

# Investment Overview of **Iraq**

Prepared by the:  
**Republic of Iraq**  
**National Investment Commission**







Dear Investor,

The investment opportunities found in today's Iraq vary in type, size, scope, sector, purpose, and structure. Potential investors will find an open landscape to develop projects that will fill the needs of Iraq's expanding and demanding population. Iraq's location at the center of many historic and current middle-east trade routes provides an undeniable advantage; combined with a variety of natural resources and a desire for advanced quality of life, this advantage creates many opportunities for builders, suppliers, transporters, developers, producers, providers, manufacturers, servicers, and financiers, all of whom will find many avenues by which to establish new relationships, build new operations, create new markets, and develop new mutually beneficial business connections.

In this document we provide a detailed overview of Iraq, an overview of each province, and specific details regarding each investment sector. We also provide a list of opportunities that have already been identified. We invite you to review this information and invite your further inquiries at any level. You are encouraged to bring us your ideas, proposals, perspectives, and plans; you will find us ready to listen and work with investors in developing constructive and rewarding ways to accommodate those that wish to positively contribute to the future economic prosperity of Iraq and its people.

Regards,

Dr. Sami Al-Araji, Chairman  
Iraqi National Investment Commission





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## Preface

This document has been prepared by the Republic of Iraq – National Investment Commission (NIC) for informational purposes only. The purpose of this document is to provide a detailed overview of Iraq, an overview of each province, and an overview of each investment sector. A list of specific opportunities in each sector is also provided.

This document serves as a companion document to the Investor Guide to Iraq which provides detail on the investment environment and basic travel information.

The information contained in this document is provided only as general information. All figures presented in this document are 2008 estimates unless otherwise noted.

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# 1.0 Introduction



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## Interested in Investing in Iraq?

For general information about investment opportunities in Iraq or the investment process, please visit the Iraqi National Investment Commission website at:

[www.investpromo.gov.iq](http://www.investpromo.gov.iq)

For information about specific sectors and opportunities, or to arrange a visit, please contact the National Investment Commission through one of the contacts below.

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## 1.1 Why Invest in Iraq?

Iraq has changed. As normal life begins to resume, economic activity has revived. Demand for all types of goods and services is growing fast. The focus is on reconstruction as the government rebuilds essential infrastructure, from power and water utilities and transport infrastructure to residential housing. At the same time, the government is investing in the essential economic infrastructure; including oil fields and the mid- and downstream pipeline, petrochemical, and fuel distribution sectors.

Iraq presents a huge commercial opportunity across a broad range of sectors. After five years when security was the dominant issue in Iraq, the country has now entered a new, positive phase. As the Iraqi government and security forces have stepped up their capacity, the environment for trade and investment has transformed for the better. Millions of Iraqis now have the freedom to live, to trade, to work and to travel without fear. Security improvements are now substantial and tested. There have been notable improvements in the regulation of the business environment. The private sector has grown more important and is open to foreign investment for the first time in decades. These factors combine to create opportunities for trade and investment on an unprecedented scale.

To attract foreign investment into Iraq, generous benefits, guarantees and exemptions have been established in Iraqi investment laws. Qualifying investments are eligible to:

- Receive 10 years exemption from taxes
- Repatriate investment and profits from investments
- Employ foreign workers when needed
- Obtain three years exemption from import fees for required equipment
- A guarantee from the government that it will not nationalize or confiscate investments

*“Iraq’s economy is vibrant. Shops are open. Goods are being moved the length and breadth of the country on trucks and railway cars. Iraqis are being trained in business and entrepreneurial skills. Young men and women are graduating from universities all over the country with brand new degrees, and with hopes and plans for a brighter economic future.”*

Dr. Sami Al-Araji

Chairman of the National Investment Commission

The Iraqi people are now able to benefit collectively from the country's great wealth and resources. The important challenges still facing the country also represent opportunities for partners who are prepared to come in and commit to commercial and investment relationships. Challenges include:

- Rebuilding the economy to improve the livelihood of the population
- Reconstructing roads, houses, and other infrastructure
- Re-establishing water and power supplies
- Developing oil and gas fields, export pipeline infrastructure, and downstream industries

The difference now is that for the first time the security and stability exists to make these fundamental long term goals achievable. Key factors underpin this stability:

- Significantly improved levels of security make it possible for foreign businesspeople to travel safely throughout the country.
- Stronger Iraqi security forces and government guarantees provide long-term security for businesses.
- Successful provincial elections in January 2009 have demonstrated the gradual rooting of the democratic process.
- Economic stability, with a successful policy of limiting inflation, is delivering high rates of annual growth.

A fundamental shift is occurring in Iraq. For over 30 years, Iraq was a highly centralized economy with little investment from the private sector. Today the country and economy are transitioning to a market driven business environment with plenty of potential for growth. The Iraqi government has publicly stated its need for the participation of foreign investors to achieve its objectives. Regulations, security, and incentives are in place. Iraq is now open for business.

*“Iraq is likely to be among the fastest growing and most lucrative mid-sized markets in the world.”*

US Department of Commerce, 2009 Iraq Country Commercial Guide

## 2.0 Background Information on Iraq



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## 2.1 Geographic Overview

The Republic of Iraq has a land area of 434,128 sq km. Iraq is distinguished by the variety of its geographic landforms, including level sedimentary plains and mountains. The country is divided into a mountainous northern area, a desert area in the west, and a large fertile plain in the middle and south of the country that is watered by the two rivers, the Tigris and the Euphrates. Iraq has a population of 30M, most of whom live in towns and cities.

The Tigris River, originating in Turkey, is 1,850 km long. The Euphrates reaches 2,350 km and also springs from Turkey. The two rivers meet at the town of Qurna to form the river known as the Shatt al-'Arab, which flows for another 185 km until it reaches the Arabian Gulf. Iraq is bordered by Turkey to the North; Saudi Arabia, Kuwait, and the Arab Gulf to the South; Iran to the East; and Syria and Jordan to the West. The total population of these neighbors approaches 170M.



Iraq is divided into 18 provinces. The capital city is Baghdad; in addition to Baghdad, major cities include Mosul, Basrah, and Erbil. Iraq's major resources consist of oil, natural gas, sulphur, phosphate, iron, kaoline, bauxite, limestone, gravel, and sand.

## 2.2 The Population

Iraq has about 30M citizens, with a yearly population growth rate of 2.6%. The population is young, with more than half less than 20 years old.

Population of Major Iraqi Cities:	
City	Population (Millions)
Baghdad	6.0
Mosul	1.8
Basrah	1.5
Erbil	1.2

Over two-thirds of the population lives in urban areas.

## 2.3 The Economy

Iraq has the capacity to be a thriving, middle class country. With a long trading history, deep commercial traditions, and vast natural resources – including the world's second largest proven oil reserves; Iraq, at the crossroad of culture and commerce, has enormous potential.

Today Iraq is on the rebound. As security improves, and as oil exports and internal commerce recover, GDP has risen. GDP has grown from \$57B USD in 2006 to \$131B USD in 2008. GDP per capita has surpassed \$3,000 USD and is forecast to exceed \$4,500 USD by 2014.

Moreover, as Iraq reintegrates into the world community, a growing number of agreements will help restart the Iraqi economy. Among key successes:

- The Paris Club announced in November 2004, a deal to write off 80% of Iraq's debt. When fully implemented, the agreement will yield \$100 B USD of debt relief to Iraq, a major boost to long-term economic growth.
- Iraq has completed over three years of standby arrangements with the International Monetary Fund (IMF). The final arrangement expired in March 2009, triggering the final stage of Iraq's Paris Club debt reduction agreement.
- The World Trade Organization (WTO) agreed in December 2004 to open membership talks with Iraq. Iraq has been a WTO observer since February 2004. A working party to examine the application of Iraq was established. The General Council met for a second time in April 2008 to

continue the examination of Iraq's foreign trade regime. Iraq hopes to gain membership in 2010.

## 2.4 Key Economic Statistics

GDP	\$131B USD
Per Capita Income	\$4,360 USD
Workforce	7,740,000
Consumer Price Inflation	6.8%
Key Agricultural Products	Wheat, Barley, Rice, Vegetables, Dates, Cotton
Key Sectors	Oil and Gas, Petrochemicals, Textiles, Leather Goods, Construction Materials, Food Processing, Metal Fabrication
Average Daily Oil Production	2.4M Barrels
Average Daily Oil Exports	1.8M Barrels
Proven Oil Reserves	115B Barrels
Proven Natural Gas Reserves	3.2T Cubic Meters

Source: Ministry of Economy and Planning

The 2010 budget is expected to be more optimistic, based both on rising oil prices and increasing production capacity: the government's budget committee is recommending a budget based on oil prices of \$60 USD per barrel and exports of 2.15M bpd. This seems achievable: Already in 2009, exports have reached nearly 2.04M bpd, surpassing the Iraqi Oil Ministry's target of 2.2M bpd, at prices approaching \$65 USD per barrel. Iraq plans to increase its crude oil production to 6.0M bpd by the year 2015.

### 2.4.1 Recent Economic Observations

- The IMF, in its 2008 Iraq country report, noted economic activity was "picking up" and forecasted "robust" growth, following higher oil production and a recovery in non-oil activity.
- The IMF recently estimated that the Iraqi economy would grow at 6.7% during 2009 and would continue to grow at this rate for the next five years.
- The Iraqi government is aiming to lift the growth rate of the economy's non-oil share to at least 7% in 2010, according to Central Bank.

- The Central Bank of Iraq's policy of allowing the dinar to appreciate against the dollar has successfully dampened inflation. Core inflation (excluding energy prices) was 10.8% in 2008, against 31.9% in 2006.
- The Central Bank of Iraq's daily foreign exchange auction, the average daily flow of transfers to accounts outside Iraq, more than doubled from November 2007 to October 2008.
- The government has increased its budget expenditure. By November 2008 it had expended 82.5% of the basic budget, representing a 79% increase in expenditure over the same period in 2007.

	2009	2010	2011	2012	2013
Real GDP Growth (%)	7.7	7.2	7.3	6.9	6.7
GDP per capita (\$)	138	157	168	201	218

Source: IMF

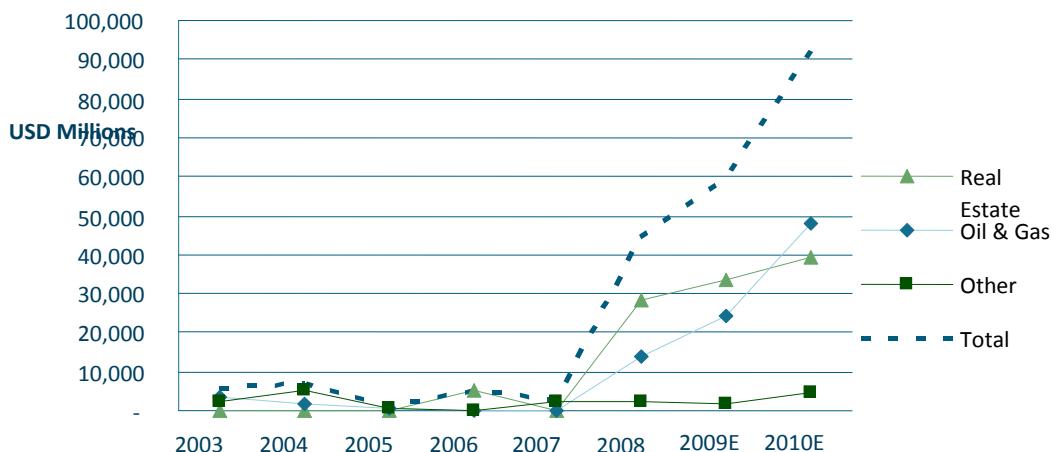
### 2.4.2 Recent Market Observations

- Iraq's GDP per capita is forecast to more than double from its estimated 2006 level of \$2,000 USD to over \$4,000 USD in 2013. This figure reflects the massive increase in economic activity, which is already well underway. GDP has already increased from \$57B USD in 2006 to \$104B USD in 2008.
- The population of the country is enjoying an increase in economic freedom for the first time in many decades. There is a huge demand for products of all kinds from financial services to consumer goods and transport, not to mention a rapidly increasing consumption of fuel for transport and electricity for domestic use.
- Government funded reconstruction requires not only large amounts of materials but also equipment and expertise.

### 2.4.3 Employment

- Iraq has a young and motivated workforce of almost eight million people.
- In recent years, 24% of students in tertiary education have been studying engineering, manufacturing, science and construction, according to the 2007/2008 United Nations

## Foreign Investment in Iraq by Sector



*Source: Dunia Frontier Consultants*

Development Program (UNDP) Human Development Report.

- Unemployment in Iraq is 15%.

### 2.4.4 Foreign Investment

Figures show that more and more investors have been putting their money into Iraq projects and business every year. The year-on-year foreign investment into Iraq increased by a factor of 15 in 2008 from \$3B USD in 2007 to \$47.6B USD in 2008, according to U.S.-based consultants Dunia Frontier Investments. This surge in activity was focused on the hydrocarbons and real estate sectors. Dunia's top forecasts for foreign direct investment in these two sectors are that they will see combined inflows of \$65.4B USD in 2009 and \$97.7B USD in 2010. Now the Iraqi authorities are making concerted efforts to attract investments across several sectors

Investors who have already taken advantage of the benefit of being first into the market include:

- Byblos Bank (Lebanon) – Has agreed to establish banking operations in the Kurdish Region of Iraq.
- Lafarge Cements (France) – Entered Iraq with the acquisition of Orascom in 2008. The company now has two

cement plants in Iraq with a total capacity of 5M tons per year. The plants are in Tasluja and at Bazian in Iraqi Kurdistan, and employ approximately 2000 people.

- Merchant Bridge (Lux) – Has been active in both the banking and telecommunications industry. The company founded the Mansour Bank, a private bank listed on the Iraqi Stock Exchange
- Mesopotamia Oil and Gas (UK) – Has agreed to a joint venture with the Iraq Drilling Company to improve capabilities and oil recovery.
- Orascom (Egypt) – Has been active in both the construction and telecommunications industry since 2003. Specifically, the company has been involved in cement production, construction, and mobile telephony.
- Zain (Kuwait) – Has been active in Iraq's telecom market. The company first won a bid to supply the southern region of Iraq with wireless services, then acquired Iraqlan to create Iraq's largest mobile carrier.

The Government of Iraq passed a modern and open investment law in 2006 which encourages both local and foreign private investors to invest in the country and which protects investors' property rights. The law:

- Exempts approved investment projects from certain taxes and fees for at least 10 years
- Allows investors to repatriate investments and profits from investments
- Allows investors to rent or lease land for the whole period of an investment project, in some cases for up to 50 years
- Allows investors to insure projects with any national or foreign insurance company
- Permits investors to open accounts in Iraqi or foreign currency or both at Iraqi banks or at banks outside Iraq
- Ensures the right to employ foreign workers when needed
- Allows non-Iraqi workers to transfer salaries outside Iraq
- Guarantees that the government will not nationalize or confiscate investments

More details on Iraqi investment laws can be found in the Investor Guide to Iraq.

#### 2.4.5 National Wealth

In the long term, Iraq will be one of the wealthiest countries in the world. Its 115 billion barrels of proven oil reserves place it second in the world behind Saudi Arabia. Some estimates say that current proved reserves could nearly double. In a world of approaching peak oil demand, these reserves have great strategic significance. It is perhaps the only major oil producer that will continue to be able to increase production when demand starts to rise again.

#### 2.4.6 Security Improvements Encourage Business

The embedding of democracy has advanced with a significant fall in the level of violence. Security issues are no longer an impediment to business. Increasingly, passengers arriving at Baghdad and Basrah airports are business people rather than

military or security personnel. Significantly improved levels of security make it possible for foreign businessmen businesspeople to travel safely all over the country.

### 2.5 Government in Iraq

Democracy is now a fact of life in Iraq. The late-January provincial elections confirmed the general upturn in the political environment, showing that a new politics is emerging within the country. Iraq's constitution has established a parliamentary democracy. The next general election for the Council of Representatives of Iraq (CRI) will take place in January 2010. The CRI is the main legislative body. It sits for a four year term and elects a speaker, the President, the Prime Minister and the cabinet. The country is divided into 18 provinces or governorates, whose assemblies are elected for four year terms. The most recent elections in 14 of the provinces took place in January 2009. They were peaceful and well-ordered, without a single fatal security incident.

A permanent 275-member Iraqi National Assembly was elected in a general election in December 2005, initiating the formation of a new government of Iraq. Provincial elections were held in Iraq in January 2009. A total of 14,431 candidates, including 3,912 women, contested 444 seats. The candidates came from over 400 parties, around 75% of which were newly formed.

*"I was truly delighted that millions of Iraqi people exercised their right to vote in an environment free of violence, a remarkable achievement in a country that has known so much conflict in recent years. Iraq has come a long way in taking their own affairs in hand, this being the first Iraqi-led and Iraqi-owned electoral process. It is a tribute to the growing effectiveness of the Iraqi Security Forces, and testifies to the increasing stability in the country."*

UN Secretary General Ban Ki-Moon

# 3.0 Provincial Overview



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# Central Iraq

Babil, Baghdad, Diyala, Wassit, Salah al-Din  
Population 12.6 Million

Baghdad dominates Central Iraq. The capital, with its 6M people, is a transport and industrial hub. It is the center of the road and rail networks, and many of Iraq's industries are clustered in or near the city. It has traditionally been the country's main producer of carpets, leather, textiles, cement, and tobacco products. The capital is also Iraq's financial center, home both to the stock exchange and the Central Bank. Babylon also has strong manufacturing traditions. It still retains some of the critical workforce and physical capacity for the manufacture of cars, tractors and military equipment.

The country's largest refinery is located at Bayji in Salah al-Din province northwest of Baghdad. The Daura oil refinery, located on the outskirts of the capital, is the third-largest in terms of capacity. The downstream oil sector is also important in Central Iraq. Baghdad's broader hinterland is an important agricultural area due to water provided by both the Tigris and Euphrates and their tributaries. In Diyala, the main agro-industries are livestock husbandry and poultry. The orange industry is concentrated around the city of Baqubah, and eastward to the Iranian border. Date groves are concentrated around Al- Migdadiya and north as far as Kifri. Babylon produces more dates than any other province, while 44% of Salah Al-Din's workforce is employed in the agricultural sector, particularly in fruit production.

Tourism could become an important sector, not only because of the ruins of the great ancient city of Babylon, but also the spectacular and extensive ruins around the city of Samarra including the famous spiral minaret and a number of important Shia shrines. The University of Baghdad is the largest Iraqi university with 23 separate colleges, five scientific institutes and 11 research centers. Baghdad has four other public universities. There are also universities in Al-Kut, Babil, Diyala and Tikrit.

More information on Iraq's provinces can be found at: [www.investpromo.gov.iq](http://www.investpromo.gov.iq)

# Baghdad (بغداد)



Baghdad is the capital of Iraq. Having a municipal population estimated at 6.5 million, it is the largest city in Iraq and the second largest (after Cairo) in the Arab World.

## Education

Baghdad has four universities: University of Baghdad (est. 1957); Al-Mustansiriyya University (est. 1963); University of Technology (est. 1974) and Al Nahrain university. There are also a number of private universities and colleges. More than 1,000 primary schools, several hundred intermediate and secondary schools, a number of commercial and Islamic vocational academies and numerous technical institutes and teachers' training schools exist in Baghdad.

## Infrastructure

Baghdad is an important node for road, air and train traffic. Baghdad International Airport is the country's largest, located in a suburb about 16 kilometers west of Baghdad. The major lines of the state-owned railway begin in Baghdad. These connect Baghdad with Basrah and Umm Qasr in the south, Kirkuk and Erbil in the northeast, Mosul in the north, and with Al-Qa'im in Anbar province in the west. Baghdad is also the center of a regional road network, connecting the city by overland routes with Turkey, Syria, Jordan, Iran, Kuwait, and Saudi Arabia.

## Economic Profile

Oil refining and industry are active in Baghdad. The East Baghdad oil field holds the largest proven reserves in Iraq (18 billion barrels). In addition to oil, many of Iraq's industries are clustered in or near Baghdad. Baghdad has been the traditional producer of carpets, leather, textiles, cement, and tobacco products.

Baghdad is also the hub of the country's blossoming financial sector.

Capital  
Baghdad

Other Large Cities  
Khadimiya  
Mahmoudiya  
Abu Ghraib  
Adhamiyah  
Sadr City

Area  
4,555 km<sup>2</sup>

Population  
7,145,000

Labor Force  
4,207,000

International Borders  
None

Major Industries  
Oil refining  
Furniture  
Printing  
Construction  
Chemicals  
Plastics  
Bottling



# بابل (Babil)

Capital	Hillah	(Also spelled Babylon) The ancient city of Babylon in present-day Babil province was the capital of the Old Kingdom of Babylonia situated on the Euphrates River south of Baghdad in modern Iraq.
Other Large Cities	Al Hashimiyah Iskandariyah Al Misiab	<b>Education</b> Babil has one university (Babylon University), 178 secondary schools, 13 vocational schools, and five teacher training institutes.
Area	5,119 km <sup>2</sup>	<b>Health</b> Babylon boasts 10 hospitals with nearly 1,200 beds with plans for additional construction and renovation on existing buildings. The provincial officials also plan to upgrade the training of nursing staff and rebuild primary health centers throughout the province.
Population	1,652,000	<b>Infrastructure</b> Babylon province lies directly to the south of Baghdad and is connected to the capital by the multi-lane expressway and by direct road route to Karbala, Najaf, Diwaniya and Kut. The major north-south rail route also runs through Babylon.
Labor Force	878,000	<b>Economic Profile</b> Twenty-five percent of the province's work force is employed in agriculture. Babylon produced more dates in 2003 than any other province (227,000 tons). Babylon also produces very large amounts of wheat and barley. Some of Iraq's most famous ancient sites are in Babylon province. Highlights include Babylon's hanging gardens (one of the seven wonders of the ancient world) and the huge basalt Lion of Babylon. Babylon is also close to Karbala and Najaf, which receive large numbers of tourists. Under the former regime, Babil was a significant manufacturing center and it still retains some of the critical workforce and physical capacity for potential restructuring and revitalization of the base.
International Borders	None	
Major Industries	Manufacturing Textiles Livestock Grains Dates Tourism	



# Diyala (ديالى)

Diyala province is located directly to the northeast of Baghdad, and shares its eastern border with Iran. The Tigris, Diyala and Al Edaim Rivers run through the province.

## Education

Diyala has one university (Diyala University, 4,800 students), 287 secondary schools, 17 vocational schools (industrial and technical), and 10 teacher training institutes. In 2005, 29 new schools were constructed in Diyala.

## Health

Diyala has 12 hospitals and 15 public medical clinics, and a total of 453 general practice doctors, both male and female.

## Infrastructure

Iraq's major north-south rail line passes through Diyala, with service from Baghdad to Ninewah. Multi-lane highways run north from Baghdad through Baqubah to Sulaymaniyah and east to Munthiriyah, at the Iranian border. Another highway lies to the west, running from Baghdad north through Diyala to Salah al-Din.

## Economic Profile

Economic activity in Diyala is centered on agriculture because of its close proximity to two major sources of water, the Diyala River (a major tributary of the Tigris) and Al Adhem River.

A large number of the province's work force is engaged in agriculture. Dates, primarily grown in large date palm groves, are in abundance, along with oranges. Date groves are concentrated around Al Migdadiya and north as far as Kifri. Most of the dates are sold to processors and taken to Baghdad for processing. The orange industry is concentrated around the city of Baqubah, and eastward to the Iranian border.

Diyala's economy is also focused on the livestock and poultry industry.

Capital  
Baqubah

Other Large Cities  
Al-Kalis  
Khanaqin  
Mandali  
Al Miqdadiya  
Hibhib

Area  
17,685 km<sup>2</sup>

Population  
1,561,000

Labor Force  
872,000

International Borders  
Iran

Major Industries  
Citrus fruit  
Dates  
Grain  
Fish farming  
Livestock



# صلاح الدين (الدين)

Capital	Tikrit	A province abundant in agricultural resources, the province is named after the world famous Salahaddin, a Tikrit native who founded the Ayyubid Dynasty. He is famous for defeating the Crusaders in Jerusalem and his longstanding rivalry with Richard the Lionhearted.
Other Large Cities	Samarra Bayji Balad Toos Khurmato	<b>Education</b>  Salah al-Din has one university (Tikrit University, 2900 students), 269 secondary schools, 12 vocational schools (commercial, industrial, and technical), and 11 teacher training institutes.
Area	24,075 km <sup>2</sup>	<b>Health</b>  Salah al-Din has nine hospitals and 13 public medical clinics. In 2003, there were 302 general practice medical doctors in the province.
Population	1,191,000	<b>Infrastructure</b>  One of the main roads leading north from Baghdad heads to Samarra and Tikrit, also passing Bayji on its way to Mosul. Roads connect Salah al-Din to, Tikrit, Kirkuk, Bayji, Haditha and the Al-Qaim border crossing with Syria. Iraq's major north-south rail line passes through Salah al-Din, with service from Baghdad to Mosul via Tikrit. Salah al-Din has nine airfields with runways longer than 6000 feet.
Labor Force	618,000	<b>Economic Profile</b>  Economic activity in Salah al-Din is centered on agriculture 44% of the province's workforce is employed in the agricultural sector, the highest percentage among all 18 provinces. The province has a huge number of grape vines, apple trees and citrus trees under cultivation. Petrochemicals also offer substantial potential for expansion of the industrial base in Salah al-Din.  The province also serves as an excellent tourist destination due to its many important Islamic shrines and mosques. Samarra is the center of many Iraqi historical jewels and is surrounded by remains of some of the most famous ancient vestiges in the world.
International Borders	None	
Major Industries	Livestock Agriculture Oil Refining Animal Feed	



# Wassit (واسط)

The Wassit name comes from the Arabic word meaning "middle," as it lies along the Tigris about midway between Baghdad and Basrah. Prior to 1976, Wassit was known as Kut Province.

## Education

Wassit has one university (Wassit University, 1,700 students), 129 secondary schools, 12 vocational schools (commercial, industrial, and technical), and 12 teacher training institutes.

## Health

Wassit has 11 hospitals and 15 public medical clinics. In 2003 there were 228 general practice medical doctors in the province

## Infrastructure

Kut lies at the center of Wassit province and is the crossroads of major routes that cross the province. A major road leads west from Kut to Babil. The Kut dam is a source for agriculture, aquaculture and tourism use.

## Economic Profile

Wassit is considered an agricultural wonderland because of its approximately 2.7M of fertile acres watered by the Tigris River. Over thirty percent of the workforce in Wassit is employed in the agricultural sector with production focused on corn (50,000 tons), sunflower (1,500 tons), wheat, and barely..

Various types of livestock are available in Wassit including cows, buffalos, sheep, goats and chicken. Wassit also has an active fish farming industry, producing mainly carp. Wassit's fish farms supply the province as well as neighboring provinces.

Additionally, raw materials for construction are available throughout the province including: gravel, sand, dust for brick manufacturing and rocks for producing cement.

## Capital

Kut

## Other Large Cities

Al Suwaira

Al-Hai

Al Azeeziya

## Area

17,308 km<sup>2</sup>

## Population

1,065,000

## Labor Force

581,000

## International Borders

Iran

## Major Industries

Grain

Textiles

Fisheries

Agriculture

Building Materials

# Northern Iraq

Dahuk, Erbil, Kirkuk, Ninewah, Sulaymaniyah  
Population 7.7 Million

The north of Iraq is defined by its mountainous terrain. Due to relatively high rainfall, agriculture is a mainstay of the economy. Poultry farming is big business in Erbil, which also grows large crops of tomatoes, cucumbers, and melons. Bee-keeping is an important agricultural activity in Dahuk. Ninewah is a major wheat growing area: agriculture accounts for half its GDP. There are large commercial herds of sheep, goats, and cattle in all the provinces.

Plentiful water means that hydro-electricity is also a potentially significant part of the energy balance of these Northern provinces. The provinces of Ninewah and Kirkuk are more industrialized. Ninewah has petrochemical and sulfur processing plants, while the bustling capital city of Kirkuk is one of the centers of Iraq's hydrocarbons industry. As well as oil production from the Kirkuk field, the province has plastics and petrochemical plants.

Beautiful rugged terrain and ancient history make this a potential tourist destination in the future. Erbil's citadel has been continuously inhabited for 5,000 years. In the north, Iraq borders Syria, Turkey, and Iran. Cross-border trade is a staple of all the major towns. Both Mosul, capital of Ninewah, and Kirkuk are well-connected, with direct rail links to Baghdad and good road connections to both the capital and neighboring countries. There is a university in the main city of each province.

More information on Iraq's provinces can be found at: [www.investpromo.gov.iq](http://www.investpromo.gov.iq)





# Dahuk (دهوك)

(Also spelled Duhok, Dahok, Dehok or Dahok)

Situated in Iraq's far north, the province of Dahuk is famous for its snowy winters. The border crossing near the town of Zakho is Iraq's primary border crossing with Turkey.

## Education

Dahuk has one university (University of Dahuk est. 1992), 67 intermediate schools. Four teacher training institutes, four vocational schools (two industrial, two commerce) and one hotel & tourism institute. There are six libraries in Dahuk.

## Health

There are 176 primary health care centers in the three provinces making up the Kurdistan region (Dahuk, Erbil, and Sulaymaniyah).

## Infrastructure

The primary road route into Dahuk is the main road from Mosul. It bypasses Dahuk city but leads to the Habur border crossing near Zakho. A dam north of Dahuk city provides potable water.

## Economic Profile

Agriculture and forestry have substantial potential in the valleys and terraces of the mountains of Dahuk. The Ministry of Agriculture implemented several reforestation projects in Dahuk in 2005 in an attempt to preserve and promote the province's biodiversity. The Ministry's analysis demonstrates that Dahuk could produce a large quantity of tree seedlings. The Ministry has also implemented projects to raise productivity at many olive orchards in Dahuk. Peach and apple orchards have also received technical assistance.

Beekeepers in Dahuk have received specialized training to help them more effectively cultivate, harvest and market honey. They have also received training in designing and constructing new hives. The main trading route from Iraq to Turkey runs through Dahuk; this could bring economic gain as cross-border trade increases.

## Capital

Dahuk

## Other Large Cities

Al Ahmadiya

Zakho

Semel

Akra

## Area

6,553 km<sup>2</sup>

## Population

505,000

## Labor Force

472,000

## International Borders

Turkey

Syria

## Major Industries

Fruit

Beekeeping

Cross-border

Trade



# Erbil (أربيل)

(Also spelled Arbil or *Irbil*)

Capital	Erbil	Erbil derives its name from the city of Erbil, which is also its capital. It is largely populated by Kurds but has a small minority of Assyrians. Part of Iraqi Kurdistan, Erbil is a rich agricultural region and boasts some of the most ancient tourism sites in Iraq, along with beautiful mountains and waterfalls.
Other Large Cities	Rawanduz Shaqlawah Choman Bikhal	<b>Education</b>  Erbil has one university (Salahaddin University, which includes schools of law, medicine and engineering), 129 secondary schools, 12 vocational schools (commercial, industrial and technical), and 12 teacher training institutes. There are 22 libraries in Erbil.
Area	15,074 km <sup>2</sup>	
Population	1,542,000	<b>Infrastructure</b>  The primary road route from Kirkuk to Mosul runs through southern Erbil province. Another primary road from Kirkuk runs to Erbil City. From Erbil city, major routes run west to Mosul and northeast to Shaqlawah and Choman, and to the Hajj Umran border crossing at the Iranian border. There is also an eastern route to Sulaymaniyah.
Labor Force	865,000	
International Borders	Turkey Iran	<b>Economic Profile</b>  With abundant rainfall and a relatively mild climate, agriculture is a primary economic activity in Erbil. Erbil has over 300 poultry farms. Erbil produces approximately 36,000 tons of fresh chicken meat per year and a commensurately large number of eggs. Erbil also produces large crops of tomatoes, cucumbers, and melons. In addition, large commercial herds of sheep, goats and cattle are found in the province.  The citadel in Erbil city is considered one of the oldest continuously inhabited sites in the world, with a history that may stretch back more than 5,000 years. Additional beautiful tourist locations include: Shaqlawah, Choman, Salahadin, and Bikhal.
Major Industries	Agriculture Tourism Livestock	

# Kirkuk (كركوك)



Kirkuk is an important petroleum province and is a multiethnic city inhabited by Arabs, Kurds, Turkman, Kildan, Assyrian and Armenians. The Zagros mountains are located in its northern boundaries, the Zab river in the west, the Hamrin mountains in the south and the Diala river in the southeast.

## Education

Kirkuk University was established in 2002, and offers studies in the Colleges of Law, Nursing, Science (Computer Science, Mathematics, Biology), and Languages. In addition, Kirkuk has two technical institutes, 145 high schools, 19 vocational schools (technology, commercial and arts), and two teacher training institutes. There is one public library in Kirkuk city.

## Health

Kirkuk has 8 hospitals and 72 health care clinics and is hoping to expand its medical services, equipment and facilities.

## Infrastructure

Kirkuk is one of the centers of Iraq's oil industry, and thus many roads, from major cities including Baghdad, Samarra, Tikris, Mosul, and Erbil, converge in the city.

## Economic Profile

Kirkuk is one of the centers of the Iraqi petroleum industry, and is connected by pipelines to ports on the Mediterranean Sea. Kirkuk has over 10 billion barrels of remaining proven oil reserves. Kirkuk has a production capacity of up to one million barrels a day.

Agriculture is also important aspect of Kirkuk's economy. The province is known for its grains and vegetables. Kirkuk is also hoping to further develop its auto industry sector including heavy trucks and equipment that are used in the oil, petrochemical and agriculture industries.

## Capital

Kirkuk

## Other Large Cities

Haweeja

Dibis

## Area

9,679 km<sup>2</sup>

## Population

902,000

## Labor Force

541,000

## International Borders

None

## Major Industries

Oil

Cement

Agriculture



# Ninewah (نینوی)

(Also spelled Ninewa, Ninawa, Nineveh, or Nineweht)

## Capital

Mosul

## Other Large Cities

Hamdaniah

Sinjar

Tel Kaif

Baaj

Tellafar

## Area

37,323 km<sup>2</sup>

## Population

2,811,000

## International Borders

Syria

## Major Industries

Agriculture (50% of provincial GDP)

Oil

Asphalt

Textiles

Sugar

Dairy products

Cement

Full of historical wonders, this northern province is famous for religious sites and for having been the location of ancient Assyrians trade routes.

## Education

Ninewah has one university (Mosul University; 24,000 students enrolled), 263 secondary schools, 20 vocational schools (commercial, technical, and agricultural), six teacher training institutes, and 43 libraries.

## Health

Ninewah has 17 hospitals with a total of 2,853 beds. There has been a considerable renovation of several health facilities in Mosul.

## Infrastructure

Mosul is a crossroads in northern Iraq, and several road routes converge on the city. Mosul is reached from Baghdad most directly through Salah al-Din province. The Tal Kushik border crossing with Syria and the Habur border crossing with Turkey have considerable border trade activities. Iraq's major north-south rail line also passes through Ninewah, with a major station at Mosul, and runs northwest and crossing on into Syria. The major airport in Mosul can handle aircraft as large as Boeing 747's and planned upgrades will bring the airport up to global standards.

## Economic Profile

The Qayyarah oil refinery was renovated in 2004, putting it into production for the first time in over a decade. It will eventually employ 450 workers, and should produce 400 tons of asphalt daily. At capacity, it will be the largest asphalt plant in the Middle East.



# (السليمانية) Sulaymaniyah

Sulaymaniyah is administered by Kurdistan authorities and is quickly becoming a tourist attraction for Iraqis and other Middle Easterners due to its relative prosperity, security and natural beauty. It is also known for its strong economic ties with Iran.

## Education

A new university called The University of Sulaymaniyah was established in 1991, teaching in Kurdish, Arabic, and English. In 2007, the American University of Iraq, teaching in English only, was inaugurated in Sulaymaniyah, with 50 students enrolled for the first year.

## Health

## Infrastructure

In the absence of any railway connecting Sulaymaniyah with other Iraqi cities, the city is dependent on road and air transport. The Sulaymaniyah International Airport is situated at the western part of the city.

## Economic Profile

Sulaymaniyah is the cultural centre of the Sorani-speaking Kurds and an important economic center for Kurdistan. The capital city receives thousands of tourists each year.

Sulaymaniyah was once a major agricultural produce of the Middle East and one of Iraq's major suppliers of wheat. A number of small factories have also been established, many of them producing building materials.

Capital  
Sulaymaniyah

Other Large Cities  
Chemchma

Area  
17,023 km<sup>2</sup>

Population  
1,894,000

Labor Force  
400,000

International Borders  
Iran

Major Industries  
Agriculture  
Tourism

# Western Iraq

Anbar, Karbala, Najaf

Population: 3.5 Million

The western part of Iraq is the least populated part of the country. It is dominated by the western desert which extends from the western limit of the Euphrates to the borders with Syria, Jordan, and Saudi Arabia. Anbar province, the largest in terms of surface area – its 137,723 sq. km accounts for nearly one-third of the country – is home to just 1.3M people, or just over four per cent of the population. A quarter of Anbar's population works in the agricultural sector which mostly produces grains, livestock and dates. Anbar is connected to Baghdad by a multi-lane express way and also by a railway line that runs to the border with Saudi Arabia. Cross-border trade with Jordan continues to be an important part of the province's economy. The Al-Qaim Free Economic Zone, located near the Syrian border is also close to road and rail networks leading to Turkey, Jordan, and Basrah. Most of the towns in Anbar, including its capital Ramadi and also Fallujah, Al-Qaim and Haditha, are located in the Furat valley on the eastern edge of the province.

To the south lie the provinces of Najaf and Karbala and their respective cities. Millions of people both from inside Iraq and from abroad visit every year. Shiite Muslims consider the two cities to be the second and third most holy places in the world after Mecca. Najaf is the site of tomb of Imam Ali, son-in-law of the Prophet Mohammed, while Karbala is the site of the tomb of the Prophet's son Imam Al-Hussein Bin Ali and Al-Abbas Bin Ali. In addition, Najaf is home to the largest Shiite cemetery in the world. The cities are already major destinations for tourism and pilgrimage.

More information on Iraq's provinces can be found at: [www.investpromo.gov.iq](http://www.investpromo.gov.iq)

# Anbar (الأنبار)



Anbar is the largest province in Iraq and encompasses much of the Western territory. The province is rich in minerals and raw material which are suitable for the production of glass, cement, phosphate.

## Education

Anbar has one university (Anbar University), 245 secondary schools, 20 vocational schools (commercial, technical and agricultural), and four teacher training institutes.

## Health

Anbar has 13 hospitals, with a total of 1,237 beds. In 2005, the Fallujah Public Hospital received a large grant from the Iraqi government for major rebuilding, as well as for establishing a new emergency center and a new maternity ward at the hospital.

## Infrastructure

A multi-lane expressway runs west from Baghdad across Anbar province, passing Fallujah, Ramadi, and Rutbah on the way to the crossing with Syria and the Turaybil border crossing with Jordan. Between Ramadi and Rutbah, a smaller road leads south to the crossing with Saudi Arabia. The Baghdad-Qaim-Akashatt rail line also runs through Anbar province.

## Economic Profile

Anbar's economy is centered on agriculture, employing 25% of Anbar's workforce. The most important agricultural crops in Anbar are wheat, potatoes, autumn, barley, maize, and vegetables and fodder. The province also produces a large annual crop of dates. Cross-border trade with Jordan continues to be an important part of the province's economy. The Al Qaim Free Economic Zone is located in Anbar.

Additionally, the existence of natural gas and oil are encouraging the construction of various transformation factories, electric power, etc.

## Capital

Ramadi

## Other Large Cities

Fallujah

Al Qaim

Haditha

Ana

## Area

138,288 km<sup>2</sup>

## Population

1,486,000

## Labor Force

764,000

## International Borders

Syria

Jordan

Saudi Arabia

## Major Industries

Grain

Livestock

Dates

Fertilizer

Cement

Ceramic



# Karbala (كرباء)

Capital	Karbala	Karbala's houses the shrine of Imam Hussein, a highly revered figure in Islam. Over 30M muslim pilgrims from Iran, Afghanistan, Pakistan, and India flood into the city to visit the shrine annually. After Najaf, Karbala is considered one of the most important locations for religious tourism.
Other Large Cities		
	Ain Altamr	
	Al Hurra	
	Al Husayniyah	
	Al Hindiyah	
	Al Ekhaidar	
Area	5,034 km <sup>2</sup>	
Population	888,000	
Labor Force	872,000	
International Borders	None	
Major Industries		
	Tourism	
	Oil refining	
	Dates	
	Citrus	
	Agriculture	
Education		Karbala has two universities (Karbala University: 1,200 students and Ahlubait University: 1,200 students), 110 secondary schools, nine vocational schools (domestic arts, industrial, technical), and five teacher training institutes. The province inaugurated 24 new schools for adult education in 2005.
Health		Karbala has six hospitals and 21 public medical clinics.
Infrastructure		Two primary roads cross in Karbala city. The road coming south from Baghdad goes through Karbala and on to Najaf. A second road runs west from Hilla to Karbala, then on through southern Anbar province all the way to the Ar'ar border crossing to Saudi Arabia, Jordan and Syria.
Economic Profile		Much economic activity in Karbala centers on the needs of religious pilgrims. Shiite Muslims consider Karbala to be one of the holiest places in the world, third only to Mecca and Najaf. Consequently, Karbala boasts Iraq's second highest number of hotels by province.  The province produces also large amounts of wheat and barley. There is one major grain silo near Karbala city. In spite of its small size, Karbala was the second highest province in date production in 2000. In December 2005, construction was started on a major refinery in Karbala. The Ministry of Oil's plans for the refinery include providing the local market with benzene and gas, as well as fuel for power stations.

# Najaf (النجف)



Home to one of the most sacred cities for Muslims, Al Najaf's tourist industry has been flourishing in recent years.

## Education

Najaf has one university (Kufa University, 4000 students), 135 secondary schools, seven vocational schools (industrial and technical), and four teacher training institutes. The Ministry of Education built 20 new schools in Najaf from 2004 to 2006.

## Health

Najaf has seven hospitals and 18 public medical clinics. In 2003 there were 331 general practice medical doctors in the province, both male and female. The Najaf Health department announced ambitious construction plans in 2005: a new 400-bed hospital would be constructed in the northern part of the province, as well as a new 200-bed hospital in Kufa.

## Infrastructure

The primary roads in Najaf link only the northern part of the province. One main road runs south from Babylon to Kufa and then to Najaf city. Another primary road links Najaf city with Karbala city. The new Imam Ali International Airport is currently under construction. A major new airport is built near Najaf city.

## Economic Profile

Twenty-five percent of Najaf's workforce is employed in the tourism sector, which includes hotels and restaurants. Al Najaf Investment Development Center Development offers business management and computer training for local businesses, many of whom are in the tourism center. The largest Shiite cemetery in the world is located here. Together with Karbala, Najaf receives millions of religious visitors each year.

Najaf produces large amounts of wheat and barley, and a fairly large quantity of dates. Rice is also produced in Najaf, most notably the premium Anbar variety.

Capital  
Najaf

Other Large Cities  
Kufa  
Al Mishkhab  
Al Hirah  
Al Manadirah

Area  
28,824 km<sup>2</sup>

Population  
1,081,000

Labor Force  
571,000

International Borders  
Saudi Arabia

Major Industries  
Tourism  
Agriculture  
Livestock  
Commerce  
Construction

# Southern Iraq

Basrah, Missan, Muthanna, Qadissiya, Thi Qar  
Population 5.6 Million

The south of Iraq is centered on the junction of the Tigris and Euphrates rivers at the Shatt Al-Arab, through which the united rivers run into the Gulf. This is a low flat area. The marshes and shallow lagoons of Missan and Thi Qar provinces have reduced in size and occupy an estimated area of 2,000 sq. km, down from an estimated surface area of 15,000 km in 1970. However, they are still one of the defining geographical features of the south.

Iraq has a short coastline of just 58 km. But there are six ports, all of them in Basrah province, which is the country's main trading link with the rest of the world. Most of Iraq's oil is exported through these ports. Basrah is also the center of Iraq's oil industry as many of the largest oil fields are located near the city. Most of the other provinces also have large oil fields.

Sea fishing is an important industry for Basrah. Fisheries are being revived as the remaining marsh lands are rehabilitated. The marshes of Thi Qar also produce large amounts of rice and other agricultural produce. Muthanna and Qadissiya are both agricultural provinces. Muthanna also produces different varieties of salt, some of which are used in cement manufacture, the mainstay of the province's industrial production.

The University of Basrah is the largest educational institution in the area with 14 colleges with specializations including business and engineering. Public universities have been established in several other provinces in recent years.

More information on Iraq's provinces can be found at: [www.investpromo.gov.iq](http://www.investpromo.gov.iq)



# Basrah (البصرة)



Strategically located, Basrah has four extensive highways, river transportation systems on both the Tigris and Euphrates rivers, a railway linking it to Baghdad, and is connected by air through its international airport. Its global position makes Basrah the most important trade center in Iraq.

## Education

Basrah has one university (Basrah University, 7,000 students), 320 secondary schools, 15 vocational schools (commercial, industrial and technical), and 14 teacher training institutes.

## Health

Basrah has 15 hospitals and 39 public medical clinics. In 2003 there were 862 general practice medical doctors in the province, both male and female. Basrah has over 2,500 in-patient hospital beds.

## Infrastructure

Basrah is home to all six of Iraq's ports, including its only deep-water port, and is thus the major transportation nexus in the southern part of the country. Basrah can be reached by Expressway 1 from Baghdad. Basrah is also connected by primary road to Kuwait City, and the Safwan border crossing between Kuwait and Iraq is a major trade port.

## Economic Profile

Oil is key to Basrah's economy. Some of Iraq's largest oil fields (Rumaila North, Majnoon, and Rumaila South) are located in Basrah province. A majority of Iraq's oil exports leave the country through Basrah's ports. The Southern Oil Company (owned by the Ministry of Oil) is headquartered in Basrah and operates two oil terminals near the city.

Marine fishing is also active in Basrah, with majority of types being shad, pomfret and mullet. With the rehabilitation of the marshes underway, the fishing industry in Basrah may face a brighter future.

64% of Basrah's citizens aged 15-50 are part of the labor force, with only 3.4% of the population over age 65. The current growth rate is 3%.

## Capital

Basrah

## Other Large Cities

Corna (Eden)

Az Zubayr

Umm Qasr

Abu Al Khaseeb

## Area

19,070 km<sup>2</sup>

## Population

2,900,000

## Labor Force

1,100,000

## International Borders

Iran

Kuwait

Saudi Arabia

## Major Industries

Oil

Shipping

Agriculture

Tomato paste

Fisheries



# Missan (ميسان)

Capital	Al Amarah	This southern province, rich in both agriculture and oil, has abundant lakes and marshes that are slowly coming back to life.
Other Large Cities		
Omaraa		
Ali Kharbee		
Ali Sharkee		
Komat		
Area	16,072 km <sup>2</sup>	
Population	824,000	
International Borders	Iran	
Major Industries		
Oil		
Agriculture		
Livestock		
Wool		
Education		
Missan has 82 secondary schools, 11 vocational schools (commercial, industrial, and agricultural), and four teacher training institutes.		
Infrastructure		
Al Amarah is situated on the Tigris River and is an important port between Baghdad and the Arabian Gulf. Traditionally, Al Amarah served as a trading center for agriculture, fish and livestock.		
Al Amarah is connected by primary road to Basrah (200 km) and Al Kut. Another road runs between Al Amarah and Nasiriyah. An oil pipeline runs from the Eastern side of the province south to Basrah and Al Fao.		
Economic Profile		
Missan has large oil fields on the eastern side of the province. The Ministry of Oil is expanding the pipeline network in Missan to connect with other provinces. Natural gas refining may be developed in Missan. In 2005, the Ministry of Oil signed a Memorandum of Understanding with a U.S. company to design and construct a transmission system and processing plant for natural gas liquids (NGL). The project will capture the natural gas that is currently flared off in Missan's oil fields. The project is expected to produce over 46,000 barrels of NGL per day and more than 330 million cubic feet of dry sweet natural gas per day.		



# Muthanna (المثنى)

Muthanna borders Saudi Arabia, and includes the ancient Sumerian ruin of Uruk, which is possibly the source of the name Iraq.

## Education

Muthanna has 61 secondary schools, five vocational schools (commercial and industrial), and three teacher training institutes.

## Health

Muthanna has six hospitals and 12 public medical clinics. In 2003, there were 140 general practice medical doctors in the province.

## Infrastructure

Samawah's oil refinery opened in May 2005 after being destroyed in 1991. The refinery has a capacity of 20,000 – 27,000 barrels per day.

## Economic Profile

Al Muthanna is a large producer of dates and various types of salt, which can be utilized to produce cement. The largest cement establishment in Iraq is located in this province, although today operating at a reduced capacity.

Considerable amounts of poultry are also raised in the province.

## Capital

Al Samawah

## Other Large Cities

Rumaitha

Al Khithir

Al Salman

## Area

51,740 km<sup>2</sup>

## Population

615,000

## Labor Force

315,000

## International Borders

Saudi Arabia

Kuwait

## Major Industries

Agriculture

Textiles

Oil production and refining

Salt

Poultry

Animal feed



# Qadissiya (القادسية)

Capital	The Qadissiya province is well irrigated from the nearby Euphrates river. Often considered to be one of the most fertile parts of Iraq, it is heavily cultivated and a major producer of grains and cereals.
Other Large Cities	
Shamiya	
Afak	
Abu Sukhay	
Al Hamzah	
Al Ghammas	
Area	
8,153 km <sup>2</sup>	
Population	
990,000	
Labor Force	
517,000	
International Borders	
None	
Major Industries	
Dates	
Grains	
Livestock	
Rubber products	
	<b>Education</b>
	Qadissiya has one university (Qadissiya University, 3900 students), 110 secondary schools, eight vocational schools (commercial, industrial, agricultural and technical), and four teacher training institutes.
	<b>Health</b>
	Qadissiya has nine hospitals and 15 public medical clinics. There are 307 general practice medical doctors in the province, both male and female.
	<b>Infrastructure</b>
	A major route runs south of Baghdad through Babylon to Diwaniya. The multilane Expressway 1 runs through Qadissiya province, as well as Iraq's major north-south rail line.
	<b>Economic Profile</b>
	Economic activity in Qadissiya is centered on agriculture, employing 30% of the province's workforce. Given the availability of land, abundance of water and accessibility of human resources, the province is well situated to become the food basket of the country.



# Thi Qar (ثي قار)

Thi Qar is home to one of Iraq's largest areas of marshland, and produces large amounts of rice and other agricultural produce.

## Education

Thi Qar has one university (Thi Qar University, 1,650 students), 264 secondary schools, 11 vocational schools (commercial, industrial, and technical), and seven teacher training institutes.

## Health

Thi Qar has eight hospitals and 20 public medical clinics. In 2003, there were 302 general practice medical doctors in the province. There are more than 1,000 hospital beds in Thi Qar.

## Infrastructure

Nasiriyah is connected by a primary road which goes north to Al Kut and on to Baghdad. A major highway lies to the west of Nasiriyah, which travels south to the port area near Basrah and on to Kuwait. Iraq's major north-south rail line also passes through Thi Qar.

## Economic Profile

Agriculture is the mainstay of Thi Qar's economy. Rice is a primary crop in the province. The Ministry of Water Resources has implemented irrigation systems to improve production yields.

Fishing is an important activity for communities that live near the marshlands. Fresh-water fish is caught for household consumption and local markets.

## Capital

Nasiriyah

## Other Large Cities

Qal'at Sukkar

Ar Refa'i

Al Shatra

Suq Al Shuyukh

Area

12,900 km<sup>2</sup>

## Population

1,616,000

## Labor Force

873,000

## International Borders

None

## Major Industries

Agriculture

Fishing

Oil and Gas Production



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## 4.1 Telecommunications

### 4.1.1 Key Stats and Figures

Installed Fiber:

Approximately 60,000km

National GSM Providers:

Zain, AsiaCell, Korek

Cell Subscribers:

Approximately 20 million

Fixed Line Density (2003):

3%



*Photo credit: Thomas Hartwell/USAID*

### 4.1.2 Sector Overview

Iraq's telecommunications sector has been significantly damaged as a result of economic sanctions over the 12 years preceding 2003. During this time, rapid advancements in telecommunications technology did not reach Iraq. By 2003, the fixed-line telephone system was quite limited, and a nationwide telecommunications market did not exist.

Today, Iraq's Telecom sector is one of the fastest growing markets in the region, with the private sector one of the primary drivers of this growth. Iraq's mobile subscription has reached almost 20 million since 2003.

#### 4.1.2.1 Mobile Telephone

The introduction of mobile telephony has been one of the most significant developments in everyday life of many Iraqis and has been widely adopted. In 2003, Iraq was the only country in the Middle East that did not have a national cell phone network. That year, the Government issued three

temporary regional cellular phone licenses, roughly corresponding to the three geographical sections of north, center, and south.

In 2007, these were repackaged and sold as 15-year licenses. Since the first licenses were issued in 2003, Iraq has reached a total subscribership base of roughly 20 million. Iraqis see this technology not only as a communications and security device, but also as a source of entertainment, using phones to vote in national song competitions and to send jokes and greetings to loved ones. The technology is so well adopted that recent surveys have indicated that Iraqis view their cellular phones as essential to their daily lives.

There are now three licensed GSM operators in Iraq: Zain, Asia Cell, and Korek. Zain and AsiaCell operate GSM networks in the southern, central, and northern regions of Iraq while Korek operates a GSM network primarily in the Kurdistan region. Zain is currently the largest mobile provider in Iraq after it acquired the Iraqna network from Orsacom for \$900

million in 2008, creating a subscriber base of over 10.2 million. Additionally, there are two other smaller regional operators, Santel and Mobitel, operating in the Kurdish region.

#### 4.1.2.2 Fixed-Line Telephone and Fiber

In the 1980's, the country had a national fixed-line density rate of 5.6%. As economic sanctions prohibited the import of spare parts, the telephone system experienced rising problems after 1990. Throughout Iraq, the fixed-line infrastructure continued to decline as replacement parts became unavailable. By 2002, density rates had dropped to 3.7%.

There is approximately 10,000 km of installed fiber optic cable in Iraq connecting all Iraqi telephone switches and major Iraq Army bases. Telecommunications reconstruction began in 2003 with the restoration of telephone switches and international gateway communications via satellite. Since that time, several initiatives have evolved including the installation of 13 Lucent 5ESS class telephone switches, laying of 1300 km of high capacity fiber optic backbone connecting the Al Faw area to the Baghdad telecommunication fiber hub, and construction of a high speed, broad band, fiber optic communications backbone for government ministries. There are also plans to install additional fiber optic submarine cables at Faw port south of Basrah to the international submarine fiber cable which would significantly improve telecommunications speed across Iraq.

#### 4.1.2.3 Fixed Wireless Local Loop

In 2006, the Communications and Media Commission (CMC) licensed three nation-wide and three local fixed wireless local loop (WLL) service providers who are now building networks to deliver a full range of telecommunications services. Initially these will include internet-based voice and data services, but eventually television and other media services will be made available. The licensees are intended to provide

Internet access, wireless internet access through Wi-Fi, video teleconferencing (VTC) and Voice Over Internet Protocol

comprehensive broadband internet service including voice services, at affordable rates.

#### 4.1.2.4 Internet

Through the State Company for Internet Services (SCIS), businesses, government, and individuals can access the internet through DSL and dial-up internet. Although wired internet and data subscriptions have been growing in Iraq, a neglected backbone infrastructure has hampered rapid growth. More frequently, connections are made utilizing Very Small Aperture Terminal (VSAT) satellite technology.

### 4.1.3 The Role of Government in Telecommunications

There are two government bodies that oversee telecommunication licensing in Iraq – the CMC and the Ministry of Communications (MoC). The CMC is the primary regulatory body in Iraq and is charged with defining regulations for telecommunications and media, promulgating policy for frequency management, and licensing wireless and telecommunication services. The CMC is Iraq's first independent media and telecommunications regulator.

In recognition of the growing importance of the telecommunications sector, the Government of Iraq opted to separate the Ministry of Transportation and Communications in two separate ministries in 2004. The MoC operates two state owned companies, the Iraqi Telecommunications and Post Company (ITPC) and the SCIS.

The ITPC employs 22,000 people and is responsible for the operation and management of the 1.9 million public switches telephone network (PSTN), the fiber optic network, and the microwave backbone for all of Iraq. The ITPC also provides a limited Fixed Wireless Local Loop (WLL) CDMA network (serving 200,000 subscribers), tower lease and co-location facilities, and Iraq Post services.

The SCIS is responsible for internet subscribers and internet communications in Iraq. It provides broadband wireless internet access for government agencies, DSL and dial-up (VOIP) services, and Internet Protocol (IP) address registration.

There are plans for the MoC to be restructured into public/private partnerships including The National Mobile Company, an Iraq Telecommunication Company, an Internet Company and a National Infrastructure Company. The post office will likely become a separate agency.

#### **4.1.4 Opportunities for Investment in the Iraqi Telecommunications Sector**

There are considerable opportunities for investments across all areas of the telecommunications sector.

##### **4.1.4.1 Mobile Telephone**

In addition to the three national mobile licenses issued in 2007, the MoC has proposed issuing a fourth license. The MoC is currently considering a wide range of options for the fourth national license but as with the other licenses, there is a strong focus on providing broader coverage across the country. To meet this objective and expand the mobile telephony's penetration in Iraq, investments will be required across the mobile industry ranging from retail service to infrastructure and equipment.

##### **4.1.4.2 Fixed-Line Telephone and Fiber**

Iraq's fixed line telephone infrastructure and fiber network are in need of significant repair and expansion. The MoC has

identified several opportunities for private investors and suppliers to be involved in this sector. Opportunities include projects to repair Iraq's legacy network, expand the existing network, and supply and construct new telephone exchanges. Iraq also requires significant improvements to its fiber optic network. The MoC has proposed several projects, including significant expansions of the fiber optic network and connecting Iraq's fiber optic network to its neighbors.

##### **4.1.4.3 Fixed Wireless Local Loop**

Fixed Wireless Local Loop technology has the potential to offer considerable advantages in Iraq. Without broad fixed line communications available directly to businesses and homes, WLL offers the potential of providing these services without massive network construction projects.

##### **4.1.4.4 Internet**

Iraq's internet markets are still taking shape and significant opportunities to provide internet services to Iraqis are emerging. The largest obstacle to the expansion of internet services in Iraq is the quality and speed of its communications infrastructure. As the country improves its infrastructure and internet use continues to grow, Iraq will require many of the services offered around the world.



Photo credit: Tina Hager

## 4.2 Oil and Gas

### 4.2.1 Key Stats and Figures

Proven Oil Reserves:

115 billion barrels

Estimated Unproven Reserves:

45 to 215 billion barrels

Proven Gas Reserves:

112 trillion cubic feet (TCF)

Estimated Probable Gas Reserves:

275 to 300 TCF

2008 Production:

2.4 million barrels per day (BPD)

2016 Target Production:

7 million BPD



Photo credit: Thomas Hartwell/USAID

*“Iraq is on a par with Saudi Arabia. It has hardly touched its oil resources.”*

Tariq Shafiq, former executive director of Iraqi National Oil Company, now president of US-based Petrolog

### 4.2.2 Sector Overview

Iraq is blessed with vast reserves of oil and natural gas, and is one of the most promising, still largely undeveloped sources of hydrocarbon resources in the world. After decades of underinvestment due to conflict and sanctions, Iraq is actively seeking international investment and expertise to help in the development of its oil and gas sectors. From efforts to harness associated gas from southern oil fields to the launching and negotiation of Iraq's first post-war oil and gas bid rounds, Iraq has begun the process of substantial reengagement with investors from around the world.

#### 4.2.2.1 Oil

There are 115 billion barrels of proven reserves in Iraq, with experts estimating that there may be an additional 45 to 215 billion barrels of probable and possible reserves. Iraq's 115

billion barrels of proven oil reserves are found in 80 fields, of which only 17 have been significantly developed. Approximately 75% of the proven reserves are concentrated in several super-giant fields in the southeastern part of the country near the borders with Kuwait and Iran, with an additional 20% located in the northern part of the country near Kirkuk.

Despite its massive potential, Iraqi production averaged 2.4 million bpd in 2008, well below levels that might be expected given Iraq's reserves, and still lagging behind pre-war capacity of 2.8M bpd. The majority of this production comes from just three fields: Kirkuk, North Rumaila, and South Rumaila.

#### **4.2.2.2 Gas**

Iraq is similarly rich in natural gas, with 112 TCF in proven reserves, the tenth largest in the world, and an estimated 275-300 TCF in probable reserves. Of Iraq's proven reserves, roughly 70% are located in the southern part of the country, mostly in associated fields. Roughly 20% of Iraq's known gas reserves are non-associated, primarily in several fields in the northern part of the country.

Gas production has increased since 2003, but Iraq's dry natural gas production of approximately 105 billion cubic feet (Bcf) in recent years is still well below the peak of 215 Bcf in 1989. The Ministry of Oil (MoO) estimates that 60% of associated natural gas is flared due to the lack of infrastructure for utilizing the resources for consumption and export.

#### **4.2.2.3 Midstream and Downstream Oil and Gas Pipeline**

Iraq has an extensive, 4,350 mile-long pipeline infrastructure that is critical for exports of oil and, to a lesser extent, gas. Three primary arteries link to Saudi Arabia, Turkey, and Syria, and a fourth runs internally, called the Strategic Line.

In its present condition, Iraq's export infrastructure can handle about 2.5 million barrels per day. Of this, roughly three-quarters is exported from the Basra oil terminal in the south and the majority of the remainder via the Northern Pipeline leading from Kirkuk to the Turkish port of Ceyhan. Both of these export routes require major upgrades before greater volumes can be achieved.

#### **4.2.2.4 Refining**

Although ten refineries exist on paper, only three, in Baiji (Salah Al Din), Basrah, and Daura (Baghdad), are operating at significant capacity and even these are all working below design capacity. Current domestic refinery capacity is roughly 580,000 bpd.

### **4.2.3 The Role of Government in Oil and Gas**

The Ministry of Oil (MoO) is responsible for the country's oil and gas industry including encouraging investments, operation of infrastructure, planning, and recommending and

overseeing policies. The ministry also operates and manages 16 state-owned oil companies and five training centers or institutes focused on the oil and gas industry.

#### **4.2.4 Opportunities for Investment in the Iraqi Oil and Gas Sector**

##### **4.2.4.1 Oil and Gas**

The Government of Iraq has announced ambitious plans to boost its oil production and exports over the next decade. The MoO aims to increase production to 4.1 million bpd by 2012 and to 6 million bpd by 2018 and is counting on international investment as the main driver of this increased production. The main avenue for international investors seeking to enter Iraq's oil and gas market is through the MoO's bid rounds.

The first round offered up six oil fields including the super-giant Rumaila field, Iraq's largest, and two gas fields. The round was completed in late June 2009 with the awarding of one field, Rumaila, to a consortium of BP and CNPC. The expected production increase from the Rumaila field is expected to yield a boost in Iraq's total production of more than 70% over current levels. The second bid round, expected in early December 2009, will include several oil and gas fields, including four super giants: East Baghdad, Halfaya, Majnoon, and West Qurna. The southern field of Majnoon is the largest of the new oil fields earmarked for development, with proven reserves of 12 billion barrels.

Iraq also has vast amounts of unproven reserves throughout the country with estimates ranging between 45 and 215 Bbl. To date, only about 10% of the country has been surveyed for gas and oil deposits, creating a considerable opportunity for investors.

Although less publicized, Iraq's gas is highly coveted, and there remains significant debate over the future of its gas reserves. The desire of European markets and the Nabucco gas pipeline's promoters to secure supply alternatives to Russian gas have made Iraq an attractive target for those promoting rapid development of the country's export potential. Prime Minister Maliki and other Iraqi officials have

clearly expressed the country's willingness and desire to help meet growing global demand for natural gas. However, aggressive export plans will have to compete with domestic demand of gas for electricity production. Although most recent deals have focused on production for domestic use, exports are seen as an eventual long-term objective. In both scenarios, strong markets exist for Iraq's natural gas.

Iraq's oil and gas is also easily extractable. The cost of bringing oil and gas production on line in Iraq is among the lowest in the world. The country's oil lies in enormous fields that can be tapped by relatively shallow wells. Iraqi oil rises rapidly to the surface because of high pressure on the oil reservoirs from water and associated natural gas deposits. More than a third of Iraq's reserves lie just 600 meters below the earth's surface, and some of Iraq's fields are among the world's largest. A barrel of Iraqi oil can be produced for less than \$1.50 USD. This is similar to production costs in Saudi Arabia and lower than virtually any other country.

#### 4.2.4.2 Mid and Downstream

As Iraq improves its existing infrastructure and new production comes online, the country will need massive investments in the mid and downstream petroleum sector. To substantially increase production, significant investments will be required along the country's export routes, particularly in the Basrah port area and along the northern pipeline between Kirkuk and Ceyhan. In the south, the needs are broad including new pipeline to connect exiting supplies to refineries, the construction of storage facilities, and port expansion. In the north, pipelines will require significant repair, and border stations will require new or renovated pumping and metering facilities. Iraq also once exported natural gas to Kuwait, and there has been much discussion of developing the infrastructure to allow Iraq to again become a natural gas exporter. In the long-term, a more extensive gas infrastructure will be required in order for Iraq to tap into gas pipeline routes in Turkey that feed European markets.

Iraq is also committed to making massive improvements in its refining capacity over the next decade. Currently, the

country's refinery network is outdated and incapable of meeting growing domestic demand. Despite its massive resource base, Iraq relies on imports for a quarter of its refined product demand. However, the MoO's 10-year plan calls for a 150% increase in refining capacity by 2017. To achieve this increase, Iraq is seeking \$15-\$20 billion in investments for the construction of four new refineries and sizeable expansions to the existing Daura and Basrah facilities.



Photo credit: Tina Hager



Photo credit: Thomas Hartwell/USAID

## 4.3 Electricity

### 4.3.1 Key Stats and Figures

Current Electricity Demand:

13,000 MW est. – Summer 2009

Existing Power Generation Capacity:

Approximately 7,000 MW

Capacity of Identified Future Plants:

24,000 MW

Value of Additional Electricity Investments Needed:

\$4.5 B USD/year over four years



*Photo credit: Thomas Hartwell*

*“The long term plan involves the creation of new power stations, rehabilitation of existing plants and improving the single cycle gas turbine which operated on N.G. to combine cycles; and the medium term plan involves importing power supply from neighboring countries.”*

Thamir Al-Ghadban  
Prime Minister Energy Advisory Committee Chairman

Currently, Iraq's power system barely meets half of peak demand. The Ministry of Electricity (MoE) has sought to increase capacity, and achieved impressive productivity gains at some plants over the last 12 months. But as stability has returned, Iraqis have bought large quantities of electronic goods, which together with expanding economic activity indicates that consumption is growing furiously and outstripping supply.

While total kilowatt hour generation and delivery over the national grid has doubled since the 2003 pre-invasion period, rapidly growing demand continues to exceed supply. Since 2003, electricity consumption has grown by 15% each year

to 11,000 MW. In contrast, the maximum generation capacity in Iraq is about 6,750 MW; however, actual production is closer to roughly 5,300 MW. The majority of this power comes from thermal power generation plants using crude oil. While this is the primary energy source, the country also uses gas and hydroelectric power.

The MoE is struggling to reduce electricity rationing, which still leaves ordinary Iraqis with an average of 14 hours of power per day, and less in some areas of Baghdad. To meet the growing demand and supply shortfalls, the MoE is undertaking one of the world's most ambitious electricity system expansion programs. This program has seem some

success; the average daily generation in the spring of 2009 was about 155,000 MW/day, an improvement of over 50% compared to the same period in 2008. The majority of the unmet demand is being served by individual private and neighborhood private off-grid generation.

#### 4.3.2 The Role of Government in Electricity

The MoE is responsible for Iraq's electricity policy and planning, and management of the Iraqi electrical system, including generation, transmission, and distribution. Various branches of the government of Iraq have undertaken several initiatives to encourage the development of the private sector.

##### 4.3.2.1 Electricity Laws

Iraq's Council of Representatives is currently considering a draft law to grant authority for the MoE to engage domestic and foreign private companies in the production of electricity.

**Electricity Regulatory Law** – This pending measure would provide an open and transparent framework for the relationship between the MoE and private power generators. The new Regulatory Office will house all regulation and contract work for Independent Power Producers (IPPs) and Public Private Partnerships (PPPs). This is the expectation of international private investors and will give investors regulatory certainty.

**Licensing of Private Power Plants** – The Iraqi Investment Law was amended in the spring of 2009 to allow the NIC to license ownership and operation of power plants larger than 30 MW.

**MoE-NIC Committee** – The MoE and NIC have established a joint committee to develop an approach to recruit developer-investors for 4,000 MW of generation.

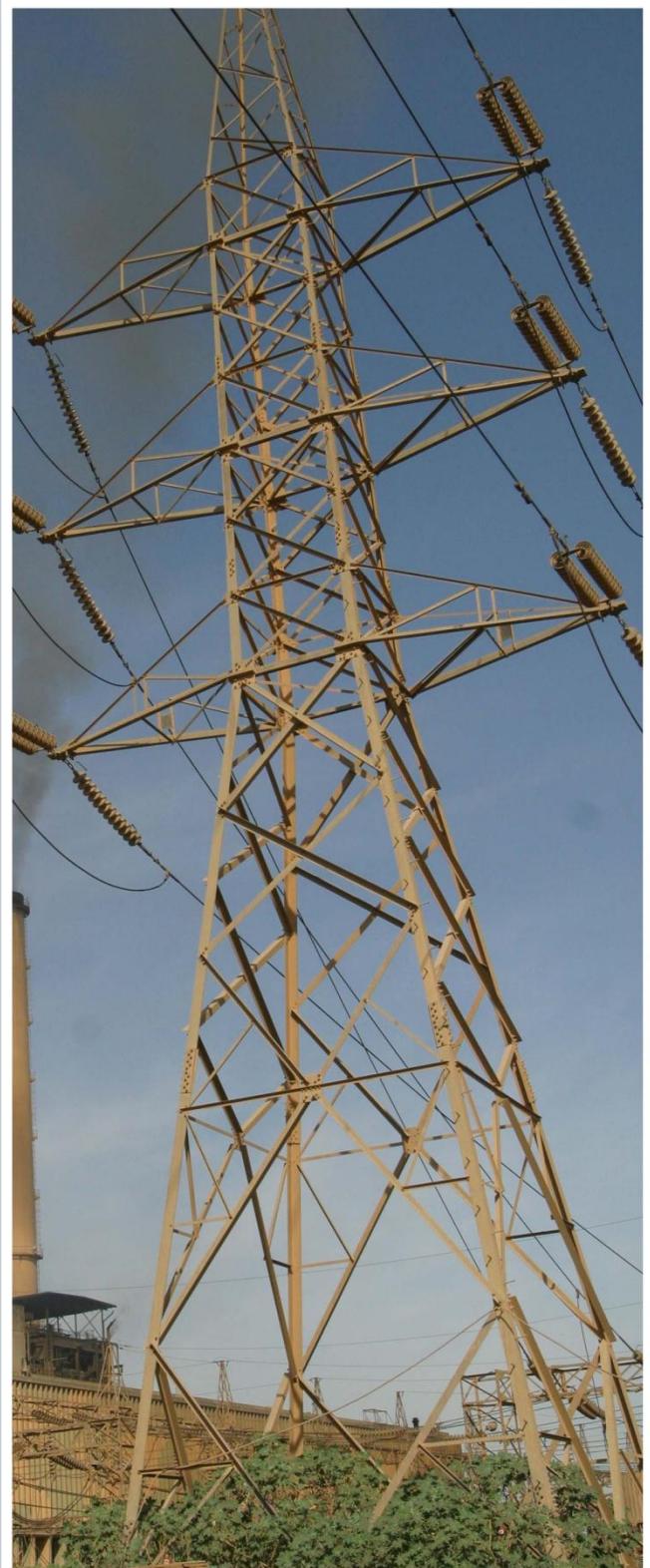
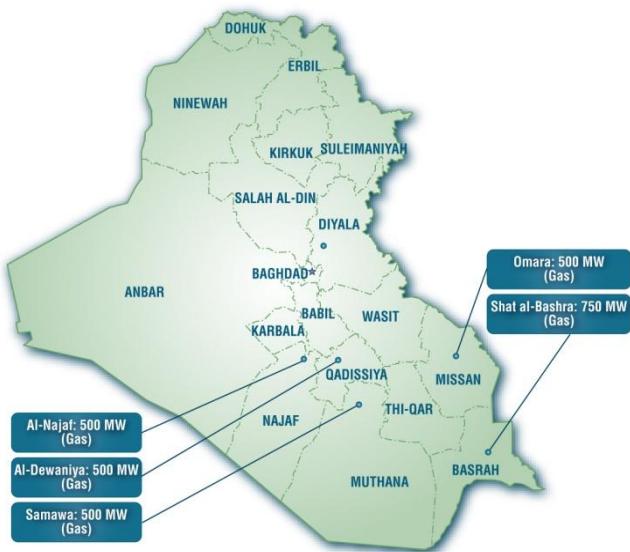


Photo Credit: Thomas Hartwell/USAID

#### 4.3.3 Opportunities for Investment in the Iraqi Electricity Sector

The MoE is embracing the importance of actively inviting private sector investment into traditionally state run activities. Over the coming decade, the MoE's General Plan identifies 24,000 MW of generation projects, along with a range of transmission and distribution initiatives. The Ministry has also identified some fuel related projects like the construction of methane gas gathering, treatment, and delivery facilities.

Investment by the private sector is essential in order to meet the demand of Iraq's constituents in the near and long term, to balance supply and demand and to meet levels of reliability desirable for sustained economic growth and a modern quality of life.



In the past year, Iraq has entered into contractual arrangements with GE and Siemens for 10,840 MW of new generation equipment, with financial commitments of about \$5B USD. These contracts provide only for the delivery of the core generating equipment, such as turbines and generators, and do not account for balance of plant construction, related fuel facilities, commissioning, and transmission expansion. The Government of Iraq anticipates that about \$7B USD in additional investment is needed, and is looking to the private sector to actively participate in the long term investment in the sector. This balance of plant equipment offers huge potential for international equipment suppliers.

The MoE has considered several different models for international investors to enter Iraq's electricity sector and is actively exploring these options. The MoE recently executed a contract with an international consulting firm to develop a model solicitation for development of a privately-owned power station that would sell its output to the MoE. This demonstrates an unprecedented and formal commitment to attracting private investment in the sector.



*Photo credit: Tina Hager*

## 4.4 Health

### 4.4.1 Key Stats and Figures

Ministry of Health Budget:

\$4 B USD (2009)

Hospitals:

208 State Owned, 80 Private

Clinics:

Approximately 2000



*Iraqi army medics listen to a boy's heartbeat during a combined medical effort in Bata, Iraq, March 17, 2008.*  
Photo credit: Tech. Sgt. William Greer, USAF

### 4.4.2 Sector Overview

During the 1970s and 80s, the Republic of Iraq was viewed as one of the leading nations in healthcare in the Middle East and North Africa. Sanctions were imposed on Iraq in the 1990s and remained in force through 2003. These sanctions led to deterioration in the healthcare system. In 2006, the World Health Organization's Iraq Regional Health Systems Observatory (IRHSO) issued a report stating that "health outcomes are now among the poorest in the region. Maternal and infant mortality and malnutrition are high; certain communicable diseases have re-emerged to join non-communicable conditions in a double burden of disease." The Government of Iraq (GoI) recognizes that it must reverse the steep decline in the quality of the nation's healthcare. Through investment in education, training and infrastructure, the GoI is committed to return Iraq to its place as the regional leader in the medical sector.

### 4.4.3 The Role of Government in Health

The GoI has increased its budget allocation to the Ministry of Health (MoH) from approximately \$16M USD in 2002 to roughly \$4B USD in 2009, suggesting a fundamental shift in the GoI's priorities relative to healthcare. During his two years as Minister of Health, His Excellence Dr. Salih Al-Hasnawi has brought stability and direction to the ministry, instituting major reforms that hopefully will endure. The MoH has also declared a need for a greater number of skilled professionals, which highlight the demand for advanced education opportunities and access to medical resources.

The MoH is also making concerted efforts to encourage physicians who maintain private practices while also working for public practices to invest their time in government programs. The GOI and MoH have committed to a process of improving the healthcare throughout the country by increasing the salaries of health professionals.

Private practices comprise an estimated 80 hospitals, 33 of these situated in Baghdad, as well as tens of thousands of private clinics throughout the country. In addition to these, there are 208 state-owned hospitals that fall under the auspices of the MoH. Hospitals also exist exclusively for the care of military, police and senior Iraqi government officials.

#### 4.4.4 Opportunities for Investment in the Iraqi Health Sector

##### 4.4.4.1 National Level Opportunities

Firms looking to develop partnerships with the MoH and take advantage of business opportunities in Iraq will need to develop thoughtful strategies in order to penetrate this uniquely challenging but rewarding market. Local partnerships are particularly important when pursuing business opportunities with the MoH. In addition to standard business registration practices, medical and health-related goods also require registration in Iraq.

##### 4.4.4.2 Healthcare Sector Private Investment Policy

Iraq's health sector investment strategy is based on the following principles:

- Promote private sector involvement through opportunities to invest in healthcare facilities, and pharmaceutical and medical device manufacturing.
- Privatize state-owned healthcare facilities.
- Privatize state-owned pharmaceutical and medical device companies.
- Attracting modern healthcare consulting service providers to promote system and practice modernization.

##### 4.4.4.3 Health Care Investment Opportunities

There are 208 state-owned, government-run hospitals, with 40 situated in Baghdad. The Basrah Children's Hospital, coming on line in late 2009, will have full surgical and oncology services available in early 2010. There are also approximately 2,000 Private Health Clinics (PHCs) scattered throughout Iraq. Generally, all primary care and preventive medicine is provided for free. PHCs provide a limited range of

service. Power outages are frequent and can last for many hours. Diagnostic equipment is not generally available. The MoH is seeking investments including:

- Establishment of greenfield healthcare facilities including integrated medical cities & complexes, hospitals, medical laboratories, and primary healthcare clinics.
- Management and operation of privatized state-owned hospitals.
- Management of specialized health centers through direct contract.
- Providing general healthcare consulting services including advising on healthcare systems modernization.

##### 4.4.4.4 Pharmaceutical and Medical Device Industry Opportunities

Several opportunities exist for investors interested in Iraq's pharmaceutical and medical device industry. The MoH has outlined the following three areas of opportunity for investors:

- Establishment of greenfield pharmaceutical and medical device manufacturing facilities.
- Privatization of existing pharmaceutical and medical device manufacturing and distribution companies.
- Providing consulting services for updating The Public Company for Marketing Drugs and Medical Appliances Management's (KIMADIA) enterprise systems (includes systems for testing, registration, warehousing, distribution, and marketing).

##### 4.4.4.5 Other Investment Opportunities

- KIMADIA is Iraq's pharmaceutical and medical device supply and resupply system to MoH and other GoI facilities. Several suggestions for privatization or selling KIMADIA have arisen over the past two years but have met resistance. Pharmaceutical accountability and control lags behind modern standards. A nationwide logistical system for pharmaceuticals and medical equipment/supplies is urgently needed.

- The KIMADIA website, [www.kim-moh.net/index1.html](http://www.kim-moh.net/index1.html), provides detailed information for potential investors. MoH KIMADIA retains a domestic market share of 40% of Iraq's medical supplies and seeks an investor to manage and operate their plant. The goal is to rehabilitate and upgrade KIMADIA's plant with modern technology in return for a share in production.
- Emergency response and ambulance support is ill-defined and uncoordinated throughout Iraq. National standards of response are not always applied, and training, qualifications testing, and a certification process is necessary.





*Photo credit: Tina Hager*

## 4.5 Agriculture

### 4.5.1 Key Stats and Figures

Agriculture in the economy:

9-11% of GDP, 2nd largest contributor after oil

Agriculture employment:

Agriculture employs almost 30% of the labor force

Agriculture imports:

80% of total food consumed, costing \$1.4B USD



*Photo credit: Tina Hager*

### 4.5.2 Sector Overview

Agriculture has a long history in Iraq. For centuries, agriculture in the rain-fed Zagros Mountains (in the north of Iraq) and the fertile plains of the Tigris and Euphrates rivers enriched the people of Mesopotamia (the middle and south of Iraq). Iraq was once considered the breadbasket of the Middle East, and exported goods around the world including figs, grapes, wheat, barley, aromatic rice, and accounted for the majority share of world trade in dates.

Over the last 30 years, the general neglect of the agriculture sector has been compounded by conflict, declining soil capacity, mismanagement of water resources, and upriver population growth. In spite of these challenges, agriculture continues to play a critical role in Iraq's economy, being the largest employer and the second largest contributor to GDP, after the oil sector.

However, imports account for nearly 80% of the basic food consumed, at a cost of \$1.4 B USD in 2008. In particular, there is total dependency on imports of sugar, edible oil, and tea, and a high level import dependency of wheat (69%) and rice (81%), and milk (67%). Dependency on meat imports are estimated at 24% for beef, chicken (41%), and lamb, goats and sheep (8%).

The U.S. has helped Iraq bridge the agriculture gap between supply and demand by exporting over \$1 B USD of agricultural products and related goods in 2008. In addition to the U.S., substantial amounts of Iraq's food products come from its other regional trading partners including Canada, Turkey, and Syria.

Iraq's population is expected to boom, reaching almost 40 million people by 2025, and perhaps as much as 50 million in 2040. Given the expected population growth and Iraq's high dependency on agricultural imports, there are a number of

agriculture opportunities for investment in order to more efficiently and economically satisfy Iraqi food demands.

Iraq has a total surface area of 43.7 million hectares of which 32.7 million (75 %) is not viable for agricultural use under current conditions. The remaining 25 % (about 11 million hectares) is involved in agricultural activities, although almost half of this is very marginal and used only for seasonal grazing of Iraq's livestock population of predominantly goats and sheep.

The country can be divided into two agricultural zones, the northern zone that is primarily rain-fed and the southern zone that requires irrigation. Some 4 million hectares is estimated to be in crop production, of which about 3 million hectares are irrigated. According to United States Department of Agriculture data, cereals, (wheat, barley, and small amounts of rice) are produced on over 75% of the cropped land.

Livestock grazing occurs throughout both agricultural zones, but is more widespread in the north where hillside grazing prevails. Small ruminants –sheep and goats– are the most prevalent livestock species. However, beef has been the traditional source of dietary protein for most Iraqis. Poultry production occurs in close proximity to urban centers.

Only about one-third of the agricultural land is privately owned. The remaining two-thirds, controlled by the MoA, is leased or granted to farmers. Most farms are small, averaging about 12 hectares.

#### 4.5.3 The Role of Government in Agriculture

The Ministries of Agriculture, Industry and Mining, Finance, Planning and Development Cooperation, Trade, and Water Resources have significant influence in the agriculture sector.

The government's National Development Strategy (NDS) 2007-2010 (dated March 2007) lays out a market-driven development strategy for Iraq. One of the four main pillars of the NDS is revitalization of the private sector and the strategy outlines in some detail the structural reforms in the agriculture sector that are required to bring this about.

**Public Distribution System:** Through its Public Distribution System (PDS), the Government of Iraq provides virtually every Iraqi household with basic commodities in amounts calculated to be sufficient to meet 100% of each household member's minimum daily caloric needs. The monthly basket includes: wheat and flour, sugar, rice, cooking oil, tea, milk, lentils, soaps, and detergents.

The Government of Iraq released a draft 'road map' for reforming the PDS, which proposes phasing out the current practice of providing a blanket food ration to all citizens of Iraq. Iraq will need to boost its domestic food production dramatically in order to institute this phase out.



*Photo credit: Tina Hager*

**State Owned Enterprises (SOEs):** Currently, the Ministry of Agriculture controls several SOEs that provide agricultural production inputs such as fertilizers and agricultural chemicals. The Ministry of Industry and Minerals (MIM) also controls several companies that process agricultural products. These include dairies, cattle feedlots, sugar refineries, vegetable oilseed extraction and processing facilities. The MIM also manages SOEs that produce agricultural inputs, including fertilizer plants and an equipment assembly plant. A number of rehabilitation investment opportunities exist at various agriculture SOEs throughout the country.

#### 4.5.4 Opportunities for Investment in the Iraqi Agriculture Sector



*Photo credit: Tina Hager*

Opportunities exist in revolutionizing productivity and production through inputs, techniques and technology, supply chain management, as well as developing new industries, such as food processing, that currently do not exist. Areas of potential investment include:

**Irrigation:** Water shortages, high levels of salinity, and desertification have badly affected agricultural production. Irrigation is essential to agricultural production, and areas for investment include new systems, center pivot, drip, land reclamation/restoration and the renovation of the existing canal-based flood irrigation systems.

**Inputs:** Iraqi needs new and appropriate varieties of seed inputs matched to climatic conditions and cultural and management practices. Fertilizers will also be required to capture the benefits of improved seed varieties. Additionally, agriculture equipment is in high demand throughout the country.

**Storage, transportation and handling:** There is substantial room for improvement infrastructure for handling, storing, and distributing agricultural inputs and outputs.

Opportunities also exist to link sectors e.g. for feed mills to serve as the link between feed grain producers and livestock

producers, and lead to the development of more intensive and efficient livestock production.

**Commercial farming:** The average farm in Iraq measures 5 hectares. To realize potential productivity gains, a larger scale, input and technology dependent agriculture could be developed in multiple areas of the agriculture industry. The NIC has identified over 500,000 hectares of unoccupied and unfarmed arable land that would have access to abundant groundwater through proposed wells.

**Packaged food:** The current demand for packaged food is in three main product areas (biscuits, tomato paste and confections). Currently this is being met 100% through imports. A study done by USAID in 2006 shows that the markets for biscuits, snacks, tomato paste and ketchup, powdered chocolate drinks, and powdered soft drinks are likely to develop quickly. Likewise the markets for candies, factory bottled soft drinks, confectionery products, basic baby foods based on powdered milk, and packaged cereals will expand as well.

**Meat processing:** Iraqi is heavily dependent on imports to satisfy the demand for chicken, beef and sheep. The introduction of modern, cost-efficient poultry farming and processing into Iraq has the potential to offer considerable rewards to interested investors. The need for slaughterhouses and poultry processing plants has been expressed in the provinces below.

**Organics:** With limited access to pesticides and chemical fertilizers, many Iraqi date and pomegranate farmers are already producing produce that can easily be certified as organic. There are significant opportunities for investment in getting these products to market.



*Photo credit: Tina Hager*

## 4.6 Housing and Construction

### 4.6.1 Key Stats and Figures

#### Population growth rate:

At the projected growth rate, almost 2 million housing units will be needed by 2015.

#### Private sector involvement:

The government estimates that 85% of home building will be carried out by the private sector.



Photo credit: Tina Hager

### 4.6.2 Sector Overview

Iraq's reconstruction has created a huge demand for construction expertise and capital. The real estate development, construction, and building material industries are all ripe for investment. The large number of construction projects in industrial sectors and infrastructure will require vast amounts of building materials, design capacity, and construction expertise. Opportunities are available across all geographic areas and the already high demand will continue to grow.

Private sector investment dollars as well as expertise are greatly needed in all sectors to augment the Government of Iraq's (GoI's) efforts. Prospects exist to provide for the great number of over-crowded existing households, rehabilitation

of transportation infrastructure and the ever growing need for development of the industrial base. This will substantially increase the demand for efficient designs and competent completion of sizeable construction projects from a large number of industrial sectors. The huge long-term business potential, coupled with the real need for outside capital and expertise, promises unique investment opportunities for those who pioneer the construction sector.

#### 4.6.2.1 Building Sector Materials

Iraq formerly produced a significant range of minerals used for basic building materials such as gypsum and cement, and composite materials of glass, tile, piping, and bricks. Today most building materials are imported by multiple and unorganized traders with little government control on quality

and proper labeling. Distribution channels are non-existent and inefficiencies exist throughout the entire sector from extracting the base material, production, or importing and distribution, and create market distortions and little reliability for builders needing supplies. As a result, efficiency is poor, quality is questionable, and domestic producers cannot keep pace with existing demand, let alone the demand expected in the near future.

As a result of domestic bottlenecks, Iraq imports most building materials. Most cement comes from abroad, mainly from Turkey, Iran, and other nearby producers. It is estimated that demand for bricks exceeds local supply fourfold.

#### 4.6.2.2 Construction

The post-2003 reconstruction was dominated by large, foreign builders, who have played a major role in rebuilding the Iraq's power and water facilities, bridges, roads, schools and other infrastructure. A domestic construction sector has begun to grow alongside the large foreign builders, but few have developed the capacity for the kind of large scale development that will be needed. Estimates of reconstruction expenditure in Iraq run into the tens of billions of USD, with USAID conservatively estimating at least \$150B USD.

The development needs of Iraq run across the spectrum of construction projects; small to mega projects including new dams and considerable additional infrastructure. Modern office buildings, industrial parks, new universities, sports stadiums, municipal buildings, port facilities, and regional development hubs are all part of the national development plans in Iraq.

#### 4.6.2.3 Housing

Housing is a key need for the Iraqi people and will be a key driver of the construction boom. Iraq is facing a serious housing shortfall due to:

**High population growth rates:** At present rates (2.6% annual growth), the population of Iraq will reach 40 million by 2025, creating a need for almost 2 million new housing units.

**The return of refugees:** The United Nations has estimated that 0.5 million of the 4.2 million refugees will return by 2010 if stability continues.

**Displaced persons:** Internally displaced families will need new housing.

**Increasing urbanization:** Oil revenues, agricultural surpluses, and Iraq's various conflicts have all hastened the trend toward migration to the cities, especially to Baghdad and Basrah.

The Gol built some housing projects in the 1970s and early 1980s, and has also granted land, but most residential development has since been led by fragmented, small-scale builders. These builders have not yet developed the financial and technical wherewithal for the large-scale development now needed to satisfy rising demand. Housing prices and rents have been rising, especially in Baghdad, defying global trends. Demand for housing is growing apace, with the need estimated at more than three million homes nationally over the next five years.

#### 4.6.3 The Role of Government in Housing and Construction

Much of the boom in construction in Iraq over the next five years will be led by government investment in infrastructure. The needs are great:

**Water and sewage:** Water treatment plants cover only six percent of the population and most sewage plants are outdated and poorly functioning.

**Public facilities:** Many public buildings are in disrepair or were damaged during the war.

**Transportation:** Iraq's transportation infrastructure (roads, airports, and train system) are in dire need of repair and modernization.

**Ports:** Iraq's six ports need to be upgraded in order to handle modern shipping methods and high expected volumes.

The Gol has earmarked over \$16B USD for reconstruction in its 2009 budget, and the government can also avail itself of more than \$100B USD in funds from international donors,

including the Development Fund for Iraq, U.S. appropriations, and funds pledged at the Madrid donor conference. Additionally, the provinces are increasingly financing infrastructure and housing projects.

Even so, the Iraqi government is aware that public financing will not be enough. Private capital and expertise will be needed to build and sustain the huge infrastructure investment needed. In housing, for example, the government expects that up to 85% of home building will be carried out by the private sector.

The government is also strengthening the legal regime to support real estate development. Investment Law No. 13 (2006) permits distribution of land by either providing it as an incentive for investment in development projects or as long-term leases of up to 50 years. This is being reinforced by new legislation before the Iraqi Parliament which, when approved, will refine the procedures for land distribution for qualifying investments, enabling more efficient project planning to be undertaken.

#### **4.6.4 Opportunities for Investment in the Iraqi Housing and Construction Sector**

##### **4.6.4.1 Building Sector Materials**

Great opportunities exist for competent domestic producers of building materials, including down-streaming and extraction. Iraq has ample deposits of iron ore, copper, gypsum, bitumen, dolomite, and marble at grades suitable for commercial use. These resources remain largely unexploited.

State-owned building supply companies typically use less than 20% of their production capacities. Well-structured public private partnerships, with appropriate investment in capital equipment, technologies, and skills transfer, could yield huge productivity gains.

The Ministry of Industry and Minerals has been encouraging the licensing of new cement producers, as well as private public partnerships to rehabilitate major state-run cement factories. Lafarge, the world leader in building materials, has taken advantage of Iraq's opportunity as part of its global growth strategy, has built two plants in Iraq whose total

capacity now reaches one quarter of domestic Iraqi production.

##### **4.6.4.2 Construction**

The top five major cities in Iraq, where two thirds of the population reside, need significant reconstruction work. Baghdad alone, which some 29% of the population calls home, needs major restoration, rehabilitation, and development to provide for a modern capital for the country and enable the government and major cultural and commercial buildings to provide proper service. The need for designers, planners, developers, and engineer specialist working with the national, provincial, and city governments will identify the multifaceted opportunities to remake Baghdad into a modern and efficiently functioning city.

There will be multiple prospects for pioneering innovation where those with access to new technologies in building and design will be able to contribute to the highly imaginative and futuristic landscape distinctive in the recent showcase architecture of the Middle-East. The opportunities for the private sector to provide development are almost boundless and include: city planning, all manner of transportation facilities, convention center and visitors facilities, municipal buildings, and cultural and recreation facilities. Shopping malls and retail service clusters are also needed.

Investment licenses have been approved for \$2B USD from a total of 40 projects which range from five star hotels, commercial malls, storage and food processing, to commercial development facilities at an airport. One major UAE developer has signed an Investment Agreement. This Agreement involves Baghdad city government's most ambitious single development project to date; a \$5B USD development which includes a significant multi-specialty hospital, 65,000 apartment units, shopping malls, hotels, and sports fields on the 80-acre former Rashid military base inside Baghdad city limits. The initial round of proposals drew 16 bids from foreign companies.

#### 4.6.4.3 Housing

To achieve the economies of scale needed to overcome financing, cost, and technical obstacles, Iraq needs real estate developers that are capable of planning, designing, developing, and delivering planned community housing at the necessary price point. Though housing input prices have risen, so have wages and the large number of government employees with steady cash flow create a pool of potential buyers for moderate price-point housing units. Foreign investment can bring new designs and techniques as well as efficient lower-cost building materials for planned communities and a wide variety of creative low-cost housing units.

In recent months a significant number of investment licenses have been awarded in seven provinces for the development of housing: twelve licenses for \$1.9B USD. These units represent a coming together of the GOI, Provincial Governments, and the private sector to address an important need in Iraq and to stimulate the economy as can a robust housing and home rehabilitation program. There are estimated to be some one million housing units in need of rehabilitation in the lower 15 provinces. To date, the rehabilitation is in general being undertaken by small local developers.

Local developers, though often not versed in the latest building techniques, understand the various legal and procedural issues that builders/developers must work their way through and would be a significant asset in the permitting, licensing, and other business related issues in the construction industry in Iraq. Partnering with these local developers would enable one to bypass a rather steep learning curve that is always present when entering new markets.

Private foreign investment in Iraqi housing is expected to grow robustly, with estimated upper-range investment of \$35B USD in 2009 and \$40B USD in 2010. The slowdown in competing markets, especially in the Gulf region, and the pent up demand in Iraq seeking more efficient residential real

estate development, presents an excellent opportunity for leading regional and global private builders.

## 4.7 Transportation

### 4.7.1 Key Stats and Figures

Iraq Transportation Capacity (2009)

Category	Current Capacity	
Airports, with paved runways	75	
Airports, with unpaved runways	30	
Heliports	17	
Pipelines	10,474 km	Gas – 2,501 km Liquid Petroleum – 918 km Oil – 5,418 km Refined Products – 1,637 km
Railways	2,272 km	Standard gauge
Roadways	44,900 km	Paved – 37,851 km Unpaved – 7,049 km
Waterways	5,279 km	Euphrates River – 2,815 km, Tigris River – 1,899 km, Third River – 565 km
Merchant marine	14	10 Cargo and 4 Petroleum Tanker
Ports and Terminals	3	Al Basrah, Khor al Zubair, Umm Qasr

Source: CIA World Fact Book, 2009

### 4.7.2 Sector Overview

The Government of Iraq (GoI) recognizes the direct correlation between improving Iraq's comprehensive transportation capacity and economic progress, including improving essential public services. The volume of freight transported and frequency of travel by individuals is increasing rapidly due to better security. Every part of Iraq's transport system requires investment, as accelerating demand for air, sea, port, road and rail freight service place mounting strain on existing capacities.

Iraq occupies a strategic geographic location between Asian and European markets. Iraq plans to utilize its unique regional position to develop a 'land-bridge' or 'dry-

channel' between Eastern Mediterranean ports in Turkey and Syria, through inter-modal systems, to Iraq's port of Umm Qasr on the Gulf. This 'land-bridge' will save transit time and approximately \$12-\$15 M USD per vessel over traditional routes traversing the Suez Canal to the Red Sea. Due to prevailing winds and 'great circle' routing, Iraq's airspace provides a similar advantage for civil aviation. The combination of these advantages allows the transport system to act as an enabler for economic growth, job creation, and international trade and for consequent diversification of national revenues beyond oil. Transport, whether of people or goods, was one of the sectors which suffered most in recent years. The strategic importance of transportation, combined with the need for substantial investment in infrastructure, makes Iraq attractive for foreign investment.

### 4.7.3 The Role of Government in Transportation

The Ministry of Transport (MoT) is responsible for the management, planning and policy of the country's transport system, except for highways, which are the responsibility of the Ministry of Construction and Housing (MoCH). There are thirteen State Owned Enterprises (SOE's) which manage the domestic and international transportation of passengers, goods, and cargo. These include:

- Iraqi Civil Aviation Authority
- General Company of Iraqi Ports
- General Company of Iraqi Railways

*"We need international companies to come and help us develop and upgrade our transport infrastructure. The opportunities are here, and we will do what we can to help our partners succeed."*

Amer Abdul-Jabbar Ismail,  
Transport Minister



Photo credit: Tina Hager

Priority projects for the State Commission for Roads and Bridges include the following:

- Improving the facilities at the main airports, especially Baghdad and Basrah
- Building a new deepwater port at El Faw
- Rebuilding Iraq's railway network
- Upgrading Iraq's roads

The MoCH is responsible for policy oversight and planning for major aspects of the Iraqi construction and housing system, including roads and bridges external to municipalities, housing and public buildings. The MoCH also runs fifteen SOEs and works in conjunction with the MoT when applicable.

#### 4.7.4 Opportunities for Investment in the Iraqi Transportation Sector

Iraq's untapped natural wealth, decades of under-investment, and a neglected infrastructure create numerous investment opportunities within the transportation industry. Areas of potential investment include:

**Highways:** As with most countries, roads and bridges are a primary lifeline for economic growth. Iraq has more than 44,000 km of paved highways, as well as an extensive rural unpaved road system. The highway and bridge system provides the primary surface transportation links connecting Iraq to its neighbors and serves as a catalyst for economic growth. An integrated road network supports tourism and connects the country's population centers to essential services, while promoting internal commerce.

Many of the roads and bridges on the national highway system were paved and constructed in the late 1970s and early 1980s and were designed with a 20 year lifespan. Much of this infrastructure is in need of extensive rehabilitation and replacement. In addition, new population centers have emerged, creating the need for expansion of the highway system on a national level. With funding necessary to rehabilitate or replace paved roads estimated at \$1M USD per kilometer, current investment requirements in Iraq's road infrastructure for rehabilitation exceed \$40B USD.

**Civil Aviation:** Iraq's civil aviation sector is moving toward compliance with International Civil Aviation Standards as Iraqi Airways continues to rehabilitate its aging fleet. The Iraqi Civil Aviation Authority (ICAA) seeks to transform Iraq's civil aviation system into a results-based, value-driven organization of aviation professionals dedicated to excellence on the ground and in the skies. The critical success factor for this excellence will be an environment that promotes compliance with International Civil Aviation Organization (ICAO) Standards and Recommended Practices (SARPS).

The global economy is increasingly integrated. A robust civil aviation system would provide Iraq with increased access to world markets and links between businesses throughout the world. Aviation enables the movement of people and goods

and functions as a cornerstone of economic growth. Whether it is employing people, moving goods, or moving people, aviation is critical to economic growth. According to the International Air Transport Association, "investment in air transport capacity in developing or transition countries, where connectivity is currently relatively low, will have a much larger impact on their productivity and economic success than a similar level of investment in a relatively developed country." As a developing country, Iraq's potential is bright in the aviation industry. Investment in Iraq's aviation system offers many opportunities, including airport operations and management, as well as airport concessions.



Photo credit: Thomas Hartwell/USAID



Photo credit: Tina Hager

**Ports:** Maritime ports serve Iraq as the primary gateway for the import and export of goods and also provide an entry point for passengers. The ports of Iraq are owned and operated by the Government of Iraq. The MoT and the General Company for Ports (GCPI) of Iraq envision the ports of Iraq as the connection bridging the Far East and the West while serving as an economic catalyst and providing for the welfare of the people of Iraq. The ports of Iraq strive to operate efficiently and effectively, using sound business practices and meeting standards defined by the International Maritime Organization. Iraq's ports are strategic national assets that contribute to national security, economic development and political stability.

GCPI owns and controls the Iraqi ports of Umm Qasr, Khor Al Zubair, Abu Fulus and Al-Maqal. The ports are spacious and adaptable to further expansion. GCPI has systems and procedures in place, though improvements in operational efficiency and infrastructure investment are needed. The Iraqi work force is able to handle current operational demands, but would benefit from additional training on modern port operating practices and procedures. Existing port infrastructure can be improved upon and modernized to handle the current and future work load. Estimated infrastructure investment needs range from \$250M USD to \$500M USD.

**Railways:** The Iraqi Republic Railroad (IRR) is one of the main modes of surface transportation for the import and export of goods and efficient hauling of bulk commodities and passengers within the country. The IRR is owned and operated by the government. Iraq is focused on the safe transport of containers, bulk commodities and passengers in a cost efficient and safe environment while maintaining safety and operating standards defined by the International Union of Railways.

The MoT and the IRR hope the railroad will serve as a primary surface transportation option, connecting customers in Europe, the Far East and the Gulf States while also serving as an economic growth catalyst. The IRR consists of 2,405 kilometers of track, 109 stations, 31 locomotives and 1,685 units of rolling stock. Recent investments (\$40M USD) in a state-of-the-art computer based train control and microwave communication system are the beginning of a broad modernization program for the rail system. Iraq continues intermittent negotiations concerning the establishment of rail links with Turkey and various Gulf states to complete a continuous Euro-Gulf rail route. Investment in supporting facilities such as inter-modal container terminals and corporatization of operations under a unified management contract continue to be areas of interest for Iraq's rail system.

## 4.8 Industry and Manufacturing

### 4.8.1 Key Stats and Figures

Primary Ministry Responsible:

Ministry of Mining and  
Manufacturing (MIM)

Number of MIM SOEs:

67

Number of MIM Factories:

250 among the 67



*Photo credit: Tina Hager*

### 4.8.2 Sector Overview

Industry and Manufacturing are the important potential economic drivers of the non-oil economy in Iraq. Unfortunately, many industrial factories that were the backbone of the Iraq economy have fallen behind global manufacturing standards. Despite this challenge, Iraq presents a unique opportunity in the Gulf region, having a substantial resource base of both minerals and hydrocarbons. The country is also endowed with considerable freshwater resources, a sea-port in the Arabian Gulf with easy access to shipping lanes, a substantial educated population, and management with strong technical skills. These factors combine to create the potential for a leading industrial power among Gulf countries. Iraq's existing industrial sector is broad and includes both light and heavy industries from vehicle manufacturing to rug factories. Iraq also has a domestic pharmaceutical industry and chemical industry.

### 4.8.3 The Role of Government in Industry and Manufacturing

The Ministry of Industry & Minerals (MIM) has taken the lead in the transition from State Owned Enterprises (SOEs) to a progressive, privatized industrial base. The MIM has been a critical party in developing the emerging legal framework to implement, strengthen, and support the sector's investment opportunities. The legislation covering investments in this sector of Iraq's economy is broad but is lead by Investment Law No. 13 (2006), which is critical in encouraging and protecting foreign companies investing in Iraq. The table below outlines other existing legislation governing foreign investment.

Legislation	Scope/Description
Law No. 22 (1997)	Organizes SOEs to work on partnership basis with the private sector and formation of joint venture enterprises.
Law No. 22 (1997), Article No. 15, Paragraph 3	Allows SOEs to have the right to share or participate with other foreign companies to implement work within its activities inside Iraq.
Companies Law 21 article 8 (1997)	Discusses creating limited liability companies with SOEs participating with less than 25% of capital shares.
Law No. 91 and amend. (1988)	Organize investments in Mining and other natural resources. Potential amendments to impose regulations on natural resource mining are in parliament.
Investment Law No: 13 (2006)	Supports the process of establishing investment projects in Iraq. Potential amendment to allow ownership of land when investing in the housing sector.
Law No. 290 (2009)	Defines Council of Ministers regulations that require that all Ministries and SOEs are obligated to purchase products and services from MIM SOEs. This is currently draft legislation.

Other laws currently under parliamentary review pertain to: arbitration, trade and consumer protection, safeguarding and antidumping, competition law, regulations on industrial investments in small-medium sized enterprises (incorporating law no. 20-1998 with law no. 13-2006) and regulations related to industrial cities and parks. When enacted, these laws will help further encourage the growth of the private sector.

The MIM is the primary ministry responsible for the country's state-owned industrial capacity. The MIM oversees 67 SOEs with more than 250 factories distributed throughout Iraq. As Iraq endeavors to rebuild infrastructure and develop capacity, the SOEs will play a critical role in supplying both the government and private industry with the products and services required. MIM's SOEs are broadly categorized in the table to the right. Mining is classified as a sub-industry.

Industry	# of SOEs
Engineering Industries	20
Petrochemical/Chemical Industry	14

Construction/cement Industries	9
Textile Industries	8
Industrial Services	7
Food and Pharmaceutical Industries	6
Other	3

#### 4.8.4 Opportunities for Investment in the Iraqi Industry and Manufacturing Sector

Iraq is planning to revitalize and transform its industrial structure from a command economy to a free market economy. Improvement in Iraq's security environment have stimulated major international companies from UAE, Germany, Britain, China, Sweden and the U.S. to commit or plan to commit to projects that are part of the revitalization of Iraq. The projects include hotels (Rotana), vehicle assembly (Scania, Daimler-Benz, and Oshkosh), agricultural processing and machinery (NCH tractors) and textiles.

To unlock its vast economic potential, the international business community is encouraged to participate as investment partners in this transformation by bringing modern technology, advanced skills, financial resources and investment to Iraq to improve the economy, increase employment, and build the country's industrial capacity.



Photo credit: Tina Hager

#### 4.8.4.1 Greenfield Private Equity Projects

There are considerable opportunities for greenfield private equity investments throughout Iraq. Decades without dramatic industrial expansion have created a need for new capacity, products, and services in nearly every sub-sector of Iraqi industry. Across the country, investments are being sought for every phase of the industrial process. Iraq's mineral and metal deposits offer substantial potential for mining, and the country's natural resources will need investment to increase processing and refinement capacity. Investments are also sought throughout the manufacturing industry to develop new capabilities, broaden the variety of domestically made products, and increase production.

The recommended entry strategy for greenfield projects is through a local Iraqi partner. As the country continues to refine its investment laws and bring stability to its political, security and economic activities, local partners serve as good option to expedite and navigate the legal, regulatory and physical landscapes of Iraq. Local partners have access to vital market knowledge; navigate regulatory requirements; provide labor and other inputs at competitive rates; utilize pre-established sales network; and maintain other necessary business relationships, i.e. banking, legal, and distribution, which are critical to the success of an operation.

Potential greenfield investments include:

1. Petrochemical Industries Project
2. Phosphoric Acid Processing Plant
3. Alumina Production Plant and Smelter
4. Bentonite Production Plant
5. Longitudinally Welded Pipe Plant
6. Seamless Pipe Plant
7. Float Glass Plant
8. Silicon and Silicones Fabrication
9. Fertilizer Plant
10. Solar Systems Project
11. Renewable Energy Project
12. Soda Ash plant

#### 4.8.4.2 Joint Ventures and Public/Private Partnerships with SOEs

The MIM has focused on attracting private sector investment partners by promoting partnerships between international firms and its inventory of over 220 factories. The partnerships are joint venture production sharing agreements, for terms between 10 to 20 years, to encourage the rehabilitation and modernization of key industries and make them competitive with foreign imports. The private sector investor will control all operations of the factory including marketing of the production. Under this plan private sector investors would receive a share of production output from the factory in return for their investment of capital, technology, and skills. Many of the factories are currently operating below their design capacity and there is a significant potential for large gains in productivity from investments.

There is also a proposed equity sharing plan that would commercialize the SOE factories and float Government owned shares on the Iraq Stock Exchange (ISX). The private sector could make a capital investment by purchasing ISX shares and becoming an equity partner with the GoI. This plan is still in the early stage of development as a private sector capital investment option. In addition, plans to utilize factory excess employment to make the factories effective and ensure long term sustainable profitability are being considered.

Investment files for the SOEs are available from the Investment Department of the MIM at: [invest@industry.gov.iq](mailto:invest@industry.gov.iq) or [dev\\_invest07@yahoo.com](mailto:dev_invest07@yahoo.com).

#### 4.8.4.3 Private Sector Investment through the Iraq Stock Exchange

There are also "mixed sector," or partially private, companies in Iraq. The private sector can enter the Iraqi industrial sector by purchasing ISX shares and becoming an equity partner with the Iraqi government. These companies were created by the Gol's Industrial bank with the company's capital shared by the Gol, private companies and individual investors. Mixed sector companies are listed on the ISX, which allows for foreign ownership of shares and does not discriminate between foreign and Iraqi investors.

The following is a list of mixed sector companies whose shares are presently listed on the ISX and are available for purchase.

Company Name	Public Share	Products
Light Industries Co.	38.1%	Heaters, cookers, refrigerators, freezers
Electronic Industries Co.	51.6%	TV, radios, computers, telephones, PABX communication systems, power equipment
Modern Paint Co.	58.0%	Paints and resins
National Chemical & Plastic Co.	57.3%	Plastic sheets, industrial leather, plastic bags
Hillal Industries Co.	27.0%	Air conditioning, air coolers, welding equipment
National Bicycle and Metal Tube Co.	27.8%	Metal tubes, bicycles, metal furniture
National Food Industries Co.	19.7%	Soft drinks
Iraqi Carton Co.	63.0%	Packaging
Modern Construction Material Co.	66.0%	Construction materials
Khazer Construction Material Co.	25.0%	Concrete blocks
Kende for Medicine and Vaccines	25.0%	Vaccines
National Furniture Co.	41.0%	Office and home furniture
Iraqi Engineering Co.	34.0%	Clutch and brake materials
Baghdad Salam Food Industries	25.0%	Soft drinks
Ready Made Wear Co.	68.0%	Suits, shirts, and other clothing
Fallujah for Construction Material	28.0%	Concrete blocks
Kirkuk Construction Material Co.	29.3%	Concrete blocks

## 4.9 Tourism

### 4.9.1 Key Stats and Figures

#### Tourism in the Middle East:

The Middle East received the world's highest number of tourists in 2008, an increase of 11 per cent over the previous year, according to statistics from the United Nations World Tourism Organization (UNWTO).

#### Tourism's economic impact:

In 2009, Middle East Travel & Tourism is expected to generate \$158 B USD of economic activity; equivalent to 9.6 % of the region's total GDP.

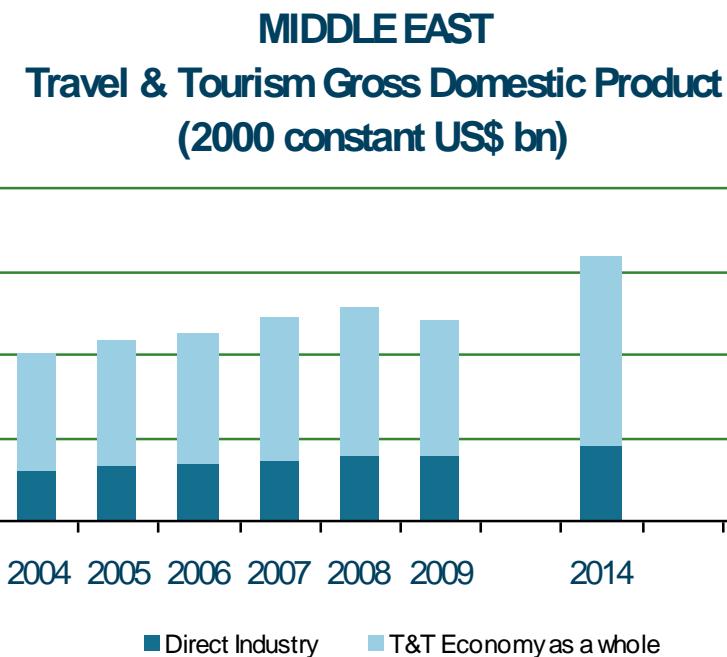


Photo credit: Tina Hager

### 4.9.2 Sector Overview

Iraq is blessed with a remarkable variety of cultural and historic tourist attractions that are arguably the most unique in the region. This variety creates an exciting and lucrative opportunity for investing in tourism, which in recent decades has grown in diversity and economic significance for several provinces. In addition to the social and cultural significance that a thriving tourism industry would play, it is a means by which the Iraqi people can communicate with the peoples of the world.

Iraq, the cradle of civilization, is well positioned to become an international tourism destination. Home to some of the greatest ancient sites in the world, including Babylon and Ur, it offers a diversified topography of mountains, marshes and stretches of desert, and demonstrates only slight changes from ancient times. Each environment presents unique opportunities for religious and cultural tourism, given the

abundance of archaeological and historic sites located throughout the country.

Several important challenges to Iraq's tourism industry must be addressed to allow the country's full tourism potential to be realized. Many of Iraq's 12,000 historical sites are in desperate need of protection, preservation work, signage, and trained staff on-site.

International investors are showing a growing interest in investing in Iraq's tourism infrastructure, including building hotels and transportation infrastructure in several sites around the country. International pilgrims continue to look for opportunities to visit holy sites, as they have done for thousands of years. Provincial councils have moved to establish tourism committees in order to support and promote the industry in several areas, including addressing capacity issues such as improved electrical supply.



*Photo credit: Tina Hager*

Important attributes of Iraq that invite development in the Tourism sector include:

- Geographical and topographical diversity
- Enduring cultural heritage
- Deep-rooted religious tradition
- Iraqi hospitality and spirit
- Established infrastructure to support travel

#### 4.9.3 The Role of Government in Tourism

**The National Ministry of Tourism:** The Ministry of Tourism is charged with establishing a platform for tourism activity throughout Iraq. Its role includes identifying and designating locations as official tourist sites and developing the infrastructure required to make them tourist-accessible, while preserving their authenticity. These initiatives include rehabilitation, conservation and revitalization of designated sites, contracting with international tourist and archeological institutions, construction and development of site perimeters, and establishment of formal educational and training programs. A number of rehabilitation investment opportunities currently exist at various sites throughout the country.



*Photo credit: Tina Hager*

**The Kurdistan (KRG) Ministry of Tourism:** The KRG Ministry of Tourism works both independently from and jointly with the National Ministry of Tourism to identify, designate, and establish tourist sites throughout northern Iraqi regions.

**State Board of Antiquities and Heritage (SBAH):** The responsibilities of SBAH include improving capacity at the Iraq National Museum and establishing new conservation and preservation training institutes. SBAH is also charged with overseeing the publication of bilingual reports concerning Iraqi archeological excavations and the distribution of publications to museum libraries. For example, SBAH has partnered with several international agencies to preserve Babylon and other national sites of world importance. Among

the goals of the Babylon project is the development of technologically and culturally appropriate conservation solutions that also meet international standards; incorporation of holistic preservation approaches embracing environmental, social and economic factors; and economic self-sufficiency.

#### 4.9.4 Opportunities for Investment in Iraqi Tourism

Protection of cultural heritage, especially archaeological sites, is vital to the country's future. Conservation of natural heritage is important for the country's ecotourism potential. Improving the image of those places that can currently be visited is critical to help attract those who are most likely to visit.

Sufficient services and infrastructure development – hotel capacity, trained staff, airport capacity, and roads – are necessary to accommodate increases in tourism to currently accessible destinations. Quality, reliable and abundant transportation infrastructure facilitates access for both visitors and trade.

**Nature-based and Ecotourism:** The globally growing field of ecotourism/nature tourism bodes well for Iraq, especially in the Marshlands and in Iraqi Kurdistan. Habitat restoration work in Iraq's Marshlands is particularly important as it is an ecotourism destination of great potential value. Both the rivers and Marshlands are potential tourist destinations requiring far less infrastructure investment than roads, rail or air transport.

The mountains of Iraqi Kurdistan are another area with year-round ecotourism and adventure travel potential. There are villages scattered throughout the mountains that are interesting to visit; however, the area is in need of an organized trail system. Developing the quantity and quality of services necessary to support visitors will be essential to realize the market potential of this area.



*Photo credit: Tina Hager*

**Religious Tourism:** Iraq has some of the world's most significant religious sites. The holy shrines of Najaf and Karbala attract over five million visitors a year. These sites hold special sacred significance for many in the region. There are also efforts to reopen the shrines of Ali Al-Hadi and Hassan Al-Askari at Samarra and, once work is completed, it is anticipated that they will receive visitors in the millions.

**Cultural Tourism:** "Cultural tourism," according to UNESCO, the organization that has helped preserve and protect the country's antiquities, "could become Iraq's second biggest industry after oil." Visits to archaeological sites and cultural monuments comprise the main form of cultural tourism for Iraq.

#### Iraqi Kurdistan

Iraqi Kurdistan is gradually gaining recognition as a tourist destination distinct from the rest of Iraq and thus attracting increased tourism-related investment. The region is relatively peaceful, safe and stable. Over 500 archaeological and historic sites exist in the city of Erbil alone. Outside Erbil, the city of Mosul has a rich history and a reputation as "God's City," which is well deserved given the many religious shrines, including mosques, churches and monasteries.



Photo credit: Tina Hager

### Focus on Babylon

Babylon could be the centerpiece of Iraqi tourism and the core of Iraq's international competitiveness as a tourism destination. Babylon received travel industry attention in February 2007 with an article in *Travel & Leisure* magazine describing some of the current preservation work at the site. According to the article, the SBAH has 35 archaeologists on site, backed by 180 Archaeological Police. The World Monuments Fund, UNESCO and the Getty Conservation Institute have been involved with training some of the archaeologists and helping to preserve the site.

## 4.10 Education

### 4.10.1 Key Stats and Figures

Infrastructure reconstruction:

As of 2004, 84% of the higher educational infrastructure was severely damaged.

Iraqi Education Initiative (IEI):

The Government of Iraq (GoI) allocated \$54 million to launch the IEI and in 2010, more than 300 students will begin master's and PhD programs in the U.S.

Repatriation:

100 Iraqi expatriates inquire every month about the possibility of returning home to resume their teaching careers.



Photo credit: Tina Hager

### 4.10.2 Sector Overview

While Iraq enjoyed a long and proud tradition in the field of education, sanctions have hampered the education system. By 2004, 84% of the infrastructure in Iraqi higher educational institutions had been severely damaged in some manner. Many Iraqi academicians fled to other countries or moved away from their home universities for fear of assassination or harassment.

Today, the Government of Iraq has demonstrated its commitment to rebuilding the education system, especially higher education. There is an historic opportunity at hand to forge enduring connections between Iraqi institutions and others world-wide. Iraqis are anxious and ready to support the development of faculty and student exchanges, to develop cooperative degree programs, and to link electronically with campuses and classrooms across the globe.

### 4.10.3 The Role of Government in Education

#### 4.10.3.1 Historical View

Modern universities in Iraq were established in the second half of the last century, beginning with the University of Baghdad in 1957, uniting several constituent colleges in the process. During the 1960s five more universities were established – the University of Technology and the Al-Mustansirya University in Baghdad as well as universities in Basrah, Mosul, and Sulaymaniah. The further development of higher education in Iraq was characterized by establishment of technical institutes reflecting the considerable demand for qualified technicians created by the flourishing oil industry.

The GoI pursued a policy of establishing a university in each governorate, responding to both the demands of equity and the growing demand for higher education. Fourteen new universities were founded and by the mid-twentieth century,

Iraqi universities were the best in the region and Iraq had achieved exceptional progress in enrollment at all levels of education. However, over the past twenty-five years the financial resources of the education system have diminished.

#### 4.10.3.2 Higher Education Today

Iraqi policy-makers see the restoration of the education system as an important pillar in the effort to rebuild Iraqi society. Iraq's higher education sector has the potential to play an important role in overcoming the country's widening sectarian divides and fostering long-term peace and stability. As a leading actor within Iraq's civil society, it could offer an institutional venue for resolving the country's political, social and economic problems while promoting respect for human rights and democratic principles on campus and in wider society.

Two ministries are responsible for the education system in Iraq. The Ministry of Education (MOE) is in charge of pre-school, primary and secondary education. The Ministry of Higher Education and Scientific Research (MHESR) is responsible for all post-secondary education, including technical education, and research centers. Iraq's current higher education system comprises 24 universities and 42 technical institutes under the management of the MHESR. This includes 200 colleges, 800 departments, and 28 research centers.

There are also 25 private colleges offering programs in computer sciences, business administration, economics and management and, at the American University of Iraq in Sulaymania, a private school curriculum based on the U.S. model. Nation-wide, there are 350,000 undergraduate students, 15,000 postgraduate students and nearly 30,000 teaching faculty. The major fields of study offered by the universities are: education, arts, law, social sciences, administration, economics, natural sciences, engineering and technology, medical sciences, veterinary medicine and agriculture.

Technical education in Iraq is delivered through 37 technical institutes and night technical colleges. There is at least one

Institute in each of the 18 governorates. Iraqi higher education has a strong orientation towards technical education and the technical institutes have grown significantly since the early 1970s. These qualifications cover over 60 fields of specialization which include engineering, administration, medical subjects, agriculture and applied arts.

Iraqi universities need curriculum materials in all fields and up-to-date textbooks. There is a great need to draw a new generation of Iraqis into the education field to serve as teachers and administrators. The GoI is also facilitating the return of faculty members who may have fled to other countries in the 1990s. Iraqi universities are now considered to be safe, with no systematic patterns of threats or harassment directed toward faculty members or administrators. The MHESR reports that approximately 100 Iraqi expatriates inquire every month about the possibility of returning home to resume their teaching careers.

Of the approximately 25,000 academic university teaching staff, 55% are male and 45% female; 43% of the teaching force is concentrated in Baghdad. The average staff/student teaching ratio is 1: 13 being much more favorable than neighboring countries such as Jordan (1:30) and Saudi Arabia (1:20). In Iraq, the minimum educational qualification for a teaching post in higher education is a master's degree. However, one third of the teaching staff lacks a master's degree; 28% of the staff has doctorates, 39% masters and 33% bachelor's degrees.



Photo credit: Tina Hager

The Iraqi Academy of Sciences, founded in 1948, was a center for fellows from various disciplines including modern and ancient Middle Eastern languages, history, social and physical sciences. Iraqi academics are of the view that the Academy can reestablish itself as one of the leading research centers of the country.

While in pre-war days, Iraqi scientists were publishing widely in international and regional journals, very few articles were published in the last decade. The Iraq Virtual Science Library (IVSL), which offers free, full-text access to thousands of scientific journals from major publishers as well as a large collection of online educational materials, has the potential to enhance research and connections to U.S. institutions. Due to connectivity issues, it has yet to reach its potential.

#### 4.10.4 Opportunities for Investment in the Iraqi Education Sector

##### 4.10.4.1 The Iraqi Education Initiative (IEI)

Iraqi policy-makers have recently shown a commitment to rebuilding their education system. Prime Minister al-Maliki has announced a scholarship initiative that will send up to 10,000 Iraqi students a year for the next five years to study in the U.S., the U.K., Canada, and Australia (with the majority of the students going to the U.S.) The GoI has obligated \$54 M USD to launch the program and in 2010, more than 300 students will begin master's and PhD programs in the U.S.

Students will be allowed to study nearly all majors and seek all degrees. Iraqi students will be especially encouraged to study engineering, education, information technology, business, law and medicine. All scholarship recipients will be expected to return to Iraq after they complete their overseas programs. In announcing the new Initiative, Prime Minister al-Maliki stated "We are announcing the desire of the Iraqis

to continue to seek their education. Our universities were known for being the most advanced universities in the world but because of all that we have gone through we have lost what we had before." If implemented to the fullest, the IEI could cost the Government of Iraq up to \$1B.

Iraqis admire the international exchange programs conducted by the U.S. The GoI recently announced a \$2.5 M USD investment in the Fulbright Student program, instantly doubling the number of scholarships available to Iraqi students from 35 to 70. This investment places Iraq as the eighth largest among national contributors to the Fulbright program worldwide.

##### 4.10.4.2 The Future

In light of the post-war challenges, the fundamental issue is the role which Iraq's institutions of higher learning will now play. The rebuilding of the education system, together with the money which is presently being invested; the significantly improved security situation; the encouragement of creative thinking; and the provision of scholarship and exchange opportunities for both students and faculty all bode well for the country's future.





*Photo credit: Tina Hager*

## 4.11 Banking and Finance

### 4.11.1 Key Stats and Figures

#### Banking system:

The current banking system in Iraq consists of 43 banks, in addition to the Central Bank.

#### Electronic funds transfer (EFT) capabilities:

The nine Iraq banks with full EFT capable banks have almost 200 branches throughout the country.

#### Iraqi Stock Exchange (ISX):

The ISX launched its electronic trading system in April 2009 and has 91 companies listed with the average trading volume approximately \$10 M USD per week.



*Photo credit: Tina Hager*

### 4.11.2 Sector Overview

The financial services sector is being modernized through comprehensive reforms:

- Major revisions to the tax code.
- Transformation of the Central Bank of Iraq (CBI) into a decentralized institution beginning in 2004.
- Creation of strategic plan for long-term bank consolidation and rehabilitation.
- Introduction of a new currency (New Iraqi Dinar).
- New capital requirements for banks.
- Adoption of an anti-money laundering law (2004).
- Liberalization of domestic interest rates.

Forty-three commercial banks are licensed to operate in Iraq, including seven wholly state-owned banks and three branches of foreign banks.

As Iraq has stabilized, its financial system has grown in both size and focus. The restructuring of the two largest state-owned banks has moved forward and the private banking sector grown rapidly. This progress has been built on the foundation of the stability of the Iraqi Dinar (IQD) and rapidly improving inflation. Iraq's economy remains primarily cash-based. Most bank income has traditionally derived from fee-based services such as financial transfers. However the burgeoning private banks are increasing intermediation. The volume of commercial bank lending, both corporate and consumer, has doubled since January, 2008.

Iraq's capital markets are still developing, but are also growing quickly. The Iraqi Stock Exchange (ISX), founded in

2004, already compares well with other regional exchanges in terms of the number of listed companies. The establishment of the Securities Law (2009) and the Iraq Securities Commission (ISC) have helped ensure growing transparency and independence.

The bond market is also young, but beginning to emerge. The Council of Ministers recently approved the issue of the first government paper since before 2003 to help finance infrastructure development.

#### 4.11.3 The Role of Government and the Private Sector in Banking and Finance

##### 4.11.3.1 Banks in Iraq

The Iraqi banking system includes seven state-owned banks; the three largest are Rafidain, Rasheed, and Trade Bank of Iraq (TBI). These three account for about 85% of banking sector assets in terms of book value. The TBI is a specially established state bank set up to facilitate imports for the Iraqi government. In 2008 the Ministry of Finance expanded trade finance opportunities for private banks by allowing letters of credits up to \$2M USD through TBI. In addition to state banks, there are 36 private banks, including eight Islamic banks.

##### Banks with Majority Foreign Ownership

Bank Name	Foreign Participation	E-Contact
Commercial Bank of Iraq	49% Ahli United Bank (Bahrain)	<a href="http://www.ahlounited.com">www.ahlounited.com</a>
Bank of Baghdad	49% United Gulf Bank (Bahrain)	<a href="http://www.bankofbaghdad.org">www.bankofbaghdad.org</a>
National Bank of Iraq	49% Capital Bank (Jordan)	<a href="http://www.nbirq.com">www.nbirq.com</a>
Dar Es-Salam Bank	70% HSBC	<a href="http://www.desiraq.com">www.desiraq.com</a>
Credit Bank of Iraq	75% National Bank of Kuwait 10% Intl. Funding Commission	<a href="http://www.kubba-group.net/creditbank">www.kubba-group.net/creditbank</a>
Al-Mansour Bank	23.2% National Bank of Qatar	<a href="mailto:info@mansurbank.com">info@mansurbank.com</a>

Most Iraqi banks have active Society for Worldwide Interbank Financial Telecommunication (SWIFT) connections and all banks are connected to the Iraq Payments System, operated by the CBI, and so are able to transact domestic payments. Nine banks have full electronic funds transfer (EFT) capability

including SWIFT, domestic payments system, and core banking systems. The nine EFT-capable banks have almost 200 branches in country. They are now deploying ATMs and Point of Sale terminals nationwide.

##### EFT Capable Banks

Bank Name	E-Contact
Commercial Bank of Iraq	<a href="http://www.ahlounited.com">www.ahlounited.com</a>
Bank of Baghdad	<a href="http://www.bankofbaghdad.org">www.bankofbaghdad.org</a>
Al Warka Investment Bank	<a href="http://www.warka-bank.com">www.warka-bank.com</a>
Dar Es-Salam Bank	<a href="http://www.desiraq.com">www.desiraq.com</a>
Trade Bank of Iraq	<a href="http://www.tbiraq.com">www.tbiraq.com</a>
Ashur International Bank	<a href="http://www.ashurbanbank.com">www.ashurbanbank.com</a>
Credit Bank of Iraq	<a href="http://www.kubba-group.net/creditbank">www.kubba-group.net/creditbank</a>
Iraqi Middle East Investment Bank	<a href="http://www.imeib.com">www.imeib.com</a>
Tigris and Euphrates Bank	<a href="http://www.dfdi-bank.com">www.dfdi-bank.com</a>

##### 4.11.3.2 Banking Services

Demand for banking services in Iraq is outstripping existing capacity. Potential for banking services is huge, with penetration at less than 5% of the population and most transactions still cash-based. As security has improved, the country has opened up to external trade and investment, raising the need for banking services, including finance. Banks in Iraq offer a traditional range of deposit accounts and lending products including debit and credit cards (relatively new), exchange and transfer facilities, and trade finance products, such as letters of credit.

##### Banks Offering Credit/Debit Cards

Bank	MasterCard	Visa
Bank of Baghdad	Yes	Yes
Commercial Bank of Iraq	Yes	No
Al Warka Investment Bank	Yes	No
Ashur International Bank	Yes	No
Trade Bank of Iraq	No	JP Morgan Visa

As Iraq has grown more secure, banks have risen to the challenge of proving trade and investment finance for the private sector:

- Over the last year, 32 private banks have significantly increased both capital availability and lending.
- Guarantees and letters of credit issued by private banks have more than doubled to \$887M USD since mid-2008.

- Private bank lending has grown by 52% since May 2008, to over \$575M USD.
- The Central Bank of Iraq has sold over \$2B USD each month over the last year to banks for trade transactions. The \$2.9B USD sold in July, 2009 was a 14% increase over July, 2008.
- For both its private and public sector, Iraq imports approximately 40-50% of its consumable goods.

#### 4.11.3.3 Capital Markets

Iraq's expanding capital markets will be a key driver to the development of the domestic infrastructure:

- Provide an avenue for firms to quickly, reliably, and efficiently raise capital from foreign and domestic investors.
- Liquid assets, such as tradable company shares, lower transaction costs and risks.
- Create vehicle for privatizing state-owned enterprises.
- Provide an attractive asset class for Iraqi investors, including insurance companies and pension funds.

The ISX was founded in 2004 as an independent, fully automated, and professionally-managed stock market. The ISX is the only licensed securities exchange in Iraq. Total market capitalization was around \$2.5B USD (6/09), with average weekly trading volume of about \$10M USD.

The new Securities Law (2009) has defined a transparent framework, and the integrity of the framework has been strengthened by the establishment of the ISC, an independent regulatory agency aligned with international standards.

The debt securities market is relatively underdeveloped in Iraq. Government debt securities are not widely traded, and the treasury bill maturity structure is limited. However the government recognizes the need to develop a government bond market to finance infrastructure needs as budget

shortfalls loom. In 2009, the Council of Ministers approved the issue of the first government paper since before 2003 to help finance infrastructure development; two bonds for \$2.4B USD to finance the electric grid and \$600M USD to finance railways and water.

#### Iraq Securities Commission (ISC)

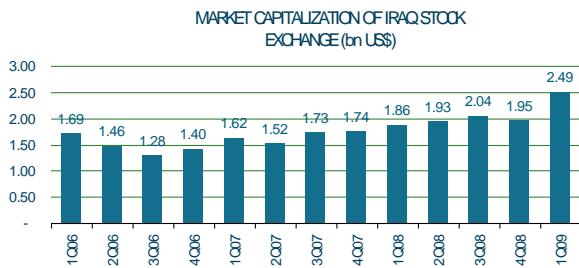
The ISC is an independent Iraqi government agency composed of five commissioners. It licenses securities exchanges, depositories, brokers, issuers, and investment advisors, promulgates rules and regulations to govern them, and oversees their activities. The ISC also regulates and oversees certain activities of publicly traded companies, such as financial reporting. The ISC reports directly to the Prime Minister, who appoints the commissioners. The Iraq Association of Securities Dealers (IASD), an independent non-profit organization, is a national trade group for securities dealers.

#### Automation of the Iraqi Stock Exchange

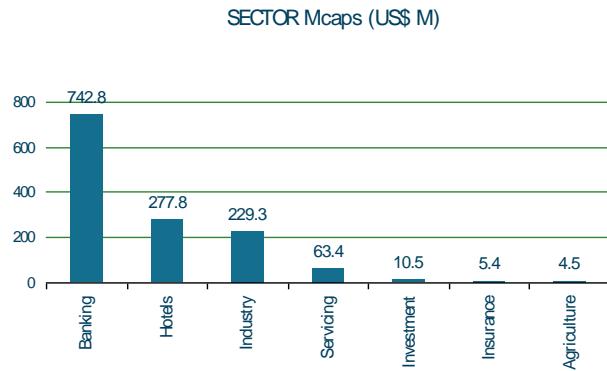
The ISX currently operates on a dual system with some 91 companies using the automation system and 15 on a manual trading system. The automated system uses industry-standard trading software. Brokers place trades at workstations in the ISX or in their offices. Transactions clear instantaneously and typically settle overnight. Automation has increased liquidity, improved transparency, and positions the ISX to efficiently service foreign investments and to accommodate much larger volumes. The system also allows the ISX and ISC to closely monitor market activity. Satellite or fiber optic links will permit brokers to trade from other locations in Iraq, creating potential for a larger base of investors and promoting the commercial unification of the country. The ISX has a three-year contract to report real-time trading information, making market activity available to traders and investors globally.

## Iraqi Stock Exchange Performance

The ISX is one of the few exchanges that did not experience dramatic dips in capitalization in 2008 and thus far this year.



The ISX is heavily dominated by the banking sector, making up 56% of total market capitalization.



Foreign investment has been allowed on the ISX since 2007 and participation has been rising with automation. By mid-2009, there were 76 foreign investors (11 companies and 65 individuals), including several funds.



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## 5.1 Introduction

Iraq's economy is poised for a dramatic change. With extensive natural resource reserves and abundant human capital, rapid economic development in Iraq is a real possibility. Foreign investment in Iraq will be critical to this economic progress. Through legislative and economic reforms, and an improving security situation, Iraq is quickly establishing a strong economic foundation. In this evolving environment, substantial opportunities for foreign investors are emerging.

Thousands of needs have been identified across all sectors of the Iraqi economy, in every province of Iraq. From agriculture to tourism Iraq's needs are broad and range in size from IT systems and poultry farms to multi-billion dollar petrochemical plants and railroad construction. Similarly, these opportunities will present themselves to investors in many different forms. The opportunities described in this section reflect these spectra and include:

- **Greenfield private equity investments.** The Government of Iraq has identified a number of potential opportunities but welcomes investment proposals outside of these suggestions. The suggested greenfield opportunities are in targeted areas where there is a high market demand for the product, ample sources of raw materials, and access to transport, water and electricity.
- **Infrastructure and public works projects.** The Government of Iraq is seeking to build a number of infrastructure and public works projects ranging from roads to ports to large scale housing units. In addition to goods and works, oversight and consulting opportunities, these projects will have a multiplier effect on the economy creating the need for retail, restaurants, and other private sector investments.
- **Joint venture public private partnerships.** A number of ministries have discussed the potential for joint venture opportunities, but the majority of current opportunities stem from the Ministry of Industry and Minerals (MIM). The MIM is focused on attracting private sector investment partners by promoting partnerships between international

firms and its inventory of over 250 factories. The partnerships are joint venture production sharing agreements, for terms between 10 to 20 years, to encourage the rehabilitation and modernization of key industries and make them competitive with foreign imports.

- **Private equity:** Currently, there is a study being conducted to research the potential plan for private equity sharing. Aspects include the potential to commercialize the SOE factories and float Government owned shares on the Iraq Stock Exchange (ISX). The private sector could make a capital investment by purchasing ISX shares and becoming an equity partner with the Government of Iraq. This plan is still in the early stage of development as a private sector capital investment option.

The opportunities described only scratch the surface, and were compiled from Iraq's provinces and ministries. For more information on the projects listed, or to explore another potential investment, we encourage you to contact us at the National Investment Commission: [info@investpromo.gov.iq](mailto:info@investpromo.gov.iq).

## 5.2 Greenfield Opportunities

### 5.2.1 Greenfield

There are considerable opportunities for greenfield private equity investments in the manufacturing sector throughout Iraq. The recommended entry strategy for greenfield projects is through a local Iraqi partner. As the country continues to refine its investment environment and bring stability to its political, security and economic activities, local partners serve as good option to expedite and navigate the legal, regulatory and physical landscapes of Iraq. Local partners have access to vital market knowledge; navigate regulatory requirements; provide labor and other inputs at competitive rates; utilize pre-established sales network; and maintain other necessary business relationships, i.e. banking, legal, and distribution, which are critical to the success of an operation.

The following table describes featured greenfield opportunities identified by the MIM:

Project	Description
Petrochemical Industries project-PC2	The design capacity of the planned new petrochemical project is 1 million tons/year of petrochemical products. The site of the complex is suggested for Basrah or Thi-Qar. Natural gas is available for production at the sites.
Phosphoric Acid Processing Plant	The suggested site is in Anbar province near to the Akashat phosphate mine. Design capacity is one million tons per year. Rail, water and electricity are available at this location. The raw materials of phosphate are located nearby at the Akashat phosphate mine and sulfur is available at the Mishraq deposit in the Ninewah province. Existing Reserves are projected to last a minimum of 30 years of plant operation. High economic feasibility is anticipated based on the low cost of mineral extraction in Iraq and the availability of infrastructure at the site. Market demand is high in Iraq for fertilizer and for export market.
Alumina Production Plant (Smelter Grade)	The suggested site is Anbar province, near the Akashat limestone deposit. Design capacity is one million tons per year. Rail, water and electricity are available at this location. There are large proven reserves of limestone and kaolin that are projected to last a minimum of 40 years of plant operation. High economic feasibility is anticipated based on low cost of mineral extraction. Market demand, including by-products, is strong in Iraq and for the export market.
Aluminum Smelter Project	The smelter project will be associated with the Alumina production Plant. The design capacity is suggested for 500,000 tons per year.
Bentonite Production Plant	The suggested site of the plant is either in Anbar province, at the Safra deposit, or Basrah, where end user consumption is located for the oil industry. Large reserves are presently being mined by the Ministry of Industry & Minerals. High economic feasibility is expected due to the huge demand for bentonite in the drilling of oil wells for exploration, development and production. Suggested design capacity of the plant is 100,000 tons/year.
Longitudinally Welded Pipe Plant	The suggested site for the plant is Basrah, located near the oil industry. The major customer is the Ministry of Oil developing new pipeline networks and significant local demand is expected. The planned design capacity for the production of longitudinally welded is 350,000 tons per year of line pipe and 50,000 tons per year of casing pipe. The raw material of Hot Rolled Coils (HRC) will be imported.
Seamless Pipe Plant	Site of the plant is suggested for Basrah, located near the oil industry. Design capacity of pipe, tubing, casings and drill pipes is 0.5 million tons per year. Investment of \$400-500 million. The major customer is the Ministry of Oil, which developing new pipeline networks. Significant local demand is expected.
Float Glass Plant	Site of the plant is suggested for Anbar province, where there is easy availability of raw materials including silica sand, sodium carbonate, limestone, sodium sulfate, alumina oxide. A large local demand is expected in the construction industry used in the rebuilding of Iraq. The estimated design capacity is 100 -150 thousand tons per year.
Silicon and Silicones Fabrication	The availability in Iraq of pure, high quality silica sand with greater than 98/99% silicon content is essential to this project. Production is suggested for a number of fabrication facilities that would produce technical grade silicon, electronic grade silicon, silicon solar cells and silicones. The availability of raw materials including silicon, chemicals, sulfuric acid and chlorine gas are located in the Anbar province.
Fertilizer Project	Site of plant is suggested for Anbar, Ninewah or Basrah province. The design capacity is expected between 0.5 to 1.0 million tons of Urea fertilizer per year. There is a large local demand in the agriculture market in Iraq and a significant export market.
Solar Systems Projects	Solar systems for use in irrigation systems (pumps, etc) and power generation, lighting and solar heaters will be developed.
Soda Ash Plant	Design capacity of 200,000 tons per year. Abundant raw materials are available throughout Iraq with low extraction costs resulting in high economic feasibility.
Renewable Energy Projects	Various renewable energy projects are being considered using solar thermal, solar photovoltaic, biomass and wind technologies.

## **5.3 State Owned Enterprises (SOEs) Requiring Investment**

### **5.3.1 Introduction**

Through its State-Owned Enterprises (SOEs), the MIM has identified a number of joint venture opportunities across multiple subsectors of the manufacturing industry. Within the MIM there are 67 SOEs with more than 250 factories distributed throughout Iraq. These SOEs cover six sub industries including:

- Engineering
- Petrochemical/Chemical
- Construction/Cement
- Textile
- Industrial Services
- Food and Pharmaceutical

To improve capabilities, efficiency, and competitiveness, the MIM is actively promoting international investment in SOEs. MIM has focused on attracting these investments by promoting partnerships between MIM factories and foreign firms.

The partnerships are joint venture production sharing agreements, for terms between 10 to 20 years, to encourage the rehabilitation and modernization of key industries and make them competitive with foreign imports. The private sector investor will control all operations of the factory including production marketing. Under this plan private sector investors would receive a share of production output from Iraq's factory in return for their investment of capital, technology transfers and, advanced skills.

Nearly all SOEs are available for joint venture partnerships. More specific information and details on the remaining SOEs can be found at: [www.industry.gov.iq](http://www.industry.gov.iq).

### **5.3.2 SOE Opportunity List**

The following table describes existing highlighted Industrial Sector State Owned Enterprises that are available for joint venture public/private sector partnerships:

SOE	Description
Diyala State Company for Electrical Industries	Makes electrical transformers and other electrical products including electric fans, steam irons, spark plugs and fiber optic cable. It is a leading supplier to Iraq's power sector with ambitions to rehabilitate its plant and upgrade existing and develop new products.
State Company for Heavy Engineering Equipment	Manufactures a wide range of plant and equipment, from steam boilers and pressure vessels to steel bridges, boats and even small oil refineries of up to 10,000 barrels a day. Customers include several ministries and state utility companies.
Al-Faris State Company	Makes heavy steel plate and sheets, engineering equipment and water treatment units. Customers include several government ministries.
The State Company for Mechanical Industries	Assembles tractors and agricultural equipment including irrigation pumps and systems. The company, which is currently looking for investment to rehabilitate its five plants, also has its own foundry and manufactures nuts and bolts.
The State Company for Iron and Steel	Makes rebar and steel sections likely to be in big demand during Iraq's extensive reconstruction boom. The company is looking for investment to rehabilitate plants and manage and operate the business.
Nassr State Company for Mechanical Industries	Operates out of four major factories: a machine tool room, a steel foundry, a steel structures plant and a central service plant, from which it turns out production tools, castings, steel structures and electric lighting poles.
The Al-Sumood State Company for Steel Industries	Produces a variety of heavy steel products including electrodes, bridge cranes, lighting poles, steel structures and towers. The company is looking for investors to rehabilitate and upgrade its heavy castings, heavy forgings and die forging facilities.
Al-Tahadi State Company	With market positions in Iraq's oil, power, cement and industrial sectors, this company produces high voltage electrical equipment.
Ibn Majid State Company for Heavy Engineering and Marine Industries	Operates out of four main factories producing boats, pressure vessels, heat exchangers, steel structures and storage tanks.
The State Company for Electrical Industries	Produces air conditioning units, electrical motors, street lighting, electric fans, water heaters and water pumps. The company also provides electrical maintenance services.
Al-Zawraa Company	Makes a range of electrical equipment including low and medium voltage electrical distribution systems, battery chargers and control systems for machine tools.
Ur State Company for Engineering Industries	Operates in two areas, producing manufacturing cables and aluminum products, including profiles, strips and sheets.
Al-Ekhaa State Company	Operates out of four machine rooms. The company is seeking investment to build a new plant for producing gas cylinders and valves.
Al-Mansour State Company	Produces gases – nitrogen, oxygen, hydrogen and argon – as well as deionised water and solar cell modules.
The Specialized Institute for Engineering Industries	Provides consulting and technical services such as laboratory testing, quality assurance, product design and ISO9000 accreditation for ministries and private sector companies.
Al-Shaheed State Company	Manufactures copper and alloy products including copper pipes and wire rods for cable production. It is looking for investment to improve its production processes.
Al-Fida'a State Company	Specializes in hydraulic and pneumatic systems, manufacturing a range of products from bespoke hydraulic systems for cement facilities to automobile shock absorbers and specialist vehicles. Investment is needed in its hydraulic cylinder and vehicle manufacturing operations and to assist in developing products and services for the waste disposal sector.
State Sulphur Company (Mishraq)	The State Sulfur Company specializes in sulfur extraction and processing. The company is seeking to partner with private investors to rehabilitate the plant incorporating modern technology.
State Companies For Drug Industries and Medical Appliances (Ninewah and Samarra)	The two State Companies specialize in the production of drugs and medical supplies. The companies have production lines for capsules and pills, ointments and creams, suppositories, syrups, oral drops, and eye drops. The companies are seeking investors to renovate and modernize its plants.
State Companies for Cement (3 Companies – Northern, Central (Iraqi) & Southern)	The State Companies for Cement specializes in a variety of cement types including ordinary Portland cement, sulfate resistant Portland, and white Portland cement. The companies operate at seventeen production sites across Iraq and are looking to renovate and modernize many of their facilities.

The following table is a comprehensive list of SOE rehabilitation and revitalization opportunities. Not only will the rehabilitation of these companies provide jobs and products for the Iraqi people but these projects will have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

Project Name	Funds Req'd	Description	Province	Location
Muthana Cement Factory # 10	\$115 M	Construction/renovation of 10 cement factories, 1,485 employees and 2 lines	Muthana	Limestone quarries 40 km south west of Samawa Muthana province
Hammam Al-Alil Cement Plant	\$44 M	Rehabilitation of cement plant with 1,079 employees	Ninewah	Hammam Al-Alil
Badoosh Cement Plant	\$94 M	Rehabilitation of cement plant with 2 lines and 687 employees and 4 production lines – 2 wet, 2 dry	Ninewah	Badoosh
State Company for the Glass & Ceramic Industry	\$60 M	Rehabilitation of 2 glass plants and 4 production lines	Anbar	Ramadi
State Company for the Glass & Ceramic Industry	\$10 M	Rehabilitation of 3 ceramic plants	Anbar	Ramadi
State Company for Heavy Engineering Equipment	\$21 M	Rehabilitation of engineering plant with 2,756 employees and 3 plants	Baghdad	Al-Daura
Al-Faris State Company for Engineering	\$15M	Rehabilitation of engineering plant with 1,700 employees and 3 plants	Baghdad	Khan-Dhari
State Company for Mechanical Industries	\$55.5 M	Rehabilitation of a mechanical facility with 5,944 employees and 5 main plants	Babil	Iskandariya
State Company for Iron & Steel	\$115 M	Rehabilitation of foundry with 6,507 employees and 5 plants	Basrah	Khor Al-Zubair
Nasser State Company for Engineering	\$55 M	Rehabilitation of engineering plant with 3,941 employees and 4 plants	Baghdad	Taji
Al-Sumood State Company for Steel Industries	\$72 M	Rehabilitation of foundry with 1,973 employees and 6 plants	Baghdad	Taji
Ur State Company for Engineering Cable Factory	\$60 M	Rehabilitation of cable factory with 5,075 employees and 14 plants	Thi Qar	Nasiriyah
State Company for Automotive Industry	\$10 M	Rehabilitation of production shops for 1,350 buses, 2,250 Trucks, 450 Tippers & 500 Platforms. 5 plants.	Babil	Iskandariya
State Company for Electrical Industries	\$32 M	Rehabilitation of electric facility with 4,792 employees and 5 main plants	Baghdad	Wasiria District
Al-Zawra Electrical Panels and Boards Plant	\$6 M	Rehabilitation of electric panels and boards plant with 4,792 employees and 6 plants	Baghdad	Al-Zafrania Industrial Area
Al-Tahadi State Company for Engineering	\$16 M	Rehabilitation of engineering plant with 740 employees	Baghdad	Al-Zafrania Industrial Area
Al-Ekhaa State Company for Engineering	\$30 M	Rehabilitation of engineering plant with 4,057 employees and 5 plants	Anbar	Falluja
Al-Shaheed State Company for Engineering	\$10 M	Rehabilitation of engineering plant with 1,732 employees and 3 plants	Anbar	Al-Shaheed
State Company for Petrochemicals	\$100 M	Rehabilitation of petrochemical plant with 3,942 employees and 7 plants	Basrah	Khor Al-Zubair
State Company for Phosphate	\$220 M	Rehabilitation of phosphate refinery with 3,942 employees and 7 plants	Anbar	Qaim
Al Furat State Company for Chemicals Plant	\$26 M	Rehabilitation of chemicals plant with 2,333 employees and 3 plants	Najaf	Main road between Musayab & Sadat Al Hindya

Project Name	Funds Req'd	Description	Province	Location
Abu-Al-Khaseeb State Company for Fertilizer	\$150 M to \$600 M	Rehabilitation of fertilizer plant. Cost depends on rehab or new construction	Basrah	Abu-Al-Khaseeb The site is situated at Abu Floos port at Shaat Al Arab
State Company of Vegetable Oil	\$48 M	Rehabilitation of 6 vegetable oil factories	Baghdad	Al Mamon, Al Rashid
State Company of Vegetable Oil	\$15 M	Rehabilitation of vegetable oil factory	Missan	Al Muatasim
State Co. for Drugs and Medical Appliances Medical Gas Factory	\$11 M	Rehabilitation of pharmaceutical facility with 220 employees	Salah Al-Din	Samarra
State Co. for Drugs and Medical Appliances Disposable Syringe Factory	\$2 M	Rehabilitation of pharmaceutical facility with 141 employees	Babil	TBD
State Co. for Drugs and Medical Appliances #1	\$40 M	Rehabilitation of pharmaceutical facility with 3,495 employees 70,000 m <sup>2</sup> building and 520,000 m <sup>2</sup> factory	Salah Al-Din	Samarra
State Co. for Drugs and Medical Appliances #2	\$30 M	Rehabilitation of pharmaceutical facility with 1,929 employees. One plant with 7 lines and generator.	Ninewah	Telkeef
State Company for Tobacco and Cigarettes	\$10 M	Rehabilitation of tobacco facility with 2,924 employees	Baghdad	Karrada
State Company for Tobacco and Cigarettes	\$15 M	Rehabilitation of tobacco facility with 2,924 employees	Baghdad	Habibia
State Company for Textiles, Men's Garment Plant	\$5 M	Rehabilitation of textiles plant with 9,457 employees	Najaf	Najaf
Abu Ghraib Asphalt Factory	TBD	Factory renovation and rehabilitation	Baghdad	Abu Ghraib Al-Ghazaliya
Al-Kut Quarry and Brick Making Factory	TBD	Factory renovation and rehabilitation	Wassit	Al-Kut
Al-Shuaiba Asphalt Factory	TBD	Factory renovation and rehabilitation	Basrah	Al-Zubair
State industrial Design and Construction Company (SIDCCO)	TBD	Rehabilitation of a construction company with 888 employees	Baghdad	TBD
State Company for Geology & Mining	TBD	Rehabilitation of a survey company	Baghdad	TBD
That Al-Sawary State Company Chemicals	\$20 M	Rehabilitation of a resins and rock wool plant. 4 plants	Baghdad	Taji

## 5.4 Telecommunications

Without significant infrastructure investments, or an influx of new technology, the country's telecommunications capability fell behind those of its neighbors. With increased interest in the sector and considerable international investment, this is quickly changing. Iraq's mobile market is the fastest growing in the region, and internet use is climbing, but the sector still needs dramatic investments in fixed infrastructure in order to flourish.

The Iraqi government recognizes the importance of telecommunications and sees it as strong growth engine of the Iraqi economy. It is estimated that approximately 80% of the Iraqi population own mobile phones, but only about 5% of homes have Internet access. The aim is promote the private sector to provide a comprehensive broadband internet service to 92% of Iraqis by 2011.

In addition to telecommunications technology and construction, substantial business opportunities have opened up to supplies of telecommunications equipment and services as a result of the rapid expansion of the mobile market. The projects below are

mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the telecommunications sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

#### 5.4.1 Wired Projects

Project Name	Description	Metric	Province	Location
Fiber optic networks	Extension and construction of network lines. Build-out of fiber optic networks across the country.	NA	Anbar	NA
	Same as above	NA	Babil	NA
	Same as above	NA	Baghdad	NA
	Same as above	NA	Basrah	NA
	Same as above	NA	Dahuk	NA
	Same as above	NA	Diyala	NA
	Same as above	NA	Erbil	NA
	Same as above	NA	Karbala	NA
	Same as above	NA	Kirkuk	NA
	Same as above	NA	Missan	NA
	Same as above	NA	Muthanna	NA
	Same as above	NA	Najaf	NA
	Same as above	NA	Ninewah	NA
	Same as above	NA	Qadissiya	NA
	Same as above	NA	Salah al-Din	NA
	Same as above	NA	Sulaymaniyah	NA
	Same as above	NA	Thi Qar	NA
	Same as above	NA	Wassit	NA
Ground Telephone Network and Exchange	Supply and building of exchanges. Supply of extensions for the last mile necessary for operation	NA	Anbar	NA
	Same as above	NA	Babil	NA
	Same as above	NA	Baghdad	NA
	Same as above	NA	Basrah	NA
	Same as above	NA	Dahuk	NA
	Same as above	NA	Diyala	NA
	Same as above	NA	Erbil	NA
	Same as above	NA	Karbala	NA
	Same as above	NA	Kirkuk	NA
	Same as above	NA	Missan	NA
	Same as above	NA	Muthanna	NA
	Same as above	NA	Najaf	NA
	Same as above	NA	Ninewah	NA
	Same as above	NA	Qadissiya	NA
	Same as above	NA	Salah al-Din	NA
	Same as above	NA	Sulaymaniyah	NA
	Same as above	NA	Thi Qar	NA
	Same as above	NA	Wassit	NA
Telecom Links with Neighboring Countries	Construction and extension of fiber optics to neighboring countries for international communications	NA	Anbar	NA
	Same as above	NA	Babil	NA
	Same as above	NA	Baghdad	NA
	Same as above	NA	Basrah	NA
	Same as above	NA	Dahuk	NA
	Same as above	NA	Diyala	NA
	Same as above	NA	Erbil	NA
	Same as above	NA	Karbala	NA
	Same as above	NA	Kirkuk	NA

Project Name	Description	Metric	Province	Location
	Same as above	NA	Missan	NA
	Same as above	NA	Muthanna	NA
	Same as above	NA	Najaf	NA
	Same as above	NA	Ninewah	NA
	Same as above	NA	Qadissiya	NA
	Same as above	NA	Salah al-Din	NA
	Same as above	NA	Sulaymaniyah	NA
	Same as above	NA	Thi Qar	NA
	Same as above	NA	Wassit	NA
Fiber Optic and Telephone Network Maintenance	Maintenance of networks of fiber optics and ground telephone.	NA	Anbar	NA
	Same as above	NA	Babil	NA
	Same as above	NA	Baghdad	NA
	Same as above	NA	Basrah	NA
	Same as above	NA	Dahuk	NA
	Same as above	NA	Diyala	NA
	Same as above	NA	Erbil	NA
	Same as above	NA	Karbala	NA
	Same as above	NA	Kirkuk	NA
	Same as above	NA	Missan	NA
	Same as above	NA	Muthanna	NA
	Same as above	NA	Najaf	NA
	Same as above	NA	Ninewah	NA
	Same as above	NA	Qadissiya	NA
	Same as above	NA	Salah al-Din	NA
	Same as above	NA	Sulaymaniyah	NA
	Same as above	NA	Thi Qar	NA
	Same as above	NA	Wassit	NA

#### 5.4.2 Other

Project Name	Description	Metric	Province	Location
Data Hosting Centers	Construct data center facilities and supply equipment necessary for data hosting.	NA	Anbar	NA
	Same as above	NA	Babil	NA
	Same as above	NA	Baghdad	NA
	Same as above	NA	Basrah	NA
	Same as above	NA	Dahuk	NA
	Same as above	NA	Diyala	NA
	Same as above	NA	Erbil	NA
	Same as above	NA	Karbala	NA
	Same as above	NA	Kirkuk	NA
	Same as above	NA	Missan	NA
	Same as above	NA	Muthanna	NA
	Same as above	NA	Najaf	NA
	Same as above	NA	Ninewah	NA
	Same as above	NA	Qadissiya	NA
	Same as above	NA	Salah al-Din	NA
	Same as above	NA	Sulaymaniyah	NA
	Same as above	NA	Thi Qar	NA
	Same as above	NA	Wassit	NA
Post Office Computerization	Development of a new electronic postal system including provision of systems, hardware, and an independent network.	NA	Anbar	NA
	Same as above	NA	Babil	NA

Project Name	Description	Metric	Province	Location
	Same as above	NA	Baghdad	NA
	Same as above	NA	Basrah	NA
	Same as above	NA	Dahuk	NA
	Same as above	NA	Diyala	NA
	Same as above	NA	Erbil	NA
	Same as above	NA	Karbala	NA
	Same as above	NA	Kirkuk	NA
	Same as above	NA	Missan	NA
	Same as above	NA	Muthanna	NA
	Same as above	NA	Najaf	NA
	Same as above	NA	Ninewah	NA
	Same as above	NA	Qadissiya	NA
	Same as above	NA	Salah al-Din	NA
	Same as above	NA	Sulaymaniyah	NA
	Same as above	NA	Thi Qar	NA
	Same as above	NA	Wassit	NA

## 5.5 Oil and Gas

Iraq's considerable oil and gas reserves offer tremendous potential to investors. The country has 115 billion barrels of proven gas reserves and 112 trillion cubic feet of proven natural gas reserves. This puts Iraq as the second largest in the world for oil reserves and top ten for gas reserves. The country also has vast amounts of unproven reserves with probable and possible oil reserves ranging between an additional 45 and 215 billion barrels of oil. This considerable range stems from the fact that only about 10% of the country has been surveyed for gas and oil deposits.

Additionally, more than a third of Iraq's reserves lie just 600 meters below the earth's surface, and some of Iraq's fields are among the world's largest. A barrel of Iraqi oil can be produced for less than \$1.50 USD, similar to production costs in Saudi Arabia and lower than virtually any other country. Iraq's path to prosperity is inextricably linked with oil production and the Government has announced ambitious plans its production over the next decade. The Ministry of Oil aims to increase production to 4.1 million bpd by 2012 and to 7 million bpd by 2016 using international investment to drive the infrastructure required for these increases.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the oil and gas sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

### 5.5.1 Refinery Construction

Project Name	Description	Metric	Province	Location
Nasiriyah Refinery	Construction of a crude oil refinery	Capacity of 300,000 barrels per day	Thi Qar	South Nasiriyah
Kirkuk Refinery	Construction of a crude oil refinery		Kirkuk	Boor Kurkur Field
Kirkuk Refinery	Construction of a crude oil refinery		Kirkuk	Baba Kurkur Field
Qadissiya Refinery	Construction of a crude oil refinery	1200 D, 300 H	Qadissiya	Shinafiyah sub district

### 5.5.2 Multi-Use Facility Construction/Renovation

Project Name	Description	Metric	Province	Location
Petrochemical Industrial City	Construction of a large, multifaceted petrochemical complex	NA	Missan	Bazirgan district
State Company for Petrochemicals	Rehabilitation of petrochemical plant with 4,455 employees and 7 plants	\$100 M	Basrah	Khor Al-Zubair
Petrochemical Facility	Development of petrochemical plant	NA	Kirkuk	Keywan
Associated Natural Gas Capture and Processing Facility	Construction of petrochemical facility	NA	Missan	Missan
Salah Al-Din Argon Gas Production Plant	Construction of gas facility	NA	Salah Al-Din	Bayji
Petrochemical Industries project	Construction of gas facility	1M ton/yr production	Basrah, Thi Qar	Abu al-Khaseeb

## 5.6 Electricity

Since 2003, Iraq's electricity consumption has grown steadily by at least 15% a year. Currently Iraq's power system barely meets half of peak demand. The Ministry of Electricity (MoE) has striven to increase capacity, but as stability has returned, expanding economic activity has meant that consumption is growing furiously and outstripping supply.

The MoE is struggling to reduce electricity rationing, which still leaves ordinary Iraqis with, an average of 14 hours of power per day, and less in some areas of Baghdad. To meet the growing demand and supply shortfalls, the MoE is undertaking one of the world's most ambitious electricity system expansion programs requiring at least \$7B USD in new capacity, and considerable additional investment in distribution infrastructure. Power generation in Iraq comes from four main sources: gas-fired, naphtha-fired, hydroelectric and thermal.

In addition to constructing and rehabilitating state-owned plants, the MoE hope to see 1,000 MW plants that would be fully owned by investors. To make such project commercially viable, it is seeking to reduce subsidies on consumption prices. The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the electricity sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

### 5.6.1 Power Station Construction

Project Name	Description	Metric	Province	Location
S. Nasiriya electric power generation plant #1	Construction of power plants	Generation capacity between 500 and 600 MW	Thi Qar	South Nasiriya
S. Nasiriya electric power generation plant #2	Construction of power plants	Generation capacity between 500 and 600 MW	Thi Qar	South Nasiriya
Muthana Electric Power Plant	Construction of a power plant	TBD	Muthana	Muthana province
Al-Gharaf Gas Station	Power station construction	125 MW	Thi Qar	TBD
Al-Gharaf Steam Station	Power station construction	300 MW	Thi Qar	TBD
Al-Khairat Steam Station	Power station construction	300 MW	Karbala	TBD
North Steam Station	Power station construction	300 MW	Ninewah	Al-Mosul
North Steam Station	Power station construction	300 MW	Anbar	TBD

Project Name	Description	Metric	Province	Location
Shat Basrah Steam Station	Power station construction	300 MW	Basrah	TBD
Northern Thermo Power Generation Station	Power station rehabilitation	TBD	Ninewah	35 km south of Mosul
Power Station – Fuel Oil	Operation of Power Station – Fuel from Basrah Refinery	125MW x 6	Basrah	Shat Al-Basrah
Power Station – Fuel Oil	Operation of Power Station – Fuel from Basrah Refinery	125MW x 6	Basrah	Khairat
Power Station – Fuel Oil	Operation of Power Station – Fuel from Karbala Refinery	125MW x 4	Anbar	Anbar
Power Station – Fuel Oil	Operation of Power Station – Fuel from Nasiriya Refinery	125MW x 4	Thi Qar	Nasiriya
Power Station – Fuel Oil	Operation of Power Station – Fuel from Daura Refinery	125MW x 6	Baghdad	Daura/location 3
Power Station – Fuel Oil	Operation of Power Station – Fuel from Daura Refinery	125MW x 4	Baghdad	Daura/location 2
Power Station – Fuel Oil	Operation of Power Station – Fuel from Kasak Refinery	125MW x 6	Ninewah	Ninewah
Power Station – Gas	Operation of Power Station	125MW x 4	Qadissiya	Diwaniya
Power Station – Fuel Oil & Gas	Operation of Power Station	125MW x 2	Baghdad	Qudus
Power Station – Fuel Oil	Operation of Power Station – Fuel from Amara Refinery	125MW x 2	Baghdad	Amara
Power Station – Fuel Oil	Operation of Power Station	125MW x 2	Wassit	Wassit
Power Station – Fuel Oil	Operation of Power Station – Fuel from Samawa Refinery	125MW x 4	Muthana	Samawa
Power Station – Gas	Operation of Power Station – Gas from Mansouriya Field	125MW x 2	Baghdad	Mansouriya
Power Station – Fuel Oil & Gas	Operation of Power Station	125MW x 4	Najaf	Najaf
Power Station	Operation of Siemens Power Station	260MW x 5	Muthana	North Rumaila
Power Station	Operation of Siemens Power Station	160MW x 2	Baghdad	Al-Sader City
Power Station	Operation of Siemens Power Station	160MW x 6	Salah Al-Din	Bayji
Power Station	Operation of Siemens Power Station	160MW x 2	TBD	Debis
Power Station	Operation of Siemens Power Station	260MW x 1	Kirkuk	Kirkuk (Taza)

### 5.6.2 Facility Construction

Project Name	Description	Metric	Province	Location
Missan Refinery and Power plant	Construction of a refinery to produce oil products and electric power	NA	Missan	Missan
State Company for Electricity	Rehabilitation of electric facility with 4,792 employees and 5 plants	\$32 M	Baghdad	Wasiria District

## 5.7 Health

During the 1970s and 80s, Iraq was viewed as one of the leading nations in healthcare in the Middle East and North Africa. The war with Iran, the first Gulf War and resultant sanctions marked the beginning of twenty-five years of deterioration to Iraq's



critical infrastructure and healthcare system. In 2006, the World Health Organization issued a report stating that “health outcomes are now among the poorest in the region. Maternal and infant mortality and malnutrition are high; certain communicable diseases have re-emerged to join non-communicable conditions in a double burden of disease.” As a result of continued security gains throughout the country, the government recognizes that it must reverse the steep decline in the quality of the nation’s healthcare. Through investment in education, training and infrastructure, Iraq is committed to return to its place as the regional leader in the medical sector.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the health sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

### 5.7.1 Health Center & Hospital Construction

Project Name	Description	Metric	Province	Location
Najaf Health complex	Construction/renovation of a health complex	TBD	Najaf	Within boundaries of Haydariya Municipalities (40 km North of the city)
Al-Tefal Al-Arabi Hospital	Construction of a general hospital	TBD	Baghdad	Baghdad/Karkh
Al-Rissafa Hospital	Construction of a general hospital	300 beds	Baghdad	Baghdad/Karkh
Al-Rissafa Hospital, Specialized	Construction of a specialized hospital	100 beds	Baghdad	Baghdad/Karkh
Hamad Shihab Hospital	Construction of a general hospital	TBD	Baghdad	Baghdad/Rissafa
Hospital Construction	Construction of general hospitals	400 beds	Anbar	TBD
	Construction of general hospitals	400 beds	Babil	TBD
	Construction of general hospitals	400 beds	Baghdad	TBD
	Construction of general hospitals	400 beds	Basrah	TBD
	Construction of general hospitals	400 beds	Dahuk	TBD
	Construction of general hospitals	400 beds	Diyala	TBD
	Construction of general hospitals	400 beds	Erbil	TBD
	Construction of general hospitals	400 beds	Karbala	TBD
	Construction of general hospitals	400 beds	Kirkuk	TBD
	Construction of general hospitals	400 beds	Missan	TBD
	Construction of general hospitals	400 beds	Muthanna	TBD
	Construction of general hospitals	400 beds	Najaf	TBD
	Construction of general hospitals	400 beds	Ninewah	TBD
	Construction of general hospitals	400 beds	Qadissiya	TBD
	Construction of general hospitals	400 beds	Salah al-Din	TBD
Baghdad Hospital #1 Construction	Construction of general hospitals	400 beds	Sulaymaniyah	TBD
	Construction of general hospitals	400 beds	Thi Qar	TBD
	Construction of general hospitals	400 beds	Baghdad	Baghdad
	Construction of general hospitals	400 beds	Baghdad	Baghdad
Baghdad Hospital #3 Construction	Construction of general hospitals	400 beds	Baghdad	Baghdad
	Construction of general hospitals	400 beds	Baghdad	Baghdad
	Construction of general hospitals	400 beds	Baghdad	Baghdad
	Construction of general hospitals	400 beds	Baghdad	Baghdad
Reproductive Health Facility	Construction of Specialized Medicine centers	TBD	Baghdad	Baghdad
	Construction of Specialized Medicine centers	TBD	Ninewah	TBD
	Construction of Specialized Medicine centers	TBD	Karbala	TBD
	Construction of Specialized Medicine centers	TBD	Basrah	TBD

Project Name	Description	Metric	Province	Location
Cancer treatment center	Construction of Specialized Medicine centers	TBD	Ninewah	TBD
	Construction of Specialized Medicine centers	TBD	Basrah	TBD
Ophthalmology center	Construction of Specialized Medicine centers	TBD	Ninewah	TBD
	Construction of Specialized Medicine centers	TBD	Baghdad	TBD
	Construction of Specialized Medicine centers	TBD	Erbil	TBD
	Construction of Specialized Medicine centers	TBD	Basrah	TBD
	Construction of Specialized Medicine centers	TBD	Diwaniya	TBD
Cardiac surgery center	Construction of Specialized Medicine centers	TBD	Baghdad	TBD
	Construction of Specialized Medicine centers	TBD	Missan	TBD
Plastic surgery facility	Construction of Specialized Medicine centers	TBD	Baghdad #1	TBD
	Construction of Specialized Medicine centers	TBD	Baghdad #2	TBD
	Construction of Specialized Medicine centers	TBD	Kirkuk	TBD
	Construction of Specialized Medicine centers	TBD	Najaf	TBD
	Construction of Specialized Medicine centers	TBD	Basrah	TBD
Dermatology center	Construction of Specialized Medicine centers	TBD	Baghdad #1	TBD
	Construction of Specialized Medicine centers	TBD	Baghdad #2	TBD
	Construction of Specialized Medicine centers	TBD	Karbala	TBD
	Construction of Specialized Medicine centers	TBD	Basrah	TBD
	Construction of Specialized Medicine centers	TBD	Ninewah	TBD
	Construction of Specialized Medicine centers	TBD	TBD	TBD

## 5.8 Agriculture

Situated in the heart of the Fertile Crescent, Iraq has a long history of agriculture. Neglect from the last 30 years has led Iraq to import the bulk (approximately 80%) of its basic foods. Restoring Iraq's agricultural capacity will require considerable investment. Hundreds of opportunities in every part of Iraq's agriculture and food supply chain are available for international investors.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the agriculture sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

### 5.8.1 Poultry

Project Name	Description	Metric	Province	Location
Karbala Poultry Project	Chicken breeding and processing	18 M laying hens +12 M broilers	Karbala	TBD
Al-Ghalibiya Poultry Project	Egg production Chicken processing	6 M hens	Diyala	TBD
Abu Ghraib Poultry Project	Chicken breeding and processing	3 M chickens (250 K broilers)	Anbar	Abu Ghraib
Al-Daura Poultry Slaughterhouse	Chicken processing	6,000 birds/hr	Baghdad	Daura
Al-Diwaniya Slaughterhouse	Chicken processing	6,000 birds/hr	Qadissiya	Diwaniya
Samarra Poultry Slaughterhouse	Chicken processing	6,000 birds/hr	Salah Al-Din	Samaraa
Al-Karrada Slaughterhouse	Chicken processing	1,000 birds/hr	Baghdad	Al-Karrada

### 5.8.2 Livestock

Project Name	Description	Metric	Province	Location
Slaughterhouse 1	Livestock slaughterhouse construction	1.5 K sheep/day 150 cattle/day	Ninewah	Mosul

Project Name	Description	Metric	Province	Location
Slaughterhouse 2	Livestock slaughterhouse construction	1.5 K sheep/day 150 cattle/day	Basrah	Basrah
Slaughterhouse 3	Livestock slaughterhouse construction	1.5 K sheep/day 150 cattle/day	Thi Qar	Nasiriya
Slaughterhouse 4	Livestock slaughterhouse construction	1.5 K sheep/day 150 cattle/day	Babil	Hilla
Slaughterhouse 5	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Jabha, Ramadi
Slaughterhouse 6	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Abu Jaber, Ramadi
Slaughterhouse 7	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Hussainiat, Rutba
Slaughterhouse 8	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Manakh, Qaim
Slaughterhouse 9	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Faheeda, Qaim
Slaughterhouse 10	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Obaidi, Qaim
Slaughterhouse 11	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Baera, Anna
Slaughterhouse 12	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Jabab, Anna
Slaughterhouse 13	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Abu Teen, Anna
Slaughterhouse 14	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Abu Reehana, Anna
Slaughterhouse 15	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Sakra, Anna
Slaughterhouse 16	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Khasfa, Haditha
Slaughterhouse 17	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Alos, Haditha
Slaughterhouse 18	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Albu Hayat, Haditha
Slaughterhouse 19	Livestock slaughterhouse construction	1 K sheep/day 100 cattle/day	Anbar	Oasis of Beader
Asriya Slaughterhouse	Livestock slaughterhouse construction	55 K sheep/day 500 cattle/day	Baghdad	Daura
Karkh Slaughterhouse	Livestock slaughterhouse construction	2 K sheep/day 150 cattle/day	Baghdad	Karkh
Shuala Slaughterhouse	Livestock slaughterhouse construction	2 K sheep/day 150 cattle/day	Baghdad	Shuala

### 5.8.3 Aquaculture

Project Name	Description	Metric	Province	Location
Tharthar Fishery	Fishery construction	NA	Salah Al-Din	Lake Tharthar, 150 km NW of Baghdad

### 5.8.4 Dairy

Project Name	Description	Metric	Province	Location
Dairy factory and milk products	Providing healthy and pasteurized dairy products	NA	Wassit	Wassit

### 5.8.5 Sugar

Project Name	Description	Metric	Province	Location
Karbala Dates and Sugar	Building a compound for the processing and canning of dates and the production of liquid sugar in the Karbala province.	150 K Tons/Year	Karbala	TBD
Muthana Date Packing Facility	Construction of an agricultural facility	NA	Muthana	North of Samawa

### 5.8.6 Vegetable Oil

Project Name	Description	Metric	Province	Location
Vegetable Oil Production Factory	Construction of a vegetable oil factory	NA	Salah Al-Din	Balad/Dhuloeiya
Vegetable Oil Production Factory	Construction of a vegetable oil factory	\$60 M	Basrah	Khor Al Zubair, Umm Qasr
State Company of Vegetable Oil	Rehabilitation of vegetable oil factory with 6 plants and 5,230 employees	\$48 M	Baghdad	Mamon, Rashid
State Company of Vegetable Oil	Rehabilitation of vegetable oil factory	\$15 M	Missan	Mutasim

### 5.8.7 Land Utilization

Project Name	Description	Metric	Province	Location
Overall Arable Land Usage Utilization	Utilization of currently unoccupied and unfarmed arable land that has access to abundant groundwater through proposed wells.	2M D 500,000 H	TBD	TBD

### 5.8.8 Cultivation

Project Name	Description	Metric	Province	Location
Palm and Date Cultivation	Palm and Date cultivation, also Palm tissue cultivation.	NA	TBD	TBD

### 5.8.9 Other

Project Name	Description	Metric	Province	Location
Vertical Silo	Grain silo construction	120 K Tons	Salah Al- Din	Tikrit
Vertical Silo	Grain silo construction	120 K Tons	Baghdad	Baghdad
Vertical Silo	Grain silo construction	120 K Tons	Najaf	TBD
Vertical Silo	Grain silo construction	100 K Tons	Qadissiya	TBD
Vertical Silo	Grain silo construction	100 K Tons	Kirkuk	TBD
Vertical Silo	Grain silo construction	100 K Tons	Thi Qar	TBD
Agricultural Facility	Multi-purpose agricultural facility construction	NA	Diyala	Udhaim, Abair valley
Seed Production	Production of seeds in areas dependant on rainwater	NA	Kirkuk	Rainwater-dependent areas of Kirkuk
Cold Storage Facilities	Building modern cold storage facilities for agriculture, along with control and weights and measures capabilities in each province.	1 per province	Multiple	Multiple

## 5.9 Housing and Construction

Without taking into consideration any population growth, Iraq is already faced with housing supply shortages. When this is coupled with a rapidly growing population that is expected to reach 40 million by 2025, Iraq will need a considerable number of new housing units in a relatively short amount of time. The Ministry of Housing and Construction estimated two million new homes are needed by 2015. The government estimates that they are able to satisfy 15% of this demand, with the remaining balance to be fulfilled by the private sector.

Plans call for the construction of millions of new housing units over the next ten years, requiring tens of billions of dollars in investment. This creates enormous opportunities for residential developers and investors. The Ministry of Housing and Construction has outlined a housing plan for the country that includes millions of new units in the next ten years. Included within these are several development and construction projects that have been proposed by the Ministry and Provinces.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the housing and construction sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

### 5.9.1 Residential Construction

Project Name	Description	Metric	Province	Location
Basrah Housing	Residential construction	Site area of 4068 D, 5,000 units	Basrah	Behind Shat Al-Arab Hotel
Baqooba High-Rise	Residential construction	TBD	Diyala	Baqooba
Karbala Residential City	Residential construction	Site area of 2M m <sup>2</sup> 25 K units	Karbala	Karbala
Ninewah Residential City	Construction of a complete residential area with all necessary services	TBD	Ninewah	15 km south of Mosul
Najaf Residential Project	Residential construction	TBD	Najaf	Within the boundaries of Haydariya Municipalities (40 km North of the city)
Ninewah/Aryahiya Residential Complex	Residential construction	1,500 units	Ninewah	Aryahiya
Diyala/Katoon Residential Complex	Residential construction	1,500 units	Diyala	Katoon
Al-Muthana/Jarboiya Residential Complex	Residential construction	1,500 units	Muthana	Jarboiya
Al-Diwaniya/Daghara Residential Complex	Residential construction	1,500 units	Qadissiya	Diwaniya/Daghara
Basrah/Kaziza Residential Complex	Residential construction	1,500 units	Basrah	Kaziza
Hay Al-Wihda Residential Complex	Residential construction	1,650 units	Baghdad	Hay Al-Wihda
Haidariya M/6 Khan Hamad Residential Complex	Residential construction	1,650 units	Najaf	Haidariya
Karbala/Jazira 1 Residential Complex	Residential construction	1,650 units	Karbala	Jazira
Falluja/14 Al-Jifaifi Residential Complex	Residential construction	1,650 units	Anbar	Falluja / 14 Jifaifi
Thi Qar/Gasa Um Al-Dood Residential Complex	Residential construction	1,650 units	Thi Qar	Gasa
Nahrawan Residential Complex	Residential construction	1,650 units	Baghdad	Nahrawan
Diyala/Al-Muqdadhiya Residential Complex	Residential construction	1,650 units	Diyala	Muqdadhiya
Wassit/Al-Aziziya Residential Complex	Residential construction	1,650 units	Wassit	Aziziya

Project Name	Description	Metric	Province	Location
Basrah/Hay Al-Qubla Residential Complex	Residential construction	1,650 units	Basrah	Hay Al-Qubla
Salah Al-Din/Al-Dujail Residential Complex	Residential construction	1,650 units	Salah Al-Din	Al-Dujail
Al-Muthana/Al-Rumaitha/Sector 19 Residential Complex	Residential construction	1,650 units	Muthana	Rumaitha / Sector 19
Al-Diwaniya/Al-Hamza district Residential Complex	Residential construction	1,650 units	Qadissiya	Diwaniya / Hamza
Wassit/M/37/Um Al-Hail Residential Complex	Residential construction	1,650 units	Wassit	M / 37 / Um Al-Hail
Karbala/Al-Jazira 3 Residential Complex	Residential construction	1,650 units	Karbala	Jazira 3
Project Township Residential Complex	Residential construction	1,650 units	TBD	Project Township
Salah Al-Din Residential Complex	Residential construction	1,650 units	Salah Al-Din	TBD
Diyala/Al-Khalis Residential Complex	Residential construction	1,650 units	Diyala	Khalis
Thi Qar/Al-Shamiya Residential Complex	Residential construction	1,650 units	Thi Qar	Shamiya
Al-Qassim Township Residential Complex	Residential construction	1,650 units	Babil	Al-Qassim Township
Wassit/Al-Siwaira District Residential Complex	Residential construction	1,650 units	Wassit	Siwaira District
Diyala/Kanan/Al-Shaikh River Residential Complex	Residential construction	1,650 units	Diyala	Kanan / Shaikh River
Al-Diwaniya/Afak Residential Complex	Residential construction	1,650 units	Qadissiya	Diwaniya / Afak
Missan Residential Complex	Residential construction	1,650 units	Missan	Missan
Karbala/Jazira 4 Residential Complex	Residential construction	1,650 units	Karbala	Jazira 4
Nahrawan/ Sector 2 Residential Complex	Residential construction	1,650 units	Baghdad	Nahrawan / Sector 2
Diwaniya/ Shamiya City Center Residential Complex	Residential construction	1,650 units	Qadissiya	Diwaniya / Shamiya City Center
Salah Al-Din/Shirqat Residential Complex	Residential construction	1,650 units	Salah Al-Din	Shirqat
Diyala/Katoon M/27 Residential Complex	Residential construction	1,650 units	Diyala	Diyala / Katoon M/27
Haifa Street	Residential construction of seven buildings across four blocks	182 apts	Baghdad	Haifa Street
Diyala Residential City	Residential construction	TBD	Diyala	Baquba
Missan Residential Complex	Residential construction	TBD	Missan	Provincial Center
Muthana Residential Complex	Residential construction	3,000 units	Muthana	Rumaitha
Salah Al-Din Residential Complex	Residential construction	600 D 125 H	Salah Al-Din	Touz
Salah Al-Din Residential Complex	Residential construction	600 D 125 H	Salah Al-Din	Balad
Salah Al-Din Residential Complex	Residential construction	600 D 125 H	Salah Al-Din	Dujail
Salah Al-Din Residential Complex	Residential construction	600 D 125 H	Salah Al-Din	Bayji
Salah Al-Din Residential Complex	Residential construction	600 D 125 H	Salah Al-Din	Al-Dor
Thi Qar Residential Complex	Residential construction	TBD	Thi Qar	Nasiriya
Wasit Residential Complex	Residential construction	TBD	Wassit	Kut
Dabash Residential Complex	Residential construction	397 K m <sup>2</sup>	Baghdad	Dabash

Project Name	Description	Metric	Province	Location
Murasilat Residential Complex	Residential construction	731 K m <sup>2</sup>	Baghdad	Murasilat
Baghdad East Train Station Residential Complex	Residential construction	400 K m <sup>2</sup>	Baghdad	Baghdad

### 5.9.2 Multi-Use Area Development/Renovation

Project Name	Description	Metric	Province	Location
Khulafaa Street Building #1	340 residential apartments	74,600 m <sup>2</sup>	Baghdad	Khulafaa Street
Khulafaa Street Building #2	Commercial markets	74,600 m <sup>2</sup>	Baghdad	Khulafaa Street
Khulafaa Street Building #3	Investment banks	74,600 m <sup>2</sup>	Baghdad	Khulafaa Street
Khulafaa Street Building #4	Tourist offices	74,600 m <sup>2</sup>	Baghdad	Khulafaa Street
Khulafaa Street Building #5	Other commercial uses	74,600 m <sup>2</sup>	Baghdad	Khulafaa Street
Bab Al-Shaikh – Development #1	Housing	TBD	Baghdad	Bab Al-Shaikh, from Khulani square up to the express highway
Bab Al-Shaikh – Development #2	Open districts	TBD	Baghdad	Bab Al-Shaikh, from Khulani square up to the express highway
Bab Al-Shaikh – Development #3	Administrative areas	TBD	Baghdad	Bab Al-Shaikh, from Khulani square up to the express highway
Bab Al-Shaikh – Development #4	Public utilities	TBD	Baghdad	Bab Al-Shaikh, from Khulani square up to the express highway
Shaikh Omar District – Development #1	Commercial Buildings	TBD	Baghdad	Shaikh Omar District
Shaikh Omar District – Development #2	Residential Buildings	TBD	Baghdad	Shaikh Omar District
Shaikh Omar District – Development #3	Handicraft Buildings	TBD	Baghdad	Shaikh Omar District
Shaikh Omar District – Development #4	Horizontal Residence Buildings	TBD	Baghdad	Shaikh Omar District
Shaikh Omar District – Development #5	Government Use Buildings	TBD	Baghdad	Shaikh Omar District
Shaikh Omar District – Development #6	Cemeteries	TBD	Baghdad	Shaikh Omar District
Shaikh Omar District – Development #7	Gardens	TBD	Baghdad	Shaikh Omar District
Rasheed Camp – Development #1	Commercial areas	TBD	Baghdad	Rasheed
Rasheed Camp – Development #2	Sports complexes	TBD	Baghdad	Rasheed
Rasheed Camp – Development #3	Entertainment areas	TBD	Baghdad	Rasheed
Rasheed Camp – Development #4	Medical districts	TBD	Baghdad	Rasheed
Rasheed Camp – Development #5	Green areas	TBD	Baghdad	Rasheed
Rasheed Camp – Development #6	Roads	TBD	Baghdad	Rasheed
Rasheed Camp – Development #7	High-rise residences	TBD	Baghdad	Rasheed

### 5.10 Transportation

Iraq occupies a strategic geographic location for connection of Asian and European markets. Transport, whether of people or goods, was one of the sectors which suffered most under the conditions of violence and instability which characterized the years immediately after the fall of the Saddam regime. Now, however, it is a sector of great opportunities. To meet the growing demand for travel and commerce, hundreds of projects and tens of billions of dollars worth of new infrastructure, equipment, and services will be required to improve rail, road, air, and shipping capacity.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the transportation sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

#### 5.10.1 Air

Project Name	Description	Metric	Province	Location
Kirkuk International Airport	Construction of Kirkuk International Airport	NA	Kirkuk	Kirkuk City center – Kirkuk Military Airport
Kirkuk International Airport	Operation of Kirkuk International Airport	NA	Kirkuk	Kirkuk City center – Kirkuk Military Airport
Kirkuk International Airport	Maintenance of Kirkuk International Airport	NA	Kirkuk	Kirkuk City center – Kirkuk Military Airport
Diwaniya International Airport	Construction of an international airport	NA	Qadissiya	East of city center, 12.5 km from the highway
Mosul International Airport	Construction of an international airport	NA	Ninewah	30 km South West of the City of Mosul
Specialized ground equipment	Ground services for planes	NA	Multiple	All airports
Air freight buildings	Complete air freight services	NA	Baghdad	Baghdad International Airport
Airline catering services	A facility to supply catering services to airlines consisting of a number of operational units and cold storage.	10,000 m <sup>2</sup>	Baghdad	Baghdad International Airport
Karbala Airport	Construction of an airport	2M psgr/yr	Karbala	Karbala
Karbala Airport Hotel	Construction of an airport associated hotel	NA	Karbala	Karbala
Muthana Airport	Construction of an airport	935 K m <sup>2</sup>	Muthana	TBD

#### 5.10.2 Rail

Project Name	Description	Metric	Province	Location
Regional Railway 1	Construction of a regional rail system	8M psgr/yr	Multiple	Musayab – Karbala – Najaf – Samawa
Regional Railway 2	Construction of a regional rail system	TBD	Multiple	Baghdad – Baquba – Kirkuk – Mosul
Regional Railway 3	Construction of a regional rail system	630 km	Multiple	Kut – Amara – Basrah
Regional Railway 4	Construction of a regional rail system	167 km 1M psgr/yr 1 ton cargo	Multiple	Mosul – Dahuk
Sulaimaniya Railway	Construction of a regional rail system	118 km single track	Sulaimaniya	Sulaimaniya
Circular line	Construction of a regional rail system	23 M psgr/yr 46 M tons/cargo	Multiple	TBD

#### 5.10.3 Maritime

Project Name	Description	Metric	Province	Location
Shat Al Arab Maritime Service 1	Construction of a ferry service	5 passenger boats 150 psgr/ boat	Multiple	Shat Al Arab
Shat Al Arab Maritime Service 2	Construction of a ferry service	5 tourist boats 150 psgr/ boat	Multiple	Shat Al Arab

#### 5.10.4 Shipping/Ports

Project Name	Description	Metric	Province	Location
The Faw Grand Port	Port construction – one the most important strategic projects in Iraq	100 berths	Basrah	Basrah, Faw City The project starts from Ras al-Beesha in the east to Khor Abdullah in the west
Um Qaser port	Constructing 13 multi-purpose commercial berths	4.25 M tons/year	Basrah	Basrah, Um Qaser
Khor Al-Zubar port	Constructing 13 commercial berths, 4 docks for containers and 1 commercial dock	3.75 M tons/year	Basrah	Basrah, Khor Al-Zubair
Um Qaser Docks	Four concrete docks supported by steel pylons and support walls	2,000 tons/year	Basrah	Basrah, Um Qasr
Maamar/Faw Dock	Renovation of 180m long dock	100 K tons/year	Basrah	Basrah, Al-Fao
O&M for Abu Felos port	Construction of three docks with steel surface	750 K tons/year	Basrah	Western Basrah
O&M for Maqal port	Construction of 15 commercial docks	3,000 tons/year	Basrah	Basrah, Maqal area

#### 5.11 Industry and Manufacturing

Iraq's industrial sector has been severely impacted by economic sanctions. Unable to attract investment or replace machinery, much of Iraq's industrial capacity has been idle for some time. With adequate investment, new technology could be acquired and production could quickly come back online. The Ministry of Industry and Minerals (MIM), along with the provinces, have identified several opportunities for international investors to partner with Ministry companies in joint venture relationships.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the industry and manufacturing sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

##### 5.11.1 Bottling/Canning

Project Name	Description	Metric	Province	Location
Aluminum Can Factory	A factory producing Aluminum cans for carbonated drinks	Prod. Cap.: 1.5 B cans/year	Karbala	Karbala, Industrial Area
Water Bottling Facility	A factory producing potable bottled water	TBD	Basrah	Various
Soda Plant	A factory producing potable carbonated drinks	TBD	Salah Al-Din	Balad

##### 5.11.2 Building Materials

Project Name	Description	Metric	Province	Location
Muthana Cement Factory #10	Construction/renovation of a cement factory with 2 lines and 1,485	\$ 115 M	Muthana	Limestone quarries 40 km south west of Samawa Muthana province
Muthana Cement Factory #1	Construction/renovation of a cement factory	2 M Tons	Muthana	Same as above
Muthana Cement Factory #2	Construction/renovation of a cement factory	1.2 M Tons	Muthana	Same as above

Project Name	Description	Metric	Province	Location
Muthana Cement Factory #3	Construction/renovation of a cement factory	1.05 M Tons	Muthana	Same as above
Hammam Al-Alil Cement Plant	Rehabilitation of a cement plant with 1,079 employees	2 M Tons, \$44 M	Ninewah	Hammam Al-Alil
Badoosh Cement Plant	Rehabilitation of a cement plant with 687 employees and 4 production lines – 2 wet, 2 dry	2 M Tons, \$94 M	Ninewah	Badoosh
Abu Ghraib Asphalt Factory	Factory renovation and rehabilitation	3 D 0.75 H	Baghdad	Abu Ghraib Al-Ghazaliya
Al-Kut Quarry and Brick Making Factory	Factory renovation and rehabilitation	363 D 90.75 H	Wassit	Kut
Diyala Cement Plant	Construction of a cement factory	NA	Diyala	Muqdadhiya
Al-Shuaiba Asphalt Factory	Factory renovation and rehabilitation	10 D 2.5 H	Basrah	Al-Zubair
Marini Asphalt Plant	Construction of a cement factory	20 D 5 H	Salah Al-Din	Bayji
Roof Tile Plant	Construction of a tile factory	\$8-10 M	Anbar	Al-Ramadi
Ductile Pipes Factory	Construction of a pipe factory	\$64 M	TBD	TBD
That Al-Sawary State Company Chemicals	Rehabilitation of a resins and rock wool plant. 4 plants.	\$20 M	Baghdad	Taji
Qadissiya Cement Factory	Construction of a cement factory	600 D, 150 H	Qadissiya	Shinafiyah sub district

#### 5.11.3 Chemical

Project Name	Description	Metric	Province	Location
Mishraq Sulphur Company	Rehabilitation of a sulphur refinery	NA	Anbar	Mishraq
State Company for Phosphate	Rehabilitation of phosphate refinery with 3,942 employees and 7 plants	\$220 M	Anbar	Qaim
State Company for Fertilizer	Rehabilitation of a fertilizer plant	NA	Ninewah	TBD
State Company for Fertilizer – Basrah – Khor Al Zubair	Rehabilitation of a fertilizer plant	NA	Basrah	Khor Al-Zubair
Al Furat State Company for Chemicals Plant	Rehabilitation of a chemical plant with 2,333 employees and 3 plants	\$26 M	Najaf	Main road between Musayab and Sadat al-Hindya
Abu-Al-Khaseeb Fertilizer Plant	Rehabilitation of fertilizer plant. Cost depends on rehab or new construction	\$150 M to \$600 M	Basrah	Abu-Al-Khaseeb, the site is situated at Abu Floos port at Shaat Al Arab
Ibn Sina Chemical Facility	Production of Sodium chloride, glucose, polypropylene bags	\$15 M	Baghdad	Taji

#### 5.11.4 Engineering/Mechanical

Project Name	Description	Metric	Province	Location
Al-Faris State Company for Engineering	Rehabilitation of an engineering plant with 1,700 employees and 3 plants	\$15 M	Baghdad	Khan-Dhari
State Company for Mechanical Industries	Rehabilitation of a mechanical facility with 5,944 employees and 5 main plants	\$55.5 M	Baghdad	Iskandariya
Nasser State Company for Engineering	Rehabilitation of engineering plant with 3,941 employees and 4 plants	\$55 M	Baghdad	Taji

Project Name	Description	Metric	Province	Location
Al-Tahadi State Company for Engineering	Rehabilitation of an engineering plant with 740 employees	\$10 M	Baghdad	Al-Zafrania Industrial Area
Al-Ekhaa State Company for Engineering	Rehabilitation of engineering plant with 4,057 employees and 5 plants	\$30 M	Anbar	Falluja
Al-Shaheed State Company for Engineering	Rehabilitation of an engineering plant with 1,732 employees and 3 plants	\$10 M	Anbar	Shaheed

#### 5.11.5 Manufacturing

Project Name	Description	Metric	Province	Location
State Company for Heavy Engineering Equipment	Rehabilitation of an engineering plant with 2,756 employees and 3 plants	\$21 M	Baghdad	Daura
Ur State Company for Engineering Cable Factory	Rehabilitation of cable factory with 5,075 employees and 14 plants	\$60 M	Thi Qar	Nasiriya
State Company for Automotive Industry	Rehabilitation of production shops for 1,350 buses, 2,250 Trucks, 450 Tippers & 500 Platforms and 6 plants	\$10 M	Baghdad	Iskandariya
Al-Zawra Electrical Panels and Boards Plant	Rehabilitation of an electric panels and boards plant with 4,792 employees and 5 plants	\$32 M	Baghdad	Zafrania Industrial Area
State Company for Tires	Rehabilitation of a tire factory	NA	Najaf	TBD
Upgrade of Missan Paper Plant	Rehabilitation of a paper plant	NA	Missan	TBD
Agricultural Equipment Factory	Construction of an equipment factory	NA	Thi Qar	Nasiriya
Kindy State Company	Construction of an electronics production facility	\$20 M	Ninewah	Mosul

#### 5.11.6 Materials

Project Name	Description	Metric	Province	Location
State Company for the Glass & Ceramic Industry	Rehabilitation of a glass and ceramic facility with 2 main plants and 4 production lines with 3,219 employees	\$60 M Glass \$10 M Ceramic (3 plants)	Anbar	Ramadi
Float Glass Plant	Rehabilitation of a glass plant	\$150 M	Anbar	Ramadi
State Company for Rubber	Rehabilitation of a rubber factory	NA	Najaf	TBD
Najaf Plastic Plant	Construction of a plastic pipe manufacturing facility	1,300 m <sup>2</sup>	Najaf	Manathira
Ninewah Plastic Plant	Construction of a plastic plant	TBD	Ninewah	TBD
Sodium Sulfate Plant	Construction of a materials facility	\$19 M	Salah Al-Din	Samara
Silica Sand Deposits	TBD	\$4-6 M	Anbar	TBD
Phosphate Benefication Project	TBD	\$50 M	Anbar	TBD
Feldespathic Sand Project	TBD	\$10-12 M	Anbar	TBD

#### 5.11.7 Metals

Project Name	Description	Metric	Province	Location
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State Company for Iron & Steel	Rehabilitation of a foundry with 6,507 and 5 plants.	\$115 M	Basrah	Khor Al-Zubair
Sumood State Company for Steel	Rehabilitation of a foundry with 1,973 employees and 6 plants	\$72 M	Baghdad	Taji
Muthana Iron Works	Construction of a foundry	NA	Muthana	North of Samawa

#### 5.11.8 Multi-Purpose Industrial Area

Project Name	Description	Metric	Province	Location
Baghdad Industrial Area	Factory renovation and rehabilitation	161 D 40.25 H	Baghdad	Abu Ghraib Khan Dhari Hor Al-Basha
Tuwaila Industrial Area	Factory renovation and rehabilitation	5+29 Olk	Basrah	Tuwaila
Qubla Industrial Area	Manufacturing area available for investment	6 D 1.5 H	Basrah	Qubla Sector
Tel-Keppe Industrial Area	Manufacturing area available for investment	10+25 Olk	Ninewah	Mosul Tel-Keppe
Basrah Industrial City	Multi-purpose industrial area	TBD	Basrah	Sabukh

#### 5.11.9 Pharmaceutical/Medical

Project Name	Description	Metric	Province	Location
Pharmaceutical Bottling Plant	Rehabilitation of a bottling plant	NA	TBD	TBD
State Co. for Drugs and Medical Appliances Medical Gas Factory	Rehabilitation of pharmaceutical facility with 220 employees	\$11 M	Salah Al-Din	Samarra
SC for Drugs and Medical Appliances Disposable Syringe Factory	Rehabilitation of pharmaceutical facility with 141 employees	\$2 M	Babil	TBD
State Co. for Drugs and Medical Appliances #1	Rehabilitation of pharmaceutical facility with 3,495 employees 70,000 m-building and 520,000 m-factory	\$40M	Salah Al-Din	Samarra
State Co. for Drugs and Medical Appliances #2	Rehabilitation of pharmaceutical facility with 1,929 employees. One plant with 7 lines and generator.	\$30 M	Ninewah	Telkeef
Drug Factories	Pharmaceutical production – Cancer, Insulin, Antibiotics	TBD	Various	TBD
Medical Appliances Project	Pharmaceutical production	5 D, 1.25 H	Qadissiya	Southeast of Diwaniyah

#### 5.11.10 Textiles

Project Name	Description	Metric	Province	Location
State Company for Textiles – Men's Garment Factory	Rehabilitation of a textiles plant	9,457 Employees	Najaf	TBD

#### 5.11.11 Tobacco

Project Name	Description	Metric	Province	Location
State Company for Tobacco and Cigarettes	Rehabilitation of a tobacco processing facility with 2,924 employees	\$10 M	Baghdad	Karrada
State Company for Tobacco and Cigarettes – Nasir	Rehabilitation of a tobacco processing facility with 2,924 employees	\$15 M	Baghdad	Habibia

#### 5.11.12 Other

Project Name	Description	Metric	Province	Location
Dar Hurriya Printing	Rehabilitation, including providing new presses	NA	Baghdad	Hurriya
Polypropylene Sack Plant #1	Plant for producing and printing Polypro. sacks	97 D 24.25 H	Baghdad	TBD
Polypropylene Sack Plant #2	Plant for producing and printing Polypro. sacks	97 D 24.25 H	Baghdad	TBD
Polypropylene Sack Plant #3	Plant for producing and printing Polypro.	97 D 24.25 H	Baghdad	TBD

## 5.12 Tourism, Retail, & Entertainment

Across the Middle East, tourism generates almost 10% of the region's total GDP. Iraq, known as the cradle of civilization and the Biblical Fertile Crescent, is well positioned to become a destination for international tourism. Home to some of the greatest ancient sites in the world, including Babylon and Ur, it offers a diversified typography of mountains, marshes and stretches of desert and in some places is only slightly changed from ancient times. Each environment presents unique opportunities for religious and cultural tourism, given the abundance of archaeological and historic sites located throughout the country.

International investors are showing a growing interest in investing in Iraq's tourism infrastructure, including building hotels and transportation infrastructure in several sites around the country. International pilgrims continue to look for opportunities to visit holy sites as they have done for thousands of years. Provincial councils have moved to establish tourism committees in order to support and promote the industry in several areas, including addressing capacity issues such as improved electrical supply.

The projects below are mostly infrastructure opportunities identified by the Government of Iraq. These projects will help revitalize the tourism sector, but also have a multiplier effect on the economy, providing a supply chain of opportunities for the private sector.

### 5.12.1 Commercial Compounds

Project Name	Description	Metric	Province	Location
International Trade Center	Commercial towers, residential buildings, malls, banks, stock exchange markets, theaters, services buildings, 5 star hotel	97 D 24.25 H	Baghdad	TBD
Al-Adel market	Commercial center construction	22,511 m <sup>2</sup>	Baghdad	Adel
Al-Mansour Market	Commercial center construction	40,848 m <sup>2</sup>	Baghdad	Mansour
Al-Amel Market	Commercial center construction	24,700 m <sup>2</sup>	Baghdad	Amel
Al-Shaab Market	Commercial center construction	26,565 m <sup>2</sup>	Baghdad	Shaab
Al-Mustansiriya Market	Commercial center construction	35,444 m <sup>2</sup>	Baghdad	Mustansiriya
Al-Salihiya Market	Commercial center construction	6,955 m <sup>2</sup>	Baghdad	Salihiya

### 5.12.2 Entertainment/Cultural/Landmark Construction or Renovation

Project Name	Description	Metric	Province	Location
Amusement Park	Amusement park construction	TBD	Diyala	Baqooba
Sports City in Diwaniya	TBD	TBD	Qadissiya	Center Borough (Shafieya Township) Diwaniya – Samawa Road
Jazirat Baghdad Amusement park	Amusement park for children and adults, with service annexes	50,000 m <sup>2</sup>	Baghdad	Baghdad/Jazirat Baghdad
Cultural Palace Tourism	Cultural palaces in each province	TBD	Multiple	TBD

Project Name	Description	Metric	Province	Location
Opera houses	Opera house in each province – (Rehab New Construction)	TBD	Multiple	TBD
Monument Tourism	Renovation of the major festival square and unknown soldier monument	TBD	Baghdad	Baghdad
Al – Basrah Theatre	Renovation of the Basrah Theatre	TBD	Basrah	Basrah
Iraqi Opera House	Construction of the Iraqi Opera House	TBD	TBD	TBD
Al Rasheed Theatre Renovation	Renovation of Al-Rasheed Theatre	TBD	Baghdad	Rasheed
Babil Annual Festival Rehabilitation	Rehabilitation of Babil Annual Festival (Babil Theatre, Al-Arsh Hall, Residential location)	TBD	Babil	Babil Theatre, Arsh Hall, Residential location
Presidential Palace Renovation	Renovation of presidential palaces	TBD	Multiple	Suq Hamada-Jaifar, Adhamiyah, Faris, Radhwaniya, Adnan, Salam, and Al-Fao presidential palaces
Baghdad Clock Renovation	Clock rehabilitation and preparation for exhibition and tourism	TBD	Baghdad	Baghdad Clock Area
Baghdad Tower Renovation	Renovation of the Baghdad Tower	TBD	Baghdad	Baghdad Tower / Nesoor Square
Museum Renovation	Renovation of museums in all provinces	TBD	Anbar	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Babil	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Baghdad	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Basrah	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Dahuk	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Diyala	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Erbil	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Karbala	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Kirkuk	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Missan	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Muthanna	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Najaf	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Ninewah	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Qadissiya	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Salah al-Din	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Sulaymaniyah	TBD

Project Name	Description	Metric	Province	Location
Museum Renovation	Renovation of museums in all provinces	TBD	Thi Qar	TBD
Museum Renovation	Renovation of museums in all provinces	TBD	Wassit	TBD
Madaen Tourist Area Development	Renovation and development of tourist areas	TBD	Baghdad	Madaen
Habaniya Attraction Renovation	Renovation of tourist attractions	TBD	Anbar	Habaniya
Renovation of Hadhraa and Aras compound	Building renovation	TBD	Baghdad	Khadhraa and Aras
Ain Tamer Tourist Area Renovation	Renovation of tourist attractions	TBD	Karbala	Ain Tamer
Bowling Club Renovation #1	Main Hall	2328 m <sup>2</sup>	TBD	Adhamiya
Bowling Club Renovation #2	Cafeteria	2328 m <sup>2</sup>	TBD	Adhamiya
Bowling Club Renovation #3	Billiards Area	2328 m <sup>2</sup>	TBD	Adhamiya
Bowling Club Renovation #4	Bowling Lanes	2328 m <sup>2</sup>	TBD	Adhamiya
Bowling Club Renovation #5	General Services	2328 m <sup>2</sup>	TBD	Adhamiya
Full Service amusement park	Construction of a full-service amusement park	150 D 37.5 H	Basrah	Basrah Province (sports city)
Entertainment City		150 D 37.5 H	Baghdad	Tajiyat – Baghdad
Abu Nuwas – Development #1	Open spaces for the public, including a variety of trees and landscaped gardens	224 D 56 H	Baghdad	This project is located along 305 km of the Tigris river, starting from Jamhuriya bridge to end at the residential apartments in the Karrada district, a total area of 170 hectares. The location contains Al-Saadoon street, which forms the main center of the project. There are four main sectors: the riverside, Bataween, Elwiya, and Karrada.
Abu Nuwas – Development #2	Development of the riverside through terracing the banks with several levels to provide areas for various entertainment and cultural activities	224 D 56 H	Baghdad	Same as above
Development of Parks	Hay Ur Park	TBD	Baghdad	Hay Ur Park
Development of Parks	Baghdad Jadida Park	TBD	Baghdad	Baghdad Jadida Park
Development of Parks	Developing Habaniya Lakes	TBD	Anbar	Developing Habaniya Lakes
Mall	Retail mall construction	TBD	Anbar	Ramadi

### 5.12.3 Hotel/Resort Reconstruction or Renovation

Project Name	Description	Metric	Province	Location
Al-Sinbad Island Resort	Erecting a resort to include a five star hotel with 50 cabanas, entertainment facilities and green areas.	Area: 52 D, 16.75 H	Basrah	Sinbad Island
Five star hotels with commercial mall	Building a five star hotel with a commercial mall	10,000 m <sup>2</sup>	Karbala	Entrance of Karbala City
Salah Al-Din Province Tourist area #1	Four-star hotel with annexes, indoor pool,	65 D, 16.25 H	Salah Al-Din	Salah Al-Din
Salah Al-Din Province Tourist area #2	Multipurpose hall	65 D, 16.25 H	Salah Al-Din	Salah Al-Din
Salah Al-Din Province Tourist area #3	Investment park	65 D, 16.25 H	Salah Al-Din	Salah Al-Din

Project Name	Description	Metric	Province	Location
Ninewah Tourism Hotel and Restaurant	Hotel and rental apartments	1,378 m <sup>2</sup>	Ninewah	Ninewah
Safwan Rest-House	Rest house station, dressing room, maintenance workshops, administrative rooms, parking lots, sixteen bedrooms and a garden	50 D, 12.5 H	Basrah	Basrah
Udhaim Dam Tourist area	Three star hotel and tourist area with 12 rooms at 76 m <sup>2</sup> , 10 rooms at 100 m <sup>2</sup> , and 115 rooms at 115 m <sup>2</sup> .	364 D, 91 H	Diyala	Diyala / Wane of Udhaim Dam
Najaf Institute and training Hotel	4 star hotel with service annexes and an institute for hotel services	364 D, 91 H	Najaf	Najaf
Ur Rest House and Site Renovation	Renovations and development of the Ur Rest House and archeological sites in Nasirya	TBD	Thi Qar	Ur / Nasirya
Najaf Hotel and Swimming Pool	Construction of a hotel and swimming pool in Najaf city	TBD	Najaf	Najaf
Jadiriya Lake Tourist Area	Development of tourist areas	TBD	Baghdad	Jadiriya lake
Tourism Island Renovation	Renovation of tourism island	TBD	Baghdad	TBD
Marbad Hotel Renovation	Work stopped in 1987. The site includes a main hall with a restaurant and kitchen, a three story building and a four story building. The hotel has 150 rooms and a swimming pool that is not yet complete.	7 D 1.75 H	Basrah	Basrah
Basrah Hotel Construction	Construction of two five star hotels	Varies based on inter-national standards and available land	Basrah	Basrah Province (sport city)
Wassit Sport City Hotel	Construction of a five star hotel	Area varies based on inter-national standards and available land	Wassit	Wassit Province (sport city)
Baghdad Hotel Construction	Construction of two five star hotels	TBD	Baghdad	The sport city in Tajiyyat – Baghdad
Construction of a five star hotel	Construction of a five star hotel	TBD	Baghdad	The City of Youth – Baghdad
Construction of a five star hotel	Construction of a five star hotel	TBD	Diyala	Baquba
Marshes Resort	Construction of a full service tourism center	TBD	Missan	Marsh area
Construction of a five star hotel	Construction of a five star hotel	6,500 m <sup>2</sup>	Najaf	Salam Q
Construction of a five star hotel	Construction of a five star hotel	3,500 m <sup>2</sup>	Najaf	Salam Q
Construction of a five star hotel	Construction of a five star hotel	22,500 m <sup>2</sup>	Ninewah	Mosul
Hotel Construction	Hotel Construction	TBD	Wassit	Kut
King Ghazi Mansion	Tourist Attraction Construction	TBD	Qadissiya	Daghara sub district, Borders Daghara River
Olympic City	Stadium Development	160 D, 40 H	Qadissiya	5km South of Diwaniyah

#### 5.12.4 Multi-Use Area Development/Renovation

Project Name	Description	Metric	Province	Location
Kut/Wassit Tourist City #1	Restaurants	50,000 m <sup>2</sup>	Wassit	Kut
Kut/Wassit Tourist City #2	Hotels	50,000 m <sup>2</sup>	Wassit	Kut
Kut/Wassit Tourist City #3	Apartments	50,000 m <sup>2</sup>	Wassit	Kut
Aras Island Development #1	Six star hotel	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #2	Eight five star rental homes	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #3	40 three star rental homes	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #4	Marketing center	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #5	Three and five star restaurants	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #6	Amusement park	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #7	Golf area	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #8	Coffee shops	641 D 160.25 H	Baghdad	Karkh
Aras Island Development #9	Gardens	641 D 160.25 H	Baghdad	Karkh
Habaniya Tourist Area Renovation #1	Five story hotel with 265 rooms	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Habaniya Tourist Area Renovation #2	528 rental homes	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Habaniya Tourist Area Renovation #3	Amusement park	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Habaniya Tourist Area Renovation #4	Summer theater	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Habaniya Tourist Area Renovation #5	Restaurants	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Habaniya Tourist Area Renovation #6	Boat berths	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Habaniya Tourist Area Renovation #7	Service buildings	6.7 km <sup>2</sup>	Anbar	Falluja – Habaniya lake
Anbar Tourist City	Construction of tourist area	TBD	Anbar	Lake Habaniya
Diyala Tourist City	Construction of tourist area	TBD	Diyala	Sadiya, Lake Himreen
Ninewah Tourist City	Construction of tourist area	TBD	Ninewah	Lake Mosul Dam area
Wassit Entertainment City	Wassit Entertainment City	50 D, 12.5 H	Wassit	Wassit
Gardens City	Construction of tourist area	505 km <sup>2</sup>	TBD	TBD
Water City	Construction of tourist area	1M m <sup>2</sup>	Baghdad	Sabiyat
Rusafa Entertainment Park	Construction of tourist area	TBD	Baghdad	TBD
Zawraa Second Project	Construction of tourist area	2.5 M m <sup>2</sup>	Baghdad	TBD
Kudher Elias District – Development #1	A first class, five star hotel	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #2	A portico with shops, booths, and a cafeteria	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #3	Green areas and foliage	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #4	Walkways	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #5	Fountains and water canals	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #6	Development of the Kudher Elias shrine	TBD	Baghdad	Kudher Elias

Project Name	Description	Metric	Province	Location
Kudher Elias District – Development #7	Parking lots	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #8	Furnishing the gardens with tables, seats, sunshades	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #9	Paving of the river slope and construction of boat docks	TBD	Baghdad	Kudher Elias
Kudher Elias District – Development #10	Lighting and summer cinema	TBD	Baghdad	Kudher Elias
14 Tamuz Park, Kadhimiyah Tourist Compound #1	15 floor, 5 star hotel	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #2	15 floor apartment building	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #3	A 11,372 m <sup>2</sup> shopping mall with a garden and parks	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #4	Casinos and restaurants	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #5	Event halls	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #6	Entertainment and games garden	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #7	Marina	TBD	Baghdad	Kadhimiyah
14 Tamuz Park, Kadhimiyah Tourist Compound #8	A ferry with a restaurant which connects Kreyat with the island	TBD	Baghdad	Kadhimiyah

### 5.12.5 Pools

## 5.13 Selected Opportunities, by Province

The following projects are priority projects highlighted by the provinces. These projects will help revitalize various sectors across the province, but also have a multiplier effect on the economy providing a supply chain of opportunities for the private sector.

### 5.13.1 Anbar

Project	Location	Cost	Coordinator	Notes
Residence Complex	Ramadi, Anbar, near Al-Anbar University.	TBD	Anbar PIC	20,000 units
Entertainment Complex	Ramadi, Anbar Al-Tharthar Lake.	TBD	Anbar PIC	Resort complex
Phosphate Fertilizers Plant	Qaim, Anbar	TBD	Anbar PIC	The availability of raw materials, as well as the local market and the distribution demands
Glass Plant	Ramadi	\$130 M	Anbar PIC	
Mall	Ramadi	\$100 M	Anbar PIC	
Tourism City	Lake Habaniya	\$100 M	Anbar PIC	

### 5.13.2 Babil

Project	Location	Cost	Coordinator	Notes
Petroleum Refinery and Petrochemical Complex	North Babil (Jurf Al-Sakhar)	\$3.5 B	Babil PIC and Ministry of Oil	Capacity: 140,000 barrels/day
Industrial Complex	South Al-Hilla	\$1.5 B	Babil PIC and Ministry of Industry	10 M m <sup>2</sup>

Project	Location	Cost	Coordinator	Notes
Resort Island	North Babil	\$2.5B	Babil PIC	An island of 2M m <sup>2</sup> , located in the middle of Shat Al-Hilla

#### 5.13.3 Basrah

Project	Location	Cost	Coordinator	Notes
Residential Complex	Behind Shat – Al-Arab Hotel.	TBD	Basrah PIC	Area: 4068 D, 1,017 H. 5,000 units.
Al-Sinbad Island Resort	Al-Sinbad Island	TBD	Basrah PIC	Area: 52 D, 13 H. 5 star hotel, 50 cabanas, entertainment facilities, green areas.
Industrial City Project	Al Sabukh	TBD	Basrah PIC	Area 2,000 D, 500 H.
Water Bottling Facility	Various	TBD	Basrah PIC	

#### 5.13.4 Diyala

Project	Location	Cost	Coordinator	Notes
Residential Complex	Baquba	\$100 M	Diyala PIC	
Amusement Park	Baquba	\$5 M	Diyala PIC	
Tourism Complex	Al Sadiya, Himreen Lake	\$200 M	Ministries of Finance & Tourism	
Cement Plant	Muqaddiya	\$400 M	Ministries of Finance & Tourism	
Five Star Hotel	Baquba	\$120 M	Ministry of Municipalities	
Residential Complex	Baquba	\$1 B	Ministries of Finance & Municipalities	
Agricultural Projects	Al Udhaim/ Abair Valley	TBD	Diyala PIC & Ministry of Agriculture	

#### 5.13.5 Karbala

Project	Location	Cost	Coordinator	Notes
Aluminum Can & Drink Factory	Karbala – Industrial Area	\$100 M	Karbala PIC & Ministry of Industry.	Production Capacity: 1.5 billion cans per year. Land is available.
Residential Complex	Karbala City	TBD	Karbala PIC	The area of the site is 2M m <sup>2</sup> . 25,000 units. The land is ready for investment.
Five Star Hotels with Commercial Area	Entrance of Karbala City	\$30 M	Karbala PIC	The area of the land is 10 thousand m <sup>2</sup> . The land is ready for investment and on a strategic location.

#### 5.13.6 Kirkuk

Project	Location	Cost	Coordinator	Notes
Kirkuk International Airport – Construction and O&M	Kirkuk, City Center	TBD	Kirkuk PIC & Ministry of Transportation	Part of the existing Kirkuk Military Airport
Seed Production	Kirkuk	TBD	Kirkuk PIC & Ministry of Agriculture	Project covers the entire area receiving adequate precipitation.
Natural Gas Investment	Keywan	TBD	Kirkuk PIC	
Oil Refinery	Boor Kurkur and Baba Kurkur	TBD	Kirkuk PIC	

#### 5.13.7 Missan

Project	Location	Cost	Coordinator	Notes
Construction of Oil	Bazirgan district	TBD	Missan PIC,	Increase rate of oil production, raw materials and

Project	Location	Cost	Coordinator	Notes
Industry Complex			Ministries of Oil, Electricity, & Finance	spare parts
Oil Refinery & Power Station	Missan	TBD	Missan PIC & Ministry of Oil	Increase rate of oil and electricity production
Residential Complex	Gov. Center	TBD	Missan PIC	
Marsh Area Resort Complex	Missan	TBD	Missan PIC, Ministries of Tourism, Irrigation, & Municipalities	
Sugar Production	Missan	TBD	Missan PIC, Ministries of Industry & Agriculture	
Associated Natural Gas Production and Recapture Facility	Missan	TBD	Missan PIC & Ministry of Oil	

#### 5.13.8 Muthanna

Project	Location	Cost	Coordinator	Notes
Automobile Assembly Factory	Al-Samawa, near rail station	\$50 M	Muthanna PIC	
Cement Factory No. 10	Limestone quarries 40 km south west of Samawa	\$250 M	Muthanna PIC	According to Iraqi and British specifications
Power Station	Muthanna	TBD	Muthanna PIC & Ministry of Electricity	Generation of electrical power
Residential Complex	Al Rumaitha	TBD	Muthanna PIC	300 Residential units
Iron Foundry	North of Samawa	TBD	Muthanna PIC	
Date Packing Facility	North of Samawa	\$10 M	Muthanna PIC	

#### 5.13.9 Najaf

Project	Location	Cost	Coordinator	Notes
Health Complex	Al-Haydariya municipality, 40 km north of Najaf	TBD	Najaf PIC	
Residential Complex	Al-Haydariya municipality, 40 km north of Najaf	\$500 M	Najaf PIC	
Five Star Hotel	Al Salam Q	\$120 M	Najaf PIC	Land area of 6,500 m <sup>2</sup>
Five Star Hotel	New Al Salam Q	\$100 M	Najaf PIC	Land area of 3,500 m <sup>2</sup>
Plastic Pipes Production Facility	Manathira	\$20 M	Najaf PIC	Land area of 1,300 m <sup>2</sup>

#### 5.13.10 Ninewah

Project	Location	Cost	Coordinator	Notes
Residential Complex	15 km south of Mosul	TBD	Ninewah PIC	
Mosul International Airport	30 km southwest of Mosul	\$400 M	Ninewah PIC	
Power Station	35 km south of Mosul	\$400 M	Ministry of Electricity	Existing project, on hold for four years
Five Star Hotel	Mosul	\$50 M	Ninewah PIC & Ministry of Tourism	Allocated land area is 22,500 m <sup>2</sup>
Plastic Production Facility	Industrial City	TBD	Ninewah PIC & Ministry of Industry	Produces 2,000 irrigation systems per year

Project	Location	Cost	Coordinator	Notes
Tourism Complex	Lake Mosul Dam	TBD	Ninewah PIC & Ministry of Tourism	Land already allocated to the project

### 5.13.11 Qadissiya

Project	Location	Cost	Coordinator	Notes
Sports Complex	See Notes	\$150 M	Qadissiya PIC	Center Borough (Shafieya Township) Dewaneia – Samawa Road
Dewaneia International Airport	See Notes	\$250 M	Qadissiya PIC	Located at the eastern side of the city center at distance of 12 to 5 km from the highway
Medical Appliances Project	Southeast of Diwaniyah	TBD	Qadissiya PIC & Ministry of Health	5 D, 1.25 H. Production of intravenous solutions and medical gases
King Ghazi Mansion	Daghara sub district	TBD	Qadissiya PIC & Ministry of Tourism	Borders Al-Daghara River
Oil Refinery	Shinafiyah sub district	TBD	Qadissiya PIC & Ministry of Oil	1200 D, 300 H
Cement Factory	Shinafiyah sub district	TBD	Qadissiya PIC & Ministry of Industry	600 D, 150 H
Olympic City	5 km South of Diwaniyah	TBD	Qadissiya PIC & Ministry of Youth and Sports	Stadium Development, 160 D, 40 H

### 5.13.12 Salah al-Din

Project	Location	Cost	Coordinator	Notes
Vegetable Oil Factory	Balad – Al-Dhuloeiya	\$15 M	Salah Al-Din PIC	Producing corn, cotton and sun flower oils
Petrochemicals	Bayji	\$2 B	Salah Al-Din PIC	Complete and strategic services
Argon Gas Production Plant	Bayji	TBD	Salah Al-Din PIC	
Residential Complex	Touz, Balad, Dujail, Bayji, Al- Dor	\$225 M	Salah Al-Din PIC	Land area 600 D, 125 H
Soda Bottling Plant	Balad	TBD	Salah Al-Din PIC	

### 5.13.13 Thi Qar

Project	Location	Cost	Coordinator	Notes
Power Stations	South Nasiriyah	\$900 M	Thi Qar PIC	Generation capacity of 500 MW and 600 MW
Crude Oil Refinery	South Nasiriyah	TBD	Thi Qar PIC	Capacity Three Hundred Thousand barrels per day
Agriculture equipment	Nassriya/ Industrial city	\$70 M	Thi Qar PIC	Production of spare agricultural parts. Land is allocated
Residential Complex	Nasiriyah	\$160 M	Thi Qar PIC & Ministry of Housing	Land is available

### 5.13.14 Wassit

Project	Location	Cost	Coordinator	Notes
Dairy Factory	Wasit governorate	\$15 – 20 M	Wassit PIC	Dairy product production
Tourism Complex	Kut	TBD	Wassit PIC	Restaurants, hotels and apartments. 50,000 m <sup>2</sup>
Residential Complex	Kut	\$150 – 250 M	Wassit PIC	
Hotel	Kut	\$50 – 70 M	Wassit PIC	



# 6.0 List of Frequently Used Acronyms



Acronym	Description
BCF	Billion Cubic Feet
BPD	Barrels Per Day
CMC	Communications and Media Commission
CRI	Council of Representatives of Iraq
FP	Federal Police
GDP	Gross Domestic Product
GoI	Government of Iraq
IMF	International Monetary Fund
IQD	Iraqi Dinar
ISC	Iraqi Securities Commission
ISF	Iraqi Security Forces
ISX	Iraqi Stock Exchange
KNA	Kurdish National Assembly
KRG	Kurdistan Regional Government
MIM	Ministry of Industry and Minerals
MoC	Ministry of Communications
MoCH	Ministry of Construction and Housing
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoE	Ministry of Education
MoH	Ministry of Health
MoI	Ministry of the Interior
MoO	Ministry of Oil
MoT	Ministry of Transportation
MW	Megawatt
NIC	National Investment Commission
PDS	Public Distribution System
PHC	Private Health Clinic
SOE	State Owned Enterprise
TCF	Trillion Cubic Feet
UNDP	United Nations Development Program
USD	United States Dollars
WTO	World Trade Organization