



**USAID** | **IRAQ**  
FROM THE AMERICAN PEOPLE

# INMA QUARTERLY REPORT JUNE-SEPTEMBER 2007



**Inma**  
AGRIBUSINESS PROGRAM

Inma (which means growth in Arabic) is funded by the United States Agency for International Development (USAID) and implemented by a consortium led by The Louis Berger Group, Inc.

# INMA QUARTERLY REPORT JUNE - SEPTEMBER 2007

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# 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

On-Site Leadership W. Carson Coleman (Chief of Party)  
XX (Deputy Chief of Party)

On-Site Project Staff: (Details provided in Appendix A)

Long-term (Expats):

Long-term (TCNs):

Short-term (Expats):

Short-term (TCNs):

Off-Site Project Staff: (Details provided in Appendix A)

Iraqi Staff: (Details provided in Appendix A)

Meetings with Iraqi Counterparts and Agencies:

Number of meetings: (Details provided in Appendix C)

Total meeting hours: (Details provided in Appendix C)

Meetings with USG / Contractor / Donor Coordination Meetings:

Number of meetings: (Details provided in Appendix D)

Total meeting hours: (Details provided in Appendix D)

## 2. TECHNICAL COMPONENTS

Inma has received and reviewed a number of proposals submitted by the PRTs and other applicants. The table below provides a synopsis of the status of approved job order proposals.

**Table 1: Approved Job Order Proposals by Component**

Component	Approved Job Order Proposals
A. Crop Diversity and Livestock Productivity	Al- Anbar Feed Grains Promotion Project Diyala Butchers Focus Group Widows Greenhouse Nursery Anbar Fall Wheat Planting Basrah Tomato Enterprise Baghdad Farmer's Markets Fallujah Farmer's Equipment Co-op Assess Fish Farming Capabilities and Feasibility Early Bloomer Greenhouse Introduction of New Vegetable Crops Animal Feed Mill Euphrates Fish Company
B. Agriculture Related Information Systems	
C. Soil Reclamation and Water Resource Management	Irrigation Canal Assessment Water Well Irrigation Analysis Irrigation Pump Maintenance Solar Powered Irrigation Pilot Program
D. Competitiveness of Agribusiness Enterprises	
E. Domestic and Foreign Partnerships	

### A: CROP DIVERSITY AND LIVESTOCK PRODUCTIVITY

#### Ongoing Activities

**Al-Anbar Feed Grains Promotion Project.** This feed grain establishment promotional project is demonstrating immediate agricultural progress and capacity in the Al-Anbar Province. This activity will institute an option for a second cropping scheme per year that will increase farm incomes, provide import substitution and promote a local source for the primary component of poultry feed. This local feed source will immediately act as an import substitute for currently imported maize, which is being used in the livestock, feed sector. Locally grown maize will increase food security and will reduce costs due to lower transaction and transportation expenses.

This initial activity will promote and encourage maize production in subsequent years which promotes longer-term reestablishment of the poultry feed industry. A local source for feed is essential to supply and re-vitalize the poultry industry in Iraq. At present bulk ingredients for the livestock, feed industry is imported.

**Livestock Sector Rapid Appraisal Exercise (Diyala Butcher Focus Group):** This project has been completed and deliverables are being translated. The data will help Inma understand the wholesale supply of livestock at the production level relevant to the value chain of meat products in Diyala Province and throughout Iraq. Furthermore, this activity will provide Inma with performance indicators regarding live animal prices, supply and marketing constraints, approximate numbers of species and access, feed supply, animal health, import substitution and potential export markets opportunities.

**Preparation of PERSUAP:** Per USAID regulations and the results from the Inma IIE, a PERSUAP is being prepared to establish the protocol for usage of fertilizer and pesticides under the Inma program.

### Review of Proposals

Proposals have been received for the following activities, and are currently being evaluated and refined:

- a. Promotion of Small Scale Lamb Fattening Enterprises in Iraq (ICARDA)
- b. Re-Establishment of Small Scale Feed Block Enterprises in Iraq (ICARDA)
- c. Strategic Planning For The Strengthening Of The Iraqi Agro-Ecological Zones Mapping Program (ICARDA)
- d. Strengthening Income Generation and Food Security in Agricultural Communities of Iraq's Salah ad-Din Governorate (New Mexico State University)
- e. Agricultural supply chain workshops for Diyala and Al-Anbar Provinces (Uni. Hawaii)

### Review of Concept Notes

Concept notes have been received from PRTs in Al Anbar requesting Inma support for the following. These concepts are currently being evaluated and expanded:

- a. Vet Campaign to villages to provide basic veterinary services to local residents at no or a low fee.
- b. Cattle By-Products: work with farmers, butchers, etc to find uses for by-products and provide technical assistance on how to properly handle and market these by-products.
- c. Introduction of new or improved high value vegetable crops and cropping methodologies
- d. Developing the Poultry Industry by working with medium to large-scale poultry processors, small-scale (backyard) poultry producers, and poultry producer associations.
- e. Developing the Fish Farm Industry by working with medium to large-scale fish processors and fish farm producer associations.
- f. Revitalizing the Date sector by working with local date producers to revitalize their production and productivity, in order to increase the amount of dates produced and the price received for these dates. It will also develop ways to add value to Anbari dates before they are exported from the province.
- g. Establishment of a flower and plant nursery with the major aim of selling the products and using the revenue for funding activities geared toward

improvement and development of women, especially poor and vulnerable widows.

- h. Animal Health and Zoonotic Disease Awareness and Extension Program to raise awareness among the rural population, particularly women about the zoonotic diseases transferred from animals to man.

## **Deliverables/Quantifiable Outputs**

## **Training/Events**

## **Activities Planned for Next Month**

**Diyala Agricultural Conference:** This will be a cooperative effort between RTI, Inma, USAID, and the PRT's. The participants will be the Diyala DG of AG, DG Vet, DG of Irrigation, Provincial Council Agricultural Committee, and the Diyala Agricultural Union. The conference will be focused on farmers technical and problem solving needs. This will be a three-day event with speakers from throughout the donor and NGO community. This event will probably take place in late October.

Topics will include:

- Irrigation
- agricultural credit
- revitalizing the poultry industry
- beekeeping
- date production
- citrus production
- livestock production
- cattle production
- organizing an agricultural committee in a Provincial Council
- forming a Production Credit Association

## **Issues for USAID Attention**

## **B: AGRICULTURE RELATED INFORMATION SYSTEMS**

### **Ongoing Activity**

Agriculture Market Information System (AMIS): discussions underway with ICARDA and US military regarding ongoing funding for the AMIS system currently being managed by ANKA. Current funding ceases in mid October. Unclear yet whether military will continue to fund, or whether Inma will fund direct or via ICARDA. Future program proposal must have strong sustainability component.

## **Deliverables/Quantifiable Outputs**

### **Training/Events**

### **Activities Planned for Next Month**

### **Issues for USAID Attention**

## **C: SOIL RECLAMATION AND WATER RESOURCE MANAGEMENT**

### **Ongoing Activities**

***Agriculture Infrastructure Assessment:*** The proposed activity will assess the overall infrastructure needs including irrigation, soil reclamation, roads, and cold/dry storage chains needed to ensure the sustainability of Inma agricultural investments. The first step will be to identify the priority canals that require infrastructure improvements and cleaning in and around the maize feed introduction sites in Al Anbar, moving into Diyala. A key task will be to review the current state of repair of canals including the pumping stations and drains to see what civil repair works are required. Once this is done, it will be necessary to evaluate how the civil works could be accomplished under the current security conditions.

### Review of Concept Notes

Concept notes have been received from PRTs in Al Anbar requesting Inma support for the following. These concepts are currently being evaluated and expanded:

- Improve damaged portions of the Anah Irrigation system and improve agricultural productivity in the area.
- Completion of Irrigation systems and to determine why irrigation piping is stored and not in use and get this piping installed.
- Concept for supply of watering points for livestock grazing in semi-arid areas currently being assessed.

## **Deliverables/Quantifiable Outputs**

### **Training/Events**

### **Activities Planned for Next Month**

### **Issues for USAID Attention**

## **D: COMPETITIVENESS OF AGRIBUSINESS ENTERPRISES**

***Feed and Cereal VCA:*** This value chain analysis (VCA) of the feed and cereal sector will provide a clear understanding of the key participants, the structure, and function of participant relationships and the factors influencing the feed and cereal sector competitiveness. The VCA will also provide an understanding of the principal constraints to competitiveness and the opportunities to achieve higher performance levels. After participant stakeholders have confirmed and prioritized opportunities and constraints, the VCA team will address the opportunities and constraints with the greatest potential to impact the competitiveness of the feed and cereal industry.

## Review of Proposals

Proposals have been received for the following and are currently being evaluated and refined:

- a. Vegetable VCA
- b. Dairy VCA
- c. Re-Establishment of Small Scale Feed Block Enterprises in Iraq (ICARDA)
- d. Village-based Seed Enterprise in the Anbar, Dyala, and Ninawa Districts of Iraq (ICARDA)
- e. Agricultural Association Building by strengthening nascent agricultural associations that have already formed.

### **Deliverables/Quantifiable Outputs**

### **Training/Events**

### **Activities Planned for Next Month**

### **Issues for USAID Attention**

## **E: DOMESTIC AND FOREIGN PARTNERSHIPS**

## Review of Proposals

Proposals received for the following and are currently being evaluated and refined:

Strengthening Extension in Salah Ad-Din Governorate to Deliver Programs in Home Food Processing of Surplus Fruit and Vegetables by Rural Iraqi Women. (New Mexico State University)

Input Dealer Trade Show to facilitate the linkage between national input dealers and local farmers to increase the availability of improved seeds and equipment.

### **Deliverables/Quantifiable Outputs**

### **Training/Events**

### **Activities Planned for Next Month**

### **Issues for USAID Attention**

# 3. MOBILIZATION OF PERSONNEL

## Issues for USAID Attention

### Background Investigations and CACs

A number of constraints have arisen that have started to impact on mobilization, and the timely fielding of personnel, and their deployment to Iraq. The CAC process has been put on permanent hold until the Federal Agency Background investigation issue has been resolved, thus affecting mobilization. It appears that fingerprint results will be required, and the results must be obtained before any personnel are deployed to Iraq. USAID Washington does not recommend sending Americans to Iraq without CACs. USAID Washington does not know the length of time required to complete background investigations, thus creating uncertainty in meeting mobilization deadlines and time frames. We are unable to deploy personnel without CACs, since CACs are vital for staff to perform their jobs in the country. In order to continue rapid mobilization, two individuals are going to travel to Baghdad without CACs. Once in the country they will apply for MNF-I badges; because of certain prohibitions, these badges do not provide full privileges to allow personnel to perform their functions effectively. The TCNs have no choice because the MNF-I badge is the only form of ID to be issued to them. For the next ninety days, CAC renewals, however, can be processed without background checks and fingerprinting.

The decision by USAID not to process CACs without a Federal Agency Background Investigation has also affected the signing of the letter of authorization (LOA). The LOA serves an important purpose, allowing the individual to have privileges while in Iraq (emergency medical listed as the most important) whether the candidate is an American or a TCN. For a TCN to receive a signed LOA the procedure has remained the same, but for the Americans, we are unclear as what steps to follow. USAID Washington has not made any decisions yet on how to obtain a signed LOA, thus further impacting mobilization. This will affect the next scheduled wave of mobilization for September, for several personnel who have already been approved.

Despite these constraints, mobilization of personnel has commenced at a steady pace and a number of positions have been filled, and are in the process of being filled. The table in Appendix A - On-Site Iraq and Off-Site Us Project Staff provides a synopsis of status of mobilization to date.

## 4. OPERATIONAL TASKS

The Inma team at HQ in Washington DC has been working on the following operational tasks:

### **Ongoing Tasks / Activities**

- a. The PRT portal
- b. Job Order Field Support Program Guideline
- c. Job Order database development to track and monitor all project activity
- d. Contract finalization with all subcontractors
- e. The Work Plan has been completed and submitted for approval
- f. The Workforce Development Plan has been completed and submitted for approval
- g. The Monitoring and Evaluation Plan is currently being prepared
- h. The Mobilization, Flexibility, and National Coverage Plan is completed and has been submitted for review
- i. The Grants Manual, the field disbursement documents and process, and the RFA template are completed and submitted for review
- j. Ongoing discussions on contracting procedure with USAID Iraq CO
- k. Establishment of additional facilities at the Baghdad compound

### **Deliverables/Quantifiable Outputs**

- Planning, logistics, and preparation for kick off meetings the week of June 4<sup>th</sup> for USAID and the Inma team
- Preparation of materials and presentations for introductory meetings in Baghdad
- Workforce Development Plan
- Mobilization, Flexibility and National Coverage Plan
- Grants Manual

### **Deliverables Planned Next Month**

## 5. COMMUNICATIONS/OUTREACH

In July, the Inma team advanced development of a program website and program identity materials. The Inma Branding and Marking Plan was submitted to the Contracting Officer.

### Ongoing Tasks / Activities

#### Design/Construction of Inma Website ([www.inma-iraq.com](http://www.inma-iraq.com) )

The web development team proceeded with design and construction of the program website, which will support the external and internal communications objectives of Inma. The website's target audience includes the general public, the Iraqi agricultural community, GOI counterparts, USAID, the PRTs, members of the Inma management and implementation team, and other stakeholders in agricultural development in Iraq.

The program website, still under development, consists of three components:

1. **Public Website:** The Inma public website will address the public in both English and Arabic. The overall design intent is to create a friendly but professional, easy to navigate, colorful and informative website that will provide visitors with a general understanding of Inma's goals, activities and accomplishments and that will foster good will for USAID, the US Government and the American people. The site will also serve as an on-line bulletin board where prospective suppliers and subcontractors can learn about tender opportunities.
2. **Extranet:** A password-protected program extranet with tiered security levels will support communications between USAID and the Inma implementation team through a Web-based document management system. The extranet will store and dispense reports, approvals and other program documents to USAID and geographically dispersed members of the Inma implementation team. It will also provide access to online tools such as deliverable submittal and approval systems.
3. **PRT Portal:** The PRT portal will support and facilitate communications between the PRTs and the Inma implementation team. It will consist of forums and discussion threads and will be a place where PRTs can post questions and obtain information and updates about their projects.

As development of the public website moves forward, the COP, in collaboration with the website development team, will coordinate closely with USAID to ensure that the site is aligned with USAID communication goals for the Inma Agribusiness Program and that it complies with USAID branding, XWeb, and Section 508 requirements.

### Program Identity Materials

Design of an Inma graphic identity is underway along with design of project business cards, administrative stationery, and templates for program materials. All will be developed in conformance with USAID Graphic Standards Manual and ADS Chapter 320 requirements for Branding and Marking.

### **Deliverables/Quantifiable Outputs**

A domain for the Inma website was registered ([www.inma-iraq.com](http://www.inma-iraq.com)) and the website development team began design and construction of the website.

The Inma Branding and Marking Plan was submitted to the Contracting Officer in accordance with contract requirements.

### **Activities Planned Next Month**

- a. Complete design and construction of the PRT Portal and stage for review by USAID prior to going live;
- b. Complete design and construction of the Inma Extranet and make it available to the Inma implementation team and USAID;
- c. Finalize development of program identity materials;
- d. Continue design and construction of the Inma Public Website, aiming for a launch date in late September or early October. Content for the public website will be developed and published through the collaborative efforts of the Development Communications Specialist and the Public Relations Manager, with input from the technical team. As development of the public website moves forward, the COP, in collaboration with the website development team, will coordinate closely with USAID to ensure that the site is aligned with USAID communication goals for the Inma Agribusiness Program and that it complies with USAID branding, XWeb, and Section 508 requirements. Once built, tested and populated, the website will be made available to USAID for review and acceptance prior to going live.

# APPENDICES

## APPENDIX A

### On-Site Iraq and Off-Site Us Project Staff

PROJECT STAFF PER COMPONENT		Expatriate		TCN		Iraqi	
		LTTA	STTA	LTTA	STTA	LTTA	STTA
<b>MANAGEMENT</b>							
1.	Herschel Weeks, COP	Onsite					
2.	W. Carson Coleman, DCOP	Onsite					
3.	Richard Hicks, DCOP*	Onsite					
* resigned from project as of 8/10/07							
<b>Component A: Crop and Livestock Diversity</b>							
1.	Tony Laos, Processing/Agribusiness Manager	Onsite					
2.	Robert Dose, Agriculture Marketing Specialist	Onsite					
3.	Ed Price, Farming System Econ.		Onsite				
4.	Alan Schroeder, Pesticide Management Specialist		DC				
5.	David Slusser, Value Chain Specialist	Onsite					
6.	Edgar Ariza-Nino, Agriculture Economist		Onsite				
7.	Cody Zilverberg, Agriculture Education Development Specialist		Onsite				
8.	John Jeans, Agricultural Science Trainer		Onsite				
<b>Component B: Agriculture Related Information Marketing Systems</b>							
1.							
<b>Component C: Soil Reclamation and Water Resource Management</b>							
1.	Guy Fipps, Water Management Specialist		Onsite				
2.	Richard Tinsley, Agribusiness Specialist		Onsite				
<b>Component D: Competitiveness of Agribusiness Enterprises</b>							
1.	Scott Johnson, Local Partner/Institution Coordinator	Onsite					
2.	Franco Scotti, Policy/Competitiveness Manager			Onsite			
<b>Component E: Domestic and Foreign Partnerships</b>							
1.							
<b>OPERATIONS</b>							
1.	Mark Wease, Procurement (50% w/Izdiyar)		Onsite				
2.	Syed Razvi, Financial Manager			Onsite			

PROJECT STAFF PER COMPONENT		Expatriate		TCN		Iraqi	
		LTTA	STTA	LTTA	STTA	LTTA	STTA
3.	Don Henry, Operations Manager*		Onsite				
4.	Addah Obiero, Financial Officer/Grants Support		Onsite		Onsite		
5.	Qaisar Nadeem, Grants Distribution Manager				Onsite		
6.	Firas Daraneh, Logistics and Travel Coordinator				Onsite		
7.	Raja Sherriff, Monitoring and Evaluation Manager-	Onsite					
8.	Joey King, Job Order Manager		Onsite				
10	Elaine Eliah,PR/Communications Manager	Onsite					
11	Randy Fritz, PRT Coordinator		Onsite				
12	Eric Richardson, M&E		Onsite				
13	Al Merkel, Workplan/Agricultural Advisor		Onsite				
14	Bryan Magers, Database Specialist						
15	Leyla Jeyte, Administrative Assistant				Onsite		
16	John Crawford, Job Order Facilitator		Onsite				
* Onsite week of August 12							
<b>HOME OFFICE SUPPORT</b>							
1.	Charles Bell, Technical Advisor		Onsite/ DC				
2.	Margarita Cronin, Contracts		DC				
3.	Omchand Madhu*, Contracts Administrator		Onsite/ DC				
4.	Nicole Gaymon, Mobilization		DC				
5.	Stephanie Mattes, Mobilization Support		DC				
6.	Alex Goodspeed, Mobilization Support		DC				
7.	Shehnaz Atcha, Technical Backstop		DC				
8	Furhana Wehelie, Job Order Support		DC				
9.	Deborah Birch, Website Development		DC				
10	Bradley Reed, GIS Mapping Technician		DC				
11	Pujo Augustiyanto, Information Technology Management Specialist		DC				
12	Sagal Mohamoud, Administrative Assistant		DC				

The Baghdad and Erbil offices staff is growing quickly to support the Inma team and the STTA that is currently deployed. As the permanent expatriate Inma staff grows to 25 in November/December, the local staff numbers will grow accordingly.