

Terms of reference for procurement of services

Project Title: Enhancing Investments to Iraq through Industrial Zone Development – TEIRQ 10006

Contract Title: Pre-feasibility and feasibility studies for the development of industrial zones in two selected sites, Republic of Iraq.

1. General Background Information

The project was developed by UNIDO upon a request from the Ministry of Planning of the Government of Iraq (GoI). The assistance provided under the project aims at supporting the development of industrial zones to enhance domestic and foreign investments in the country. Accomplishment of the project objectives will support the achievement of the priorities outlined both in the Iraqi National Development Strategy (NDS) and the UN Development Assistance Framework (UNDAF) pertaining to income generation, reduction of poverty through employment generation, and revitalization of the private sector.

UNIDO's overall programme is assisting the Government of Iraq in:

- Reactivating economic activity;
- Opening avenues for industrial development and economic diversification;
- Supporting the transition from a state-owned and managed economy to a modern, private sector-led economy;
- Creating an enabling business environment for international and local investors;
- Supporting the competitiveness of Iraqi non-oil exports in international markets.

The present project is intimately related to all these outcomes.

2. Project Relevant Background

Industrial zones or parks are particularly suited to the achievement of the above objectives in the post crisis Iraqi context, insofar as they allow for the provision of infrastructure and security for investments in the country. Additionally, when undertaken in the framework of Public-Private Partnerships, they could enlist the financial and managerial capabilities of the private sector in widening the scope of productive activity in the country.

Industrial zones are created under widely different names and with different policy intentions. What is common to all efforts is the provision of land, infrastructure and investor/business support services that could facilitate one or more of the following:

- Establishment/expansion of value chains by clustering similar or linked industries;
- Stimulation and absorption of new technologies through technology parks;
- Incubation of new businesses;
- Catalyzing economic activity in specific locations;
- Provision of stable infrastructure and competitively priced land and services for businesses;
- Stimulation of export industry through establishment of tax free zones, bonded warehouses and efficient trading and transport infrastructure and trade related services;
- Assurance of security for business investments and assets through the location-specific provision of security services;
- Concentrating the location of industries for improved municipal zoning, urban planning and/or environmental impact management.

The concept of “industrial estates”, “industrial parks” or “zones” is not new to the Iraqi experience. The state enterprise sector utilized the industrial zone approach for the development of particular sectors¹. Conversely, the private sector also developed industrial zones either as locations for clusters of industry or other commercial activity. Also informal zones of industrial activity grew from the clustering of small and medium scale industries.

Despite the familiarity with the concept, as in other aspects of the Iraqi economy, there is a need to move away from the state and public sector led approach to more modern, private sector business oriented models for the development and management of industrial zones.

3. Aim of the Project

The activities and outputs covered by the present Terms of Reference will provide the concerned decision makers in Iraq, a basis for assessing:

- Policy options to the design of industrial zones;
- Investments required in the development of specific industrial zones;
- Different roles that could be played by the Government and the private sector in establishing and managing the zones;
- Financial feasibility of the business model of the zones;
- Financial options for the implementation of the zones.

This will be notably achieved by developing a pre-feasibility study for the proposed site in the Basra Governorate and a feasibility study for a site located in Al-Najaf Governorate.

¹For example, the oil refining and petrochemical industries.

The Basra study will be undertaken for a site that is at the initial stage of development, so a pre-feasibility study is envisaged for this site, to examine the viability of an industrial zone located at the site, its potential market, and possible models for developing, financing and managing the zone. The Al-Najaf study will be dealing with an already established site, therefore the feasibility study will be a more conventional exercise, dealing with the financial viability of the specific site in addition to the issues to be examined in the case of Basra.

The studies and assessments completed under the contract will be synthesised into key findings and recommendations that will i) facilitate investment decisions for industrial zones in the two Governorates and ii) be incorporated into a Road Map for the establishment of industrial zones in Iraq. That Road Map is one of the key outputs of the main UNIDO project under which this subcontract has been envisaged.

4. Scope of Contractual Services

4.1 Description of the Assignment

The contract will consist of the following three main aspects.

Output 1: An assessment of the needs of the private sector in the two above-mentioned Governorates (Basra and Al-Najaf)

The survey will assess private sector needs in terms of investments, infrastructure and business facilitation in both Governorates. This needs assessment is vital to the feasibility/pre-feasibility studies in order to help design the facilities and operating conditions for the zone. The survey sample should consist of companies who could be potential clients of the zones. The survey, which should be implemented on a governorate-wide basis, will consider a sample of 75 companies in each location and be based on the questionnaire attached to these Terms of Reference². The sampled companies covered by the survey should meet the following minimum requirements:

- Being registered as formal businesses;
- Operating in the manufacturing, construction, tourism or services sectors;
- Counting a minimum of 5 permanent employees.

Large, medium and small businesses should all be within the scope of the survey as long as they meet the above-mentioned criteria.

The survey should start with the specification and elaboration of the sample which will be validated by UNIDO before the actual implementation of the survey.

Contractor personnel should conduct the survey through field level interviews, based on the aforementioned questionnaire. The questionnaire should be translated into Arabic at

² See Annex 1.

the contractor's expense and the translation will be validated by UNIDO prior to the survey being conducted.

Deliverable 1.1: Analytical reports on the assessment of the needs of the private sector in the two above-mentioned Governorates (Basra and Al-Najaf)

Results should be contained in analytical reports presenting the conclusions drawn from the field level work in Basra and Al-Najaf as well as the raw data gathered. Survey results should be compiled in two reports, one for each Governorate. A concluding chapter should analyse the similarities and differences of findings between the two Governorates. The reports will be validated by UNIDO.

Below is an estimated activity timeline:

Activities	Provisional Time frame
Questionnaire translation and validation by UNIDO	Week 3 ³
Sample elaboration in Al-Najaf	Week 4-6
Actual survey completion in Al-Najaf	Week 7-10
Submission of Al-Najaf survey to UNIDO	Week 12
Finalization of Al-Najaf survey	Week 14
Sample elaboration in Basra	Week 8-10
Actual survey completion in Basra	Week 11-14
Submission of Basra survey to UNIDO	Week 16
Finalization of Basra survey	Week 18
Synthesis report of the two surveys	Week 20

Output 2: A feasibility study for a selected site in Al-Najaf Governorate covering the following deliverables

- A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of Al-Najaf in the national and regional economic contexts;

³ With reference to the general time schedule.

- A Market analysis for the industrial zone, looking at investment and trade patterns in the Governorate, and the sub-regional (within the country) and regional (within the Middle-East) patterns;
- An assessment of the infrastructure already available and of the requirements for new infrastructure in the development of the site of the industrial zone;
- An institutional model for the management of the zone, at both national and governorate levels, with a clear description of the roles of all parties involved (Central and local governments, private sector);
- An analysis of the investments required to develop the zone, options for joint public/private financing and an analysis of the pricing of zone services, financial viability of the zone and a sensitivity analysis of the zone's viability with regard to different levels of concessional and commercial financing, subsidies, debt/equity ratios etc. ;
- The elaboration of a consolidated feasibility study drawing upon the above.

The six subcomponents just listed, while all contributing to the overall feasibility study, will be distinct deliverables in the course of the implementation of the subcontract. The details and phasing of the deliverables are elaborated below. All deliverables will be reviewed and finalized after approval by UNIDO.

From a technical point of view, prospective contractors should specify in detail the methodologies they will use for each project deliverable – unless a pre-designed methodology is provided by UNIDO, as part of the documentation supporting their bid for this contract. These methodologies will need to be approved by UNIDO prior to the work commencement.

Deliverable 2.1: A SWOT analysis of al-Najaf Governorate:

The output will establish a broader perspective in order to assess the overall potential for economic development in the al-Najaf Governorate. Through this output, a comprehensive SWOT analysis will be conducted at the governorate level. The analysis will consider national, regional (Gulf countries, Egypt, Saudi Arabia, Jordan, Turkey) and international competition, and development trends. The analysis will build upon desk study, field work and interaction with federal/provincial authorities as well as private sector representatives.

Deliverable 2.2: A market analysis for the Najaf industrial zone

The market analysis will be conducted through an industrial survey that will build upon the preceding output by examining, in depth, the prospects for industrial zone development in Al-Najaf. This should specifically encompass the current industrial profile (especially including the list and size of industrial subsectors, the number of public/private/mixed companies per subsector) and sectoral development prospects in the Governorate and should build upon any prior analyses conducted on the subject. The deliverable should be in the form of an analysis of local competitive advantage for the Najaf Governorate.

Deliverable 2.3: An assessment of infrastructure availability and requirements for the zone:

This deliverable should assess the transportation, energy and water supply, as well as other physical infrastructure in the area surrounding the proposed zone and establish the off-site and on site requirements for infrastructural facilities in order to enable the zone to host client companies in manufacturing and services sectors.

In addition, a survey should be undertaken of existing industrial zones in the governorate, both formal and informal, based on the specific Terms of Reference attached as Annex 2. This will establish a local benchmark for availability and prices of services offered by the proposed industrial zone as well as assist in defining the management arrangements and the local competitive advantage of that zone.

Deliverable 2.4: An institutional model for the management of the zone, both national and governorate levels:

The contractor should draw upon his own knowledge of international best practices, the institutional and legal realities and current practices in Iraq and the findings from UNIDO and other international organizations in recommending management models that are flexible and responsive to the needs of potential client companies for the zone. This output should elaborate the possibilities for and constraints upon the decentralization of the zone management and possible involvement of the private sector.

Deliverable 2.5: An analysis of the investments required to develop the zone:

Based on contract deliverable 2.3, an assessment of land prices and other pertinent cost factors (including utilities and construction costs), this deliverable should elaborate different options for facilities offered to client companies, e.g. the provision of developed land and infrastructure. Each option should be costed under local cost factors and an assessment made of the investment requirements for the zone. Given the size of the land allocated to the zone, a phased development programme should be considered by the contractor, specifying the phases, the amount of the land covered and the associated investments required.

Deliverable 2.6: A consolidated feasibility study for the Al-Najaf industrial zone

Based on the previous deliverables and additional work, the contractor will be required to complete a consolidated feasibility study for the proposed industrial zone. That study should encompass:

- An assessment of the proposed area for the establishment of the zone: The point of departure for the feasibility study should be a factual verification of the state of play in the development of the area. This factual verification should be done through interviews and documentation collected from concerned federal and local Government authorities — the Ministry of Finance, the Ministry of Planning, the

Ministry of Industry, the Prime Minister's Advisory Commission, the National and Provincial Investment Commissions, the Najaf Provincial Council, the Najaf Governor's Office, Municipal Authorities and other stakeholders that may be identified.

- A detailed evaluation of the potential financial viability/sustainability of the proposed zone and the definition of appropriate management models recommended on the basis of international best practices in PPP management of industrial zones: The study should build upon the analysis of existing zones in Al-Najaf required within the deliverable 2.3 completion and should further examine other zones in Iraq and the Middle-Eastern region in order to benchmark development and user costs for the land and the infrastructure for the industrial zone. This analysis will serve to establish viable and realistic cost parameters as well as indicate viable sale or lease costs for the plots of land to the client companies for the considered industrial zone in Al-Najaf. The financial analysis should estimate the likely pricing of land and services offered by the zone to be competitive with other zones at the national or regional levels. It should also examine the sensitivity of the financial viability of the zone to different modes of financing between public and private sector and to different levels of debt/equity ratios in that financing. The feasibility study should propose different models of Public-Private Partnerships used in the region and elsewhere that could be relevant for operating the zone.
- A market analysis: The study will build upon the results of output 1 and deliverables 2.1, 2.2 and 2.3. This assessment will examine a sectoral approach to the development of the zone, and also the possibilities for stimulating the opportunities for sub-contracting linkages between enterprises located in the zone and others located in the governorate/elsewhere in Iraq. A sectoral approach will help focus the business plan of the zone while the promotion of subcontracting arrangements would fortify local and national economic development. The market analysis will help determine the kind of activities/services that could be located in the zone (e.g. industry, trade, logistics, services, training centers, technical schools). The market plan should estimate likely scenarios of zone occupancy/tenancies of industrial plots by clients, thereby estimating the operating income stream to be used in the feasibility study.
- Institutional recommendations on public regulation of the zone: The study should build upon the results of contract deliverable 2.4. Work undertaken by other development partners has advocated a public regulatory and management system for industrial zones in Iraq. These models should be critically analyzed and compared to relevant models adopted by other countries to advocate regulatory mechanisms that are simple, efficient and which can be realized within the limits of human, legal and institutional resources available in Iraq.

- An environmental analysis assessing significant environmental threats, if any, posed by the zone: These threats, if any, will be listed and analyzed and recommendations will be provided by the contractor on how to mitigate them.
- Specification of financing scenarios for the development of the Najaf zone: These scenarios should cover the following aspects:
 - Division between public (concession or grant) funds and commercial financing;
 - Sensitivity analysis of the viability of the industrial zone to different ratios of grant versus commercial funding;
 - Analysis of the payback period for investment in the development of the zone under different assumptions of public/private investment.

Output 3: A pre-feasibility study for a zone located in Al-Faw Port, in Basra Governorate, which will encompass the below-described deliverables:

- A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Basra region as a location for regional and national economic activity.
- An industrial survey to be conducted in Basra Governorate.
- An assessment of the Iraqi institutional needs to establish, develop and promote the industrial zone.
- A pre-feasibility/viability study for an industrial zone proposed to be established in the preselected area of Al-Faw Port, situated in the Governorate of Basra, Southern Iraq.
- A final report/summary of findings of the five aspects above which would form the conclusions and recommendations of the work undertaken under this contract and be an input for the formulation of the Road Map for the establishment of industrial zones in Iraq.

Deliverable 3.1: SWOT analysis in Basra:

The output will establish a broader perspective in order to assess the overall potential for economic development in the Basra Governorate. Through this output, a comprehensive SWOT analysis will be conducted at the Basra Governorate level. The analysis will consider national, regional (Gulf countries, Egypt, Jordan, Turkey) and international competition and development trends. The analysis will build upon desk study, field work and interaction with federal/provincial authorities as well as private sector representatives.

Deliverable 3.2: An industrial survey in Basra:

The industrial survey will build upon the preceding output by examining, in depth, the prospects for industrial zone development in Basra. This should specifically encompass the levels of infrastructure, the sectoral development prospects in the Governorate, business opinion of local and regional business prospects and any prior analyses

conducted on the subject. The deliverable should be in the form of an analysis of local competitive advantage for the Basra Governorate.

Deliverable 3.3: A pre-feasibility/viability study for an Industrial Zone proposed to be established in the preselected area of Al-Faw Port, situated in the Governorate of Basra, Southern Iraq.

The Iraqi Government has decided to undertake the development of a new port facility at Al-Faw, in the Basra Governorate. An industrial area of 1900 ha (equal to about 2/3 of the area of the main port) is planned, and it will be created from a landfill of the silt/mud/soil dredged in order to make the navigation channel and the port harbour. It is envisaged that the physical engineering and dredging work for the port facility should start during the course of 2013, and the first phase of port development should be completed by 2018. Land availability for the industrial zone will be a gradual process, spanning a number of years, starting from the latter part of 2018 at the earliest.

The contractor will be required to undertake a pre-feasibility study for the Al-Faw port industrial zone. That study should encompass:

- An assessment of the proposed area for the establishment of the zone: The point of departure for the pre-feasibility study should be a factual verification of the state of play in the development of the Al-Faw Port. This factual verification should be done through interviews and documentation collected from concerned federal and local Government authorities — the Ministry of Transportation, the Prime Minister's Advisory Commission, the Basra Provincial Council, the Basra Governor's Office, the National and Provincial Investment Commissions, Municipal Authorities at Al-Faw and other stakeholders that may be identified.
- A detailed evaluation of the potential financial viability/sustainability of the proposed zone and the definition of appropriate management models recommended on the basis of international best practices in PPP management of industrial zones: The study should examine other zones in Basra, Iraq and in the Middle-Eastern region, in order to benchmark development and user costs for the land and the infrastructure for the Industrial Zone. This analysis will serve to establish viable and realistic cost parameters as well as indicate viable sale or lease costs for the plots of land to the client companies for the Industrial Zone at Al-Faw. The financial analysis should estimate the likely pricing of land and services offered by the zone to be competitive with other zones at the national or regional levels. It should also examine the sensitivity of the financial viability of the zone to different modes of financing between public and private sector and to different levels of debt: equity ratios in that financing. The feasibility study should propose different models of Public/Private Partnerships used in the region and elsewhere that could be models for operating the zone.
- A market analysis: The study will build upon the results of output 1 and deliverables 3.1 and 3.2. This assessment will examine a sectoral approach to the

development of the zone, and also the possibilities for stimulating the opportunities for sub-contracting linkages between enterprises located in the zone and others located in the governorate/elsewhere in Iraq. A sectoral approach will help focus the business plan of the zone while the promotion of subcontracting arrangements would fortify local and national economic development. The market analysis will help determine the kind of activities/services that could be located in the Al-Faw zone (e.g. industry, trade, logistics, training centers, technical schools, technical centers). The market plan should estimate likely scenarios of zone occupancy/tenancies or purchase of industrial plots by clients, thereby estimating the operating income stream to be used in the pre-feasibility study.

- Institutional recommendations on public regulation of the zone: Work undertaken by other development partners has advocated a public regulatory and management system for industrial zones in Iraq. These models should be critically analyzed and compared to models adopted by other countries to advocate regulatory mechanisms that are simple, efficient and which can be realized within the limits of human and institutional resources available in Iraq.
- Environmental analysis assessing significant environmental threats, if any, posed by the zone. Recommendations will be provided by the contractor to ameliorate those threats.
- Specification of financing scenarios for the development of the Al-Faw zone: These scenarios should cover the following aspects:
 - Division between public (concession or grant) funds and commercial financing
 - Sensitivity analysis of the viability of the industrial zone to different ratios of grant versus commercial funding
 - Analysis of the payback period for investment in the development of the zone under different assumptions of public/private investment.

Deliverable 3.4: An assessment of the Iraqi institutional needs to establish, develop and promote the industrial zones.

Based on the contractor's findings and in consistency with other project deliverables, a report assessing the capacity building further needed in the Government of Iraq at the local level to establish, develop business plans for and promote these zones.

This deliverable will pay particular attention to the needs expressed by the local authorities dealing with economic development/economic zones establishment (a non-exhaustive list includes the Governor's Office, the Provincial Council, the Municipality of Basra, the Basra Investment Commission).

Deliverable 3.5: Final report/Summary of findings

The contractor shall produce a summary of findings of the five aspects above which would form the conclusions and recommendations of the work undertaken under this contract.

4.2 Methodology

As part of the technical documentation supporting their bid for this contract, prospective contractors should specify the methodologies they will use for conducting the above-listed outputs/deliverables, unless clearly indicated in the previous sections of this document. These methodologies would need to be approved by UNIDO prior to the survey commencement.

Since the pre-feasibility study is closely related to other work done on industrial zones by international development partners in Iraq, the consultants should rely on information from previous studies and surveys, already carried out in the frame of this project or conducted in the country in relevant fields. These sources will be made available by UNIDO on the occasion of the contract inception meeting⁴ and will have to be augmented by field investigations undertaken by the contractor for the specificities of the two selected sites.

The pre-feasibility and feasibility studies will be based on three elements: (i) desk study of available literature relevant to the deliverables; (ii) field visits for data collection with regard to the technical analyses; (iii) in depth qualitative and quantitative data collected from the field visits and literature as to the institutional support and business models that could be adopted for the industrial zone. The above will require a high degree of interaction with local authorities and business organizations, including the Governor's office, the Provincial Council, the Provincial Investment Commission, the Chamber of Commerce, the Provincial Federation of Industry, business services providers and universities.

In addition, particular attention should be paid by the contractor, where relevant, to regionally-established zones (UAE, Jordan, Egypt, Turkey, etc.) seen as potential competitors/possible technical references.

Each output/deliverable, as elaborated above, should be the subject of specific sub-reports that will be reviewed and approved by UNIDO.

4.3 Organization, Coordination and Logistics

The contractor should specify resources available to fulfil the requirements of the Terms of Reference. The contractor should assign a project manager for the whole duration of the contract, a team leader and a pool of technical experts (see section 5 below) working

⁴ See general time schedule below.

both home and Iraq-based as well as a project area coordinator in the project target area until the finalization of all the expected work. The contractor's bid documentation should provide a complete list of personnel deployed to undertake the studies, their qualifications and the functions they will assume. Section 5 below specifies the minimum personnel requirements. The qualifications of the bidder's proposed staff will be assessed by UNIDO as part of the technical proposal evaluation. Based on this assessment and below-listed requirements, UNIDO reserves the right to suggest changes in the contractor's pre-selected personnel.

The contractor is required to state clearly how he intends to complete the tasks including the number of international consultants and the time spent in Iraq, movements of consultants, and coordination with local and regional staff.

The proposer's project manager will report to the UNIDO programme manager at UNIDO Headquarters in Vienna and project coordinator at the UNIDO Iraq Programme Office in Amman, on the status of the project and the activities undertaken. Close coordination is expected between the contractor's personnel and UNIDO field staff in Iraq. The arrangements for this field level coordination will be established in the contract inception mission⁵ (see below).

The contractor's management team should plan a total of 5 missions to Amman⁶. The first mission should be no later than two weeks after the signature of the contract, as an inception mission to be held with the field level management of the UNIDO project. Three intermediate missions should be planned as project review meeting and a final mission should be held to present findings to UNIDO (see below).

Following the inception meeting, an inception report will be produced by the contractor and will outline the approved project work plan and specify agreed methodologies for carrying out the work envisaged in the present contract. The contractor should report activities during the implementation of the contract to the UNIDO Project Coordinator and technical experts through the submission of brief monthly progress reports⁷. These reports will consist of a checklist on completed and on-going activities for the UNIDO project management unit's consideration. The latter will review reports and provide comments/take actions, as necessary. It should be noted that the monthly progress reports should be summary operational documents. They will be submitted in addition to the deliverables specified in section 4.

Each contract deliverable, as elaborated in section 4.1, will be the subject of the submission of a separate report and will be reviewed and approved by UNIDO.

All reports should be written in English and sent to UNIDO both in hard copy and in electronic format. In addition, the final pre-feasibility/feasibility study reports will be

⁵ See section 4.4.

⁶ All meetings will take place at UNIDO Programme Office in Amman.

⁷ A template is attached as Annex 3.

translated into Arabic by an Iraqi specialized company/translator at the contractor's cost and will be validated by UNIDO.

4.4 Contractor Qualifications

The contractor should be a partnership of one or more international organizations and one or more Iraqi organizations and have a demonstrated experience and legal capacity to operate in Iraq. The contractor proposal should specify the nature of the linkages between the entities forming the partnership and specify which entity is nominated as the lead organization. The latter will be awarded the contract. To be constituted as a consortium is an asset.

All the partners will be evaluated and certified by UNIDO in their individual capacities to perform the activities specified in the bid document. In the case that one of the partners is deemed to be technically not compliant with the activities assigned to it, UNIDO may reject the global entity. All type of organizational modifications coming from the selected global entity during the on-going contract will have to be first authorized by UNIDO.

The international partner should have 10+ years of experience in industrial/economic/private sector development, of which a minimum of 5 years of specialized experience in the development of industrial zones, including the management and financing of the same. Furthermore, it should have experience in successfully implementing projects in Iraq and the Middle Eastern region and be available to travel to Jordan and Iraq. Experience with implementation of UN and World Bank financed projects would be an asset. The international partner will be required to put together an interdisciplinary team to implement the project deliverables. The minimum fields of expertise required are specified in section 5 below.

The international partner should provide a referral list of relevant projects or consulting services provided to its clients over the past three years as well as a detailed and comprehensive list of projects carried out in Iraq.

The Iraqi partner should be an Iraqi entity with a registered office in Iraq as well as experience in working in at least one of the project target areas. This entity should have proven capabilities and previous experience in managing and delivering programmes undertaken by international organizations. It should be able to mobilize its own resources to liaise effectively with private sector and government authorities⁸ in the target areas while also providing technical, logistical and organizational support to the studies and surveys required under this contract.

⁸ UNIDO will introduce the contractor's team to its local counterparts and raise the latter's awareness of the survey completion but will not facilitate the contractor's direct interaction with relevant national/local authorities and private sector organizations during the actual execution of the contract.

4.5 General Time Schedule⁹

⁹ The weeks indicated in green (see table below) refer, in order, to the planned inception and four review meetings. The bar against the *institutional needs assessment in Basra* indicates that it is a continuous exercise which should be led throughout the contract performance.

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5. Personnel

The CVs of the personnel (international and national) to be provided by the contractor will be reviewed and approved by UNIDO. All changes of staff which might intervene during the project shall be first authorized by UNIDO.

5.1 Core expertise required

The international team of specialists should have the following minimum expertise:

- **Industrial Zone Specialist/Team Leader:** Shall be responsible for the overall supervision/coordination of the project activities as well as for the management of the team, and will act as the primary contact for all communications, preparation and delivery of reports to UNIDO project manager and coordinator. This function should in particular cover all aspects of zone development and management, with particular attention paid to the definition of institutional models for zone management. The team leader will be responsible for the overall feasibility study. The industrial zone specialist shall possess the following qualifications:
 - At least 15 years of professional experience in industrial/economic development, of which 5+ years in the field of industrial zone development and management both at policy and implementation levels and in a senior position
 - Solid experience in financial aspects related to industrial zone development and management, in particular in Public-Private Partnership elaboration and set-up
 - First-hand knowledge of institutional setups/arrangements for regulating and managing industrial zones
 - Experience in implementing projects in Iraq and Middle-Eastern countries within UN, World Bank or other international development organizations programmes
 - Familiarity with the private sector, particularly Small and Medium-sized Enterprises
 - Demonstrated knowledge of regional trade and investment dynamics in the Middle-East
 - Experience in establishing and managing an industrial zone in the Middle-East, in a post-conflict country and/or in a transition economy - with institutional and business environments relevant to that of Iraq - would

constitute an asset

- Analytical competence and recognized ability to coordinate a multidisciplinary team
- Excellent planning, reporting and communication skills
- Fluency in English; Knowledge of Arabic would be an asset
- Advanced degree in economics, management, business administration, industrial engineering or any other relevant discipline.

The completion of the above-listed deliverables will at least require the mobilization of the following expertise.

- Investment Promotion Specialist:
 - Experience in supporting promotion of/attracting domestic and foreign investment
 - Experience in assisting national/regional Investment Promotion Agencies
 - Experience as part of an industrial zone management team would be an asset
 - Demonstrated knowledge of international and regional trends in investment and trade
 - Experience in the Middle-East required; Experience in Iraq would be an asset
 - Experience with UNIDO, World Bank or any other international development organizations would be an asset.
- Private Sector Development specialist:
 - Experience in private sector/SME development initiatives
 - Experience in market research and surveys
 - Good analytical (information and data) and writing skills
 - Experience in conflict-affected areas
 - Previous relevant experience in Iraq an asset.
- Infrastructure Finance Specialist:
 - Past experience in conducting feasibility studies for infrastructure projects, including industrial zones
 - Demonstrated experience in financial packages for infrastructure development and in the development of Public-Private Partnership arrangements
 - Experience in the banking system an asset
 - Familiarity with the financial system in Iraq and in the Middle-East
 - Previous experience in Iraq required.

- Physical Infrastructure and Land Development Specialist:
 - Experience in industrial zone and urban development
 - Engineering or urban planning background
 - Demonstrated experience of land development and infrastructure planning (including energy, water supply, transportation and communication aspects)
 - Previous experience in Iraq/Middle-East preferred
 - Experience in post-conflict environment a strong asset.

5.2 Personnel in the field

In addition to the international staff missions to the field, the contractor's team should be augmented by the following national expertise:

- A project coordinator will facilitate coordination among Iraq-based staff and support the team leader and international experts in the implementation of all project activities in both Governorates. He/she will be expected to play a leading role in field data and information collection and will ensure coordination with the local authorities and business community.
He/she shall be based in Al-Najaf or Basra and participate to the contractor's missions to Amman (inception meeting as well as all review meetings), and shall have the following qualifications:
 - 10+ years of experience in local economic development
 - Experience in providing direct support to private sector
 - Strong linkages with local institutions and network of private businesses
 - Excellent communication skills in both English and Arabic
 - Ability to identify national/local project resources (surveys, studies ...)
 - Previous experience within international development programmes an asset.
- A local economist on private sector development
- A local engineer familiar with the Iraqi infrastructure and land development
- Survey teams to conduct the private sector needs assessment
- Translator/interpreters as required by the project.

6. Language Requirements

The working language for the contractor is English. All technical documentation and reporting on the project should be in English¹⁰. The core technical personnel shall be fluent in speaking and writing in English. All translation/interpretation, including questionnaires translation into Arabic, should be done by the contractor at its own

¹⁰ The final pre-feasibility and feasibility study reports will be translated into Arabic (see section 4.2.).

expense. All contract communications with UNIDO (Headquarters and Amman Programme Office) shall be in English.

7. Deliverables

7.1 Reports

- A contract inception report;
- An assessment of the private sector needs in each Governorate;
- A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of Al-Najaf;
- A Market analysis for the Najaf industrial zone;
- An assessment of the infrastructure already available and of the requirements for new infrastructure in the development of the site of the industrial zone in Al-Najaf;
- An institutional model for the management of the Najaf zone;
- An analysis of the investments required to develop the Najaf zone;
- The elaboration of a consolidated feasibility study for the Najaf zone;
- A Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Basra region;
- An industrial survey to be conducted in Basra Governorate;
- An assessment of the Iraqi institutional needs to establish, develop and promote the industrial zone;
- A pre-feasibility/viability study for an industrial zone proposed to be established in the preselected area of Al-Faw Port, situated in the Governorate of Basra;
- A final report/summary of findings of the five aspects above.

The UNIDO PMU will review reports, monitor project progress and provide comments/take actions, as necessary.

7.2 Other deliverables

Monthly project progress reports will be submitted to the UNIDO project management unit. These reports will consist of an updated checklist on completed and on-going activities. The UNIDO project management unit will review reports, monitor project progress and provide comments/take actions, as necessary.

8. Subcontracting conditions

The price quoted in the contractor proposal shall cover all costs involved to perform the requirements specified in these Terms of Reference with the highest standard of quality and accuracy, including:

- Experts work/time;
- Travel to project implementation areas and to UNIDO Programme Office in Amman, Jordan;

- Accommodation and subsistence allowances during field missions;
- Local travels, and communication and security costs;
- Any costs associated with the analysis, translation, printing and presentation of project deliverables.

In strict accordance with the present Terms of Reference, the proposal should present the flow, timing and milestones of the activities to be performed. It should also specify the methodology employed for performing the outputs as mentioned above. The contract will be on a fixed-price basis.

9. Unsolicited Proposal

The bidder may suggest complementary activities and/or results pertaining to every component of this project, based on its own expertise and methodologies. However any additional services offer should be clearly identified as such and be presented as a separate project output.

ANNEX 1: Output 1: PRIVATE SECTOR NEEDS ASSESSMENT QUESTIONNAIRE

Introduction

It would be much appreciated if you could spend few minutes to complete the questionnaire below. Your participation in the UNIDO survey will significantly help us understand your business activities and standards of operation and to assess your needs and the constraints your business faces. The results of this survey will help us better develop the management of future business support services in Iraq based on your needs and those of other members of the private sector.

Please be assured that your responses will be treated by UNIDO in total confidence.

1. General Information

1.1. Contact

1. Name of the enterprise:
2. Name of owner/operator/manager:
3. Title:
4. Age:
5. Sex:
 - ☐ Male
 - ☐ Female
6. Level of education:
 - ☐ Basic education
 - ☐ Secondary school
 - ☐ Technical education
 - ☐ University degree
7. If you have a university degree, is it in:
 - ☐ Business Management/Commerce
 - ☐ Technical Subject (engineering/science)
 - ☐ Other subjects (please specify)

1.2. Owner's information (if not the person responding to the questionnaire)

1. Name of the owner:
2. Age:
3. Sex:
 - ☐ Male
 - ☐ Female
4. Level of education:
 - ☐ Basic education
 - ☐ Secondary school
 - ☐ Technical education
 - ☐ University degree
5. If he/she has a university degree, is it in:
 - ☐ Business Management/Commerce
 - ☐ Technical Subject (engineering/science)
 - ☐ Other subject (*If yes, please specify*)

1.3. Location

1. Governorate:
2. City:
3. Type of location:
 - ☐ Urban
 - ☐ Peri-urban
 - ☐ Rural

2. Company profile

2.1. Company's information

1. When was your business established? (*in its current form of ownership if different from when the business was created*)
2. What is the legal status of your company?
 - ☐ Limited Liability Company

- ☐ Sole proprietorship
- ☐ Partnership
- ☐ Corporation

3. Sector(s) in which the company operates:

- ☐ Manufacturing
- ☐ Trade
- ☐ Construction
- ☐ Oil exploration or related services
- ☐ Other services (*please specify, example: retailing*)

4. Reason(s) for operating in this sector:

- ☐ Related to your academic background
- ☐ Related to your family background
- ☐ Seen as the most profitable sector
- ☐ Public incentives
- ☐ Other (*if yes, please specify*)

5. List the company's main products/services:

2.2 Company's achievements

1. Are you operations profitable?

- ☐ Yes
- ☐ No

2. Over the last 5 years, have your sales?

- ☐ Increased
- ☐ Decreased
- ☐ Remained the same

3. Please fill out the following table (*Please mark (+) if your annual sales increased, (-) if they decreased and (=) if they remained the same*).

Example:

2007	2008	2009	2010	2011
+	+	=	-	+

4. Over the last 5 years, have you started producing new products/providing new services?
- ☐Yes
☐No
5. Over the last 5 years, have you sold products in new markets?
- ☐Yes
☐No
6. If yes:
- ☐Within your home city/district
☐In your home governorate
☐Within neighboring provinces
☐Within other governorates in Iraq
☐Abroad
7. Based on current projections, is your net income for the current financial year likely to be higher than it was last year?
- ☐Yes
☐No
☐Not sure

2.3. Operating costs

1. What are your business main costs?
- ☐Labor
☐Raw materials
☐Utilities
☐Other (please specify)
2. Over the last 5 years, have your operating costs:
- ☐Increased
☐Decreased
☐Remained the same

2.4 Human resources

1. Total number of employees:
- ☐Less than 10
☐10-49
☐49-99

- ☐ 100-199
- ☐ 200-500
- ☐ More than 500

2. Number of full time employees:
3. Number of part time employees:
4. Number of employees when the business was created:
5. Number of employees two years ago:
6. Number of employees one year ago:

2.4. Economic assets

1. Total estimation of assets:
2. Nature of assets:
 - ☐ Land
 - ☐ Premises
 - ☐ Equipment
 - ☐ Cash
 - ☐ Other (please specify)

2.5. Ownership

1. Land and buildings:
 - ☐ Yes
 - ☐ No
2. If yes, is the title registered?
 - ☐ Yes
 - ☐ No
3. If land/premises are rented, what kind of rent?
 - ☐ Lease
 - ☐ Other (If yes, please specify)

4. Are property/lease titles available?
- ☐ Yes
 - ☐ No
5. Evaluate the complexity of procedures for owning land and buildings:
- ☐ Very difficult
 - ☐ Difficult
 - ☐ Bearable
 - ☐ Easy
 - ☐ Very easy

2.6. Investment

1. Value of the initial investment capital:
2. Year of the most important investment:
3. Nature of investment the past 12 months:
- ☐ Land
 - ☐ Premises
 - ☐ Equipment/machinery
 - ☐ Raw materials
 - ☐ Recruitment
 - ☐ Marketing/advertising
 - ☐ Other (if yes, please specify)
 - ☐ No investment
4. Nature of investment the past 24 months:
- ☐ Land
 - ☐ Premises
 - ☐ Equipment/machinery
 - ☐ Raw materials
 - ☐ Recruitment
 - ☐ Marketing/advertising
 - ☐ Other (if yes, please specify)
 - ☐ No investment
5. Nature of investment the past 36 months:
- ☐ Land
 - ☐ Premises
 - ☐ Equipment

- ☐ Raw materials
- ☐ Recruitment
- ☐ Marketing/advertising
- ☐ Other (if yes, please specify)
- ☐ No investment

6. Amount invested (each time an investment has been made):

7. Do you have any investment plan for the coming year?

- ☐ Yes
- ☐ No

8. If yes, what kind of investment?

- ☐ Land
- ☐ Premises
- ☐ Equipment/machinery
- ☐ Raw materials
- ☐ Recruitment
- ☐ Marketing/advertising
- ☐ Other (if yes, please specify)

9. Planned amount for investment:

2. Business and institutional environment

3.1. Business registration

1. Business license:

- ☐ Yes
- ☐ No

2. Formal registration:

- ☐ Yes
- ☐ No

3. Complexity of procedures:

- ☐ Very difficult
- ☐ Difficult
- ☐ Bearable
- ☐ Easy

☐Very easy

4. Perception of time spent:

☐Too long

☐Bearable

☐Fast

5. Cost of registration:

☐Expensive

☐Bearable

☐Not expensive

6. Number of institutions visited in order to obtain licenses and permits for the business:

3.2. Taxation

1. Perception of taxation rate:

☐Very High

☐High

☐Reasonable

☐Low

2. Complexity of procedures:

☐Very difficult

☐Difficult

☐Bearable

☐Easy

☐Very easy

3. Perception of time spent:

☐Too long

☐Bearable

☐Fast

4. Number of staff/employees dealing with tax issues:

3.3. Legal/institutional/policy framework

1. Perception of the business legislation:

☐Responding to all private sector needs

- ☐ Partially suitable
 - ☐ Has no effect on the business/does not support the business
2. Evaluate support from business support institutions or business associations:
- ☐ Effective
 - ☐ Limited
 - ☐ Nonexistent
3. Evaluate support from local institutions:
- ☐ Effective
 - ☐ Limited
 - ☐ Nonexistent

4. Local economic development

1. Overall perception of the local economic environment:
- ☐ Positive and conducive
 - ☐ Normal/acceptable
 - ☐ Negative and constraining
2. List and rank main challenges faced and affecting/hindering business creation/development:
3. Are there specific problems hindering businesses in your sector/area?
- ☐ Yes
 - ☐ No
4. List what are the main challenges your business is likely to face in the next five years?

4.1. Business environment

1. Your main competitors are:
- ☐ Local companies
 - ☐ National companies
 - ☐ Foreign regional companies (Inside Middle-East)
 - ☐ Foreign international companies (Outside Middle-East)
2. Do you have links/partnerships with other companies:
- ☐ Yes
 - ☐ No

3. If yes, with:
- ☐ Local companies
 - ☐ National companies
 - ☐ Foreign regional companies (Inside Middle-East)
 - ☐ Foreign international companies (Outside Middle-East)
4. If yes, are your relationships with other companies:
- ☐ Formal
 - ☐ Informal
5. Nature of links:
- ☐ Finance
 - ☐ Commerce/Trade (import or export)
 - ☐ Technology
 - ☐ Other (please specify)
6. Are you member of clusters/networks?
- ☐ Yes
 - ☐ No
7. Do you participate in business associations?
- ☐ Yes
 - ☐ No

4.2. Market outreach

1. Your products are mostly sold:
- ☐ Within your home city/district
 - ☐ Within your home governorate
 - ☐ Within neighboring provinces
 - ☐ Within other governorates in Iraq
 - ☐ Abroad
2. Type of clients:
- ☐ Other businesses
 - ☐ Public institutions
 - ☐ Retail customers
 - ☐ Wholesalers
 - ☐ Other (if yes, please specify)

4.3. Supply outreach

1. Availability of suppliers:
 - ☐ Yes
 - ☐ No
2. Type of suppliers:
 - ☐ Other businesses
 - ☐ Public institutions
 - ☐ Other *(if yes, please specify)*
3. Where are your suppliers located:
 - ☐ Within your home city/district
 - ☐ Within your home governorate
 - ☐ Within neighboring provinces
 - ☐ Within other governorates in Iraq
 - ☐ Abroad

4.4. Labor force

1. Availability of unskilled workers in your home town:
 - ☐ Yes
 - ☐ No
2. Availability of unskilled workers in your home governorate:
 - ☐ Yes
 - ☐ No
3. Availability of qualified workers in your home town:
 - ☐ Yes
 - ☐ No
4. Availability of skilled workers in your home governorate:
 - ☐ Yes
 - ☐ No
5. Perception of the labor cost:
 - ☐ High
 - ☐ Acceptable
 - ☐ Low

4.5. Access to infrastructure

1. Availability of land:
☐ Yes
☐ No
2. Availability of physical infrastructure:
☐ Yes
☐ No
3. Availability of transportation facilities:
☐ Yes
☐ No
4. Availability of transportation services:
☐ Yes
☐ No
5. Availability of reliable supply of energy:
☐ Yes
☐ No
6. Availability of reliable supply of water:
☐ Yes
☐ No

4.6. Business services

1. Availability of local business services providers:
☐ Yes
☐ No
2. If yes, are they:
☐ Public providers
☐ Private providers
3. Existence of international technical assistance projects in your area:
☐ Yes
☐ No

4. Have you ever requested support from any of the following business services providers?
- ☐ Consulting company
 - ☐ Law firm
 - ☐ Training provider
 - ☐ Accounting/audit Company
 - ☐ Banks/financial institutions
 - ☐ Advertising company
5. If yes, at what stage have you requested support?
- ☐ Before creating the company
 - ☐ Business start-up phase
 - ☐ Expansion phase
 - ☐ When facing problems
6. What type(s) of services received?
- ☐ Information on business creation
 - ☐ Information about legislation
 - ☐ Search for partner/supplier/client
 - ☐ Business planning
 - ☐ Access to finance
 - ☐ Training
 - ☐ Other (*if yes, please specify*)
7. List most supportive institutions:
8. Identify any other kind of organizations providing business support services in your area:
9. Ease/complexity to get business services in your area:
- ☐ Very difficult
 - ☐ Difficult
 - ☐ Bearable
 - ☐ Easy
 - ☐ Very easy
10. What kind of difficulties have you faced to get business services?
- ☐ Distance from your location
 - ☐ Time
 - ☐ Cost
 - ☐ Lack of information

☐ Not adapted to your request

11. Do you have access to training/acquisition of knowledge?

☐ Yes

☐ No

12. What kind of training would you need?

☐ Business planning

☐ Business management

☐ Finance/accounting

☐ Marketing

☐ Production skills

☐ IT/computer skills

13. In your opinion, what measures should be taken to support companies in Iraq?

5. Access to finance

1. Most significant source of funds for business start-up:

☐ Personal/family savings

☐ Informal credit

☐ Bank credit

☐ Credit from public institutions

☐ Credit from international organizations

☐ Credit from Non-Governmental Organizations/Microfinance Institutions

☐ Other (if yes, please specify)

2. Existence of banks or other institutions providing credit in your area:

☐ Yes

☐ No

3. Have you ever requested a loan from an informal source?

☐ Yes

☐ No

4. If yes, which kind of source:

☐ Family

☐ Friend

☐ Moneylender

5. Have you ever had access to formal credit?
- ☐ Yes
 - ☐ No
6. If yes, what kind of institution did allocate money?
- ☐ Bank
 - ☐ Public institution
 - ☐ International organization
 - ☐ Non-Governmental Organization
 - ☐ Microfinance Institution
 - ☐ Other (*if yes, please specify*)
7. Loan collaterals used:
- ☐ Land
 - ☐ Premises/building
 - ☐ Equipment/machinery
 - ☐ Bank account
 - ☐ Business license
 - ☐ Guarantor
 - ☐ Other (*if yes, please specify*)
8. Please indicate the payback duration:
- ☐ 1 year
 - ☐ 2 years
 - ☐ 3 years
 - ☐ 4 years
 - ☐ 5 years
 - ☐ More than 5 years
9. Based on this experience, perception of formal lending procedures:
- ☐ Very difficult
 - ☐ Difficult
 - ☐ Bearable
 - ☐ Easy
 - ☐ Very easy
10. Evaluation of availability of information on formal lending :
- ☐ All information available
 - ☐ Limited information available
 - ☐ No information available

11. If you have never dealt with formal lending, what are the reason(s):

- ☐Lack of knowledge about lending
- ☐High interest rate
- ☐Availability of other sources of finance
- ☐Religious considerations
- ☐Fear of inability to reimburse
- ☐Application rejected
- ☐Other (*if yes, please specify*)

12. If you have never dealt with formal lending, do you consider this option in the coming year?

- ☐Yes
- ☐No

ANNEX 2: Deliverable 2.3: TERMS OF REFERENCE FOR THE COMPLETION OF A MAPPING AND ANALYSIS OF EXISTING INDUSTRIAL ZONES IN AL-NAJAF GOVERNORATE

1. The Scope of Contracting Services

The present survey will help take stock of the different types of existing industrial zones in al-Najaf Governorate. The objective of the survey will be to assess the present state of practice in the establishment and management of the zones and the extent to which the zones are effective in sustaining economic activity. The latter will require a preliminary identification and mapping of existing zones. This will enable the project to identify the policy and management gaps that need to be filled and help define appropriate management arrangements for the new Najaf industrial zone.

2. Methodology

The survey should consist of three parts:

1. A desk-based analysis derived from existing literature on industrial zones in Iraq/Najaf and policy statements of the government according to section 3.1
2. A survey undertaken on the basis of the questionnaire outlined in section 3.2
3. A survey of enterprises in the informal sector operating in informal zones, if any, as specified in section 3.3 and on the basis of the section 3.2.2.

3. Outline of Desk Study and Questionnaire:

3.1. Desk Study:

The desk study should be based on available documentation or information for each zone, and it should review:

- Number/Size of the industrial zones in the area;
- Number of formal zones (break down between government sponsored or private zones, if any);
- Types of zone (i.e.: Government or privately managed zone, industry park, export processing/free zone etc.)
- Location of zones—mapping;
- Policy approaches (if any) to government sponsored zones, what was the intention behind creating the zone? (See the listing on Para. 2 of page 2)
- Management arrangement for the zone (is it managed by a separate zone administrative body, a municipal authority, a committee appointed from among the businesses operating in the zone, no formal management etc.)
- Other special features of the zone.

3.2. Questionnaire:

Note: The questionnaire is divided into two parts. Section 1 is designed for responses provided by the management of the industrial zone. Section 2 should be used for surveying the views of firms and businesses operating with each zone.

3.2.1 Questionnaire for Zone Management

1. When was the zone established?
2. What is the size of the zone?
3. How many firms operate in the zone?
4. What is the distribution (if information is available) of these firms in terms of large/small/medium sized firms?
5. How many people would be employed by these firms (we need to provide a reasonable estimate)
6. What is the status of these firms? Are they fully operational/partially operational/closed

down for business?

7. What are the facilities provided by the zone to the firms operating within it?

- Land (If yes, is the land offered to tenant firms given on rent or is it sold to the tenant?)
- Building (given or rent?)
- Electricity (at a preferential rate?)
- Water (at a preferential rate?)
- Roads
- Warehousing
- Duty free bonded warehousing
- Worker housing
- Security services
- Others (describe)

8. What are the business benefits offered to firms located in the zone?

- Lower land costs compared to other locations in the governorate/region
- Lower land costs as compared to other locations in Iraq
- Lower utility costs
- Better transport and warehousing facilities than those available elsewhere in the governorate/region
- Better security facilities
- Quicker/easier registration and permits for business
- Provision of business support services (if yes, specify what kind(s) of services)
- Support to access to business innovation
- Improved access to credit.

9. What are the management arrangements for the zone?

- Run and owned by the government

- Owned by the government but run by a private company
 - Owned by the government but managed by a party nominated by businesses operating in the zone
 - Transferred to and operated by a private company
 - Owned, developed and run by a private company
10. How was the zone financed?
- Land and finance entirely provided by the government
 - Land allocated by the government and development/management financed and undertaken by a private company
 - Land acquired by private company and the zone developed and managed by a private company.
-

3.2.2 Questionnaire for firms operating at this time within the zone

1. Name of company
2. Type of business — Manufacturing/trade/service
3. Sector of business (e.g. building materials, construction, oil, petrochemicals etc)
4. Registration (yes/no)
5. Number of employees
6. Main market—domestic/export
7. Operating since [date]
8. Reasons for operating in the zone:
 - Cheaper land
 - Cheaper facilities
 - Cheaper utility (electricity, water, road transport, warehousing) costs
 - Better utility services
 - Better/cheaper worker housing

- Ease of obtaining business licenses and permits
- Easier customs and import/export procedures
- Better security
- Municipal requirements
- Improved access to credit.
- Other reasons

9. Services offered by the zone management

- Facilitating business registration and permits
- Improving infrastructure services for business
- Incubating new businesses
- Provision of business support services (if yes, specify what kind(s) of services)
- Improved access to credit.
- Others

10. What are three requirements that you would want an industrial zone to provide your business?

3.3. Coverage of firms operating in informal zones

The objective is to obtain feedback of firms that have been clustered in informal industrial zones or business localities. Given the nature of such locations, it would be difficult to obtain systematic coverage of such firms. However a sample of 15-20 firms operating in the major informal zones will be surveyed on the basis of the section 2 of the above questionnaire.

ANNEX 3: Contract Reporting: Template for Monthly Progress Reports

Monthly Progress Report

Contract number:

Objective of the project:

Date of report:

Date of last report:

Main activities conducted and achievements in the reporting period:

Output/deliverable produced	Timeline	Comments