



United Nations Industrial
Development Organization

Food and Agriculture Organization
of the United Nations



United Nations Development Programme
United Nations Development Group Iraq Trust Fund



COMPLETION REPORT FOR PROJECT:

Promotion of cottage and micro industries in rural and
urban areas of southern Iraq

Project No. A5-06



Raising food security and alleviating poverty of vulnerable households by introducing them to small-scale income generating cottage industry activities in Southern Iraq Governorate Thi-Qar

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I. Summary

Participating UN Organisation:

UNIDO & FAO

Cluster:

Cluster A, of the UNDG ITF (Agriculture, Food Security, Environment and Natural Resource Management)

Project No. and Project Title: A5-06

- FB/IRQ/04/001 (UNIDO)
- OSRO/IRQ/405/UDG (FAO)

Promotion of cottage and micro industries in rural and urban areas

Project Location/Region/Province:

Thi-Qar Governorate-Iraq, which is a mainly agricultural province, located about 350 km south of Baghdad.

Reporting Period:

November 1st 2004 - December 31st 2007

Report Number:

Final Completion Report

Counterpart organisations / implementing partners:

- Ministry of Agriculture (MoA)
- Ministry of Labour and Social Affairs (MoLSA)
- Ministry of Planning and Development Cooperation (MoPDC)
- Baghdad University
- Thi-Qar Governorate

Project cost:

5,013,001.00 USD

Abbreviations and acronyms:

UNDG- ITF	United Nations Development Group Iraq Trust Fund
CTA	Chief Technical Advisor
FAO	Food and Agriculture Organisation of the United Nations
GOI	Government of Iraq
IDP	Internally Displaced Person
IRFFI	International Reconstruction Fund Facility for Iraq
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoLSA	Ministry of Labour and Social Affairs
MoPDC	Ministry of Planning and Development Cooperation
NDS	National Development Strategy
NPC	National Project Coordinator
PMU	Project Management Unit
PSC	Project Steering Committee
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
VTC	Vocational Training Centre

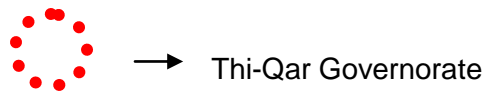
Project Duration:

November – December
1st 2004 31st 2007

Map of Project Country/Region/Location



Figure 1 Iraq Map



II. Executive Summary

The following Final Report examines the project for the “Promotion of Cottage and Micro Industries in Rural and Urban Areas”, funded by the Italian earmarked contribution to UNIDO under Cluster A (Agriculture, Food Security, Environment and Natural Resources Management) of the United Nations Development Group Iraq Trust Fund and jointly implemented by UNIDO and FAO in Thi-Qar Governorate from 1 November 2004 to 31 December 2007. Due to the security situation in Iraq, the project was implemented through a Project Management Unit in Amman (Jordan) and a National Project Coordinator in Nassiriyah (Iraq). Partners from the Government of Iraq were the Ministry of Agriculture, the Ministry of Labor and Social Affairs, the Ministry of Planning and Development Cooperation and Thi-Qar Governorate. Furthermore, a Project Steering Committee, composed of representatives of all stakeholders, was established to coordinate strategy and implementation modalities, ensure transparency and promote ownership of the project among stakeholders.

With the overall goal of raising food security and alleviating poverty of vulnerable households by introducing them to small-scale income generating cottage industry activities, the project aimed to achieve the following immediate objectives:

- Introduce vulnerable households to appropriate and sustainable small scale income generating activities
- Upgrade the skills base of households actively engaged in cottage activities in the project areas
- Establish cottage activity associations
- And establish cottage industry facility centres to act as project focal points.

To this end, a number of activities were conducted during the implementation phase, e.g. the preparation of an inception report, selection of project sites and beneficiaries, identification of cottage activities and processes, establishment of vocational training centres, development of training materials, training of trainers and beneficiaries, support for business associations and provision of monitoring and mentoring services.

During the three years of its implementation, the project has successfully created three vocational training centres, developed 66 sets of training materials, trained 62 trainers and 1516 beneficiaries, established 15 associations, prepared local production of tools and equipment,

distributed 768 units of equipment and provided intensive monitoring and mentoring services to beneficiaries and associations. While these project outcomes demonstrate considerable achievements and progress towards capacity-building in southern Iraq, project implementation also encountered some difficulties and challenges, such as managing a diverse project with many stakeholders, dealing with a deteriorating security situation in the field and consequently having to coordinate the project from a distance, and experiencing delays in establishing the associations and constructing a training centre.

Overall, however, the objectives set out at the beginning were achieved. With its comprehensive, multi-faceted approach to capacity building the project has contributed to the establishment of appropriate and sustainable small-scale industries in non-food and food processing sectors, the strengthening of local public institutions and the income generating capacities of vulnerable households. Upgrading technology and know-how, raising technical and business skills, and providing machinery, tools and material resources raised national capacities for development – and is expected to do so after project completion.

Project background

The project for the “Promotion of Cottage and Micro Industries in Rural and Urban Areas” is implemented in Iraq, which since 1980 has experienced wars, sanctions, political breakdown and civil violence. As a result, institutional and infrastructure capacity has dramatically deteriorated, and rural and urban livelihoods have become increasingly insecure. In 2003 it was estimated that over 40% of the Iraqi population is unemployed and that 50% are food insecure.

In June 2003 an Iraq Donors Meeting was held in New York. At the request of the donors attending this meeting, the United Nations Development Group (UNDG) and World Bank designed the International Reconstruction Fund Facility for Iraq (IRFFI), launched in early 2004, to help meet the funding requirements of the UNDG and World Bank reconstruction and development assistance in Iraq. It helps donors channel their resources and coordinate their support for Iraq, aiming to ensure swift responses for financing priority expenditures, including reconstruction activities, sector-wide programmes, investment projects, technical assistance and other development activities.

IRFFI has two trust funds for donor contributions, each with its own characteristics and procedures: (1) the World Bank Iraq Trust Fund, administered by the World Bank Group, and (2) the UNDG Iraq Trust Fund (ITF), which is administered by the United Nations Development Programme (UNDP) on behalf of itself and Participating United Nations Organizations. UNDG ITF helps finance the implementation of the activities entrusted to the UN system in Iraq by its executive bodies, particularly during the transition phase. It focuses on the sectors in which the UN has carried out needs assessments and on funding quick-impact projects and transition

activities, which need to be implemented in a rapid and flexible way. Its functions cover technical assistance and capacity building across currently ten clusters and five cross-cutting thematic areas.

Against this background, FAO and UNIDO joined in 2004 to formulate a project, which aims at raising food security and alleviating poverty of vulnerable households, especially women and women-headed households, in southern Iraq by introducing them to small-scale income generating cottage industry activities. The project proposal was reviewed and endorsed by the Iraqi Government and the UNDG ITF Steering Committee and its costs of US\$ 5,013,000 were funded by the Italian earmarked contribution to UNIDO under Cluster A of the UNDG ITF (Agriculture, Food Security, Environment and Natural Resources Management).

III. Purpose

III.I Main objectives and outcomes expected as per approved project document:

The project aimed to achieve the overall objective of raising food security and alleviating poverty of vulnerable households by introducing them to small-scale income generating cottage industry activities.

The immediate objectives were:

- Introducing vulnerable households to appropriate and sustainable small scale income generating activities.
- Upgrade the skills base of households actively engaged in cottage activities in the project areas (1,500 direct and an estimated 7,500 indirect beneficiaries).
- Establish cottage activity associations and establish cottage industry facility centres to act as project focal points.

The expected outcomes were the establishing of sustainable and profitable cottage and micro industries and the covering of food-processing as well as non-food sectors (such as metal-and woodworking, textiles and pottery). Further the forming of effective operating business associations in the communities and the strengthening of the capacity of local public institutions; through established and technologically upgraded training centres and training of trainers.

III.II Reference to how the programme/project related to the UN Assistance Strategy to Iraq and how it aimed to support Iraq national development goals and the Millennium Development Goals:

By targeting the micro and cottage industries in food and non-food sectors, the project- in line with the Iraq National Development Strategy (NDS) and the UN Assistance Strategy for Iraq- aimed at raising incomes by enabling vulnerable groups to become self-employed and at contributing to sustainable food production and value addition. The project also directly contributes to the attainment of the Millennium Development Goals (MDG) in Iraq, i.e. to “eradicate extreme poverty and hunger” (MDG Goal1) through its promotion of income-generating activities and employment, and to “promote gender equality and empower women” (MDG Goal3) through the inclusion of women in all project activities and decision-making. Indirectly, the project contributes to other MDG Goals (2, 4, 5 and 7) through its capacity building, training interventions and improvement of the food security situation.

III.III Project Management arrangements

The project is jointly Implemented by UNIDO and FAO. In December 2004 the two agencies signed an Inter-Agency Agreement- the first of its kind in the UNDG-Iraq programme- to provide their complementary expertise for achieving the project objectives.

The project was implemented through a Project Management UNIT FAO/Iraq project office, located in Amman (Jordan) where the Project Chief Technical Adviser (CTA) is based and through a National Project Coordinator (NPC) based in Nassiriyah (Thi-Qar Governorate, Iraq).

At the Headquarters of the two Agencies, project managers and focal points were assigned to coordinate the overall planning and implementation of the project.

Overall project management and leadership were with the Agro-Industry Branch of UNIDO. On the ground, project supervision was carried out by the joint UNIDO/FAO office in Amman and the NPC in Nassiriyah. Construction works of the project were supervised by independent civil engineers specifically contracted in the project area for this purpose.

Furthermore a Project Steering Committee (PSC) was established, which was composed of representatives from MoA, MoPDC, MoLSA, UNIDO, FAO, the donor and the Thi-Qar Governorate. The role of the PSC was to advise and coordinate the strategic and planning issues and implementation modalities. This helped ensure transparency and promote ownership of the project among all stakeholders.

In addition to the CTA, the NPC and the focal points of the different ministries, the project recruited national and international short-term consultants for specific technical activities. The project also cooperated with Baghdad University and other vocational training institutes for specialized training of trainers' courses and the development of training manuals.

IV. Resources

IV.I Total approved budget and summary of resources used for the project from the UNDG Iraq Trust Fund (and non-Trust Fund resources where applicable):

IV.I.I UNDG ITF funds received

The total costs of 5,013,001.00 \$ were funded by an earmarked Italian contribution to UNIDO Cluster A of the UNDG ITF after the project proposal was reviewed and endorsed by the Iraqi Government and the UNDG ITF Steering Committee.

Category	Approved Budget \$	Total Costs \$
1. Personnel	1,088,000	905,231.94
2. Contracts	1,646,000	865,186.84
3. Training of Counterparts	600,000	820,520.61
4. Transport		
5. Supplies and commodities	100,000	
6. Equipment	851,000	1,706,624.76
7. Travel (transport included)	175,000	156,757.79
8. Security	92,000	38,115.97
9. Miscellaneous	133,000	139,398.38
10. Indirect support costs (UNIDO)	328,000	314,843.94
Total	5,013,000	4,946,680.23

Table 1 According to the 10 broad categories the budget was allotted as following

IV.I.II Human Resource

National Project Staff /Assistants/Consultants UNIDO

Title	Number	Days / Weeks / Months
Accounting/clerical assistant	1	20.9 months
Procurement Clerk at HQs	1	8 months
Financial Assistant	2	1) 5.5 months 2) 15.6 months
Project Assistant	1	10.6 months
Project Assistant– Formation & Mentoring Association	1	9.5 months
Project Assistance-	1	9.5 months

Non-food equipment		
Project Assistance- Food equipment	1	9.5 months
National Project coordinator	1	33.8 months
Cottage Industries Expert	1	14.7 months
Mechanical Engineer	1	3 months
Liaison Officer	1	5.5 months
Project Evaluator	2	1) 3 months 2) 3 months
	Σ 14	

ational Project Staff /Assistants/Consultants FAO

Title	Number	Days / Weeks / Months
Supervising Engineer	2	11 months
Consultant/Dairy Processing Pilot Plant of the Project	1	3 weeks
Consultant/Preparation of Training Manual for the Food Processing Plant	1	10 days
	Σ 4	

Table 2 National Staff

International Project Staff /Assistants/Consultants FAO

Title	Number	Days / Weeks / Months
Operations Officer	1	9 months
Operations Consultant	1	6 months
Food Processing Consultant	1	1 month
Dairy Processing Consultant	1	1 month
Evaluation Consultant	1	2 months
Senior technical officer	1	38 months
Translator (for technical publications)	3	a) 4 months b) 3 months c) 3 months
	Σ 9	

International Project Staff /Assistants/Consultants UNDIO		
Title	Number	Days / Weeks / Months
Chief Technical Adviser	1	20.7 months
Mechanical engineer	1	1.5 months
Food specialist	1	1 month
Agro Economist	1	0.7 months
Evaluation Expert	1	1.3 months
Socio Economist & Rural Development	1	1 month
	∑ 6	

Table 3 International Staff

IV.I.III Project Assets

See Annex 2

V. Results

V.I An assessment of the extent to which the project has achieved the outcomes and outputs expected

During the three years of its implementation, the project has been successful in achieving its objectives. It has

- *introduced vulnerable households to appropriate and sustainable small scale income generating activities*
- *upgraded the skills base of households actively engaged in cottage activities in the project areas*
- *established cottage industry associations within target communities for related cottage and micro industries and developed cottage industry facility centres to act as project focal points.*

With its comprehensive, multi-faceted approach to capacity building the project has contributed to the establishment of appropriate and sustainable small-scale industries in non-food and food processing sectors, the strengthening of local public institutions and the income generating capacities of vulnerable households. Upgrading technology and know-how, raising technical and business skills, and providing machinery, tools and material resources raised national capacities for development – and will continue to do so after project completion – in at least five respects:

1. Sustainable training centres have been created



As discussed above, the project developed three VTCs and equipped them with appropriate and environmentally sustainable machinery to train trainers and to offer technical and managerial support to individual beneficiaries and micro-enterprise associations. These centres are already playing a major role in the provision of skilled manpower to revitalise the post-conflict economy of Iraq. As the expected life of the VTC equipment is approximately 20 years, the equipment will continue to assist in the training of a large number of trainees (the current training target is 1000 trainees per year). Improving the VTC capacity and capability to provide appropriate services ensured therefore the sustainability of project outputs and results. As the training centres are also incorporated within the missions, strategies and programmes of the counterpart ministries, it can be expected that access to support services for beneficiaries and associations will continue even after project expiry.

2. Training skills have been developed

Affiliated with the training centres are trainers, who – through appropriate training curricula and materials – have been capacitated to provide continued technical, managerial and entrepreneurial support services to project beneficiaries, micro enterprises and target communities.



Those trainers have already become crucial extension and support service staff for the MoA, MoLSA and the rehabilitated VTCs. The trainers are therefore pillars of the project's sustainability enabling strategy in the promotion of small scale income generating cottage activities.

3. Beneficiaries have been trained and provided with start-up resources

A major project strategy involved developing and providing relevant training packages to beneficiaries within a selected group of vulnerable households. By the end of the project a total of 1,516 beneficiaries – of which 55.5% have been women, will have been trained in food and non-food technologies helping them to start income generating activities.



The project also provided a large number of beneficiaries with tools, equipment and raw materials to help start their own cottage activities. It has been estimated that – as a result of training and on-going mentoring – over two thirds of the individual beneficiaries have either become self-employed in a self-established home-based cottage industry or have been hired in an activity related to their field of training.¹ In addition to those direct beneficiaries, there are an estimated 7,500 indirect beneficiaries, thus raising the total number of persons benefiting from the project to approximately 9,000. The project has thus been successful in directly supporting the government strategy geared to create self-employment among vulnerable groups such as women, women-headed households, IDPs and youths.

4. Business associations have been supported

The project encouraged beneficiaries to form associations and micro enterprises with collective ownership of assets and output in order to take advantage of economies of scale, pool member experience and expertise and thereby improve collective well-being.



These business groups were supported in the development of democratic and transparent structures, including balanced profit and cost sharing mechanisms. They were also provided with machinery, equipment and tools, as well as managerial and technical support. Close monitoring and mentoring ensured that difficulties in production and business development were addressed

in a timely manner. It is estimated that more than half of the business associations are successful in achieving a modest to substantial income. They are supporting large families and serving their respective communities with vital services.

5. *National institutional capacity has been increased*

Establishing local institutions fit for purpose was a key component to achieve the project's goal of alleviating poverty by enabling communities to engage in income generating activities. UNIDO and FAO provided – through their on-going consultations – critical technical assistance and capacity building support to partner line ministries, aimed at helping them create an enabling policy environment for the growth and the sustainability of emerging micro-industries in the project area. Continued dialogue to influence government policy and strategy for the development of micro-enterprises ensured project outputs and results are sustainable. In that respect, the project also contributed to trust building in conflict areas. Village elders, community leaders, district and sub-district officials, mayors of cities and beneficiaries through their associations have been participating in the selection of beneficiaries and the identification of cottage activity types and locations. Ensuring stakeholders actively participated in such key decisions enhanced the trust and partnership between project partners. It proved essential in the implementation of transformative action within the communities and is expected to have a lasting effect on community institutions.

V.II Main activities undertaken and achievements/ impacts:

In the pursuit of poverty alleviation and income generation among vulnerable households in Nassiriyah District, the project aimed to achieve three major outputs:

- Sustainable and profitable cottage and micro industries were to be established. These were intended to cover both food-processing as well as non-food sectors such as metal- and woodworking, textiles and pottery.
- In order to raise the sustainability of these micro and cottage industries, the targeted communities were to be supported to create and maintain business associations that effectively combine productive resources such as raw materials, equipment, finance as well as production and marketing experience and skills.
- In order to train the project beneficiaries of the targeted communities in the related food and non-food technologies, in entrepreneurial skills and business management, an important project output was considered to lie in rehabilitating and equipping cottage industry training centres.

Together with a programme that promotes the training of available trainers, this rehabilitation of training centres was expected to reinforce the capacity of local public institutions and to thereby support their efforts for rural and urban development through employment and income generation beyond the duration of the project. By targeting the micro and cottage industries in food and non-food sectors, the project – in line with the national development strategy and the UN Assistance Strategy for Iraq – aimed at raising incomes by enabling vulnerable groups to become self-employed and at contributing to sustainable food production and value addition.

In order to achieve these outputs, a number of preparatory and capacity-building activities were pursued during the project period:

1. Preparation of inception report

At the beginning of the project an inception report was prepared together with the respective ministries and the partner agency FAO. This report provided an overview of project activities and a plan of action. The report obtained agreement from all stakeholders and thus represented an important step for project commencement.

2. Selection of project sites

An international consultant company working in collaboration with UNIDO and GOI was commissioned to conduct a needs assessment survey in Thi-Qar Governorate with the help of the NPC and 12 national staff of two counterpart ministries (MoA and MoLSA). The survey results, presented at the third PSC meeting in August 2005, provided vital information on the distribution of vulnerable groups in urban and rural areas and their access to raw materials and markets. Based on the survey's findings and recommendations, the project sites were selected. They consist of 20 different sub-districts, located in the five districts of Thi-Qar Governorate (Nassiriyah, Al-Chibayesh, Al-Rifa'i, Al-Shatra, Suk Al-Shoyouk).

3. Identification of cottage activities and processes

Equally based on the findings of the consultants' assessment, suitable cottage industries for support and upgrading were identified by the project staff and a cost/benefit analysis of the chosen industries conducted. This resulted in determining 13 financially viable and sustainable sectors, which would be covered by the project activities. They consist of food-processing (date, dairy, fruit and vegetables, and cereals) and non-food processing sectors (woodwork, agricultural machinery repair workshops, metal workshop, blacksmith, sewing and garment making, spinning, reed, handicrafts and carpet making).



4. Selection of vulnerable group beneficiaries



The needs assessment survey further contributed to identifying the project beneficiaries among the vulnerable groups – an activity crucial for achieving the project’s beneficial developmental impact. The Project Steering Committee devised criteria for beneficiaries to be eligible to participate. These related to their status of vulnerability, the family situation (e.g. priority was given to households with a handicapped member), employment status (e.g. priority was given to those where the household head was without source of income or female, while those households with a public sector employee were excluded), their access to resources and markets, as well as motivation and business mentality. Based on those criteria, 1,500 beneficiaries were selected in a transparent process, which involved district and sub-district committees of the counterpart ministries, Thi-Qar Governorate, NGOs and local and religious leaders.



5. Establishment of vocational training centres (VTCs)

Newly building or rehabilitating existing extension and training centres of counterpart ministries and subsequently equipping those VTCs with appropriate technologies was a major capacity-building activity of the project. For the purpose of the project, three VTCs were developed and became focal points for household technology and management training, for input distribution and provision of mentoring, monitoring and marketing support. The VTC of MoLSA in Nassiriyah became the centre for the non-food sectors. It was rehabilitated and welding, agro-mechanics; blacksmith, wood-working, sewing, spinning, weaving and pottery equipment was procured and installed. The VTC in Al-Qorna was newly established to provide non-food technology training in, for instance, date processing, cereal and fruit processing. Due to delays in its construction and equipping (see below), the decision was made in the latter half of 2006 to also rehabilitate the VTC of MoA in Nassiriyah and to transfer equipment in order to provide there temporary training in food processing.

6. Development of training materials

To support the training component of the project, i.e. training of trainers and beneficiaries, appropriate training materials were developed. First, the available training materials were identified, then adapted and developed – also in cooperation with Baghdad University and other vocational training centres – for the project's purposes. In addition, training curricula for the training of trainers were developed. Workshops were organised to discuss the curricula and training materials and to instruct trainers and officials from the vocational training centres in how to use the new training materials.



7. Training of trainers

Trainers, nominated by their respective institutions MoA, MoLSA or MoPDC, were selected and their training organised outside Iraq since May 2005, in fields such as handicrafts, carpet weaving, food and dairy processing, general trading and business management. Once they had received the necessary training, they returned to the VTCs from where they provided training to the beneficiaries as well as vital mentoring support to associations and individual trainees that had become engaged in the food or non-food sectors after training. In addition to trainers from VTCs, the project began in July 2007 to include highly motivated private sector individuals in its business management training.

8. Training of beneficiaries

Training workshops on food and non-food sectors, such as welding, sewing, carpet making, agro-mechanics, and fruit and vegetable processing, were organised for the selected individual beneficiaries and the appropriate handbooks and manuals distributed to them. Training in non-food technologies began in March 2006, in food technologies only in February 2007 due to the delay in constructing the food technology VTC (see below). Depending on the field of training, the length of the training modules varied between 10 and 24 days.



9. Support for business associations

As the establishment of functioning business associations is a key component in the project's development of local capacities, supporting their start-up, registration and operation is an important project activity. To this end, trainees from the first individual training rounds were encouraged to form associations where good access to raw materials was in place. Various support mechanisms were implemented and commitments made by the project, e.g. to contribute machinery and tools and to pay for registration fees, office supplies and furniture, up to one year rent for the association premises where applicable and a guard's salary until project completion.



10. Preparation of local tool and equipment fabrication

This was a continuous activity during project implementation. Linking indigenous with modern technology was considered in all programmes for training of trainers and beneficiaries. Based on the experience of FAO, appropriate tools and equipment



that could be manufactured locally to

support the project's selected cottage industries were identified and designed. Upon completion of the training centres, production fabrication was launched.



11. International tool and equipment procurement

On the other hand, those tools, equipment and materials that could not be purchased or manufactured locally were procured internationally. This included, for instance, generators, metalworking and woodworking equipment, vehicle workshops, sewing, spinning and weaving equipment.

12. Distribution of tools, equipment and materials

To support the establishment of cottage and micro industries, the project activities involved the distribution of tools, equipment and materials to the target groups. Associations were provided with production equipment. Meanwhile, those individual beneficiaries that performed best within the training



groups received tools to pursue their respective business.

13. Monitoring equipment use, production procedures and quality

An essential activity for sustaining project outcomes, raising food safety, improving the effectiveness of training, technical and managerial support and the selection of equipment, was the monitoring of equipment use, processing procedures, quality and hygiene awareness in production. The project launched this activity during its final year, in collaboration with its partner ministries and VTC management.

14. Mentoring services to individual beneficiaries, associations and VTCs

The provision of mentoring support to processors, associations and management committees of community centres/VTCs was launched during the final reporting period. Mentoring services provided on-going support to address problems in production, management and marketing. Such mentoring will continue during the project phase out. In collaboration with the VTCs, MoLSA and MoA measures were developed and incorporated to support sustainability beyond the project life and to continue to provide technical and managerial support to beneficiaries after the completion of the project.

15. Organisation of international study tour

Finally, the project organised for six government officials and experts from the VTCs to participate in an international study tour to Europe during the latter half of 2005. This served the demonstration of advanced technologies and the exchange of experiences in project activities.



V.III Implementation constraints, lessons learned from addressing these and knowledge gained from assessments, evaluations and studies that have taken place during the project:

While the project outcomes demonstrate considerable achievements and progress towards capacity-building in southern Iraq, project implementation also encountered some difficulties and challenges. Important lessons for this project, ongoing and future ones were learned from addressing these.

1. Management of a diverse project with many stakeholders

Due to the nature of the project, there were many stakeholders. First, the project was jointly implemented by UNIDO and FAO, i.e. two international organizations with sometimes different administrative practices and internal procedures. They had to sign an Inter-Agency Agreement, which – due to administrative procedures and intensive discussions between the legal units – took longer than expected. Secondly, various central and regional government authorities were involved, i.e. three Iraqi Ministries (MoA, MoLSA and MoPDC) with different mandates, one Governorate and five districts (Nassiriyah, Al-Chibayesh, Al-Rifa'I, Al-Shatra, Suk Al-Shoyouk) with different priorities.

In addition, the project dealt with very different objects of intervention – training of trainers and beneficiaries, development of VTCs and technology upgrading, creation of micro enterprises and technical and management mentoring support services. In terms of sectors it addressed a wide range of activities in both non-food and food processing, such as sewing, woodwork, welding, agro-mechanics, dairy, fruit and vegetable processing. And the interventions were targeted at diverse beneficiaries – urban and rural, individuals and organisations, women, youths and IDPs.

Coordinating these activities and keeping all stakeholders on board proved challenging. A Project Steering Committee (PSC), which involved all stakeholders and handled policy and strategic issues with consensus, was established to facilitate dialogue between the stakeholders and to improve communication between – and participation of – all members. This has improved project coordination and the implementation of activities. It has increased the inter-ministerial cooperation from the counterparts in Iraq and enhanced the transparency and the feeling of ownership of the project by all Ministries. In fact, other UN organizations operating in Iraq are also beginning to adapt this mechanism to support and coordinate their own activities.

With regard to the Inter-Agency Agreement for this project, the lessons learned in solving the administrative and legal issues during its formulation will substantially facilitate further cooperation and joint implementation modalities in other approved and pipeline projects, e.g. in dairy rehabilitation, date palm production and food safety.

2. Deteriorating security situation in the field and project coordination from a distance

The other major challenge facing project coordination and implementation related to the precarious security situation in Iraq. Circumstances did not allow free movement of international and national staff and consultants, thereby seriously constraining and delaying effective and efficient implementation and control of project activities. For instance, carrying out monitoring services was made difficult for project staff and distributing household tools and equipment (e.g.

from Al-Qorna to Nassiriyah) was delayed due to cross-political rivalries and a general deterioration in the security situation. The lack of security resulted therefore in the Project Management Unit being located in Amman, Jordan. Communication between Jordan, Baghdad and Thi-Qar Governorate was difficult, leading to delays in sending information to and from the field. But with the use of electronic and mobile communication between project management staff in the field, in Amman, Rome and Vienna – e.g. a telephone and video conference facility was installed in MoPDC – the project was able to mitigate these problems.

3. *Difficulties in the establishment of associations*

The project experienced some difficulties in the establishment of the business associations. These were related to poor communication and movement of project staff within the project area (see above), but also to bureaucratic registration processes that adversely impacted the speed of registration. Project staff faced a number challenges in trying to organise the associations and then to move their applications through various ministries for approval and registration. This resulted in delays in associations taking up operation. Another problem was experienced in the context of the welding and metal works association, based in Nassiriyah. It closed on 3 July 2006 as members attempted to sell the equipment. Consequently, MoLSA Nassiriyah held the equipment in custody, it was reopened on 27th, December 2007 and the equipments were restored back to the presently functional association. The project identified lessons learned from its experiences with associations. The formation of new associations later on in the project was expedited as sufficient knowledge and experience had been gained for project field staff to be in a better position to plan proactively in responding, e.g. to procedural requirements. In addition, a project assistant was recruited whose main responsibility was to follow-up and support associations. The support included assisting beneficiaries with the registration formalities and liaising with local public services and other professional associations to promote the interests and concerns of the project assisted associations. These efforts showed to be successful already in the formation of further associations during the final year of the project.

4. *Delays in the development of VTCs*

The project also experienced delays in the construction of the VTCs, especially the food technology related centre in Al-Qorna. The project intended to engage local construction and engineering companies in the development of the VTCs and for the procurement of required equipment and tools for the beneficiaries. This sometimes caused delays in construction activities and the procurement of tools, which subsequently had a knock-on effect on the provision of training for beneficiaries.



Particularly the construction and equipping of the VTC Al-Qorna was severely delayed as a result of the Iraqi companies' lack of experience in providing the offers in the format required by the procurement units of the two implementing Agencies, an inability to fulfil contract conditions and severe security issues on the building site. The VTC was therefore only completed in January 2007 – half a year before the original completion date of the entire project – which led to difficulties in completing food related training. To mediate the delay to the extent possible, an alternative temporary training location in Nassiriyah was identified and equipment transferred.

The inability of government counterparts to procure two busses further constrained project activities. The matter had not been solved by November 2007. It continued to hamper the movement of trainees to the training centres, particularly from Thi-Qar to Al-Qorna. The project had to provide extra funds to mitigate the effects and encourage beneficiaries to take part in training programmes.

V.IV Key partnerships and inter-agency collaboration, impact on results:

The project was jointly implemented by UNIDO and FAO. UNIDO was confirmed as the Lead Technical Agency and FAO as the Collaborating Agency. The two agencies signed an Inter-Agency Agreement in 2004, which was the first of its kind in the UNDG-Iraq programme. The purpose of the agreement was to provide the project with their complementary expertise to achieve successfully the targeted objectives. UNIDO has extensive experience in the development of micro- and small industries, the support of industrial clusters and business associations and the provision of technical expertise in the food processing, textiles, woodworking, metalworking and leather sectors. The expertise of FAO lies in promoting post-harvest food processing and agriculture-based cottage industries.



While FAO had started promoting the idea of collaboration in the early stage, UNIDO had the necessary access to funds: while FAO had the facilities for a joint office in Amman, UNIDO had no administrative difficulties to make arrangements with a private sector training in Tunisia. Whereas FAO designed and constructed both food and non-food VTC, UNIDO in return made available over 270,000US\$ from their budget for food training courses in the field.

In principle, the collaboration was assessed to be very good by staff of both agencies and in the meantime there are four cottage industry projects that will be respectively implemented jointly by FAO and UNIDO.

National partners from the Government of Iraq (GOI) were the Ministry of Agriculture (MoA), the Ministry of Labour and Social Affairs (MoLSA) , the Ministry of Planning and Development Cooperation(MoPDC) and the Thi-Qar Governorate. Each Ministry had appointed focal points for this project. MoLSA is involved in employment-generation activities in cities and has training facilities for the unemployed. It facilitated the implementation of the non-food processing activities of the project. MoA has a rural development programme through its extension and outreach services and engages in the off-farm rural employment generation activities. It facilitated the implementation of the food processing component of the project. And MoPDC collaborated in targeting the vulnerable groups in rural and urban areas and in coordinating the facilitation activities of the line Ministries.

V.V Highlights and cross cutting issues pertinent to the results e.g. Gender disaggregation, policy engagement and participation of the public:

Addressing the needs of particularly vulnerable and marginalised groups

By the end of the project a total of 1,516 beneficiaries, of which 55.5% were women, have been trained in food and non-food technologies helping them to start income generating activities. In addition to those direct beneficiaries, there are an estimated 7,500 indirect beneficiaries, thus raising the total number of persons benefiting from the project to approximately 9,000. The project has thus been successful in directly supporting the government strategy geared to create self employment among vulnerable groups such as women; women headed households, IDPs and youth.

Participation of beneficiaries in the development and delivery of the project

Village elders, community leaders, district and sub-district officials, mayors of cities and

beneficiaries through their associations have been participating in the selection of beneficiaries and the identification of cottage activity types and locations. Ensuring stakeholders actively participated in such key decisions enhanced the trust and partnership between project partners. It proved essential in the implementation of transformative action within the communities and is expected to have a lasting effect on community institutions

Benefit of men and women from the programme

One of the project's major achievements lies in the training of individual-and often women-beneficiaries, thus enabling them to start up their own micro industry. With regards to the involvement of women, until end of December 2007, 583 female trainees have benefited from food and 259 from non-food technology training, thus constituting 55.5% of trained beneficiaries. And further 165 males have been trained in food and 572 in non-food technology.



Specific issues in relation to the Countries security situation

The precarious security situation in Iraq, did not allow free movement of international and national staff and consultants, thereby seriously constraining and delaying effective and efficient implementation and control of project activities. For instance, carrying out monitoring services was made difficult for project staff and distributing household tools and equipment (e.g. from Al-Qorna to Nassiriyah) was delayed due to cross-political rivalries and a general deterioration in the security situation. The lack of security resulted therefore in the Project Management Unit being located in Amman, Jordan. Communication between Jordan, Baghdad and Thi-Qar Governorate was difficult, leading to delays in sending information to and from the field. But with the use of electronic and mobile communication between project management staff in the field, in Amman, Rome and Vienna – e.g. a telephone and video conference facility was installed in MoPDC – the project was able to mitigate these problems.

Contribution of the project towards capacity building in ministries and elsewhere

Establishing local institutions fit for purpose was a key component to achieve the project's goal of alleviating poverty by enabling communities to engage in income generating activities. UNIDO and FAO provided – through their on-going consultations – critical technical assistance and capacity building support to partner line ministries, aimed at helping them create an enabling policy environment for the growth and the sustainability of emerging micro-industries in the project area. Continued dialogue to influence government policy and strategy for the development of micro-enterprises ensured project outputs and results are sustainable. In that respect, the project also contributed to trust building in conflict areas.

VI. Follow up actions and sustainability

VI.I Priority actions that should be supported/implemented following completion of project to build on achievements and partnerships rectify shortcomings encountered and use the lessons learned during the project with strong emphasis on achieving sustainability of the outcomes:

A number of elements in favour of sustainability of the project outcomes are already in place:

- The project philosophy to cooperate with existing training centres and to rehabilitate their training facilities ensures the continuous presence of a functioning training infrastructure.
- The trainers trained by the project continue to be available. However, a proper budget for operation and maintenance will be vital for the continuous functioning of the VTCs
- The training material is available and can be reproduced
- The project enjoys considerable visibility and has been widely recognized as a success

Several potential threats to sustainability need to be overcome:

- Payment of “transport fees” for trainees as applied by the project may jeopardize sustainability
- There is no confirmation yet that adequate budgets have been set aside for the VTCs to continue the cottage industry training and mentoring as foreseen

- The donation of basic toolkits to individual beneficiaries as start up capital is appropriate in an emergency intervention during transition from conflict to post-conflict environment. However, in the long run, such an approach would not be sustainable.
- Potential competition from large scale industries for some cottage industry products and uncertain market perspectives may also affect the sustainability of project beneficiaries' micro enterprises development.

Further the sustainability of impact of the project on the development of a vigorous cottage industry depends on the GOI capacity to provide an enabling policy environment including incentives for the private sector to establish competitive financial, technical, marketing and business management services which support the emerging cottage industry sector in Iraq. In the absence of these essential services, the sustainability of the cottage industry sector is not ensured. The large budgetary allocation recently made by the GOI to set up financial schemes for loan provision at subsidized interest rates is an important step to put in place the above essentials, but implementation has yet to be seen.

According to the Independent Evaluation Report January 2008 following recommendations to the stakeholders are made:

1. Concerning the Cottage I

UNIDO and FAO to

- Overcome monitoring and reporting weakness and fully document, profiles and activities of trainers and assessment on their performance, Training to Trainers providers, trainees/beneficiaries, training modules, material course forms, certificates and toolkit distribution.

The GOI to

- Ensure that MOLSA and MOA budgets include as of 2008 sufficient financial resources for cottage industry training courses and mentoring at the three VTCs that were involved in Cottage I
- Strengthen the management and mentoring capacity of the VTCs and their annual budget to adopt the training curricula; continue training and mentoring activities including the identification of potential employers for the trainees, and conduct of marketing and

feasibility studies for facilitating cottage industries linkages to markets.

2. Concerning National Programme for Cottage Industries

- In line with the sustainability issues presented above, a transition from a 'short-term project mode' of operations and grant financing to a 'post-project mode' and financing from commercial loans, would be for the GOI to engage in a long-term National Programme of Cottage Industries (NPCI) that should be initiated in 2008.

The GOI in cooperation with UNIDO, FAO and donors

- Consider launching a NPCI that should include a component for consolidating the achievements of Cottage I and Cottage II, III and IV that would be implemented by the respective governorates, but integrated through the adoption of a unified implementation arrangement and a harmonized approach.
- Establish a high level National Cottage Industry Policy Committee (NCIPC) to oversee the design, adoption, implementation and monitoring of the NPCI and the necessary policy and institutional changes. The NCPI should also include ministries in charge of private sector development and business associations
- Include a component for the consolidation of Cottage I into the NPCI to support the three VTCs to: (i) train additional trainers and managers for the VTCs; (ii) diversify the training modules and extend their lengths as necessary; (iii) expand the expected outreach of the VTCs through the training of additional 1000 beneficiaries per year in Thi-Qar Governorate; and (iv) ensure close mentoring by the VTCs of individual beneficiaries and production association/group in the key areas of entrepreneurial management and market development.

3. Replication of Cottage I in other regions

The GOI to

- Formally include cottage industry training and coaching in the mission of VTCs and make available the necessary budget covering operational and maintenance costs
- Make coaching/mentoring of former trainees and junior trainers part of the job description

of VTCs trainers and develop related programmes and procedures

- Monitor and evaluate the results achieved by the VTCs in cottage industry development
- Ensure replication in other projects and the successful selection of beneficiaries approach followed in Cottage I
- Study experiences made with production association/groups and do not accelerate the creation of new production association/groups until sustainability of the existing is proven
- Promote the active participation of the private sector in cottage industry development

UNIDO and FAO to transfer the following lessons from cottage industry I to cottage industry II and III

- Initiate immediately an outcome-oriented monitoring and evaluation (M&E) system based on experiences and arrangements in Cottage I, covering all ongoing and completed cottage industry projects; and establish Web-based management information system (MIS) to provide planners and managers (including the information system (MIS) envisaged NCIPC) with the necessary data and information generated and required for steering and managing the cottage industry projects in Iraq.
- Organize periodic management retreats for brainstorming and discussion on strategic issues, major M&E findings, collaborations and result orientation of cottage industry projects; include external experts from time to time once an issue has been identified (e.g. bring expertise from UNIDO private sector development branch to discuss means for involving private business); watch the trade-off emergency interventions versus longer-term development interventions
- Conduct independent evaluation/assessments of the entire cottage industry cluster on an annual basis
- Support surveys of private sector businesses and enterprises, and involve individual enterprises as partners to establish training needs, provide trainers, on-the-job training and to increase their job creation capacity (employment compacts)
- Identify and collaborate with an umbrella organization (e.g. NGO or an emerging

chamber of industry) which could serve as an interlocutor and represent the interests of micro- and small scale enterprises and people engaged in cottage industry activities in the long run

- Make sure that all trainings are based in a thorough training needs analysis including market demand and offer the proper mix of technical and entrepreneurship training to different target groups; review the balance between the theoretical and practical content of the training modules and extend their duration in order for each beneficiary to actually practise the vocation
- Select, in close consultations with the GOI, those training of trainers candidates who are most up to the task at hand and committed to training career
- Make sure that the donation of toolkits as a start-up capital is combined with access to credit institutions for loan financing of business plans
- Do not create new production associations/groups until their viability is demonstrated
- Strengthen the management capacity of the VTCs
- Support GOI with shaping and adopting an improved regulatory and support framework for sustainable micro-enterprises development

UNIDO and FAO to consider the following lessons of wider applicability

For project design, planning and reporting:

- Apply appropriate internal appraisal process to ensure the quality of project documents and of project design, in particular a straight intervention logic to facilitate result-orientated monitoring and management
- Pay more attention to the proper scheduling of so called 'critical' activities, i.e. activities which cause delayed of other vital project activities that cannot be started unless the critical one is completed
- Document and justify deviations from planned project components/ key activities, targets and implementation strategy during implementation, for instance inception reports and PSC meeting minutes

For joint projects:

- Efficiency of joint project implementation depends on overcoming different cost accounting systems and on taking advantage of complementary technical competence, joint use of field offices belonging to one of the two agencies, use of one CTA responsible to both agencies and applying comparatively more flexible regulations in recruitment and input purchasing.

UNDG-ITF and donors to consider the following lessons

- Observe quality technical design at preparation stage and quality assurance and review of project documents prior to approval for financing
- Allow for longer durations of emergency projects to ensure sustainable results
- Insist on built-in outcome-orientated monitoring and evaluation systems to ensure quality progress reporting based on realistic work plans, and the intervention logic including indicators of the log frame

VI.II Indication of major adjustments in the strategies, targets or key outcomes and outputs:

As a result of various severe challenges, such as deteriorating security in Iraq, difficult communication between Amman, Baghdad and the project sites, electricity cuts and fuel shortages, and lack of support from effective financial institutions and private sector, the geographic coverage, project scope and duration had to be adjusted during implementation.

Originally, the project had aspired to include four Governorates of Southern Iraq, i.e. Thi-Qar, Missan, Muthanna and Basrah. But in early 2005, the geographical coverage of the project was reduced to just Thi-Qar Governorate, which is a mainly agricultural province, located about 350 km south of Baghdad. Its estimated population of 1.567 million (2006) is spread over 5 districts (Nassiriyah, Al-Chibayesh, Al-Rifa'i, Al-Shatra, Suk Al-Shoyouk) and 15 sub-districts. According to a study by the World Food Programme, Thi-Qar is one of the most food insecure Governorates in Iraq. Approximately 24% of the population depend on food aid and a mere 43% of working age population (aged 15-64 years) are employed, of which only 77% full time.

In accordance with the geographical narrowing and security situation, the total number beneficiaries were reduced from 6,000 to 1,500. And in the second half of 2006, the project

duration was further extended by one year, making its new completion date the 31 December 2007. From the official start-up date of November 1st 2004 when the PMU in Amman began operation, the total project duration amounted therefore three years and two months.





Annex 1 Key Performance Indicators – Log Frame Matrix

Objectives	Measurable indicators	Means of verification	Outcomes
<p>Development Objective:</p> <ul style="list-style-type: none"> Increased food security and poverty alleviation in vulnerable households located in the district of Nassiriyah and other selected districts of the Thi-Qar Governorate Iraq. Create jobs and increase the income levels of vulnerable households, particularly women, women headed households and the disabled, in target communities through the promotion of cottage industry activities 	<ul style="list-style-type: none"> Increase in the number of households above the vulnerability threshold Number of vulnerable households taking up income generating activities 	<ul style="list-style-type: none"> WFP statistics Project quarterly reports 	<p>1,500 beneficiaries trained:</p> <ul style="list-style-type: none"> 842 Female 674 Male <p>61 Trainers trained in non-food and food technologies:</p> <ul style="list-style-type: none"> 20 female 41 male <p>3 VTCs established:</p> <ul style="list-style-type: none"> 2 Non-Food Sectors 1 Food Sector <p>15 cottage activity associations founded:</p> <ul style="list-style-type: none"> 136 trained members <p>4 out of 5 trainees self employed or working for an employer in trained area</p> <p>67% of self-employed are women</p>
<p>Immediate Objectives:</p> <ul style="list-style-type: none"> Introduce vulnerable households in the target communities to small scale income generating activities Upgrade the skills base of households actively engaged in cottage activities in the project areas (1,500 direct and an estimated 7,500 indirect beneficiaries) Establish cottage activity associations and establish cottage 	<ul style="list-style-type: none"> Number of households introduced to income generating activities Number of households helped to improve their existing cottage activities and processes. 	<ul style="list-style-type: none"> Project quarterly reports Project quarterly reports 	<p>1516 beneficiaries received training in :</p> <ul style="list-style-type: none"> 786 non-food technology 748 food technology <p>Beneficiaries located originally in :</p> <p>41% in Nassiriyah district, 41% , Al-Shatra and Suk Al Shouyouk, 11% Al Chabaysh and 7% Al Rifa'l</p> <p>15 Cottage activity associations established:</p> <p>9 engaged in non-food sector:</p> <ul style="list-style-type: none"> Sewing (3) , carpet making(3) woodworking(1) , welding (1) , Agro-Mechanics(1) <p>6 engaged in food sector:</p> <ul style="list-style-type: none"> Fruit and vegetables (2) , date- processing(2), dairy (2)

<p>industry facility centres to act as a project focal points</p>			<p>3 VTCs established :</p> <ul style="list-style-type: none"> ➤ 2 Nassiriyah (specialized in non-food and food sector) ➤ 1 Al-Qorna (specialized non-food technologies)
<p>Outputs :</p> <ol style="list-style-type: none"> 1. The establishment of profitable small scale and sustainable cottage activities ranging from food processing through to metal working , woodworking, textiles, weaving, masonry and leather work. 2. The establishment of cottage industry associations within each targeted community representing those cottage activities supported by the project 	<ul style="list-style-type: none"> ➤ Number of activities established under each category of activity. ➤ Number of registered cottage activity associations established. 	<ul style="list-style-type: none"> ➤ Project quarterly reports ➤ Project quarterly reports 	<p>1516 beneficiaries have been selected and received training in</p> <ul style="list-style-type: none"> ➤ non-food (786) and food technologies(748) : ➤ welding(155), sewing(180), woodworking(85), agro-mechanics(82), reed processing(73), blacksmith(63), pottery (60), carpet making(70), dairy(341), date and fruit/vegetable processing (188) <p>trainees food technologies :</p> <ul style="list-style-type: none"> ➤ 583 female ➤ 165 male <p>Trainees non-food technologies:</p> <ul style="list-style-type: none"> ➤ 259 female ➤ 572 male <p>15 cottage industry associations established:</p> <ul style="list-style-type: none"> ➤ 7 of the associations located in Nassiriyah district, Al-Shatra(4), Al-Rifa'I (2), Al-Chabaish (1) and Suk Al-Shoyouk(1) ➤ 136 members

Annex 2 Project Assets & List of Contract Awards by procurement method

FAO					
Procurement Method	Country of Origin by Supplier	Good/Service/Work	Award Date	Supplier	Value US\$
Comparative Bidding	Sweden	Household Tools and Equipment for Iraq	July 7, 2006	BIABIntern. AB	109,637
Comparative Bidding	Jordan	Diesel Generating Set	October 19, 2005	Jordan	34,870
Comparative Bidding	Jordan	Cereal Processing Plant	October 11, 2005	Jordan	73,193
Comparative Bidding	Jordan	Date Processing Plant	October 11, 2005	Jordan	70,925
Comparative Bidding	Jordan	Cold Storage Room for Training Centre	October 11, 2005	Steel Fabrication	26,000
Comparative Bidding	Jordan	Fruit & Vegetable Processing Plant	October 11, 2005	Jordan	105,584
Comparative Bidding	Jordan	Water Chiller	October 19, 2005	Jordan	31,060
Comparative Bidding	Jordan	Demonstration Dairy Plant	November 8, 2005	Juneidi	164,588
Direct Contracting	Denmark	Freight and Insurance for Demonstration Dairy Plant	November 8, 2005	Kuhne&Nagel	6,522
Comparative Bidding	Italy	Processing Lines-Community Date Juice and Jam Processing Lines	February 21, 2006	AXYS SRL	108,111
Comparative Bidding	Iraq	Modification and Renovation of Cottage Industries Training Centres of Nassiriyah	January 31, 2006	Al Fijaj	162,099
Comparative Bidding	Iraq	Modification and Renovation of Cottage Industries Training Centres of Al Qurna	January 31, 2006	Al Daraji	513,480
Direct Contracting	Denmark	Freight Insurance for Juice and Jam Processing Line	April 5, 2006	Kuhne & Nagel	14,700
Comparative Bidding	Jordan	Cheese and Yogurt Incubators	September 21, 2006	Al Juneidi	88,000
Comparative Bidding	Italy	Gas Stoves	October 4, 2006	AXYS SRL	8,580
Comparative Bidding	Italy	Date Juice and Jam Processing Lines	June 25, 2007	AXYS SRL	18,244
Direct Contracting	Denmark	Freight and Insurance	June 25, 2007	Kuhne & Nagel	7,129
UNIDO					
Procurement Method	Country of Origin by Supplier	Good/Service/Work	Award Date	Supplier	Value US\$
UNIDO Purchase Office HQ	Austria	Notebook, bag, memory stick	June 29, 2005	Dell	2,626.00
UNIDO Purchase Office	Germany	Metalworking equipment	June 30, 2005	TSS/Devotra	127,095.00

HQ					
UNIDO Purchase Office HQ	Germany/Netherlands	Woodworking equipment	June 30, 2005	TSS/Devotra	616.00
UNIDO Purchase Office HQ	Italy	Sewing Equipment	June 30, 2005	SICPLANT	40,884.00
UNIDO Purchase Office HQ	Italy	Diesel Generator	June 29, 2005	ENELUCE	27,200.00
UNIDO Purchase Office HQ	Italy	200 kva Generator	November 4, 2005	ENELUCE	40,000.00
UNIDO Purchase Office HQ	UK	Metalworking tools, Mechanic tools, Blacksmith tools	November 28, 2005	Devotra & Kinsman	171,515.71
UNIDO Purchase Office HQ	Netherlands	Woodworking tools	November 28, 2005	Devotra	54,499.64
UNIDO Purchase Office HQ	UK & Italy	Sewing/garment making equipment	December 12, 2005 January 4, 2006 January 13, 2006	Kinsman Rorielli Sicplant	36,621.66
UNIDO Purchase Office HQ	Italy	Pinning Equipment	November 1, 2005	Sicplant	15,688.70
UNIDO Purchase Office HQ	Spain	Carpet making/weaving equipment	November 1, 2005	Indigo	16,696.23
UNIDO Purchase Office HQ	UK	Training Material	November 2, 2005	Artisan	20,870.10
UNIDO Purchase Office HQ	Swiss	Forwarding Equipment	November 9, 2005	Militzer&Munich	30,630.00
UNIDO Purchase Office HQ	Swiss	Forwarding Equipment	March 7, 2006 October 10, 2006	Militzer&Munich	35,195.00
UNIDO Purchase Office HQ	UK	Teaching Equipment	October 30, 2006	Astel	13,728.75
Total					2,127,665