	Thi-Qar Animal Project	Livestock and Feed		19-Nov-07	28-Nov-07	6 Awaiting Further Information	Livestock breeding project.
Thi-Qar	Date Enterprise	Perennial Horticulture		28-Nov-07	28-Nov-07	6 Awaiting Further Information	Improve local date palm production and marketing.
Thi-Qar	Rice Production in Thi-Qar	Annual Horticulture		06-Nov-07	10-Nov-07	6 Awaiting Further Information	Project proposes improving the production quantities of rice in the

Inma Field Job Order Pipeline a/o 12-07

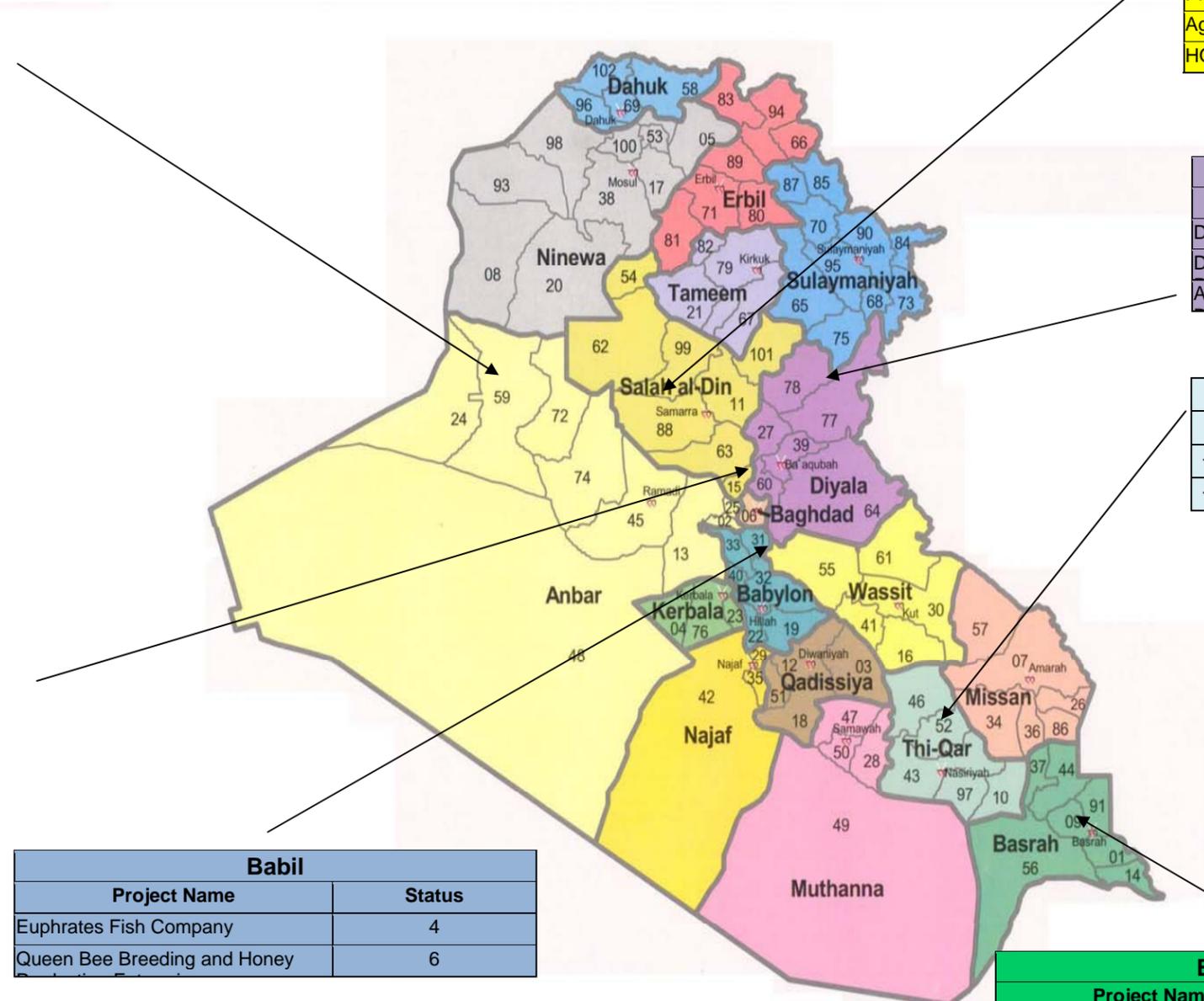
Province	Project Name	Sector	City	Date Submitted	Date of Reply	Status	Description
							Thi-Qar province.
Thi-Qar	Thi-Qar Fish Project	Livestock and Feed		28-Nov-07	28-Nov-07	6 Awaiting Further Information	Proposed fish breeding project in Thi-Qar.
Wassit	Establishment of Cotton in Mahlj	Annual Horticulture	Kut	28-Nov-07	28-Nov-07	6 Awaiting Further Information	Increase cotton production in the area while improving marketing techniques of cotton producers in the area.
Wassit	Establishment of Oilseeds	Livestock and Feed	Kut	28-Nov-07	28-Nov-07	6 Awaiting Further Information	Increase oilseed production in the area for the establishment of a livestock feed enterprise.
Wassit	Onion Production in Wassit	Annual Horticulture	Soerh	06-Nov-07	10-Nov-07	6 Awaiting Further Information	Introduction of new varieties of onion seed in the province of Wassit.
Wassit	Dates for Molasses Production	Perennial Horticulture	Kut	28-Nov-07	28-Nov-07	6 Awaiting Further Information	Establish an enterprise for the production of molasses made from dates.
Wassit	Tomato Production in Wassit	Annual Horticulture	Nomanih	06-Nov-07	10-Nov-07	6 Awaiting Further Information	Establish a tomoato planting program in Wassit.
Wassit	Poultry Enterprise	Livestock and Feed	Kut	28-Nov-07	28-Nov-07	6 Awaiting Further Information	Revitalize the area poultry industry.

APPENDIX C: INMA PRT/ePRT PIPELINE MAP (11 X 17)

Inma Pipeline of Active PRT/ePRT Job Orders as of December 2007

Anbar	
Project Name	Status
Hiring of Local Inma Program Manager	1
Al-Anbar Feed Grains Promotion Project	2
Anbar Fall Wheat Planting	4
Widow's Greenhouse Nursery	4
Assess Fish Farming Feasibility	5
Revitalize District Poultry Farms	5
Sakron Irrigation System	6
West Anbar Fish Farm	6
Anbar Dairy Assessment	6
Al-Qaim Farm Equipment	6
Al-Qaim Vegetable	6

Baghdad	
Project Name	Status
Value Chain Analysis for the Vegetable Sector	3
Jameela Wholesale Market	4
Al Rasheed Wholesale Market	4
New Baghdad Retail Market	4
Al Alawi Retail Market	4
Bridging the gap Between Socialized Ag	4
Milk Collection Center	6
Poultry Hatchery	6
Baghdad Packing Sheds in Qada'a Regions	6
Arab Jabour and Hawr Rajab Farmers' Union	6



Salah al Din	
Project Name	Status
Private Veterinary Clinic Model	5
Agricultural Market Hub for Balad	5
HOOP House Vegetable Project	6

Diyala	
Project Name	Status
Diyala Butcher's Focus Group	1
Diyala Wheat and Barley Fall	2
Agricultural Media Program in	5

Thi Qar	
Project Name	Status
Thi Qar Fish Farm	6
Thi Qar Poultry Industry	6

Babil	
Project Name	Status
Euphrates Fish Company	4
Queen Bee Breeding and Honey	6

Basarah	
Project Name	Status
Basarah Tomato Enterprise	4

Project Status Legend
1-Completed Project
2-Project In-Progress
3-Approved Application
4-Pending Application
5-Approved Proposal
6-Awaiting Further Information

APPENDIX D: PRT JOB ORDER PIPELINE TABLE

PRT Job Order Pipeline a/o 12-07									
Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
Anbar	Early Bloomer Greenhouse	ePRT Falluja	03-Nov-07	26-Aug-07	Livestock and Feed Sector	Falluja	7 Asked to Resubmit	Provide assistance to farmers in constructing new greenhouses in Anbar through NGO.	06-Nov-07: Follow up in-process 17-Nov-07: Inma will not fund this project, because the use of hydroponics in Iraq has been deemed impractical and not cost-effective. Also, the proposed greenhouses are intended for domestic production and do not have a commercial application.
Anbar	Retail Distribution System	ePRT Ramadi	26-Aug-07	27-Aug-07	Other	Ramadi	7 Asked to Resubmit	Develop a program that empower's Iraqi's to develop "agro-centric" retail businesses.	06-Nov-07: Not enough description or details in the proposal.
Anbar	Water Well Irrigation Analysis	ePRT Ramadi	25-Aug-07	27-Aug-07	Other	Ramadi	7 Asked to Resubmit	Conduct a feasibility survey on introducing well water irrigation.	06-Nov-07: No value-chain specified. Lacks a local implementing partner.
Anbar	Al-Anbar Feed Grains Promotion Project	PRT Anbar and YAO	04-Jul-07	10-Jul-07	Livestock and Feed	Ramadi	2 Project In-Progress	Introducing new varieties of corn and other feed grains in order to bolster the supply of feed for the livestock sector.	06-Nov-07: Project is In-Progress. The seeds have been distributed to farmers and have been planted. 20-Nov-07: Harvesting of the corn will begin soon.
Anbar	Fish Farm Seminars/Training	ePRT Ramadi	21-Aug-07	27-Aug-07	Livestock and Feed	Ramadi	8 Cancelled	Provide seminars and training on fish farming.	06-Nov-07: Proposal lacked specific information and details. 14-Nov-07: Project proposal has been closed and cancelled.
Anbar	Women in	ePRT Falluja	20-Aug-07	29-Aug-07	Livestock	Falluja	7 Asked to	Development of a	06-Nov-07: Requested women

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
	Agriculture Program				and Feed		Resubmit	regional women's agriculture program.	form an NGO. Focus is on education/extension rather than agribusiness. 17-Nov-07: JOP still lacks a direct link to a commercial activity. Inma cannot fund this project, because it does not fall within Inma's scope of work. Sent back to submitter.
Anbar	Falluja Drip Irrigation Program	ePRT Falluja	20-Aug-07	29-Aug-07	Other	Falluja	8 Cancelled	Introduction of drip irrigation systems in local farms.	06-Nov-07: Pending more information from the applicant. Too expensive for expected results.
Anbar	Irrigation Canal Assessment	ePRT Falluja	20-Aug-07	27-Aug-07	Other	Falluja	7 Asked to Resubmit	Assess area irrigation canals.	06-Nov-07: This should be a CERP or QRF project, not Inma.
Anbar	Revitalize District Poultry Farms Assessment	ePRT Falluja	20-Aug-07	26-Nov-07	Livestock and Feed	Falluja	3 Approved Application	Conduct capacity assessment of local farms and areas of intervention.	06-Nov-07: Needs to be re-examined. Follow-up needed. 17-Nov-07: The review committee has accepted this JO application and has notified the applicant.
Anbar	Solar Power Irrigation Pilot Program	ePRT Falluja	29-Aug-07	02-Sep-07	Other	Falluja	7 Asked to Resubmit	Design program to install solar powered irrigation pumps.	06-Nov-07: Not practical, nor efficient enough. 17-Nov-07: Inma reiterated its previous decision not to fund this project to the applicant.
Anbar	Hiring of Local Inma Program Manager	ePRT Falluja	20-Aug-07	26-Aug-07	Other	Falluja	1 Project Completed	Program manager for Falluja area.	06-Nov-07: Person has been hired.
Anbar	Irrigation Pump Maintenance	ePRT Ramadi	26-Aug-07	27-Aug-07	Other	Ramadi	7 Asked to Resubmit	Establishment of a preventative maintenance and repair program for irrigation pumps.	06-Nov-07: Does not support commercial activity.

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
Anbar	Assess Fish Farming Feasibility	ePRT Falluja	20-Aug-07	26-Aug-07	Livestock and Feed	Falluja	3 Approved Application	Conduct survey of local fish farms to determine feasibility and market parameters.	06-Nov-07: Needs to be reviewed by Inma. 17-Nov-07: Review committee has decided to fund this project. Management details need to be worked out. D. Stone will take the lead.
Anbar	Falluja Farmer's Equipment Co-Op	ePRT Falluja	20-Aug-07	27-Aug-07	Other	Falluja	7 Asked to Resubmit	Create a farm equipment rental co-op.	06-Nov-07: 06-Nov-07: Needs follow-up. Wants Inma to buy equipment in order to rent out. Needs local partners, value chain, and marketing plan. 17-Nov-07: Inma has decided not to fund this JO application because the project lacks a direct link to a commercial activity.
Anbar	Establish a Farmer's Cooperative	ePRT Falluja	20-Aug-07	26-Aug-07	Other	Falluja	8 Cancelled	Establish a general farmer's cooperative in Anbar.	06-Nov-07: Proposal was missing local partners. 17-Nov-07: Inma reiterated its previous decision not to fund this project to the applicant. The project does not fall within the scope of work for Inma
Anbar	Assessment of Falluja City Cold Storage Facility	ePRT Falluja	20-Aug-07	26-Aug-07	Annual Horticulture	Falluja	8 Cancelled	Assess a cold storage facility in Falluja.	06-Nov-07: GOI needs to lease out facility to private sector for Inma intervention. 17-Nov-07: Without private ownership, Inma cannot fund this project due to the ownership resting with the GOI.
Anbar	Irrigation Canal Assessment	ePRT Falluja	20-Aug-07	26-Aug-07	Other	Falluja	7 Asked to Resubmit	Assess the irrigation canal system of Anbar.	06-Nov-07: This should be a CERP or QRF project, not Inma.

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
									17-Nov-07: Inma reiterated its previous decision not to fund this project to the applicant.
Anbar	District Farm and Agricultural Survey	ePRT Falluja	20-Aug-07	26-Aug-07	Other	Falluja	7 Asked to Resubmit	Survey of agriculture in Anbar.	06-Nov-07: Does not support Inma's overall vision; no one to oversee the project.
Anbar	Widow's Greenhouse Nursery	PRT Anbar	30-Jul-07	26-Aug-07	Annual Horticulture	Ramadi	4 Pending Application	Build a greenhouse nursery that is operated by women.	06-Nov-07: NGO needs to be formed.
Anbar	Zoonotic Disease Awareness	PRT Anbar	11-Aug-07	17-Aug-07	Other	Ramadi	7 Asked to Resubmit	Focus on rural education about zoonotic diseases.	06-Nov-07: Requested to resubmit because of no business plan and no commercial link.
Anbar	Anbar Fall Wheat Planting	PRT Anbar	14-Aug-07	27-Nov-07	Livestock and Feed	Ramadi	2 Project In-Progress	Planting fall wheat to bolster the area's supply of livestock feed.	06-Nov-07: Referred back for review. 17-Nov-07: Project has been accepted and is in-progress.
Anbar	Introduction of New Vegetable Crops	ePRT Falluja	20-Aug-07	18-Aug-07	Annual Horticulture	Falluja	7 Asked to Resubmit	Develop and implement action plan for the introduction of new vegetable crops with a NGO.	06-Nov-07: Missed fall planting of onions, will postpone until Spring 2008. 17-Nov-07: The project will not be funded as the proposal stands. Needs to have more of a focus on a commercial activity rather than production.
Anbar	Al-Qaim Vegetable	PRT Anbar	13-Sep-07	29-Sep-07	Annual Horticulture	Husaybah	6 Awaiting Further Information	Introduce new varieties of seeds and new vegetable crops in the area to be more competitive.	06-Nov-07: Missed the fall planting season. Now looking at planting hybrid onions in Spring 2008.
Anbar	Sakron Irrigation System	PRT Anbar	11-Sep-07	29-Sep-07	Other	Sakron	6 Awaiting Further Information	Repair and modernize the irrigation system in Sakron and introduce new vegetable crops.	06-Nov-07: Needs to be followed-up on.
Anbar	West Anbar Fishing	PRT Anbar	10-Sep-07	29-Sep-07	Livestock and Feed	Haditha	6 Awaiting Further	Provide education to fishermen on safe fishing	06-Nov-07: Needs to be followed-up on.

PRT Job Order Pipeline a/o 12-07									
Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
							Information	practices in order to eliminate unsafe fishing practices utilizing poison, dynamite, and electric shock.	
Anbar	Anbar Dairy Assessment	PRT Anbar	14-Sep-07	29-Sep-07	Livestock and Feed	Ramadi	6 Awaiting Further Information	Develop the value-chain for dairy and assess the feasibility of a dairy enterprise.	06-Nov-07: Project applicant was sent several questions by Inma staff. Waiting response.
Anbar	Al-Qaim Winter Corn	PRT Anbar	13-Sep-07	29-Sep-07	Livestock and Feed	Husaybah	7 Asked to Resubmit	Development and implement a winter planting program for corn.	06-Nov-07: Planting of corn in the winter season does not exist.
Anbar	Al-Qaim Farm Equipment	PRT Anbar	14-Sep-07	29-Sep-07	Other	Husaybah	6 Awaiting Further Information	Procure farm equipment to rent out to farmers which will be operated by a cooperative.	06-Nov-07: Needs to be followed-up on. Proposal lacks detail and clarification of a commercial link.
Anbar	Animal Feed Mill	ePRT Ramadi	22-Aug-07	27-Aug-07	Livestock and Feed	Ramadi	8 Cancelled	Revitalization of a local livestock feed mill.	06-Nov-07: Mill is not an animal feed mill but rather a flour mill. 14-Nov-07: Project proposal has been closed and cancelled.
Babil	Euphrates Fish Company	PRT Babil	01-Sep-07	02-Sep-07	Livestock and Feed	Hilla	4 Pending Application	Renovation and revitalization of a privately-owned fish farm enterprise.	06-Nov-07: More information regarding costs required. Specific details of the project need to be developed. 29-Nov-07: A detailed budget, as well as, profit and loss report are in the final stages of development. JOA is pending final submission.
Babil	Queen Bee Breeding and Honey Production Enterprise	PRT Babil	28-Nov-07	28-Nov-07	Livestock and Feed	Hilla	4 Pending Application	This project seeks funding for business growth and expansion of the privately-owned Arabic Beekeeping Company.	28-Nov-07: JOP was received via email and responded to by Inma staff to confirm receipt and to forward the submitter the JOP rubric and marketing plan. Awaiting response from the

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
									submitter. 05-Dec-07: JO Application was received with additional business plan/project plan attached. Pending review of JO technical staff. 10-Dec-07: Application has been reviewed by the technical staff and is pending review by contracts/administration staff.
Baghdad	Jameela Wholesale Market	PRT Baghdad	20-Aug-07	20-Aug-07	Annual Horticulture	Baghdad	4 Pending Application	Revitalizing 1 of 4 wholesale markets in Baghdad.	06-Nov-07: Still in the planning stage.
Baghdad	Al Rasheed Wholesale Market	PRT Baghdad	20-Aug-07	20-Aug-07	Annual Horticulture	Baghdad	4 Pending Application	Revitalizing 1 of 4 wholesale markets in Baghdad.	06-Nov-07: Still in the planning stage.
Baghdad	New Baghdad Retail Market	PRT Baghdad	20-Aug-07	20-Aug-07	Annual Horticulture	Baghdad	4 Pending Application	Revitalizing 1 of 4 wholesale markets in Baghdad.	06-Nov-07: Still in the planning stage.
Baghdad	Al Alawi Retail Market	PRT Baghdad	20-Aug-07	20-Aug-07	Annual Horticulture	Baghdad	4 Pending Application	Revitalizing 1 of 4 wholesale markets in Baghdad.	06-Nov-07: Still in the planning stage.
Baghdad	Arab Jabour and Hawr Rajab Farmers' Union	PRT Baghdad 7	28-Nov-07	28-Nov-07	Other	Arab Jabour	6 Awaiting Further Information	This project proposes to provide business/marketing training to the members of the Arab Jabour and Hawr Rajab Farmers' Unions.	28-Nov-07: Submitter needs to provide further information and description on planned activities in a complete JOP.
Baghdad	Bridging the gap Between Socialized Ag	ePRT Baghdad	18-Oct-07	03-Nov-07	Annual Horticulture	Taji	4 Pending Application	Fall planting project in the Taji area that will distribute supply packages with seeds, fertilizers, and other materials.	06-Nov-07: Application is pending due to weak commercial linkages within the project. Follow-up needed.
Baghdad	Poultry Hatchery	ePRT Baghdad 5	31-Aug-07	09-Sep-07	Livestock	Taji	6 Awaiting	Establish a poultry	06-Nov-07: Waiting for more

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
					and Feed		Further Information	hachery facility.	information from the project contact, but he has left Iraq.
Baghdad	Yusufuyah Butcher Solar Cooler	ePRT Baghdad	26-Aug-07	10-Nov-07	Livestock and Feed	Yusufiyah	8 Cancelled	Procure solar powered cold storage units to local butchers.	06-Nov-07: No practical application. 10-Nov-07: Project Canceled. Project contact has informed Inma that she is no longer interested in pursuing this project.
Baghdad	Value Chain Analysis for the Vegetable Sector	PRT Baghdad 5	02-Jul-07	10-Sep-07	Annual Horticulture	Baghdad	3 Approved Application	Conduct an analysis of the vegetable value chain and provide a report.	06-Nov-07: Searching for a contractor to conduct the analysis.
Baghdad	Baghdad Packing Sheds in Qada'a Regions	PRT Baghdad	10-Sep-07	10-Sep-07	Annual Horticulture	Abu Ghurib	6 Awaiting Further Information	Build packing sheds in the area to provide cold storage and packing facilities.	06-Nov-07: Follow up with project contact in-process.
Baghdad	Milk Collection Center	ePRT Baghdad 5	30-Aug-07	16-Oct-07	Livestock and Feed	Taji	6 Awaiting Further Information	Revitalization of a privately-owned milk collection center.	06-Nov-07: Waiting for more information from the project contact, but he has left Iraq.
Basrah	Basarah Tomato Enterprise	Inma	15-Aug-07	15-Aug-07	Annual Horticulture	Basrah	4 Pending Application	Establish a fully integrated tomato enterprise in Basrah.	06-Nov-07: Needs more information for an approved plan. In the process of conducting a feasibility study. Still in design phase.
Dhi Qar	Thi Qar Poultry Industry	South Iraq PRT	29-Nov-07	29-Nov-07	Livestock and Feed	Nassriya	6 Awaiting Further Information	This project proposes to build capacity within the local poultry industry through the procurement of new equipment and technical assistance.	29-Nov-07: Submitter was sent the JOP scoring rubric and marketing plan. Awaiting receipt of this additional information.
Dhi Qar	Thi Qar Fish Farm	South Iraq PRT	29-Nov-07	29-Nov-07	Livestock and Feed	Nassriya	6 Awaiting Further Information	Establish a fish hatchery to provide fingerlings to local fish farmers.	29-Nov-07: Submitter was sent the JOP scoring rubric and marketing plan. Awaiting receipt of this additional information.
Diyala	Agricultural Media Program in Diyala	PRT Diyala	05-Nov-07	10-Nov-07	Other	Ba'quba	4 Pending Application	The PRT would like to purchase the Diyala	06-Nov-07: Needs to be reviewed. Does not have a

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
								Media Center and provide agricultural programing to the region.	commercial linkage or practical application for Inma. 20-Nov-07: Proposal has been reviewed and approved by the JO review committee. An email has been sent to the applicant inviting him to submit an application.
Diyala	Diyala Wheat and Barley Fall Planting Program	PRT Diyala	01-Oct-07	01-Oct-07	Livestock and Feed		2 Project In-Progress		06-Nov-07: In-Progress.
Diyala	Diyala Butcher's Focus Group	PRT Diyala	30-Jul-07	30-Jul-07	Livestock and Feed		1 Project Completed	Survey and report on the practices of butchers in the Diyala province.	06-Nov-07: Completed, but final report needs to be edited. Job order is not on file.
Diyala	Ali Sheik Dara's Fish Farm		02-Sep-07	02-Sep-07	Livestock and Feed	Ba'quba	8 Cancelled	Construct six fish ponds in order to establish a fish farm.	06-Nov-07: Project declined, because the proposal requests a new farm to be established and has a focus on production rather than marketing. 14-Nov-07: Project proposal has been closed and cancelled.
Salah al-Din	Food Security in Salah ad Din Province	New Mexico State University	07-Aug-07	16-Aug-07	Annual Horticulture		7 Asked to Resubmit	Focus on rural education of food preservation through extension.	06-Nov-07: JO returned because many major activities take place in Jordan.
Salah al-Din	Private Veterinary Clinic Model	PRT Salah ad Din	18-Sep-07	03-Nov-07	Livestock and Feed	Tikrit	5 Approved Proposal	Establishment of a model veterinary clinic in the province in order to create a standard for private veterinary clinic ownership.	06-Nov-07: Asked to submit an application but have not received one.
Salah al-Din	HOOP House Vegetable Project	PRT Salah ad Din	03-Sep-07	03-Nov-07	Annual Horticulture	Tikrit	5 Approved Proposal	Introduction of a HOOP system in vegetable production for the area.	06-Nov-07: In the process of getting bids for the hoop plastic.
Salah al-Din	Al Baydaa Center for Economic Development	Salah ad Din PRT	21-Nov-07	25-Nov-07	Other	Balad	7 Asked to Resubmit	Offer microfinancing funds to an existing lending	25-Nov-07: The proposal was responded to stating that it lacked a clear linkage to a

PRT Job Order Pipeline a/o 12-07

Province	Project Name	Organization	Date Submitted	Date of Reply	Sector	City	Status	Description	Comments
	Microfinance							institution to support the revitalization of the agribusiness sector in the area.	sustainable agribusiness value chain. 09-Dec-07: The proposal was again inquired about with the reiteration of before, because the applicant has not answered the previous question.
Salah al-Din	Agricultural Market Hub for Balad	PRT Salah ad Din	18-Sep-07	03-Nov-07	Annual Horticulture	Balad	5 Approved Proposal	Establish an agricultural market for the city of Balad.	06-Nov-07: Asked to submit an application but have not received one.
Tameen	Salihi Poultry Project	PRT Kirkuk	02-Sep-07	10-Sep-07	Livestock and Feed	Kirkuk	8 Cancelled	Assist with the establishment of a privately-owned poultry enterprise.	06-Nov-07: Awaiting further information from the project contact that has been requested by Inma staff. 15-Dec-07: Project has been cancelled by Inma technical staff.

APPENDIX E: Project Staff

Expatriate Staff

EMPLOYEE NAME		CITIZENSHIP	LOCATION	CONTRACTOR	
AGUSTIYANTO PUJO C.	Rapid Response Surge	US	HQ	LBG	IT Specialist
AQIQI DERGHAM	Rapid Response Surge	TCN	FIELD	LBG	Engineer
AQIQI MILOOK	Rapid Response Surge	TCN	FIELD	LBG	Gender Policy
ATCHA SHEHNAZ	Technical Manager	TCN	HQ	LBG	
ARIZO-NINO EDGAR	Rapid Response Surge	US	FIELD	TAMU	Agricultural Economist
BELL CHARLES H	Senior Technical Advisor	US	HQ	LBG	
BIRCH DEBORAH	Rapid Response Surge	US	HQ	LBG	Web and Extranet
CRAWFORD JOHN	Rapid Response Surge	US	FIELD	TAMU	PRT Coordinator
DOSE ROBERT	Rapid Response Surge	US	FIELD	TAMU	Annual Horticulture Lead
ELIAH ELAINE	PR/Communications Manager	US	FIELD	LBG	
EVANS GERALD	Rapid Response Surge	US	FIELD	LBG	Advisor to COP
GAYMON NICOLE G.	Home Grant Assistance	US	HQ	LBG	
GOODSPEED ALEXANDER A.	Contract Administrator	US	HQ	LBG	
HENRY DONALD E.	DCOP	US	FIELD	LBG	
ILYAS MOHAMMAD	Ag Processor Specialist	TCN	FIELD	ARD	
JACOBI ROBERT	Technical Backstop	US	HQ	ARD	
JEANS JOHN L.	Rapid Response Surge	US	FIELD	LBG	
JEYTE LEYLA	Rapid Response Surge	TCN	FIELD	LBG	Travel and Logistics
	Local Partnership/Institution				
JOHNSON SCOTT	Coordinator	US	FIELD	ARD	
KING JOEY	Logistics Support	US	FIELD	TAMU	
	Processing/Agribusiness				
LAOS ANTHONY	Advisor	US	FIELD	TAMU	
MAGERS BRYAN	Rapid Response Surge	US	HQ	LBG	Database Programmer
MAHDU OMCHAND	Financial Manager	TCN	FIELD	LBG	
MATEEN RABIHAH A.	Rapid Response Surge	US	HQ	LBG	Technical Support
MATTES STEPHANIE L	Contract Administrator	US	HQ	LBG	
MERKEL ALBERT	Rapid Response Surge	US	FIELD	LBG	Technical Advisor
MOHAMOUD SAGAL	Rapid Response Surge	US	FIELD	LBG	Administrative Support
NADEEM QAISAR	Rapid Response Surge	TCN	FIELD	LBG	
OBIERO ADDAH	Rapid Response Surge	TCN	FIELD	LBG	

PRICE EDWIN	Farming Systems Economist	US	FIELD	TAMU	
REED BRADLEY W.	Rapid Response Surge	US	FIELD	LBG	GIS Mapping
SCOTT WILLIAM	Home Office Support Policy/Competitiveness Manager	US	HQ	AGLAND	
SCOTTI FRANCO	TCN	TCN	FIELD	LBG	
SLUSSER DAVID	Rapid Response Surge	TCN	FIELD	AGLAND	
STONE DUANE	Rapid Response Surge	US	FIELD	LBG	Aquaculture
WALSBORN ROCKY	STTA	US	FIELD	AGLAND	Date Specialist
WEEKS HERSCHEL P.	COP	US	FIELD	LBG	
ZILVERBERG CODY	Rapid Response Surge	US	FIELD	TAMU	Education Program Development