



TASK FORCE FOR BUSINESS & STABILITY OPERATIONS

**HISTORY & IMPACT** *in* **IRAQ**

# Executive Summary

After its creation in 2006, the Task Force for Business and Stability Operations (TFBSO) was one of a number of efforts that stabilized and improved Iraq's economy and security environment.

TFBSO has created new doctrine in the fields of counterinsurgency, economic stabilization, and economic development, which rests upon both economics and psychology. The Task Force brings investors into country, facilitates investment with cultural knowledge and high level contacts, provides business expertise, and reduces both risks and initial costs by providing business incubators.

By facilitating investment of name brand companies (e.g., GE, Boeing, Microsoft, and Google) into Iraq, TFBSO was able to "signal" to other companies and investors that it was profitable to invest in Iraq. It also signaled to the Iraqis that there would be jobs and opportunities.

TFBSO launched the Iraqi First Program to enable DoD contracts to be directed to local business, creating direct economic stimulus for the Iraqi economy (in partnership with Joint Contracting Command—Iraq, now CENTCOM Contracting Command). The Iraqi First Program enabled more than \$6 billion in contracts to be awarded to more than 4,400 private Iraqi companies.

TFBSO private banking efforts stimulated development of private banking institutions throughout Iraq and enabled the removal of more than \$2 billion in cash from the battlefield during active military operations, increasing security and traceability of financial transactions, and undermining insurgent financing.

In partnership with the Government of Iraq, TFBSO established the Iraqi National Investment Commission, providing facilities, expertise, training, and direct support to accelerate private sector investment and development. The NIC has awarded \$2 billion in investment licenses to date.

TFBSO is a cost efficient organization , using public money (roughly \$484 million from FY2007-2010) to facilitate far greater private investment: over \$500 million in private commercial real estate development proposals and over \$8 billion in private investment commitments to re-opened state-owned enterprises were enabled by TFBSO.

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## OVERVIEW *of* MISSION & MODEL



STABILITY & PROSPERITY



# TFBSO's Mission

TFBSO was created in 2006 as an expeditionary group of business specialists and government personnel to provide on-the-ground support to the U.S. military in Iraq, and to fill the gap between military and development operations.

Our mission is economic stabilization in violent areas. We are not a relief, emergency, or humanitarian organization; rather, we follow an expeditionary business model to quickly stabilize an economy and to create the conditions for self-sufficiency. By creating an environment conducive to job creation and growth we reduce incentives for violence and inspire hope for the country's future.

The transformation of a host nation's economy from one dependent on foreign aid to one that is self-sufficient helps create a more stable and prosperous host-nation, and allows for U.S. and coalition troops to leave behind an economically sovereign nation.



# The Downward Spiral of Insurgency

VIOLENCE/  
INSURGENCY

ECONOMIC  
DECLINE/  
POVERTY

POLITICAL  
INSTABILITY

TFBSO'S  
Mission  
is to Stabilize  
the Economy  
and Reverse  
Economic  
Decline



# Model

TFBSO leverages the skills and know-how of one of The United States' greatest assets: our business culture.

The model of TFBSO is unique in the foreign policy apparatus of the United States Government. The Task Force brings investors into country, facilitates investment with cultural knowledge and high level contacts, provides business expertise, and reduces both risks and initial costs by providing business incubators.

With business expertise and high level contacts, we are able to recognize an industry's bottle necks and understand its supply chains, as well as create synergies between industries.



# Operations

In country, we operate as business people would and focus on building relationships on a more equal level with our host-nation counterparts. Typically, we wear civilian clothing, travel by civilian vehicle, and live and operate outside of the wire. This enables us to meet and interact regularly with host-nation citizens. By operating in this manner, we take on a higher degree of risk than we otherwise would have with more restricted security, but we also build greater trust within the population. And, trust, we believe is key to forging meaningful business relationships.

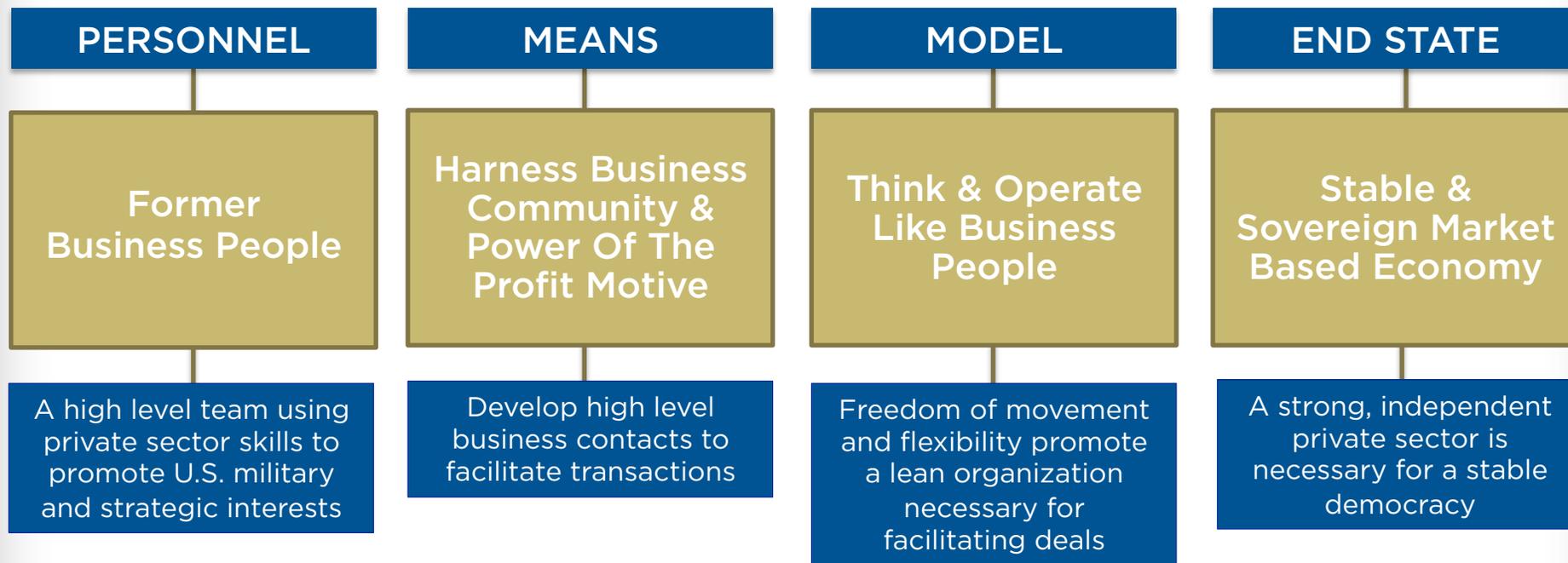
TFBSO uses a corporate model for the geographical placement of its personnel. Team members are either: 1) country specific; 2) U.S. based; or, 3) transient. As transient members of our team travel frequently between Washington, DC, the country in conflict, and business hubs throughout the world, we are able to stay current on vital matters, both political and business, related to the Task Force's mission.

Unlike most civilian or military posts, a "tour" with TFBSO is not limited to 12-18 months; therefore, we maintain a consistency of business, government, and diplomatic relationships. This provides a first-hand ability to see long-term stability issues.



# A Coherent Philosophy

The desired end state for Iraq was clear. Since the U.S. Government did not have the proper tools to achieve such a state, it created TFBSO.



**A COHERENT PHILOSOPHY**

## TFBSO: A NEW DOCTRINE



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# Stabilizing the Economy & Reversing Decline

Alone, Economic Panic is Self-Fulfilling

During War, It is Even More Difficult to Reverse



# Institutional Corruption

Fear/Panic/  
Loss of  
Confidence

The negative psychological effects of crisis often contribute to institutional corruption, as the population loses hope and “takes what it can” while goods and resources are still available.



TFBSO found that there were two major effects of corruption:

- 1) Corrupt people steal, damaging confidence in government.
- 2) Non corrupt people stop doing their jobs, largely because good people are afraid of accusations of corruption, damaging competence of government.

Institutional  
Corruption

# Stabilizing the Economy & Reversing Decline

In many ways, economic stabilization is akin to taming a financial crisis.

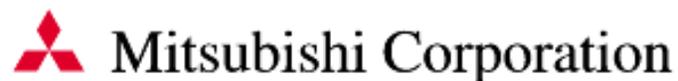
An economy is based on faith and trust.

An important means by which TFBSO restores trust in the economy is through the use of signaling.

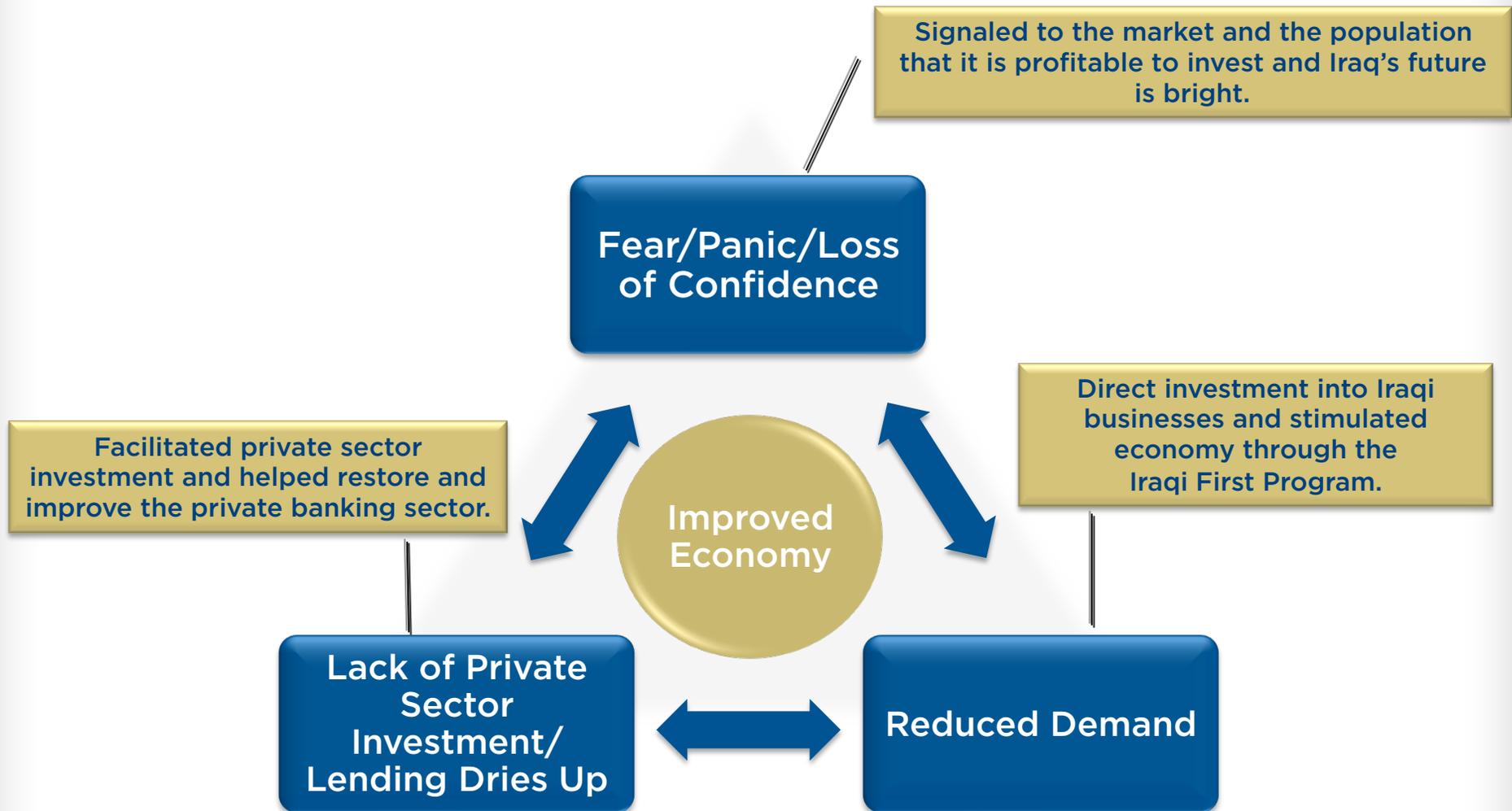
By facilitating investment of name brand companies (e.g., GE, Boeing, Microsoft, and Google) into Iraq, TFBSO was able to “signal” to other companies and investors that it was profitable to invest in Iraq. It also signaled to the Iraqis that there would be jobs and opportunities.

TFBSO encouraged investment by reducing companies’ initial costs to invest. Many companies who would not have made the initial travel to Iraq, did so because of TFBSO. Many companies would also not have invested if not for the facilitation that TFBSO provided in providing high level in-country business contacts and business incubator facilities.

The result was an improved economy.



# Stabilizing the Economy and Reversing Decline



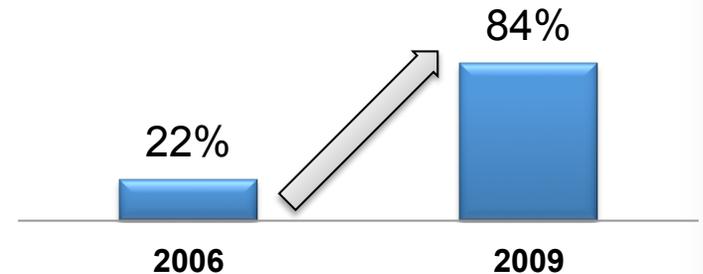
# Reducing Corruption

As crisis fades and hope is restored, the population develops a longer-term outlook and institutional corruption is reduced.

## Reduction of Institutional Corruption



## Increasing Confidence in Iraq's Future



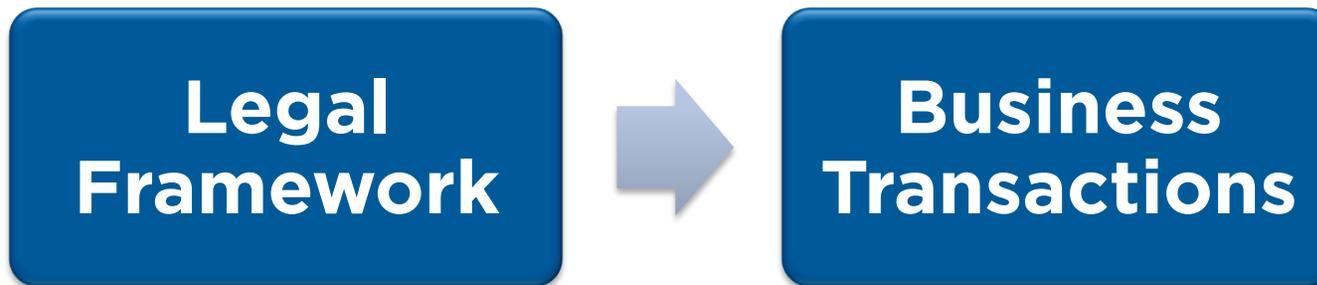
Iraq's Budget Execution Rate

TFBSO embedded within ministries outside of U.S. compounds. With accountants sitting next to Iraqi workers, Iraq's budget execution rate skyrocketed.

# Business Deals Help Shape the Legal Framework

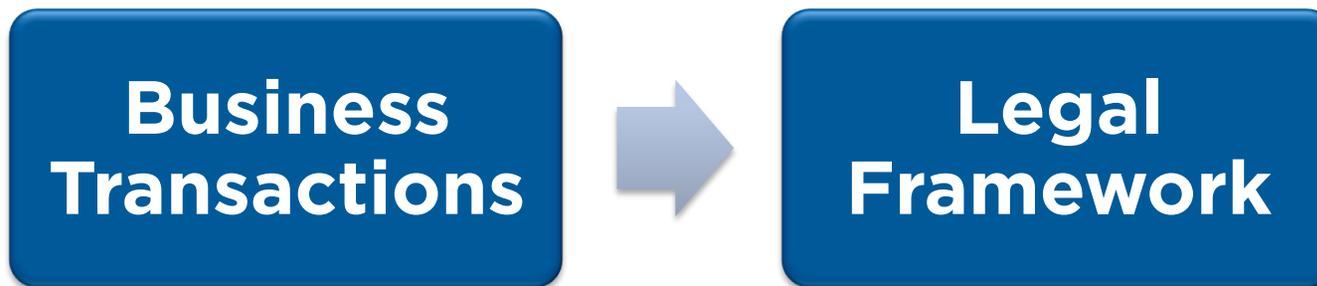
## Traditional Development

Construct the legal system and then  
conduct business deals



## TFBSO

Business deals help accelerate the legal and macro economic framework. TFBSO facilitates transactions *during* conflict and crisis, while providing procurement assistance.



# A Whole of Country Approach

TFBSO used a whole of country approach so as to promote growth across all of Iraq.

Below is a program breakdown by region:\*

## FOREIGN DIRECT INVESTMENT



## BANKING



## INDUSTRIAL REVITALIZATION



## CORPORATE DEVELOPMENT



## PRIVATE SECTOR DEVELOPMENT



## PROCUREMENT ASSISTANCE



## AGRICULTURE



## NATURAL RESOURCES



\*TFBSO operates program in gold shaded region

**COSTS** *and* **BENEFITS**



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# TFBSO Costs to U.S. Taxpayers

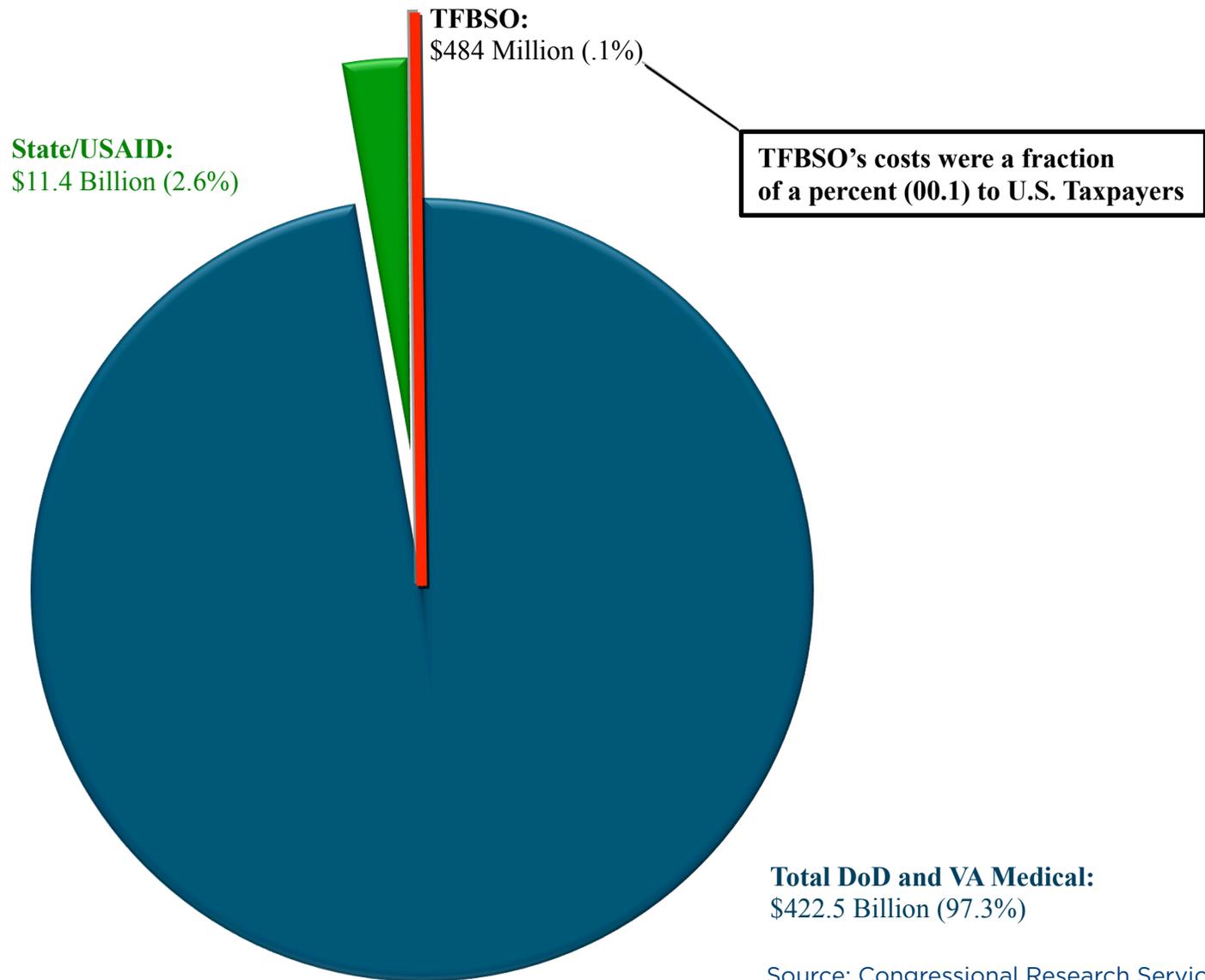
<b>OM FUNDING (via US ARCENT)</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Iraq	68.7	90.3	137.0	84.4
Afghanistan	—	—	15.0	74.8
<b>Total</b>	<b>68.7</b>	<b>90.3</b>	<b>152.0</b>	<b>159.2</b>

<b>2008 Supplemental Funding</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Iraq Freedom Fund (factory restarts)	50.0	50.0	—	—

<b>EEE Funding</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Conference funding	—	3.0	—	~495k

\*USD millions, unless otherwise noted

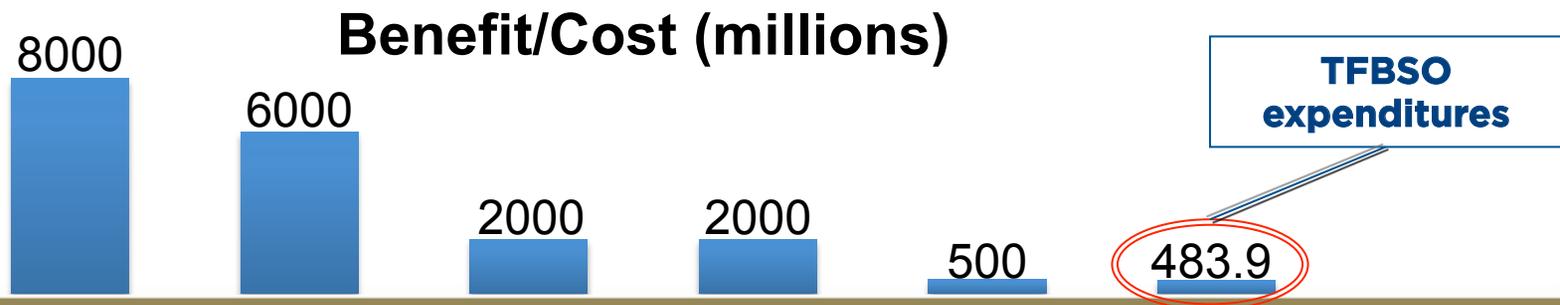
# Iraq War Costs to U.S. Taxpayers: 2007-2010



Source: Congressional Research Service

# TFBSO Benefits

- \$8 billion:** Facilitated over \$8 billion in private investment commitments to re-opened state-owned enterprises across all regions of the country.
- \$6 billion:** The Iraqi First Program enabled more than \$6 billion in contracts to more than 4,400 private Iraqi companies for large and small items including aircraft, hospital equipment, electrical turbines, and key infrastructure such as roads, bridges, and municipal facilities.
- \$2 billion:** The Iraq National Investment Commission (NIC), established by TFBSO in partnership with the Government of Iraq, issued more than \$2 billion in investment licenses for new business development to private investors and companies.
- \$2 billion:** TFBSO private banking development programs enabled the removal of more than \$2 billion in cash from the battlefield during active military operations, increasing security and traceability of financial transactions, and undermining insurgent financing.
- \$500 million:** Facilitated over \$500 million in private commercial real estate development proposals and transactions with international investors in Baghdad, Anbar, Karbala, Najaf, and Basra provinces.
- \$483.9 million:** TFBSO expenditures in Iraq from 2007-2010.



# IRAQ'S TRANSITION *and* TFBSO



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# Events Leading Up to TFBSO's Creation

In 2006, Iraq was in chaos, with expanding violence and too few signs of hope. The level of violence had eliminated many traditional economic development activities, as the United Nations (UN) and other non-governmental organizations (NGOs) pulled out of Iraq and U.S. civilian-led initiatives were restricted by the level of violence.

When the U.S. invaded Iraq in 2003, roughly 500,000 people worked in state-owned enterprises. Most factories were overstaffed and payrolls served as reward funds for corruption.

Unfortunately, poor economic policy exacerbated the situation.

The Iraqi Army was stood down, putting 1.6 million young men out of work.

De-Ba'athification stripped the government of the central planning staff formerly responsible for managing industrial demand, and as a result, orders to many factories dried up. The CPA's reconstruction plan explicitly prohibited commanders and diplomats from doing any business with SOEs.

The borders were opened and tariffs were lifted to promote free trade.

The Net Effect  Industrial production collapsed across sectors, importation of goods dramatically increased, initial post occupation unrest discouraged private investment, and unemployment stood at over 50 percent—in some areas much higher.

# TFBSO's Creation

In 2006, business leaders from the Office of the Secretary of Defense, traveled to Iraq and asked marines in Anbar Province how the Pentagon's business practices were affecting them. The marines responded that they would rather the business leaders talk to Iraqi business people so as to get Iraq's economy running and its people jobs.

At the time, the U.S. Department of Defense (DoD) was spending 9 Billion USD a month to stimulate Iraq's economy, which was only 36 Billion USD in Nominal GDP.

TFBSO was launched to answer the question of how the U.S. DoD could better use the 9 Billion USD a month to stimulate Iraq's economy and reduce the insurgency.

TFBSO began operations with the creation of Iraqi First in April of 2006. Iraqi First aimed to better stimulate the economy by removing barriers that prevent Iraqi owned businesses from competing on a level playing field, and when possible for the U.S. Government to give contracts to Iraqi businesses FIRST.



# Iraq's Transformation: The Economy

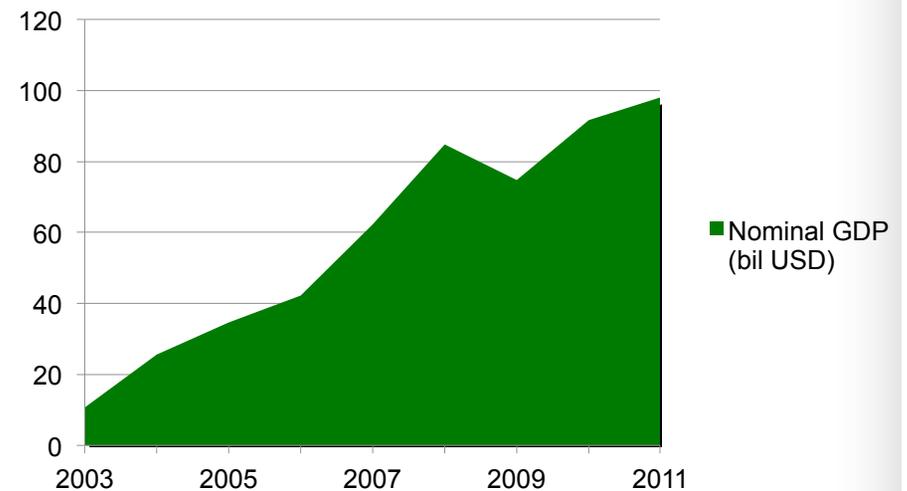
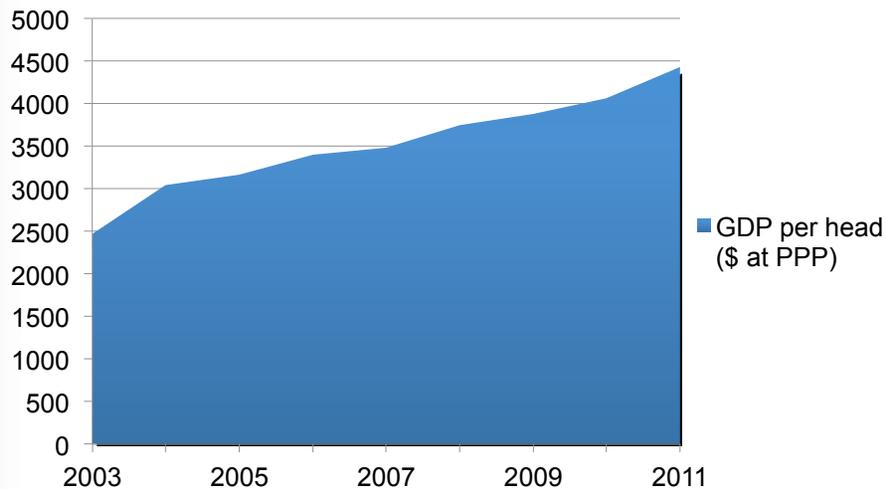
From TFBSO's inception in 2006 until operations closed in 2011, Iraq's economy remarkably improved. TFBSO was only one of a number of efforts which led to Iraq's transformation.

Although thoroughly reliable data does not exist on the subject, the best estimates are that unemployment dropped from more than 50 percent in 2006 to roughly 15 percent today.

		2003	2004	2005	2006	2007	2008	2009	2010	2011 (expected)
Nominal GDP—USD	bil USD	11	26	35	42	62	85	75	92	98
Real GDP*	bil USD	27	33	34	36	37	40	42	44	48
Real GDP Growth	%	-33.1	46.5	3.3	6.2	1.5	7.8	4.5	5.5	9.5
GDP per head (\$ at PPP)	USD	2,471	3045	3170	3400	3480	3750	3880	4060	4430
Consumer Prices (% change)	%	46.9	31.7	31.6	64.8	4.7	6.8	-4.4	3.3	5.8

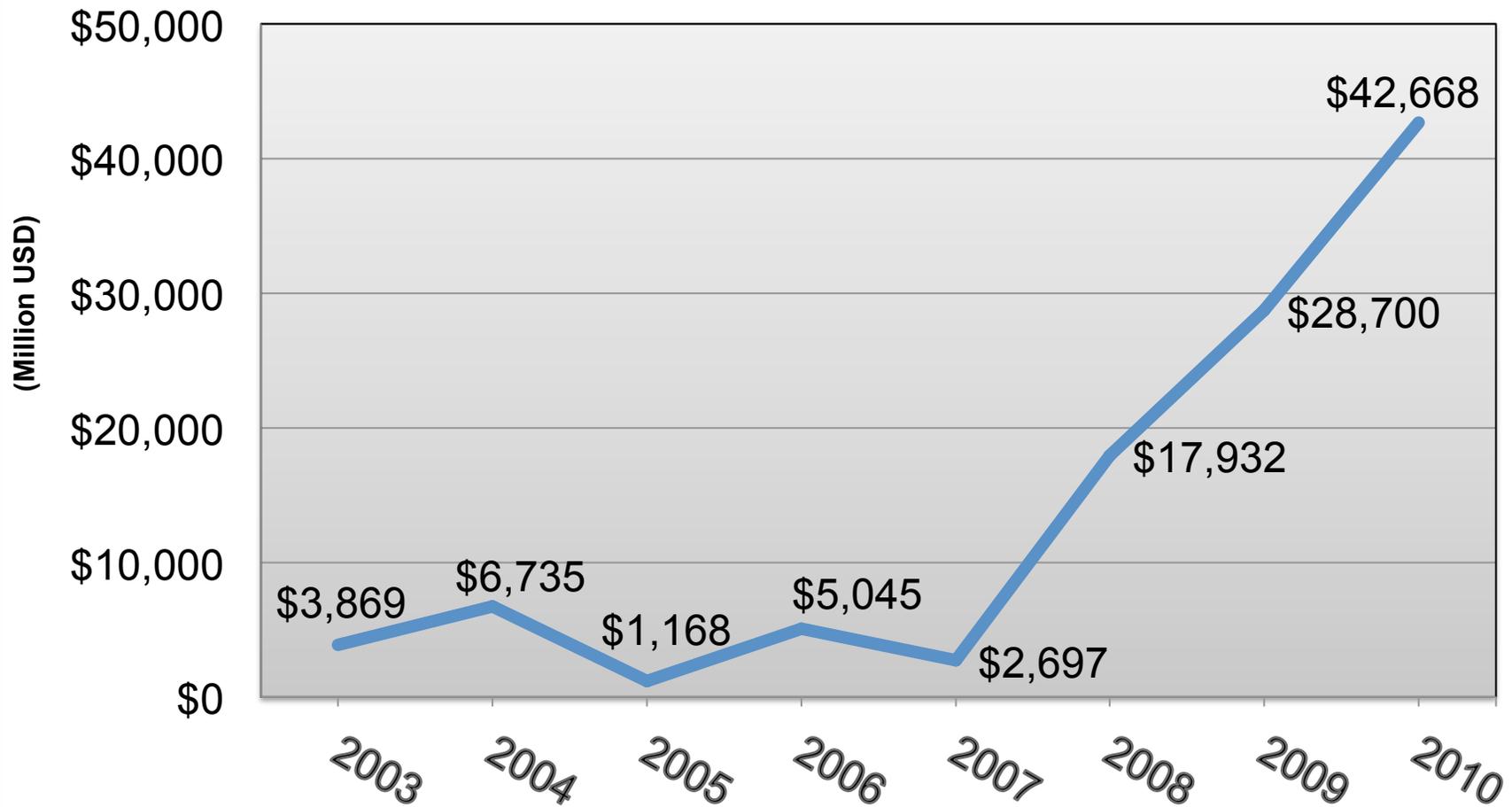
(Source: EIU database)

\*Based on 1977 Numbers



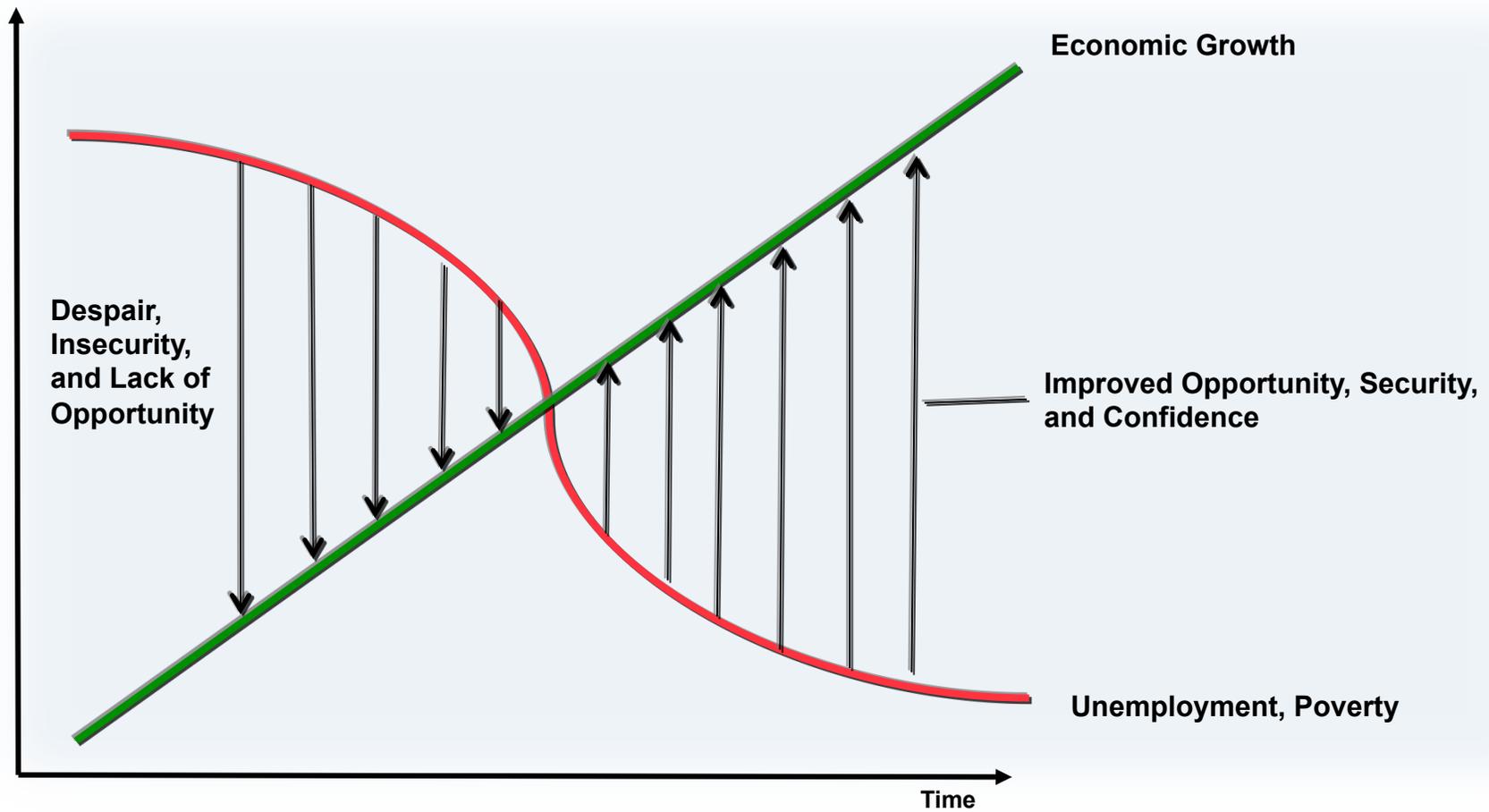
# Value of Foreign Commercial Activity

Foreign commercial activity has increased by approximately 50% per year since 2008, after a 600% increase from 2007-2008.

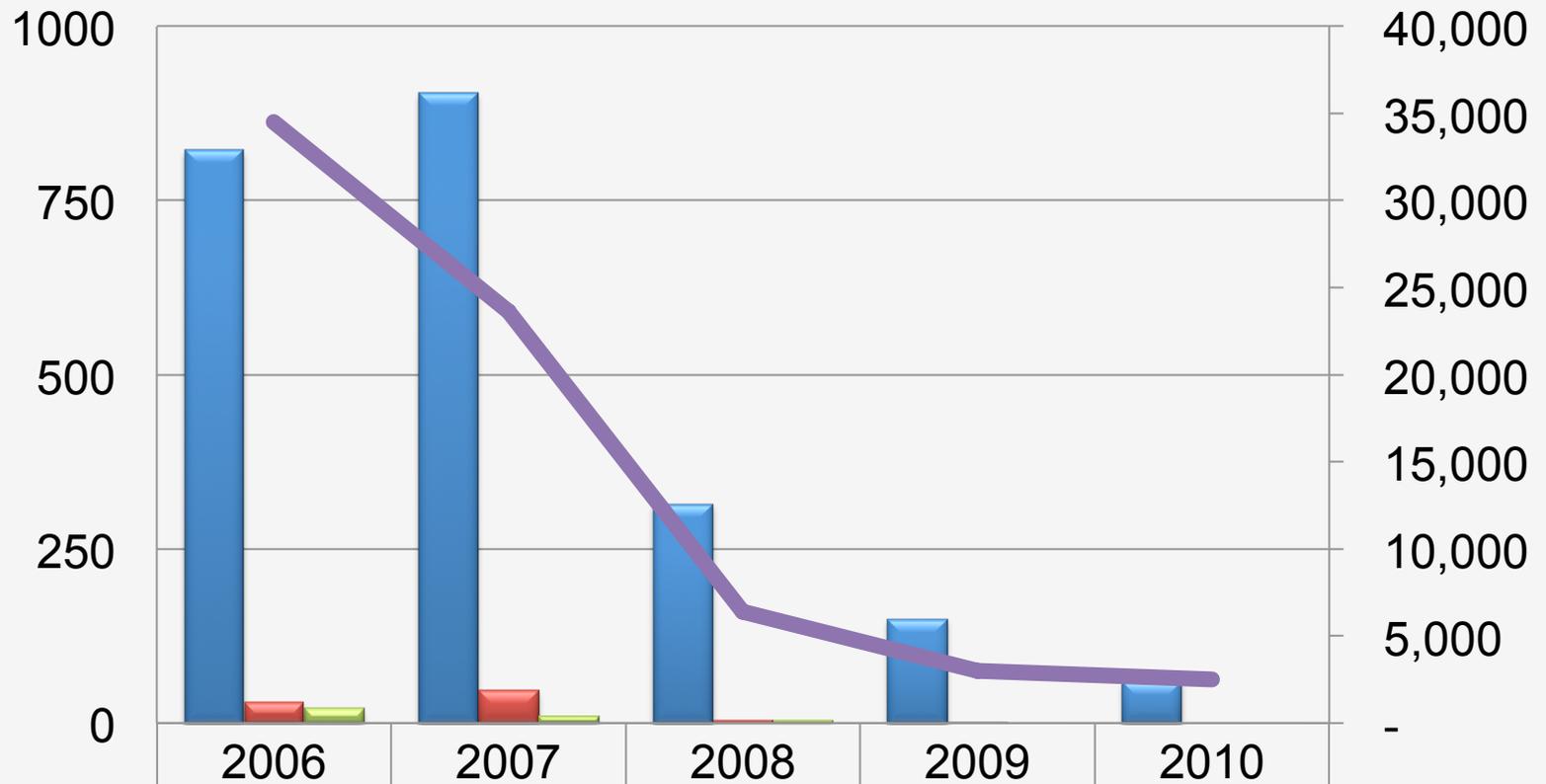


Source: "Foreign Commercial Activity in Iraq— 2010 Year in Review," Dunia Frontier Consultants

# Basic Graphical Analysis of Economic Counterinsurgency



# Iraq's Transformation: Security

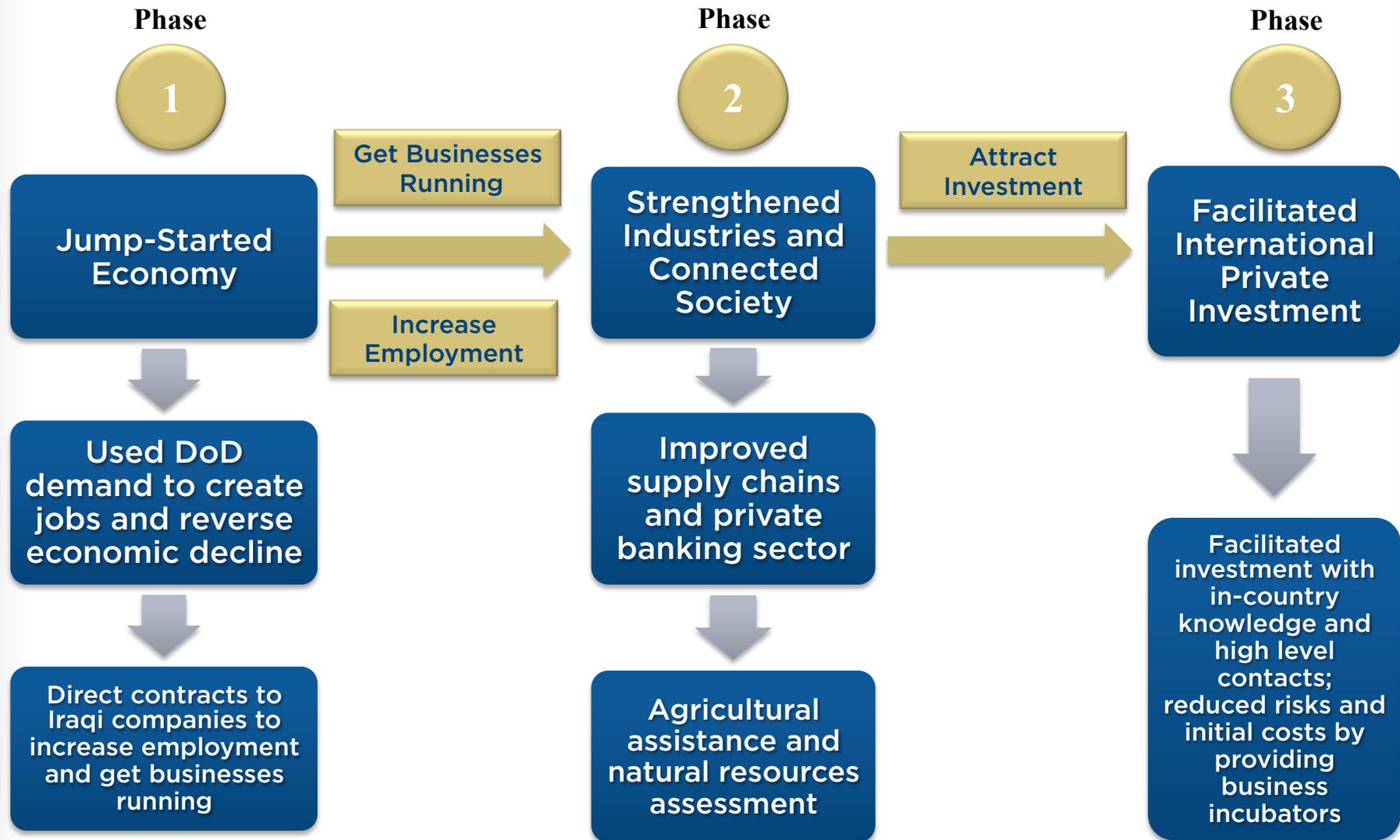


US	822	904	314	149	60
UK	29	47	4	1	0
Other	21	10	4	0	0
Iraqi Civilian*	34,500	23,600	6,400	3,000	2,500

Source for Coalition Numbers: casualties

\*Source: Brookings Institution, Iraq Index

# Phases of Economic Stabilization



# JUMP-STARTING *the* ECONOMY



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# Private Sector Development

TFBSO launched the Iraqi First Program to enable DoD contracts to be directed to local business, creating direct economic stimulus for the Iraqi economy (in partnership with Joint Contracting Command—Iraq, now CENTCOM Contracting Command).

The Iraqi First Program enabled more than \$6 billion in contracts to be awarded to more than 4,400 private Iraqi companies for large and small items including aircraft, hospital equipment, electrical turbines, and key infrastructure such as roads, bridges, and municipal facilities.



# Budget Execution and Procurement Assistance

The TFBSO Procurement Assistance Center (PAC) supported the transparent execution of more than \$10 billion in Iraqi government procurements.

The PAC wrote, in support of the Ministry of Planning, the 2008 procurement implementing regulations—applying seven key changes and ministerial thresholds enabling transparency and budget execution and efficiency.

The TFBSO PAC served as the principal advisor to the Government of Iraq and the Kurdistan Regional Government in the area of investment law and regulations from 2007-2009.

Embedded within ministries outside of U.S. compounds, the TFBSO PAC trained over 200 GOI personnel in “on-site,” on-the-job budget execution, financial management, privatization, leadership, governance, and negotiation.



# Industrial Revitalization

Through TFBSO initiatives, 66 factories within 41 state-owned corporations—ranging from cement plants to food processing operations and textile mills to electronics and heavy industrial equipment—were restarted or increased production.

Over 100,000 professional employment positions were restored as a result of TFBSO industrial revitalization efforts. Restarting the means of employment for thousands of Iraqis helped restore normal economic activity to local communities and private sector businesses dependent on large industrial operations for secondary and tertiary economic activity.

More than 200 factory managers were trained by TFBSO private sector business experts in modern business plan development, marketing, and supply chain management.

In partnership with the Ministry of Industry, TFBSO facilitated the tender of 40 high-potential factories for private investment, launching this process at a TFBSO-funded and managed conference in Dubai in 2008. These introductions and tenders led to private investment in joint ventures with 13 factories by the end of 2010.



**STRENGTHENING INDUSTRIES**  
*and* **CONNECTING SOCIETY**



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# Banking and Financial Networks

TFBSO helped transition Iraq from a cash based society.

Banks increasingly viewed as a place to store wealth.

Improved inter-bank and intra-bank communications.

Increased availability of ATM & Credit Cards.

Visa, American Express, and MasterCard services and point-of-sale devices are now available throughout Iraq, brought into the country and online via TFBSO programs and direct support.



# Developing the Private Banking Sector

TFBSO private banking development programs enabled removal of more than \$2 billion in cash from the battlefield during active military operations.

Increased security and traceability of financial transactions, and undermining insurgent financing.

## Electronic Funds Transfer (EFT)

EFT Capable Banks	Banks Operating		Branches	
	2007	2010	2007	2010
	9	10	175	233

### Definition of EFT-Capable:

- Registered with Central Bank of Iraq
- Functional Core Banking System
- SWIFT capable (International transactions)

EFT-Capable Bank	Branches
Ashur International Bank	4
Bank of Baghdad	31
Commercial Bank of Iraq	10
Credit Bank of Iraq	15
Dar As-Salaam Inv. Bank	15
Iraqi Middle East Inv. Bank	19
Trade Bank of Iraq	8
Mosul Bank for Dev & Inv.	15
Tigris and Euphrates	5
Warka Bank	111
<b>Total</b>	<b>233</b>



# Now Accepted in Iraq



TFBSO worked with a consortium of private banks to establish AMWAL, a shared financial services corporation offering modern electronic banking services to member banks.



AMWAL member banks are now issuing internationally branded cards in their own names for the first time in history.



AMWAL Point of Sale Devices and ATM machines accept all internationally and domestically issued Visa, MasterCard, Maestro and Visa Electron debit and credit cards.



# Agricultural Revitalization

TFBSO established an industrial greenhouse manufacturing plant in Iskandiriyah and then distributed hundreds of industrial greenhouses to every province of Iraq. These greenhouse operations, sold via low-interest loans to Iraqi subsistence farmers in a program established by provincial governors. This resulted in the establishment of hundreds of private produce cultivation businesses across Iraq.

TFBSO-sponsored faculty from American land grant universities and the Borlaug Institute of International Agriculture worked on farms surrounding Baghdad and in Central, Northern, and Western Iraq, developing comprehensive agricultural strategies and plans incorporating modern methods and technologies consistent with local climate and soil characteristics.

TFBSO agricultural initiatives resulted in the establishment of dozens of cooperative farm organizations, farmers markets, and technology transfer initiatives with local universities.



# Educational Programs in Agricultural Revitalization

Provided funding to send 38 Iraqi students from 9 different provinces to the US to obtain Master of Science degrees in various agricultural areas with training in agricultural extension. Students were selected by province, and will return to their province to serve upon the completion of their study.

Seven agricultural deans from U.S. Universities visited University of Baghdad to develop cooperative scientific programs and a scientific exchange relationship. Deans were from:

Iowa State



UC Davis



Oregon State



Michigan State



Kansas State



Penn State



Auburn



# Natural Resources

TFBSO re-established the presence of the United States Geological Survey in Iraq, teaming with USGS to perform mineral and water resource surveys in the western desert and Kurdish Region, and facilitating the renewed partnership with the Iraqi Geological Survey.

Conducted mineral resource investigations focused on Anbar Province and the Kurdish Region, including the recovery and re-processing of previously unavailable geophysical data.

Evaluated the quantity, quality, and availability of surface and groundwater in Iraq for the purpose of supporting economic development.

Trained the Government of Iraq and Kurdish Regional Government Officials in joint workshops on the installation and monitoring of an agrometeorological network deployed through 17 provinces in Iraq.



CONNECTING IRAQ *to the*  
INTERNATIONAL COMMUNITY



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# Corporate Development

TFBSO worked to establish commercial relationships by linking Iraqi industrial capacity to global supply chains.

The Task Force, through its business development support and corporate incubator facilities, enabled dozens of multinational companies to initiate operations and/or business relationships in Iraq. This business effort was to reconnect war-torn and sanction-impacted Iraqi companies and business leaders with the global commercial community.

The following companies have worked with TFBSO to establish an on-the-ground business presence in Iraq:

**Case New Holland:** Farm tractor assembly in Iskandiriyah

**Boeing:** Commercial aircraft sales and services, providing jobs in Greenville, SC and Seattle, WA

**Caterpillar/MANTRAC:** Built facility to rebuild and assemble generators near BIAP

**Cummins Diesel:** Generator assembly in Iskandiriyah

**General Electric:** A 4 Billion USD contract for electrical power turbines

**Google:** Launched a new domain—Google.iq

**IBM:** First computer equipment sales and contracts with Iraqi Ministries

**John Deere Water Technologies:** Irrigation



# TFBSO Sponsored Investors and Corporations

Since 2007, TFBSO has sponsored over 200 investors and corporate representatives to Iraq

 <b>ABC Home Furnishings</b>	 Fennel Holdings	 <b>Mineks International</b>
 Abbey International	 <b>Festo Didactic</b>	 <b>Mitsubishi</b>
 <b>Abu Dhabi Investment Council</b>	 <b>Finmeccanica</b>	 <b>Morgan Stanley</b>
 Adelphi Capital, LLC	 Fluvanna Group	 <b>Navistar</b>
 Advanced Technology Services	 Frederick Cook & Co	 Nexant
 <b>Agilent</b>	 Freedom International Airways	 <b>Nippon Koei</b>
 <b>Agility Logistics</b>	 <b>General Electric</b>	 <b>Northern Gulf Partners</b>
 AIG Insurance	 <b>Japanese Intl Coop Agency</b>	 <b>Oasis</b>
 <b>AI Development</b>	 <b>JGC Corporation</b>	 <b>Oshkosh</b>
 Alliance Investment	 <b>Google</b>	 Oxford Investments
 Americana	 <b>GroundWorks, Inc.</b>	 PalMet Venture LLC
 Anderson Merchandisers	 <b>Gruppo Cadini</b>	 <b>Patton Boggs</b>
 AON	 <b>Gryphon Air</b>	 Popeyes
 <b>Arcelor Mittal</b>	 <b>Guggenheim Capital</b>	 <b>Pohong Iron &amp; Steel (POSC)</b>
 <b>ArmourShield Ltd</b>	 <b>Gulfsands Petroleum</b>	 Quiznos
 <b>BAE Systems</b>	 Hill & Knowlton, Inc.	 Richmond Capital
 BioD LLC	 <b>Honeywell</b>	 <b>Rotana</b>
 <b>Boeing</b>	 <b>Hyatt</b>	 <b>RTW-USA</b>
 <b>Bombardier</b>	 Hyundai	 <b>Scania</b>
 BSoft Solutions	 <b>IBM</b>	 <b>SEAF</b>
 <b>Case New Holland</b>	 ICxT	 <b>Skylink USA</b>
 <b>Cisco</b>	 ITT Industries	 Starwood
 CFH Fertilizer	 <b>John Deere Water</b>	 <b>STX Heavy Industries</b>
 <b>Corinthian Capital (C3)</b>	 Kepis & Pobe	 Sweetwater
 <b>Cummins Mid East</b>	 Levant Capital	 <b>Summit Global Group</b>
 <b>Daimler Benz</b>	 <b>LG</b>	 <b>Suzer Group</b>
 Defense Group Inc	 Lutine Holdings	 <b>TerraBuilt</b>
 Defense Shield	 <b>MAC Iraq (General Motors)</b>	 <b>Valmont Irrigation</b>
 <b>East Pacific Capital</b>	 <b>Maalim Der Group</b>	 Van Kampen Asset Mgt
 <b>Eaton</b>	 <b>Mantrac/Caterpillar</b>	 Veristeel
 <b>Enterra Solutions</b>	 <b>Marshall Fund</b>	 <b>YouTube</b>
 Explorador Capital LLC	 <b>Massey Ferguson</b>	 Wachovia
 FDF Capital	 <b>Microsoft</b>	 <b>Washington Group Intl</b>

**Blue** indicates companies that have initiated business engagement in Iraq  
**Green** indicates companies that have executed transactions as of this date

# Business Incubator

TFBSO established a business incubator which housed business representatives interested in establishing and maintaining business relationships with their Iraqi counterparts.

TFBSO provided office space, living facilities, and services to ease entry and investment for international companies into Iraq.

The following businesses opened offices at the incubator and explored business opportunities within Iraq:

DAIMLER



BAE SYSTEMS

Honeywell

EATON

Powering Business Worldwide



# Private/Foreign Direct Investment

TFBSO facilitated over \$8 billion in private investment commitments to re-open state-owned enterprises across all regions of the country.

The Task Force hosted and facilitated business engagement by more than 200 private investors and international corporate representatives, half of whom initiated business in Iraq.

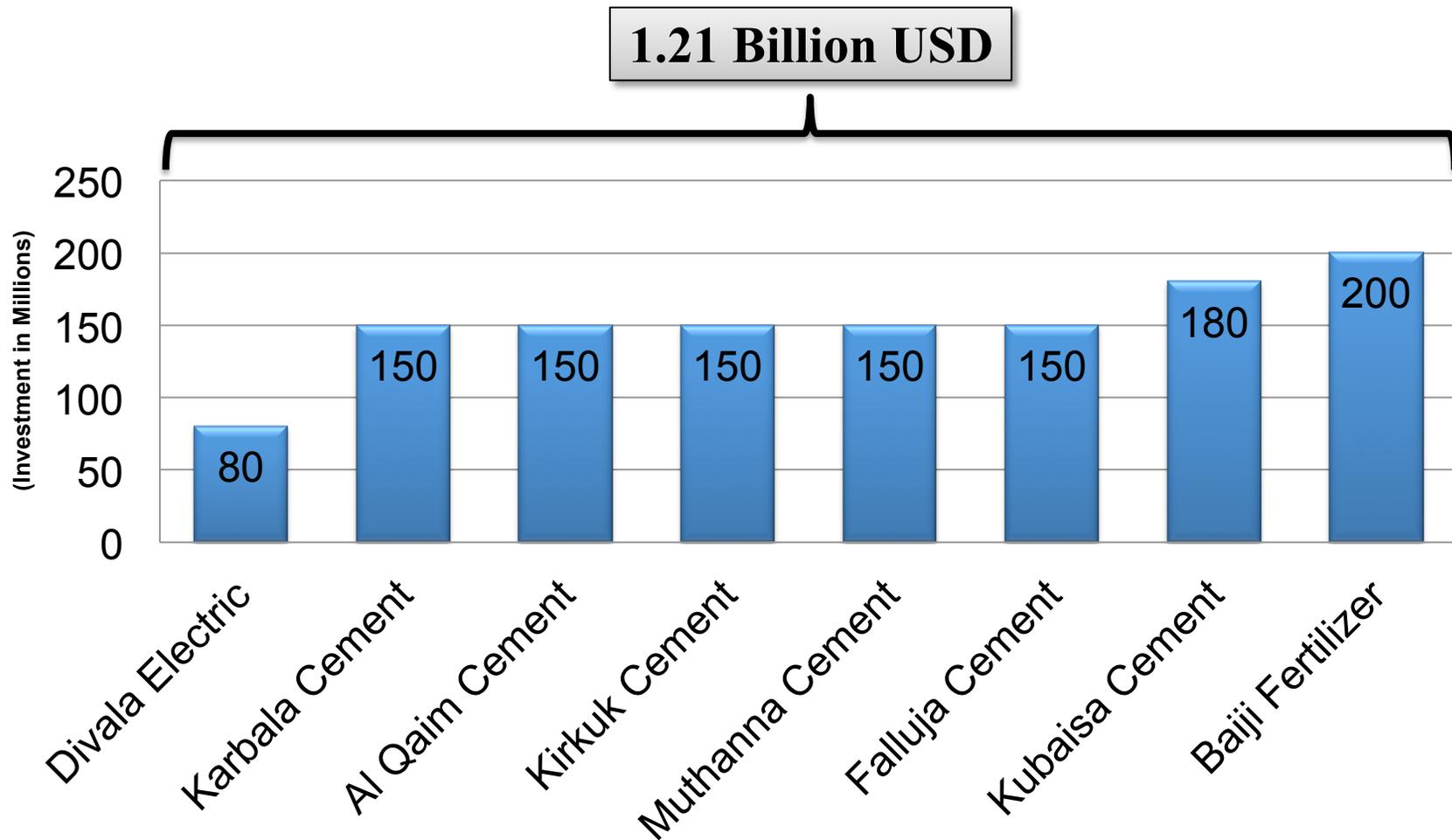
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# Private Investment Commitments in SOEs

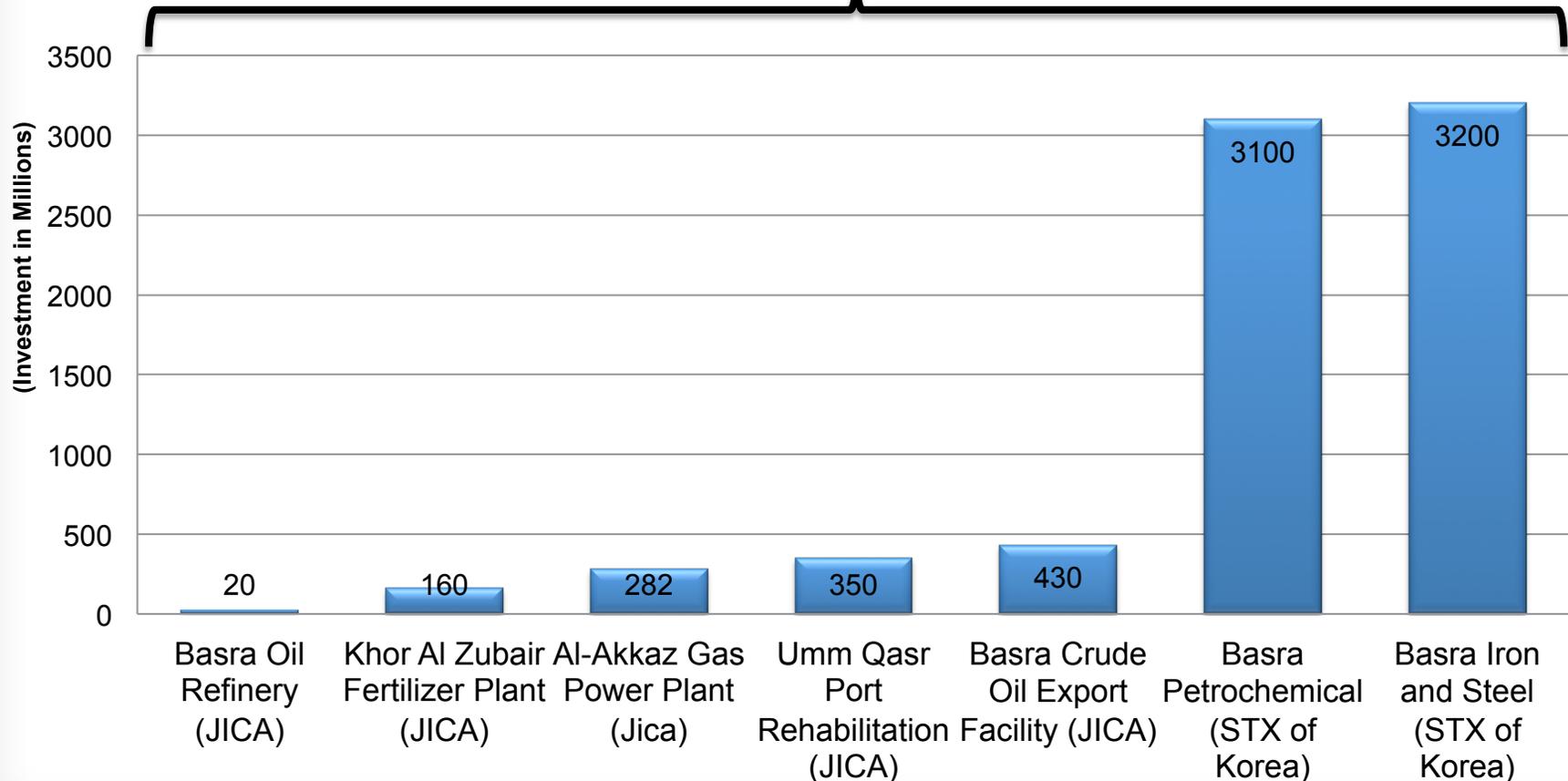
**Joint Ventures:** Investments by international consortia in state owned factories in collaboration with an Iraqi partner. Ownership of factory remains with the Government of Iraq, but government relinquishes full management to the joint venture for periods ranging from 10 to 25 years.



# Private Investment Commitments in SOEs

**Private Investment Commitments:** Direct Investment Proposals and/or soft loans by international consortia in state owned factories in collaboration with an Iraqi partner. Ownership of factory remains with the Government of Iraq, but government relinquishes full management to the joint venture for periods ranging from ten to twenty-five years.

**7.5 Billion USD**





STABILITY & PROSPERITY

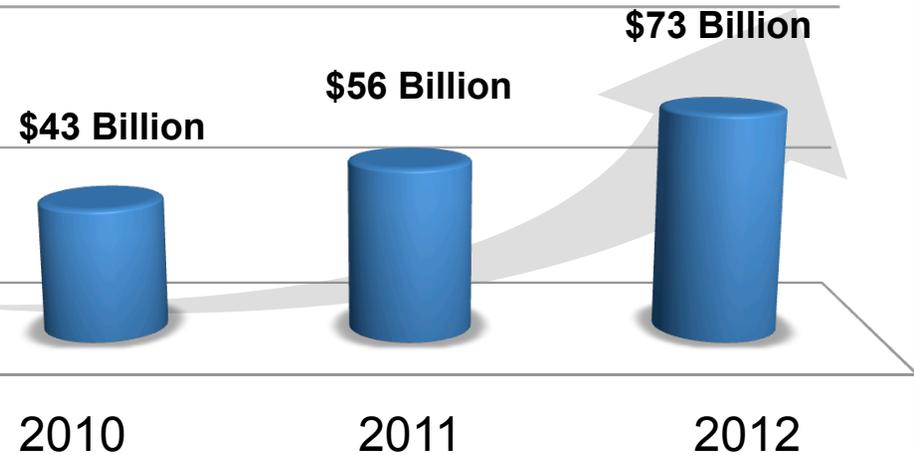
## TFBSO *and* IRAQ'S FUTURE



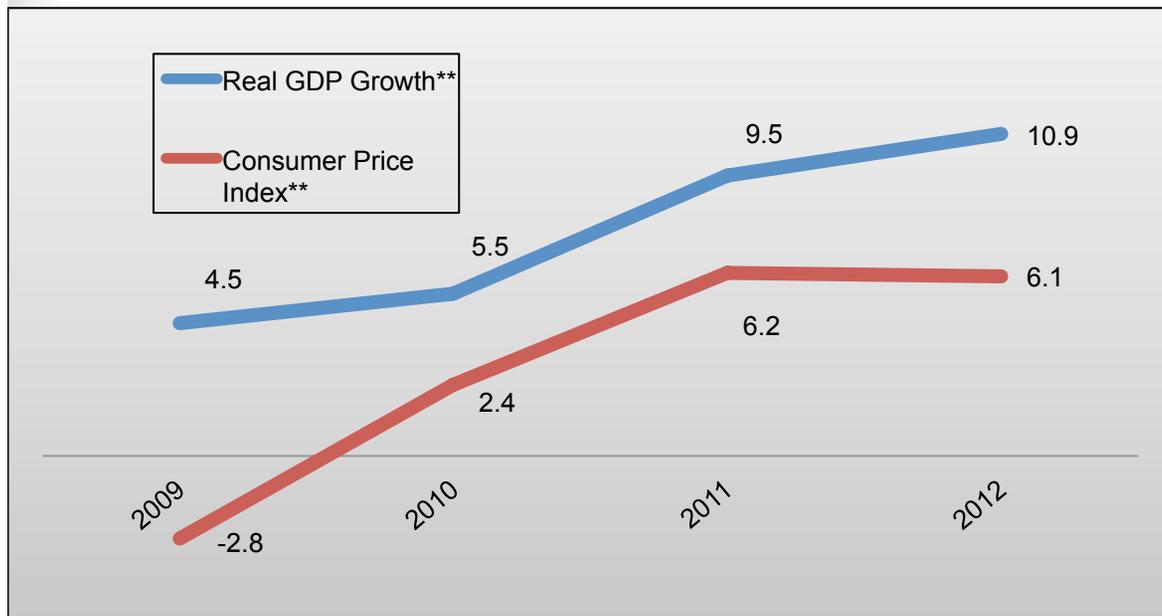
# Iraq: Developing a Strong, Stable, and Open Economy

The growth rate of foreign commercial activity is expected to remain above 30 percent in 2011 and possibly through 2012.\*

### Foreign Commercial Activity\*



**Opening Up to the World**



**Strong Growth**

**Stable Prices**

\*Source: "Foreign Commercial Activity in Iraq—2010 Year in Review," Dunia Frontier Consultants

\*\*Source: EIU

## TFBSO Leaves Iraq

In alignment with the planned transition of Department of Defense activities to the Department of State and to the Government of Iraq, TFBSO ceased operations in Iraq on January 31, 2011, and began to focus its full attention on Afghanistan.

TFBSO played an important role in stabilizing and improving Iraq's economy and security environment from 2006 to 2011.

TFBSO's new doctrine and model have proven useful new tools in America's foreign policy apparatus, and if need be the lessons learned by TFBSO can be applied again.

