IRAQ / 2022

Proposal for defense industry renewal in Iraq

Walter L. Christman prepared a plan for Major General Mohammad Farghal outlining how their advisory team could contribute to a PKF International bid. The bid was unsuccessful.

The Iraqi Defence Industry Commission sought strategic advice on rebuilding the country's defense industry. In April 2022, writing from Amman, Jordan, Christman reported that he was assembling a team with Farghal, a retired major general, and Ralph Thiele. Christman was president of Global Strategic Resources, LLC (GSR).

The institutional question

The team considered where the necessary expertise would come from and how it could remain available in Iraq. In a July concept note, Thiele proposed linking companies, universities, research organizations and public institutions. Each held part of the knowledge that industrial recovery would require. Local relationships could help employers find specialists and give researchers a way to share knowledge with people who could use it.

What Christman prepared

Christman brought together specialists from several countries. GSR supplied their professional biographies and preliminary concept notes for the prospective bidder. Christman then put GSR's proposed role in writing so Farghal, its regional manager in Amman, could negotiate on the group's behalf.

IRAQ / PROPOSED TEAM

How GSR would participate

Christman’s July 27 letter addressed a practical question for a group of independent consultants. If PKF won, who would speak for GSR, coordinate the advisers and agree on their assignments? He proposed three roles.

Proposed role	Proposed contribution
Mohammad Farghal GSR team leader	Represent GSR in discussions with PKF. If appointed, serve as the group’s single point of contact and coordinate its consultants.
Ralph Thiele GSR project manager	Help develop the approach and review proposed assignments. His July concept note supplied ideas for linking expertise across institutions.
Walter L. Christman GSR general manager	Define the terms under which GSR could participate, authorize Farghal to negotiate, and document the availability of the advisory team.

The bid record

On August 2, Christman sent Farghal his completed expert nomination and signed undertaking. Those documents confirmed his availability if the team received a contract. GSR’s work on the opportunity ended at the proposal stage.

Basis for this account

Christman’s April 27 account from Amman, Thiele’s July 12 concept note, Christman’s July 27 letter to Farghal and his August 2 transmittal document the preparation. Christman confirmed the outcome.