

Remarks as Prepared for Delivery
Paul A. Brinkley, DUSD/Director TFBSO
Commemorating his departure, 30JUN2011

Today marks an important milestone for the Task Force for Business and Stability Operations – the achievement of our targeted eighteen month objectives in support of the surge of our armed forces to improve security and stability within Afghanistan. I want to congratulate each of you on your outstanding work. Through your efforts over the past year, and in alignment with our plan of record approved in March 2010, TFBSO has delivered significant economic impacts, including:

- The first Western investment in an Afghan mining operation in Baghlan, facilitated by JP Morgan.
- The first Western contract for the large scale export of Afghan dried fruit, now in FDA review for North American consumption.
- The first Western correspondent banking relationships with Afghan banks, establishing Citibank as a partner with AIB, and the establishment of infrastructure supporting future credit card and mobile banking applications.
- The establishment of an indigenous IT industry in Afghanistan, with partnership from IBM and Google among other Silicon Valley companies, and the establishment of modern IT incubator facilities now hosting six IT startups as well as western advisors and corporate representatives.
- The restoration of oil production in the Amu Darya Basin of northern Afghanistan, and the impending award of development licenses for the Kashkari Block of the Amu Darya Basin for oil production.
- The establishment of carpet industry marketing hub operations, and the impending completion of carpet finishing facilities in Mazar e Sharif and Herat, enabling direct market access, as well as partnership with international child labor prevention organizations to ensure appropriate market development.
- The geological survey of 27 priority mineral deposits, delivery of world class data on these deposits, establishment of a modern data center for the Ministry of Mines with appropriate visualization and analysis tools, and the impending public tender of five major deposits for international investment.
- Establishment of data standards and analytical tools to enable effective Afghan First contract execution across the entire USG community.

- Establishment of electronic funds transfer capability for DOD payment execution across multiple Afghan banks, removing cash from the battlefield and improving deposits and modern banking across a larger base of private Afghan financial institutions.
- Establishment of Agriculture College in Nangarhar in partnership with the Buffett Foundation and the Borlaug Institute, as well as agricultural business establishment and irrigation programs in Herat and Helmand provinces.
- Launch of business development and associated processing facilities for dried fruit and juice processing operations in Kandahar.
- Facilitation of international corporate engagement in Afghanistan by international companies and investors including Case New Holland, Kate Spade, Hyatt, Schlumberger, Emaar Properties, Google, and IBM, among many others.

This is a sample of a few among many of the remarkable achievements of this small team in a short amount of time. These achievements were all the more remarkable given our resource and legal authority constraints during the past year – constraints that left us undermanned by two thirds of original plan for Afghanistan. In spite of these constraints, each of you stepped up and delivered beyond expectations – many of you pivoting directly from service in Iraq to launch our mission in Afghanistan without a break or extended leave. The success of TFBSO is a testimony to your professionalism and courage in the face of hardship.

As previously announced, today also marks my final day of federal service.

As I depart, please accept my heartfelt gratitude for your support over the past five years. From its inception in June of 2006, through today, TFBSO has operated without much of the normal infrastructure and support that typical government organizations enjoy. We have also been granted freedom and independence to operate unlike typical government organizations. TFBSO has been a rare example of government adapting to address a gap in capability in times of crisis. In our case, the ability to assemble civilians to operate in harm's way, outside fortified military and diplomatic compounds, to bring economic opportunity and to signal a better future for the people of Iraq and Afghanistan is the gap you have successfully filled. For that independent, entrepreneurial operating capability we are indebted to Secretary Gates for his steadfast support and leadership. We have also relied on our commanders, who have never failed to see the value of our work, and to provide necessary support to ensure our mission effectiveness and continuity of operations.

Serving under their leadership, and serving as your leader, has been a great honor for me. As you continue your important work, please accept my congratulations for the exemplary service you have provided, and continue to provide, our nation at this critical time in our history.

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