

# Special Training Session on Feasibility Studies for Investment Zones (TELOS)

Agenda
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Organised by the  
*MENA-OECD INVESTMENT PROGRAMME*

29-30 April 2013

Cairo, Egypt

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## BACKGROUND

Attracting investment in Iraq has been set as a priority in order to diversify the economy and allow for economic growth. Iraq is a very attractive investment destination, with a strong and booming consumer market, access to raw materials and labour, a strategic location, and potential first-mover advantages in a range of sectors, but a range of administrative, institutional, and regulatory challenges hinders their development. The Government of Iraq (GoI) decided to establish investment zones to help overcome these barriers and channel new sources of investment into high-potential sectors that may not develop without active government support. Investment Law 13 of 2006 constitutes the legal framework for the establishment of investment zones in Iraq and provides for the creation of the National Investment Commission (NIC) responsible for the formulation and implementation of the strategy for investment zones through a specialised department, the Department of Investment Zones (DIZ).

In response, the MENA-OECD Investment Programme and its Iraqi government counterpart, the NIC, established the Working Group on Investment Zones in Iraq. Over the course of the Working Group's four meetings since March 2011, international and OECD experts and their Iraqi government counterparts have presented and discussed investment zone development and administrative strategies and their applicability to Iraq. Meeting participants identified a number of vertical and horizontal industrial actions and policies needed to ensure the success of Iraq's proposed investment zones, including: developing institutional capacities and proper administrative policies; stimulating government support for investment in targeted sectors; developing linkages between stakeholders; targeting specific sectors; and attracting anchor investors.

The next step is to examine the concrete ways that the NIC and specifically the DIZ can address these issues and to drive the development of Iraq's investment zones forward. Developing, administering and managing investment zones require a multiple set of skills and expertise in the field of promotion and marketing, business development, procurement, project management and project monitoring. The DIZ will for instance draft feasibility studies, communicate and negotiate with potential investors, establish public-private partnerships, manage and monitor the performance of future investment zones.

Consequently, the MENA-OECD Investment Program, working with the NIC, organized a "Special Training Session at the NIC Department of Investment Zones (DIZ) for Government of Iraq Officials" in Baghdad on 15-16 January 2013. The topics covered included: strategic planning models; criteria to choose an appropriate location; evaluating the economic impact and the legal aspects of the programme; organisational design, and planning, executing and overseeing the investment zone development programme.

The "Special Training Session on Feasibility Studies for Investment Zones (TELOS)" builds on the Special Training Session at the NIC Department of Investment Zones (DIZ) for Government of Iraq Officials". The primary objective of this Special Training Session on Feasibility Studies for Investment Zones is to provide participants with the specific tools needed to conduct and assess feasibility studies, for the purpose of developing and managing investment zones in Iraq. Shannon Development will deliver a one-day training workshop to around 20 participants in Cairo on the afternoon of 29th April and the morning of the 30th April 2013. The participants will represent the National Investment Commission (NIC) and the Office of the Deputy Prime Minister for Infrastructure (DPM), as well as selected other ministries and agencies.

The training will convey a broad understanding of the different kinds of feasibility needed for complex projects, primarily in infrastructure – including the construction of industrial zones and the infrastructure projects discussed in the Working Group on Infrastructure Finance. The desire to engage the private sector more meaningfully, beyond standard contracting, makes in-depth feasibility studies all the more essential to the success of a complex venture. The training will use the TELOS framework, examining technology, economics, legality, operations, and schedule. The sessions will strongly encourage participation, in part through group individual exercises and group discussions. Although the overall structure has been set, trainers will be able to concentrate more heavily on topics of particular interests to participants.

After the training, participants will have a good understanding of what feasibility studies should cover, how extensive they are, how public authorities should go about producing and validating them, and why they are essential to any large-scale project. Two trainers will lead the workshop, and the learning effect among participants will be measured through a diagnostic test in the beginning and evaluation forms at the end.

## Training Session Participants

<b>Government of Iraq Representatives</b>
<p>Sami Al-Araji, Chairman, National Investment Commission            Abdullah Mohammed Bander Al-Zirej, Economic Advisor, National Investment Commission            Sabah Salih Mahdi, Director General, Free Zone Authority, Ministry of Finance            Saad Baqer Kadhim Al-Shakarchi, Deputy Director General, Ministry of Communications            Alaa Ibrahim Abbas, Chairman, Babil Investment Commission            Mijwil Mahdi Ali, Chairman, Diyala Investment Commission            Nizar Naser Hussein, Legal Expert, National Investment Commission            Basma Amer Omar Nadhmi, Legal Expert, National Investment Commission            Rashad Khalef, Senior Legal Consultant, National Investment Committee            Abduljabbar Mahmood Ahmed, Legal Consultant, National Investment Committee</p> <p>Mhand Hsam Al Den Mhamd Amin, Chief of Staff, Office of the Deputy Prime Minister for Infrastructure            Riyadh Yousef Aboud, Chairperson, Infrastructure Committee, Office of the Deputy Prime Minister for Infrastructure            Firas Harboon Hardan, General Director, National Investment Commission            Ather M. Kalaf, Coordinator of the Working Group Committee, Office of the Deputy Prime Minister for Infrastructure            Osama Latif Mohammad, Representative, Ministry of Municipalities            Ihsan Mohammad Salman, Senior Chief of Engineers, Ministry of Transportation            Emad Mustafa Younis Alshaheri, General Director, Ministry of Construction and Housing</p>
<b>Trainer</b>
<p>Paul Deegan, Projects Manager, Shannon Development            Eugene Brennan, Director, Consultancy Services Group</p>
<b>OECD Representatives</b>
<p>Anders Jönsson, Iraq Project Co-ordinator, MENA-OECD Investment Programme            Abdelrahman Sherif, MENA-OECD Investment Programme, OECD            Christelle Monteillet, Iraq Project Advisor, MENA-OECD Investment Programme            Thomas Flynn, Deputy Iraq Project Advisor, MENA-OECD Investment Programme            Bashar Al-Zubi, Assistant Iraq Project Advisor, MENA-OECD Investment Programme</p>

## Monday 29 April 2013

<b>14:00-14:15</b>	<b>Opening Remarks</b>
Room:	<p>Sami Al-Araji, Chairman, National Investment Commission (NIC), Iraq (TBC)</p> <p>Riyadh Yousef Aboud, Chairperson, Infrastructure Committee, Office of the Deputy Prime Minister for Infrastructure, Iraq (TBC)</p> <p>Anders Jönsson, Policy Analyst, MENA-OECD Investment Programme, OECD</p>
<b>14:15-14:45</b>	<b>Session 1 – Introduction</b>
	<p><b>Introduction of the trainers</b></p> <p><b>Pre course evaluation</b></p> <p><b>Outline and introduction of the programme</b></p> <p><b>Expectations and priorities of the participants</b></p>
<b>14:45-15:30</b>	<b>Session 2 – Introduction to Feasibility Studies and Market Feasibility</b>
	<p><b>Definition of Feasibility Studies</b></p> <p><b>Why are Feasibility Studies so Important</b></p> <p><b>Main elements in a Professional Feasibility Study</b></p> <p><b>Overview of Business Planning</b></p> <p><b>Components of a Feasibility Study</b></p> <p><b>Identification of market competition, potential markets, and market and sector analysis</b></p>
<b>15:30-16:00</b>	<b>Coffee break</b>
<b>16:00-16:45</b>	<b>Session 3 - Technical Feasibility and Economic Feasibility</b>
	<p><b>Identification of the materials, labour, transportation, shipping, physical location, technology, and other important logistics required for success</b></p> <p><b>Determination of the feasibility of the project given resource constraints</b></p> <p><b>Identification of the potential benefits and associated measures to facilitate an understanding of the financial return</b></p>
<b>16:45-17:30</b>	<b>Session 4 - Group Exercise (2 Groups)</b>
	<p><b>Identification of the key constraints in attracting investors and proposed strategies to overcome these issues</b></p>
<b>17:30-18:00</b>	<b>Session 5 - Feedback from Workshop</b>
	<p><b>Achieve consensus on the main points reported by each group</b></p>

**Tuesday, 30 April 2013**

<b>9:00-9:45</b>	<b>Session 6 – International investor requirements, Schedule Feasibility and Operational Feasibility</b>
Room:	<p><b>Operational and Schedule Feasibility</b></p> <p><b>Identification of the key requirements investors seek prior to making a project commitment</b></p> <p><b>Project timeframe and the use of scheduling systems for effective project management</b></p> <p><b>Operational structures at successful zones</b></p>
<b>9:45-10:30</b>	<b>Session 7 - How to Evaluate a Feasibility Study</b>
	<b>Key outputs associated with a professional Feasibility Study</b>
<b>10:30-11:00</b>	<b>Coffee break</b>
<b>11:00-11:45</b>	<b>Session 8 – Group Exercise (2 Groups) and Terms of Reference</b>
	<p><b>How to develop Terms of Reference for consultants to undertake a Feasibility Study</b></p> <p><b>Main methods in evaluating an investment project</b></p>
<b>11:45-12:30</b>	<b>Session 9 - Feedback from Workshop</b>
	<b>Achieve consensus on the main points reported by each group</b>
<b>12:30-13:00</b>	<b>Session 10 – Summary and Conclusions</b>
	<p><b>Review and reinforcement of the key lessons of the programme</b></p> <p><b>Question &amp; Answer Session on related topics</b></p> <p><b>Post course evaluation</b></p>
<b>13:00-14:00</b>	<b>Lunch</b>

**Government of Iraq**

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