

Erbil Province

**Strategic Plan for Development and Improvement
2008-2012**

The Contents

Introduction

This plan has been prepared by the planning committee of Erbil provincial council with the cooperation of (RTI-LGP II) representatives and with the assistance of Erbil provincial council members and the deputy of governmental departments and private sectors:

a) The Planning Committee of Erbil Provincial Council:-

- | | |
|------------------------------|---------------------|
| 1- Mr. Kakl Dzaïy | Committee President |
| 2- Mr. Majid Othman Bazrkan | Committee Member |
| 3- Mr. Namiq Ali | Committee Member |
| 4- Mr. Kamaran Mustafa | Committee Member |
| 5- Mr. Zrian Qanih | Committee Member |
| 6- Mr. Farhad Salih | Committee Member |
| 7- Mr. Triska Ihsan Al-Asadi | Committee Member |
| 8- Mr. Ali Majid Othman | Committee Member |

b) The Technical Team in (RTI – LGP II) and the PDS supervisors:

1- Mr. Sherko Mustafa Jawdat (Expert in Planning and Economic Development Regional PDS supervisor)

2- Erbil office staffs.

c) Sector Committees formed from the members of the Province Council and representatives of the governmental departments and the private sector.

Acknowledgments:

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- 1- Mr. Nawzad Hadi Erbil Governor
- 2- Mr. Tahir Abdullah Governor Deputy
- 3- President and Members in planning committee in Erbil Province
- 4- Erbil province council members, the participants in activating sector committees
- 5- Mr. Asa'ad Director of Erbil Province Planning
- 6- Mr. Fahd Engineer in Erbil Province Planning

- 7- Specially gentlemen whose working in (RTI – LGP II) organization:
 - a) Dr. Abdullah Muhammad / Team Leader of the Organization
 - b) Mr. Sherko Jawdat Mustafa / Regional Training Manager
 - c) Mr. Muhammad Rauf Jambaz / Program Manager in Erbil province office
 - d) Organization office team in Erbil

- 8- The gentlemen members in sector committees from the deputies of governmental departments and private sectors whose names are attached to plan designer list.

Soran Izaddin Faizi
Head of Erbil Province Council

The Governor's Speech

2-1 Province Development Strategy

Erbil province and its international partners have developed a complete drafting of Development and Improvement strategy document in the province, and that goes with national development strategy and national political framework for the social and economic plan within the provincial level. The document provides a strategic framework, sector strategies and the program which targets in rapid improvement of the life quality of the people of Erbil. That's why the PDS narrows the vision and follows up the quantity of targets in the economic growth field, provides job opportunities, fights poverty and improves rehabilitation and basic social services for the five years period of time 2.12-7...2.

PDS is stepping ahead toward the development plan in the province which previously, had no participation since decisions were coming from the higher authorities based on the sectors and in a partial and incomplete and short term mostly, because they were mere reactions. Erbil PDS gives chance to the province to prepare a strategic plan medium period life (5 years) based on the principle and targeted strategies and for the shortages in the economic statue and situation of society.

The comprehensive discussion and participation of the province government, and public unions, and local authorities and sectors and business agents and non governmental organizations and higher education foundations in the designing process up to now which also means the PDS gives chance to solving the struggles and coordinating inside governmental unions, and long term assistance between the sectors and companies inside the community regarding the strategic framework stick to social and economical development.

1.2 The Objectives of PDS Document

The development process of PDS is divided into two stages:

First, setting up a comprehensive strategic framework

Second, converting this framework into a separate strategy and sequences of sector strategies and plans and projects (look at appendix 1)

This document – local development strategy for Erbil province 2.12.-7.....2 is the outcome of first stage. The main objective in this document is to limit concord

transparent frame concerning vision and limited objectives for the purpose of growth and development of the provinces via a transparent strategy framework. Within the framework of this strategy, political choices will be brought to life, and objective priorities will be defined, as follows by setting up sectoral strategies plans and programs.

The frame of the body document is as follows:

- Clear vision on medium term development for Erbil province.
- Analyzing the drives of socio - economic retardation, and their impacts regarding to security.
- Reviewing development plan and the success f average in solving the essential challenges.
- Summing up the social and economical challenges which they will be solved in PDS.
- Start up exploring development opportunities in the PDS.
- Visioning phased objectives for economic development, creating job opportunities, fighting poverty, and human skills development and institutional transitioning.
- A five year strategy for growth and development of the province, limitation of the strategies and main program.
- Sequence of implementation and programs in accordance with key strategies for defang the direction towards the second phase of (Implementation) of PDS.

2. Summary of the polices and strategies since 5..2

2.1 The National Range

Besides the national development strategies (NDS), the framework of province works ad the local governments, there are three linked strategies in national economical policy in regard to implementing the PDS:

2.2 National Development Strategy (NDS)

The national development strategy which is considered the central point in the ministry of planning and developmental cooperation is playing a pivotal role in determination and accuracy in defining the economic and political assumptions

and suitable at the national level. But the rest of the national plans are ought to be based on a strategy originating from the views of different provinces in developing their societies. In another word, PDS should undertake essential and decisive roles for setting up and implementing the Regional Development Strategy and then National Development Strategy. The first step in this regard is to define and build clear connections among RDS, PDS and NDS.

In addition, and through close cooperation between the ministry of Finance and Planning, the required structure for the procedures of allocating resources should be closely linked with the PDS in the provinces. The PDS becomes a turning point with the different sectoral activities at the level of the provinces since all developmental efforts, planning, strategy prioritization, mobilization of resources and program implementation concentrates on the PDS.

2-1-2 Regional Reconstruction Program

The security situation in Iraq and in Erbil province in the year 2005 was unstable, and the economic status was in bad shapes which lead to economic depression, low employment rate in both public and private sector, rise of poverty self-insufficiency and weakness in the delivery of basic social and infrastructure services. The national framework relied upon for solving these issues is the Regional Reconstruction Program lead by the Regional Reconstruction Teams at the provincial level. As its priority, this reconstruction program needs to incorporate the international contributions of the different agencies working in the area of development and reconstruction into unified program aiming at strengthening the capacity of local governments and their efficiency in solving the pressing issues at the level of the community. The key for this part is a multi-party program which would provide necessary assistance to the local government so as to provide adequate services of electricity, water, communications, health, education, training courses altogether with developing required human resources.

2-2 The Local Range

There are three issues that have to do with looking into policies and strategies at the provincial level:

- 1- The impact of national framework policy on provincial development and growth
- 2- The performance of local governments in setting and implementing policies
- 3- The impact of the policy of transitioning towards local governance as a main target for service delivery

2-2-1 Performance of the local government

Currently, local governments in the provinces of Iraq play effective role in delivering education, health and social welfare. They also play a monitoring and responsible role in many areas related to solving pressing development issues. Therefore, the provinces play a huge role concerning the selection of sectors and the spatial distribution of public expenditure (capital fund in particular). These options, in their turn, affect economic growth in creating job opportunities and combating poverty as well.

This is the first endeavor by the local government to draft a PDS which is an all-inclusive framework for socio-economic development of Erbil province. Though the PDS is not derived from complete, adequate experimental information so as to apprehend the social and economic status of the province, it has made use of many symposiums on the NDS, the universal principles of Human Rights and the significance of dealing with poverty indicating the provision of services and sectoral interventions. PDS presentation displays the following items:

1- The PDS was not fully at the possession of the province, the government and its partners in the society; therefore, complete and effective implementation of projects are always looked at with suspicion due to lack coordination and integration among different ministries and governmental departments. In addition to this, the secluded role of the RRT is also ineffective.

2- Since the year 2005, the local governments have faced many political and administrative challenges including the challenge of administrating the provinces, and

these provinces have shown different levels of confronting these challenges. Consequently, the period between 2005-2007 focused on maintaining stability and was struggling with the issues of non-released cash amounts, maladministration of internal affairs, political turmoil and non-doable administration.

3- The broad objectives of the PDS have been translated into programs that could be turned into development plans. Non-clearance at the level of program and projects has badly reflected on the PDS and the allocation of the province's budget.

4- Monitoring and follow-up mechanisms were not set so as to re-direct the program throughout the supposed lifetime of the PDS. There is also no institutionalized mechanism to re-direct the strategic approach especially after coining new understandings and collaboration among the different layers of the society.

In line with the transitioning of the administrative and executive procedures, the local governments' role is turning into a consultative one altogether with an integrated method for service delivery, and this can be clearly manifested in the drafting and developing of the PDS which is led by different partners from different provinces and ministries.

Yet, building capacities in the administrative, institutionalized and leadership areas remain as key priority, and this applies to building effective partnership with community stakeholders and other international agencies working in the area of development.

2-2-2 The Policy of Transitioning Towards Local Governance

The authorities and tasks within or after the PDS need more gradual transitioning, and this requires enhancing integrated development of the planning process with the government at the provincial level with the cooperation of the government and municipal councils. Besides, special attention should be given to the following issues:

- The capacity to plan and manage projects, decentralization in service delivery and greater support for fiscal flow at the level of the province and the local councils

- Getting the low-income and marginalized people well engaged in implementing the PDS processes
- Effective combination among the local and the national government especially the ministries of Finance and Planning in the implementation of the PDS
- Strengthening partnership inside the local government departments especially the civil society organizations altogether with promoting livelihood at the family level.

2-2-3 Lessons Learned

Lessons that are highlighted within the current drafting of the PDS:

- There is a need for qualified human resources to efficiently work in the government and local authorities in the areas of planning, administrating and implementing development programs and projects.
- The implementation of PDS program should run parallel to developing capacities and promoting the provincial institutions for the facilitation of relevant growth
- The planning implementation of the PDS requires effective contribution from all governmental and local authorities and also the community stakeholders
- Conflict and destruction have escalated the level of insecurity inside the province and are inseparably considered as main obstacles before social and economic development which hinder the preservation of limited resources. Thereupon, the implementation of the PDS requires setting a strong strategic framework for mobilizing additional recourses from the national government, donor parties and the private sector.
 - The economic resources of the province, the diversity of productivity bases and developing relations among the main economic sectors are limited. Preserving these resources are among the main objectives of the PDS.
- Planning and budgeting should be closely linked; therefore, the PDS should provide strategic derives and program planning in a way which would lead to allocating resources for the province's priorities.
- The establishment of an efficient local government capable of delivering services, supporting the low-income population in adopting development process with the

purpose of achieving economic and social development in the provinces and the municipalities, and this requires a strong capacity for institutional development within the period of the PDS implementation.

3- Constraints

This section defines a number of constraints Erbil province faces and it defines the methodology, surveying and analyzing the socio-economic status via which the PDS is drafted. The local strategic framework within the period aims at capturing opportunities and tackling these constraints which mostly stem from insecurity and poverty the province faces. A statistical study of resources show the size of the structural challenges which the province is facing.

1-3 Security

Due to maintenance of security and its impact on economic development and the accelerating increase in combating the spread of poverty and the deterioration of social infrastructure in Erbil province, this development needs strategic factors for securing sustainable growth.

2-3- Poverty

Poverty can be generally defined as the lack of obtaining sustainable livelihood opportunities and these opportunities are described in terms of income, skills, knowledge and self-confidence till reaching the capacity of decision making. But, the prevailing security situations and lack of socio-economic data at the provincial level hinder the analysis of these situations from a micro level. But there are gaps in the existence of data on poverty in the province especially the poverty that women, widows and marginalized people suffer from. Rife poverty and need are supported by other indications such as conflicts, internally displaced people, unemployment and the access to basic social services such as health, electricity and potable water. All these factors show the aggravation of poverty.

3-3 Backwardness of Agriculture Potentials

Despite the fact that the majority of the provinces' population has public sector agriculture background, the rate of food self-sufficiency is limited. Public expenditures on agriculture as the main means of sustainable livelihood is on the decrease and the impacts of agriculture potentials backwardness are affecting agriculture productivity and food provision as well.

4-3- Non- utilization of local revenues

The local government in Erbil province faces huge challenges in utilizing its financial resources and administrating its expenditures in an efficient manner, and in addition to the fact that masked expenditure has influential impact on provincial development, lack of unified vision and methodology in the process of sustainable planning for development especially inside the different departments of the Regional Government and the sectoral institutions curbs the possibility of setting special standards for public services delivery. The local government has limit capacity and the national government does not provide it with continuous and gradual principles with regard to procedures on how to effectively perform budget execution.

The method of cash releases inside the government in addition to lack of proper planning and finance management contributes to the non-utilization of existing money and a surplus in the joint budget with a big increase of the populations' socio-economic needs. The strategic question is that to what extent these limited resources can be used for bringing about tangible impacts on the lives of the people and also on mobilizing extra resources for investment and facilitation for economic development.

4- Regional Growth and Development Choices

The analysis for the below mentioned constraints proposes the methodology for strategic development which deals with:

- Increase of conflicts and security concerns
- The rise of poverty and unemployment
- Lack of basic social services

When talking about the framework of growth and development, the following choices and strategies should be taken into consideration:

- Taking into consideration the importance of the supply of basic and necessary needs
- The viability of implementing capital, social and ethical investments for the revival of peace and security
- The significance of agriculture economy for the interest of the poor

These choices constitute the basis for drafting strategies which are built on strength points existing in institutional transitioning and orienting public expenditures towards low-income people.

4-1- The strategic method for development and growth

Obviously there is a need for a comprehensive strategy in response to poverty and security and with all what has to do with the structure which hinders development and growth. Despite the fact that all efforts should focus on curtailing conflicts, the strategies should prioritize the revival and promotion of service delivery in connection with the other sectors such as agriculture and limited industries.

The agriculture sector has high potentials as a source of income and employment opportunities and the local agriculture resources must be mobilized in the following manner:

- Improving the food security of the low-income families
- Enhancing agriculture and employment for the supply of needed raw materials for the manufacturing of agriculture products and other existing natural resources.
- Setting a foundation for economic development in the countrysides belonging to the province and eventually exerting efforts so as to move to a conflict-free world

The logical development of this broad strategic methodology assists the different sectors in defining their priorities on the basis of their capacity in contributing to creating job opportunities, curtailing poverty and in the long run prevalence of peace

and security, and this requires skilled interventions in the public sector, provision of services and the agriculture sector which would:

- Integrated methodology and sustainable planning for development and the optimum utilization of the province's limited resources can be put down to the facilitation of extending services and putting a limit to poverty.
- Strengthening the human resources inside the public sector and activating developmental institutions for tackling office backlog and development constraints
- Improving the role of provinces and local governments in defining local development and development opportunities and the facilitation of those opportunities

4-2- The principles on which strategic development are built on in the provinces

Concluding from the developments constraints and options mentioned in the previous pages, the following principles were behind the development of the PD:-

- The drafting and consultations within the PDS have provided favorable environment for conflict resolutions and bringing about a unified visions among people of different cultural, political and religious backgrounds
- The local strategic development provides bigger potential for sustainable economic changes adequate to confronting the current conflicts and poverty problems inside Erbil province.
- With the purpose of facilitating growth and development of the local government of the province, there should be effective partnerships with companies, civil society organizations and unions so as to tackle the security and social challenges of the province
- The provision of necessary resources so as to secure the efficiency of the local government in addressing development challenges
- The local government will take the responsibility of delivering services and guaranteeing democratic participation. Therefore, there is a need for effectively support the society via a process of integrated development planning and making it part and parcel of the institutionalized development of the local government

- Financing the PDS goes beyond the process of provincial budget preparation and execution; such a financing includes the contribution of donor international, national and regional agencies and the private sector as well
- The infrastructure will be enhanced in order to solve social constraints, supporting economic growth and addressing conflicts and security problems
- By the year 2012, a comprehensive estimation of the implementation of the PDS and its sustainability will be conducted.

SWOT Analysis

- Strengths

- Maintenance of the security situation
- Availability of capital money
- Availability of human resources
- Availability of investment opportunities
- Availability of specializations and different qualifications
- Availability of money resources
- Availability of oil wealth which helps the establishment of relevant industries
- Availability of agriculture which helps the establishment of agro-industries.
- The diversity of ethnicities in the governorate in addition to the existence of social awareness and a vision towards a brighter future
- Lack or very fewness of natural disasters
- Availability of free and diverse media in all the local and foreign languages in addition to the existence of satellite dishes

Weaknesses

- Improper accommodation of specialized and experienced people
- Monopolization of investment projects by the public sector
- Centralization of administration
- Lack of exchanging experience with foreign expertise in the area of investment
- Weakness of planning and follow-up
- Lack of honesty and decency and the weakness of the sense of citizenship
- Preference of personal interest rather than the public interest

- Administrative routine and the existence of many administrative constraints before the private sector
- Non-activation of laws in the interest of the common people
- Non-availability of a Master Plan keeping pace with current developments

Opportunities:

- Attraction of foreign investments
- Encouraging decent competition and avoiding monopolizing competition
- Granting tax rewards to the owners of industrial projects
- Enriching the technical information and know-how of the cadres through having them engaged in internal and external training courses
- Making use of the experiences of other countries especially the neighboring ones in the area of the provision of sources for capital budget
- Making use of foreign countries expertise, oil and other mineral explorations since they constitute 95% of the government's public budget
- Establishment of stock markets and free-zone markets
- The willingness of the KRG in supporting the projects of Erbil province

Threats

- Terror
- The interference of the neighboring countries into the internal affairs of Iraq and stealing its resources
- Administrative and financial corruption
- Lack of required academic and technocrat expertise
- The non-adoption of the principle of having the right person in the right position
- Fluctuation in currency (\$US versus Iraqi Dinars) exchange
- The instability of the administration system within the Iraqi government
- The immigration Iraqi minds, local investors and labor force
- Environmental pollution
- Inflation and scarcity of local productivity

The Erbil Province Future Vision

The Province: Agriculture, Investment, Industrial

The required values essential for development in the province:

1. Tolerance
2. Citizenship and affiliation
3. Security and Stableness
4. Passion
5. Getting rid of violence phenomena
6. Spirit of co-habiting
7. Modesty
8. Education
9. Dialogue
10. Fraternity
11. Accepting views and different opinions
12. Discarding extremism
13. Openness
14. Integrity
15. Accepting criticism and self- criticism
16. Transparency
17. Freedom of views and expressions
18. Self-denial
19. Clarity
20. Preferences
21. Decent Competition
22. Faithfulness

Mission Statement:

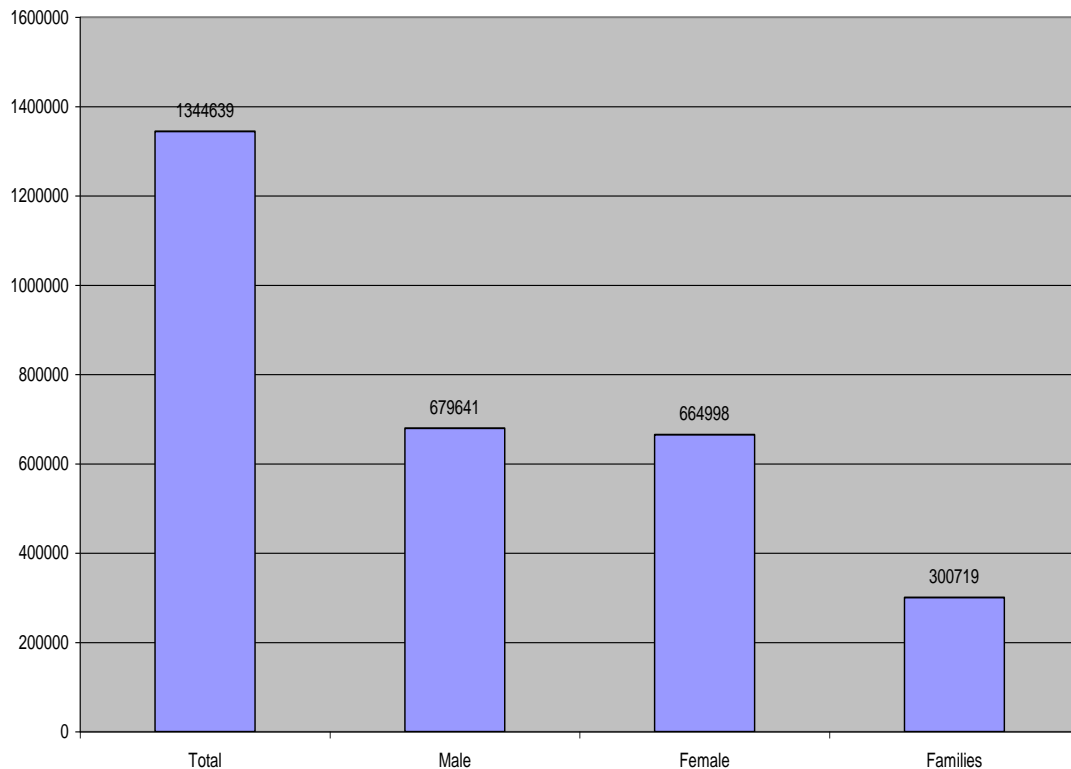
Erbil First

Together we build a more beautiful and cleaner Erbil, hand in hand toward Erbil stable and secure and economical development and equity in luxuries and services and rights in solidarity and collaboration toward advancement and providing work chances.

A brief review of the province:

Erbil is located on the 36.20latitude north and 44 east, between the governorates of Sulaymaniyah, Kirkuk and Mosul, Dahukk, with a population of 1344639 people, where the number of males is about 679641, while the females are 664998. The number of the families has mounted to 300719 families with an average of 5 members per each family.

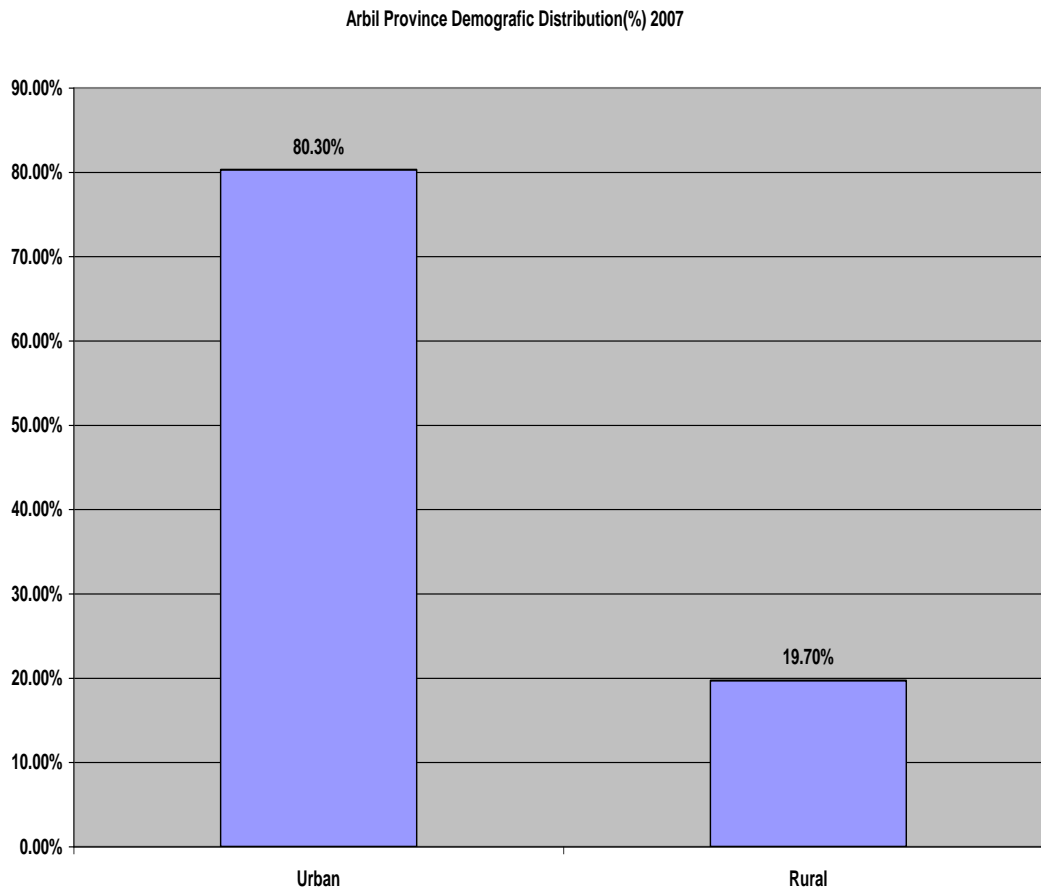
Arbil Province Population 2007



The average annual increase of population of Erbil is about 3%, in other word, it is about (50032) persons per year, which means providing basic services like (education, health, electricity and water etc.) of this mentioned number annually with about (10801)new housing units annually for new families.

Such data have been taken from the best available official sources for the years 2002-2004, which illustrate the danger that explains the high demand in turn of the rare supply, where the inhabitants' ratio at the urban areas is about 80% and the rest 20% are living in the countryside, note that according to the records of 1987, there were

63% of the citizens living in urban areas and 37% in rural areas, which shows the demographic change that caused great migration from the countryside to the city.



It is expected that the population score of Erbil would reach to (1635081) citizens in 2010 and (2160619) citizens in 2020, which means the need for future planning to meet the growing needs of the mentioned ratios, assuming that that basic available services are enough and meet the needs of citizens at the time being.

The number of villages in the province of Erbil amounts to (1258) villages with a population density rate of 93 per square Kilometer, where in the health side, the ratio between the individuals and the doctors is about 5600 persons for each public doctor, and (5486) persons for each specialist doctor, which explains the increasing demand for doctors.

Also, the ratio is (7499) citizens for each dentist and (10545) citizens for every one specialist pharmacist, note that the graduation program for the public doctors, specialists, dentists and pharmacists.... etc. doesn't comply with the increasing population density and the high population ratio that requires reassessment for the situation.

As for agriculture, there are more than (34040477) Acre of forest at the governorate

of Erbil, in addition to the presence of oil resources, wood and the natural resources and the available investment opportunities in development projects .

Where the proportion of the labor force of the (15-64 age group) among the inhabitants of the province is about to 39%, as 71% of them are males and 29% are females.

Also, the poverty rate is about 19%, in which they get less than 1 dollar per day according to the poverty standards of the United Nations.

Important necessities and obstacles in achieving objectives of the strategies with required sector strategies in accordance to its priority for achieving development in Erbil Province for the years 2008-2012

Water Recourses

The important necessities:

- 1- Solving drinkable water problem of Erbil and its suburbs
 - In the Centre – by taking benefit from drinkable water in the province and related to Erbil Ifraz project.
- Digging deep wells in the faraway areas in Erbil Ifraz project.
 - Erbil Suburbs – taking advantage from water of springs, wells, rivers and fountains
- Digging deep wells in accordance to the scientific specifications.
- 2- Setting up huge and small dams for different purposes. Like producing electricity power and agricultural purposes and guarantee drinkable water and avoiding floods and for touring purposes.
- 3- Improving sewerage network of drinkable water distribution and solving current problems
- 4- Solving solid waste disposal
- 5- Guaranteeing latest equipments for irrigation.
- 6- Solving yearly dryness problem
- 7- Opening different training courses for technical carders and workers in the field of surface and groundwater.

- 8- Studying and setting up irrigation projects within province border.
- 9- Banning trespasses in building sand query and obtaining formal agreement and locate the sand query from the side of Irrigation directorate.

The Objectives:

- 1- guaranteeing drinkable water
 - In the center of the province – Erbil Ifraz project
- Digging deep wells in accordance to the specifications.
 - Province suburbs – Deeps wells – Surface wells – wells – springs – rives – fountains
- 2- Building big and small dams for the following purposes:
 - Producing electricity energy
 - For Agriculture
 - Providing drinkable water
 - Avoiding floods
 - Tourism
- 3- Conducting studies and researches special to irrigation projects and groundwater (studying groundwater basins) by working on digging deep wells for monitoring.
- 4- Developing the sewerage network for distributing drinkable water.

The Hinders and Obstacles

- 1- Lack of necessary budget
- 2- Lack of necessary equipments
- 3- Non-availability of specialists for follow- up issues.
- 4- Obtaining the central government's approval especially for allocating budgets
- 5- Compensating the affected people in implementation of these projects.
- 6- Insufficient experience of the working cadres in research field
- 7- Little follow up and monitoring of the projects
- 8- Lack in punishment and motivation mechanism
- 9- Low awareness level of the people in using water

The Solutions:

- 1- Posing taxing on setting up irrigation projects and on digging deep wells and checking the wells
- 2- Opening an agricultural exchange for assisting the farmers for digging deep and surface wells for agriculture purposes.
- 3- Opening training courses for educating the farmers
- 4- Assisting the ministries who are concerned for building huge dams
- 5- Forming a committee to compensate the affected people
- 6- Sending and training the working cadres to outside Iraq for getting engaged in different courses and taking benefit from the courses in field of working
- 7- Preparing a TV education programs for raising the awareness of the people in using drinkable water
- 8- Levying ascending taxation on drinkable water

The Strategies:

- 1- Guaranteeing drinkable water
 - In the center of the province – via Erbil Ifraz project
 - Via digging deep wells and with scientific specifications
 - In province suburbs – via digging deep wells
- 2- Renewing and developing sewerage network for distributing drinkable water
 - Replacing the old and used parts in the network
- 3- Conducting studies and researches for building various irrigation projects and studying underground water basins via digging deep wells for monitoring
- 4- Building immense and small dams for guaranteeing the following:
producing electricity energy / for agriculture / avoiding floods / tourism

The necessities and recommendations of health sector

- 1- Reconsidering the health system:
 - Medical referral system.
 - Health assurance
 - Popular clinics

- Private clinic and private work
- Administrative structure and financial systems
- Setting up new mechanism for admitting students in medical colleges and institutes.
- Strengthening fundamental health care program and concentrating on setting up a national program for health education and related awareness raising campaigns.
- Functional job description of health cadres and technical practitioners.
- Reconsidering in applying the rules and health system.
- To work in accordance to family doctor system.
- Participation of citizens in bearing health services charges.

2- Guaranteeing short term necessities:

a) Medical needs:-

- Guaranteeing necessary and emergency medicines.
- Guaranteeing medicine and medical supplies from trusted companies and transparency in purchase mechanism.
- Establishing a body for medicine quality control and medical supplies or taking benefit from the well-known international companies who are working in this field.

b) Medical instruments:-

- Guaranteeing special medical and advanced instruments precise specializations.
- Opening productions units in health centers for the provinces and country sides.
- Setting up a national program for increasing coverage for maternity and childhood care program and fighting diarrhea and acute respiration system and the epidemic surveillance.

3- Building health foundations:

- Building emergency hospital in south and north of Erbil and building instant ambulance units on the main roads.
- Building hospitals special for treating:

1.Cancer disease

- 2. Neural system surgery
- 3. otolaryngology
- 4. gynecology and obstetrics
- 5. ophthalmology
- 6. pediatrics
- 7. Psycho and mental diseases

Or establishing specialized independent medical departments for these diseases in the new proposed hospitals.

- Building initial and complete health care centers.

4- Labor force:

- Training the cadres for running and maintaining medical and engineering instruments.
- Establishing a training institute for the health and medical cadres in different specializations.
- Training and preparing health and medical cadres in IT field.
- Training and preparing health and medical cadres in health administration: budgeting, planning, store management.
- Increasing working cadres in child delivering field (nurses)
- Guaranteeing specialization study inside and outside the region.

The objectives and the obstacles

The Objectives	The Obstacles
1- Decreasing the death average for infants for 100 born alive in 58 to 36.	1- Lack in maternity and motherhood care services. 2- Weakness in parents' health education. 3- Limit numbers of child and birth hospitals and or a seven month born child care.
2- Decreasing the death average of children under the age of five years old for every thousand born alive from 72 to 44.	1- Lack in maternity and child care services. 2- Weakness in parents' health education. 3- Limit numbers of child and birth hospitals and or a seven month born child

	<p>care.</p> <p>4- Lack of availability a program for accidents prevention.</p>
3- Decreasing the death average of mothers for 1..... births from 1132 to 48.	<p>1- Lack of availability of enough child bed for births.</p> <p>2- Weakness in health education with the pregnant women.</p> <p>3- Little coverage ratio for maternity and childhood care services.</p>
4- Raising coverage ratio of immunization program from %08 to %95 for the children under the one year of age in all the health sectors.	<p>1- Weakness in health education</p> <p>2- Lack in guaranteeing required resources and continuous immunization and prevention services.</p>
5- Raising birth coverage under the supervision of trained health hand from %72 to %92	<p>1- Lack of availability of enough child bed for births.</p> <p>2- Little number of cadres (nurses).</p>
6- Decreasing the rate of children with lost weight under five years of age from %7.1 to %9.7 and the children with overweight from %3 to %2	<p>1- Weakness of health education</p> <p>2- Little coverage for initial health care program and maternity and childhood care services.</p>
7- Decreasing the rate of loss weight children at birth from %2.1 to %1	<p>1- Weakness of health education</p> <p>2- Little coverage for maternity and childhood care services.</p>
8- Decreasing the spread average of deaths due to stomach diseases: (malaria, tuberculosis, measles and infantile paralysis) to zero	<p>1- Little special needed resources for fighting stomach diseases and the epidemic surveillance.</p> <p>2- Weakness of health education</p>
9- Decreasing the average of deaths resulted from accidents with rate %01	<p>1- Lack of enough bed for accident and emergency services.</p> <p>2- Lack of commitment to traffic rules.</p> <p>3- Competence of public roads</p>
10- Increasing the coverage pregnant via	<p>1- Lack of availability of enough beds for</p>

maternity and childhood care service by %09	<p>birth.</p> <p>2- Weakness in health education with the pregnant women.</p> <p>3- Little coverage for maternity and childhood care services.</p>
11-Increasing the rate of people who can get drinkable water for human spending from %06 to %75	<p>1-Lack of water liquidation projects and processing units for drinkable water.</p> <p>2- Lack of preservation on drinkable water resources.</p> <p>3- Blind use of drinkable water.</p> <p>4- lack of availability of trained cadres</p>
12- Increasing rate of the people who can take advantages from healthy deflation system and garbage removal from %07 to %85.	<p>1-lack of availability of healthy deflation projects.</p> <p>2- Little of health education.</p> <p>3- Lack of availability of equipments and cadres.</p>
13- Increasing the green areas in such a way not to less than %15 from the whole province areas.	<p>1-lack of national program for tree-planting and increasing the green areas.</p> <p>2-little environmental health education.</p>

Sequence	The Strategy
1	<p>1-Setting up a national program for raising awareness and health educating with the assistance of different administrations and mass media.</p> <p>2- Including all the fundamental health care centers in urban and rural areas to maternity and childhood care services.</p> <p>3- Building birth, child hospitals and care units for early born children.</p>
2	<p>1-Setting up a national program for raising awareness and health educating with the assistance of different administrations and mass media.</p>

	<p>2- Including all the fundamental health care centers in urban and rural areas to maternity and childhood care services.</p> <p>3- Building birth, child hospitals and care units for early born children.</p> <p>4- Updating national program for curative from the accidents and first aid and emergency cases.</p>
3	<p>1- Building birth hospitals and opening maternity units in the centers of fundamental health care in cities and county sides.</p> <p>2- Setting up a national program for raising awareness and health educating.</p> <p>3- Besides the given strategies in section 1, 2.</p>
4	<p>1-Setting up a national program for raising awareness and health educating.</p> <p>2-continuous guarantee fertilization services within the difference of pedestrian and mechanism in addition to including all stable centers of strengthening services.</p>
5	<p>Increasing number of hospitals and delivery halls and number of cadres and developing and training them.</p>
6	<p>1- Setting up a national program for raising awareness and health educating.</p> <p>2- Including all the fundamental health care centers to maternity and childhood care services.</p>
7	<p>1- Setting up a national program for raising awareness and health educating.</p> <p>2- Including all the fundamental health care centers to maternity and childhood care services.</p>
8	<p>1-guarantee necessary resources for treatment program from stomach diseases and the epidemic surveillance.</p> <p>2-Raising health awareness.</p>
9	<p>1-Increasing number of beds and opening emergency and accident hospitals.</p> <p>2-strict application of traffic rules and regulations.</p> <p>3-repairing main roads and increasing road networks for appropriate use.</p>
10	<p>1- Building birth hospitals and opening maternity units in the centers of</p>

	<p>fundamental health care in cities and county sides.</p> <p>2- Setting up a national program for raising awareness and health educating.</p> <p>3- Besides the given strategies in section 1, 2.</p>
11	<p>1-</p> <p>2-guarantee trained cadres for managing these projects.</p> <p>3-awaraness and health education.</p>
12	<p>1-</p> <p>2-guarantee trained cadres for managing these projects.</p> <p>3-awaraness and health education.</p>
13	<p>Performing a yearly national program for tree-planting and increasing the green areas and surrounding the cities and country sides with a green strap besides increasing health and environmental awareness.</p>

The Agriculture Sector

The Necessities:

- 1- Working on increasing production in the survey unit and providing supplies, new technologies and building irrigation projects.
- 2- Reconsidering law of land ownership.
- 3- Developing villages and lessen its differences with cities.
- 4- Activating agriculture bank and encouraging agricultural investments.
- 5- Opening training courses for instructing farmers, pheasants and owner of the projects.
- 6- Activating role of technical cadres and opening training courses inside and outside the region.
- 7- Building factories for agrarian and animal products and encouraging private sectors and foreign investment companies in this regard.
- 8- Building cool stores in different areas and building new and latest silo in accordance with the areas.

- 9- Conducting a complete survey for agriculture sectors and forests and pastures and animal recourses.
- 10- Generating a policy and suitable marketing mechanism for local agricultural productions.
- 11- Issuing rules and legislation for protecting the producer and consumer.
- 12- Protecting natural wealth of forests and wild life and pastures via legislating necessary rules.
- 13- Controlling the quantity and quality of annihilative used agriculture.
- 14- Activating role of agriculture quarantine and veterinary and building measurement labs and quality control.
- 15- Reaffirming on the rules and instructions special to the agriculture sectors.
- 16- Activate an assistant mechanism between the universities institutions and the agriculture sectors and allocating scholarships in the specialization which serves the agriculture development process.
- 17- Preparing and using latest irrigation equipments (for instance splashing irrigation with its different types and dipping).
- 18- Decreasing groundwater in the villages by building groundwater basins and digging artesian wells.
- 19- Building small and big size dams.
- 20- Building protein manufacturing factories.
- 21- Developing artificial fertilization and improving offspring via opening animal educating projects.
- 22- Decreasing poultry and livestock butcheries.
- 23- Opening milk collecting centers and adopting new methodologies.
- 24- Giving importance to providing supplies and animal wealth projects with guaranteeing spare devices.

- 25- Setting up a plan for controlling animal and epidemic diseases and common diseases and rooting them out.
- 26- Producing good quality seedlings for commercial purposes and providing seeds of quick growing trees for producing wood.
- 27- Thorough survey of soil.
- 28- Developing and increasing bee improving projects.
- 29- Giving importance to the agriculture syllabus and protecting environment in all the stages of teaching.
- 30- Building green stripe around the cities and towns.
- 31- Increasing the number of projects of animal wealth to meet the increasing need of the population.
- 32- Considering the establishment of factories to produce medicines and veterinary vaccination.
- 33- **Strengthening** relation with international organizations for fighting epidemic disease and sectoral development.

The Objectives:

- 1- Establishing irrigation projects through the companies special in this regard like providing quality category and cement and agricultural supplies and encouraging farmers to follow up complete agriculture cultivation.
- 2- Study land ownership law on the level of ministry and parliament for solving all problems and disputes regarding lands.
- 3- Activating laws and regulations special to protecting the agriculture lands for encouraging reversed immigration from big city to town.
- 4- Supporting the farmers for implementation of agricultural projects through activating agricultural bank and agricultural investment.

- 5- Developing the ability and skills of the farmers for purpose of increasing production and following up the new ways in agriculture.
- 6- Developing the ability of technical cadres through out opening training courses inside and outside the region to go along with the outcome development in the agriculture and scientific field to guide the farmers to manage the projects with more efficiency.
- 7- Encouraging local production and decreasing importing and supporting farmers, peasants and the agricultural producers.
- 8- Keeping the agricultural products from decaying and storing the products in an intact way and sending them to markets in a suitable season.
- 9- Having precise knowledge on the current situation of agriculture in the sectors of forest, pastures, animal wealth and other sectors.
- 10- With the purpose of protecting local agriculture producers and consumers, there be a certain policy and efficient marketing mechanism in place via the issuance of relevant laws and regulations
- 11- Protecting consumers from exploitation and protecting agricultural products through out issuing special rules and regulations.
- 12- Protecting natural wealth of forests, wild life and pastures and developing them though out activating special rules to them.
- 13- Protecting the environment and people from bad effects of destructives though out controlling and right using of agricultural used destructives.
- 14- To avoid the break out of previously non-existing diseases and insects inside the region, the role of agricultural and veterinary quarantine should be activated in order to avoid entrance of destructives, foods, veterinary medicine via activating the role of measurement labs and quality control.
- 15- Reconsidering the laws and regulations special to agriculture sector in order to better suit with the current situation of agricultural development.

- 16- Enriching experience and skills of agricultural cadres for developing the agriculture status through activating a mechanism for cooperating between the universities and agriculture sectors and devoting agriculture scholarships for agricultural cadres.
- 17- Right use of irrigation quantity and avoiding use of cement via preparing and using new irrigation equipments.
- 18- Supporting the farmers and peasants and owners of the agricultural projects by providing their needed amount of irrigation water from the groundwater basins and artesian wells for storing water and using it when it is needed.
- 19- Guarantee the requirements of agricultural animal projects and decreasing importing protein.
- 20- Improving animal offspring via increasing milk production in quality and quantity.
- 21- Guarantee the sources of meat with health conditions.
- 22- Encouraging the production and increasing production of milk and preparing factories for canning and supporting the producers.
- 23- Supporting the producers and guaranteeing the animal protein for the purpose of giving continuity and administering their projects.
- 24- Growing animal wealth and protecting public health.
- 25- Producing fruits with a good quality free from diseases as well as producing trees of good quality.
- 26- Precise knowledge on the kinds of soil for the purpose of specifying what agriculture products suits them.
- 27- Increasing honey production and encouraging the producers.
- 28- Developing agricultural education in the schools.
- 29- Protecting the environment from the damages and consequences of Sandstorms and cold wind in winter and creating tourist places.

- 30- Ensuring animal protein and guaranteeing safe food and increasing milk, meet and egg.
- 31- Decreasing relying on the importing good from the outside and protecting animal wealth and increasing animal production.
- 32- Consulting organization of (FAO, OIE, and USAID) and taking benefit from their experience when needed.

The Obstacles:

- 1- Lack of availability of water portion with suitable quantities.
- 2- The current laws and legislations do not fulfill the agricultural sector development needs and lack of solving most of the disputes related to land ownership.
- 3- Lack of ability of most of the farmers to guarantee living cost for themselves in villages because of little of agricultural products of their lands and lack of existence of basic services.
- 4- Lack of existence of needed specialty for agricultural banks for supporting the farmers and small projects.
- 5- Little existence of instruction centers and little existence of instructing cadres and lack of prospect from the instruction centers.
- 6- Lack of farmers and peasant capability to bear continuous loss due to bad marketing and lack of governmental support.
- 7- Lack of availability of financial ability or lack of availability of financial allowances also lack of political stability in the area.
- 8- Lack of activating marketing in a central form.
- 9- In need of specialist and trained cadres as well as for necessary equipments.
- 10- Existence of some bureaucratic groups and social problems among the landlords and their problems together.

- 11- Existence of bureaucratic groups in universities.
- 12- Lack of financial ability of ministry of agriculture for devoting the requisite numbers of the equipments.
- 13- Lack of financial specializations and special studies to the projects and lack of farmers' education regarding building dams and their benefits.
- 14- Existence of political and financial obstacles and lack of availability of financial support.
- 15- Fewness of cadres and financial specializations and fewness of raw sources for manufacturing protein and lack of encouragement to farmers.
- 16- Demanding change in habits and nature of farmers with the necessities of having an objective for the milk can drainage. (.....)
- 17- Lack of needed experience and capital.
- 18- Weakness of farmers' response and help from the animal breeders and lack of completing other elements for protecting animal wealth (like medicine, vaccination and little of experience.)
- 19- Lack of availability of seedlings in quantity and quality for meeting the increasing needs and lack of availability of enough sources for new kinds and categories.
- 20- Lack of having suitable capitalism and spreading of epidemic and special diseases of bees and ill using of destructives and lack of availability of special agricultural programs for protecting the environment in teaching.
- 21- Lack of availability of capitalism and existence of disputes on land ownership which is devoted for this purpose.
- 22- The demand to capitals and lack of existence or activation of agricultural bank and guarantee the needed lands and educating toward setting up these projects.

23- The demand to experience and specializations and needed equipments and changing farmers' negative views for local producing and financial support for these projects.

24- The unstable political situation is avoidance for international organizations to work in the area.

The strategies:

1- Increasing the productions in survey unit with providing supplies and new technologies and building irrigation network projects.

2- Activating agricultural bank and encouraging agricultural investments.

3- Building cool stores in production areas and building factories for agricultural and animal products.

4- Activating a cooperation mechanism between the universities, institutions and agricultural sectors and devoting scholarships for specializations which serve agricultural growth process from sectoral agriculture cadres.

5- Building huge and small dams and giving importance to irrigation projects.

6- Increasing the number of animal wealth projects to meet the needs of residences.

7- Strengthening the relation with the organizations to fight epidemic diseases and developing agricultural sectors.

8- Setting up a plan for controlling and rooting epidemic animal and common diseases and giving importance to providing supplies and animal wealth projects with guaranteeing spare dwellings.

9- Issuing rules and legislations for protecting the producer and the consumer and creating adequate marketing policy and mechanism for local agricultural products.

10- Protecting natural wealth of forests and pastures and wild life via legislating necessary rules and reconsidering the rules and regulations special to agricultural sectors.

- 11- Preparing and using latest irrigation equipment like splashing irrigations and speckling for decreasing dryness in the villages by building underground water basins and digging artesian wells.
- 12- Reconsidering the land ownership laws and with conducting a complete survey for agricultural sectors and forests and pastures and animal wealth.
- 13- Developing and increasing bee growth projects with decreasing using the destructives which affects the bee breeding with the ability of using biological destructives.
- 14- Thinking of building manufacturing factories of veterinary medicine and vaccinations.
- 15- Developing villages by opening hospitals, schools, stadiums and streets to approach their life standards with cities.
- 16- Complete survey for soil and categorizing it.
- 17- Producing categorized seedlings for commercial purposes and proving seeds of trees which will grow quickly to produce wood.
- 18- Building a green stripe around the cities for making the cities beautiful and encouraging tourism and protecting the cities from sandstorms.
- 19- Activating agricultural and veterinary quarantine and building lab centers and quality control.
- 20- Establishing protein factories with opening milk collecting centers and using new methods with increasing animal and poultry butchery projects.

The Electricity Sector

The Necessities:

- a. Generating (for the region)
 1. Building two steam station for generating power with the capacity (...1) megawatt for each one.

2. Acceleration in completing (Bekhma Dam) and its electricity station.

b. The Transformation Stations

1. Building four secondary stations for transforming energy (11/33/132) Kv with capacity (...2) megawatt for each one (East, West, North and South of Erbil).

2. Rehabilitation of existing stations

3. The Transformation Lines

1. Connecting the current transformation lines (132) Kv. with each other to make them a network and increasing their capacity in order to increase the incredibility.

2. Starting to build a network of high tension lines (...4) kV in order to be able to connect it with the national and regional network and for transforming bigger quantity of energy.

c. The Distribution

1. Distributing electricity energy in the main provinces via underground cables.

2. Setting up suitable ascending custom for electricity energy to ration the consumption and fare distribution.

d. Quality Control

1. Building centers for central control for region including (SCADA) system and sub-control centers in the main provinces.

2. Building research center for studying how to operate the system and future planning thought coordinating with the universities.

The Objectives:

1- Saving electricity energy required for the Erbil province citizens without cut.

2- Guarantee the required services for the whole province.

- 3- Rising towards the development and taking advantages from the technology for presenting better services in the whole aspects of life.
- 4- Guarantee stability in electricity system on the generating projects from the secondary stations and distribution networks.

The Obstacles:

- 1- Lack of availability a suitable budget.
- 2- Decrease in administration competence.
- 3- Lack of fulfillment the electricity wages.

The Strategies:

- 1- Building a study and research centers.
- 2- Building transformation stations.
- 3- Expanding and connecting transformation network (11/33/132) Kv.
- 4- Building a quality control.
- 5- Building new generating stations.
- 6- Distributing electricity of energy via underground cables.

The Educational Sector

- 1- Developing the syllabus of educational stages and taking benefit form the experience of similar preceded countries to us in this regard.
- 2- Establishment (kindergartens, nurseries, schools, housing the teachers....etc.)
- 3- Providing the stationery for students.
- 4- Opening strengthening and training courses for teachers.

- 5- Providing items, furniture and supplies for activities and the scholastic effectiveness.
- 6- Providing computers and schools supplies.
- 7- Providing transportation means
- 8- Dedicating special studying hours for illiterates and encouraging the drop out students to resume schooling
- 9- Providing the requirements of labs and educational means
- 10- Providing special supplies to the examinations.
- 11- Strengthening the social relationships and following up the problems.
- 12- Building special halls for sport activities in the schools.
- 13- Building kindergartens in the schools.
- 14- Paying attention to scholastic nutrition in the schools.
- 15- Paying attention to collecting information special to students in the schools.
- 16- Paying attention to the design of the schools.
- 17- Building house and apartments for teachers in the villages, suburban and country side.
- 18- Providing studying supplies in its time and with the start of academic year.
- 19- Paying attention for storing and keeping books and supplies in the schools.
- 20- Opening a TV channel for education

The Objectives:

- 1- Improving skills and ability of art and science branches' students at the early years of age.
- 2- Executing compulsory studying plan.
- 3- Non- deprivation of children from studying.

- 4- Building residencies for teachers.
- 5- Handling the rising number of students inside the classrooms.
- 6- Building typical schools
- 7- Reconstructing and rehabilitating the old schools.
- 8- Providing the study supplies for the needed students or of limited income.
- 9- Developing the experiences of teachers and their background in study syllabus and that's through sending them to outside Iraq to get aquatinted on the education syllabus.
- 10- Treating the existing shortcomings in the educational syllabus in the institutions, and colleges special to preparing teachers.
- 11- Giving importance and encouraging technical field in the schools.
- 12- Increasing the activities and school yearly festivals in educational field and various sports.
- 13- Strengthening the educational program in the all the fields via developing the current syllabus.
- 14- Providing the furniture and complete supplies for the recently established schools.
- 15- Giving importance to inserting computer to ways of teaching.
- 16- Giving importance to examination administration.
- 17- Giving importance to literacy eradication.
- 18- Increasing and developing kindergartens.
- 19- Using educational means during explanation of lesson.
- 20- Limiting the shift of studying of the schools and if possible to have one studying shift for every school.
- 21- Change the studying hours of schools from 9/1 until 6/1

22- Setting two study holidays in the year, the winter from 12/02 until 1/3 and spring from 3/15 until 3/25

The obstacles:

- 1- Lack of providing lands for building schools in new quarters along with the increasing of population and raising attendance for studying.
- 2- Lack of typical designing in accordance with international measurement for building kindergartens, general and technical schools.
- 3- Lack of experts to give lectures in the courses
- 4- Delaying building the schools and their rehabilitations.
- 5- Lot's of routines during performing the projects.
- 6- Lack of availability of healthy place for storing and distributing foods in the schools
- 7- Lack of existence of skilful experts in computer field and little computer machines besides the study needs for labs and furniture.....etc.

The Strategies:

- 1- Composing new designs for kindergartens, public and technical schools.
- 2- Building kindergartens and schools in accordance with the prepared designs and with the needed number within the level of the quarter or sectors or city.
- 3- Setting up a complete plan for rehabilitating the kindergarten and schools in a developed manner.
- 4- Opening courses, seminars and academic sessions for teachers.
- 5- Preparing the administration cadres in kindergarten and schools.
- 6- Providing supplies and cloths and the sport activities equipments

- 7- Providing items and supplies of the schools.
- 8- Providing computer labs for training students on computer software.
- 9- Providing lab equipments and tools and educational means.
- 10- Providing examination supplies.
- 11- Giving importance to build rapidly.

The Higher Education

The requirements:

- 1- Attracting holders of high and rare certificates to Kurdistan universities through encouraging getting back the competence of immigrant Kurds.
- 2- Training and establishing course and educational session for instructors and educational and field cadres.
- 3- Existence of big shortages in number and specifications of the buildings and labs in the universities.
- 4- Giving importance to private universities
- 5- Developing the relationships with the international universities.
- 6- Giving importance to the scientific side of academic study and renewing the labs and the techniques used inside the labs.
- 7- Establishing a general directorate belong to ministry of higher education by developing the syllabus and translating and printing the sources.
- 8- Establishing a directorate special to the scholarship and limiting the strategies in granting the scholarships according to scientific efficiency for the candidates.
- 9- Building a special hotel in Erbil to college tutors and their families especially the guest instructors and lectures and taking advantages from the Turkish experience in this regard.

10- Building new dormitories for students contain suitable furniture, restaurant and cafeteria.

The Objectives:

- 1- Raising with scientific level in the institutions and colleges through out developing the syllabus and educational cadres and developing the labs
- 2- Providing and facilitating the communication means with international scientific libraries to go along with the scientific development and facilitating getting acquainted magazines and scientific research releases
- 3- Creating scientific studying atmosphere in different colleges.
- 4- Establishing special directorate for developing syllabus and translating and printing scientific sources.
- 5- Developing cooperation mechanism and connection with science universities.
- 6- Developing labs and used techniques inside them and developing application syllabus and science lessons.
- 7- Establishing cooperative association for building residency communities for instructors and university tutors, the government contributes by providing lands and infrastructure services.
- 8- Providing buildings and hotels special to universities just like resident doctors' buildings for residing the comers, tutors and supervisors.

The obstacles:

- 1- Lack of availability of scientific relation with advanced countries then lack of getting enough number of scholarships from the original universities in these countries and lack of availability scientific and financial ability for developing the syllabus and scientific level of universities.
- 2- Lack of required budget also lack of existence of clear plan for providing communication centers and means.

- 3- Lack of existence of plan and program and objective in this regard
- 4- Lack of existence of plan and budget and executing mechanism.
- 5- Lack of existence of clear plan
- 6- Lack of existence of budget, plan and execution programs.
- 7- Lack of maturity of cooperative mentality and keep depending on the governmental funds which can not be provided.
- 8- Devoting piece of land and budget for this purpose.

The strategies:

- 1- Coordinating between the universities and ministry of higher education for particularization of the requirements and setting up a plan with short, medium and long term, and coordination between the ministry and regional government for achieving this plan as much as possible through out its relation with various countries and via the central government of Baghdad.
- 2- Setting up special budgets for communication centers.
- 3- Contacting the investment companies for latest readymade designing of study halls with audiovisual presentation means.
- 4- Taking benefit from the firmly established universities' experience regarding this topic and working with some of these universities for achieving this objective.
- 5- Taking benefit form the personal relation with the Kurdish instructors in the international universities for creating contacting sessions and developing, supporting, giving importance to them and formal subsidization.
- 6- Providing financial allocations and taking benefit from international universities in the field of used techniques and syllabus also the experience of international company in execution.
- 7- Adoption of cooperative association idea for building residents and set up an internal memorandum for it besides getting the legal approvals in this regard

and devoting piece of land and providing the budget and a suitable design for the project.

The strategies:

- 1- Preparing and shaping specialized educational cadres and with enough number which meets the needs and develop the gradual scientific system.
- 2- Develop the educational and scientific skills and setting up the program and providing the needed supplies for this regard.
- 3- Shaping contemporary libraries and internet networks and connect them with international libraries and research centers.
- 4- Developing the system of private universities and encouraging their establishments and setting up regulations for their syllabus, and way of teaching, exam mechanism and evaluation.
- 5- Making haste in creating scientific relationships with the international universities.
- 6- Giving importance to the scientific side through them.
 - a) Develop the decided syllabus.
 - b) Develop the labs and scientific locations
 - c) Following accuracy and scientific method in selection of MA and PhD topics.
 - d) Giving importance to researches which are presented by the students in their last years of study.
 - e) Setting up specialized educational courses and arranging scientific meetings.
7. Guarantee a building for residing the instructors and visitors.
8. Making haste in establishing an association for building cooperative residency for college tutors.

Law and Justice Section

Requirements:

1. Doing a review to the current laws and making suitable with Kurdistan situation.
2. Giving independency to judicial authority especially in administration and financial sides.
3. Giving independency to the judges and members of public claims.
4. Giving importance to female gender in justice section.
5. Publishing law and justice educations in the community via the mass Medias, educational syllabus and civil society organizations.
6. Opening a justice institution.
7. Establishing administration courts for solving employees' problems.
8. Using computers in the courts.
9. Building two communities for judges in Erbil (East and West)
10. Establishing the communities for judges outside Erbil boundary in villages and suburbs
11. Supervising the jails by the ministry of justice and the judges
12. Giving back the investigation power to justice investigators
13. Forming justice police force

The Objectives:

1. Going a long with the general advancements in all the aspects of (the Politics, Economics, Social and finance.) as the current exist laws of fine and taxes. The legislations half century ago are not suitable with the political and financial circumstances of current time.
2. Achieving the separation principle between the authorities, for every special authority a studied special freedom flew out from specialization, creativity and reward

3. For achieving justice and sovereignty of law, we are targeting in lack of obedience of the judges, legislators and general Prosecutors from the parties, political, tribal, race commands...but to represent clear and fair, serviceableness and trust.
4. Achieving the equity generally between the men and women in law and legislation aspects, witness, heredity, employing, and freedom.
5. A complete simple definition of the laws and legislations for the whole levels of community via books, brochures, publications and link it with the educational syllabus within the primary stage and what follows in order to understand the expression (no ignorance to the laws and Defendant is innocent until it is proved)
6. Preparing the judges, general prosecutors, detectives and justice cadres... with opening courses for developing their performance effectiveness.
7. Opening a justice institution: - an appropriate level academic in the syllabus, instructors and teaching styles.
8. Opening private administration courts for considering the employees' problem in administration for the cases (, allowance, advancement, status, service, specialization, functional grading, certificate, creativity, and appreciation for those who has no warning or scolding in order the whole employees in the ministries to have a resort for getting their lost rights, also, being cautious, feared from the punishment, idleness, being absent, disobedient to orders...etc.)
9. Making haste in settling claims in the whole of the courts through out a limited time which has to known by the visitor, using computer and internet in the courts and operating them by competent employees.
10. Transporting the locked up prisoners to ministry of justice assortment with its all stages and to know the reason of locking up and the maximum time for locking up and the lawful stages for the whole rights...and making appointments for the trials and the reasons and the law article which the obligation refers to and hiring lawyer and meeting the accused person

alone...with his relatives and family and providing all his requirements which they are not affecting the justice and letting him to have listening and visual access to mass media and having books.

The Obstacles:

1. Making haste in writing a special constitution to Kurdistan region after curious study to the circumstance of Kurdistan in all aspects: the religion, beliefs, principles... outside looking forward and going along with the development and a clear safe studied vision for bright tomorrow
2. Getting away from the dull tough heredity routines and going along with the advanced countries (method, system and program)
3. Lack of intervention to justice and its rights from any parties, administrative or political because the justice is above all and laws are applied to all and it is the only honor guard for community rights.
4. Making haste and special study to open a justice institutions with its law, administration, required supplies, cadres, and applying for the required studies to the council of ministers of Kurdistan region for opening this lawful establishment to prepare judges be worthy to the trust of Kurdistan communities, who they have sacrificed a lot.
5. Special legislation for civil service law for the operative officers. The legislation of now is of the thirties of previous century and lack of having a special administration law for to care about the concept of (the number of years of serving, allowances, movements, serving addition, civil, military and Peshmerga) and all the administration employment stages for the purpose of limiting the number of years which deserves the rights of retirements also specifying all these rights for the employees in the chain of serving.

The Strategies:

1. Independence of justice authority internally and externally.
2. Independency to the judges and general prosecutors in all aspects.

3. Legislation of suitable laws for real Kurdistan community.
4. Establishing two appealing presidencies in the center of Erbil province (East and West of the province)
5. Publishing justice legislation via...newspapers, magazines, TVs, education syllabus, and all other means suitably and academically.
6. Opening high justice institution foundation.
7. Giving back the investigation authority to investigation officers.
8. An executive institution for justice police and its all cadres are to be investigator officers and commissioner cadres and capable concessionary polices.
9. All prisons should be supervised by the ministry of justice.
10. Paying high attention to feminine elements in the course of justice.
11. Providing computers to all government departments.
12. Opening specialized administration court to the personnel affairs.

Environment sector

The requirements:

1- Establishing a scientific project for the disposal of waste, note that the quantity of waste at the center of Erbil reaches to 9 Tons per day. And that such a waste could be used for generating electricity at a rate of 6 Mega Watt / hour, or in other ways like circulating them and using them as chemical fertilizers.

2- Establishing sanitary projects.

3- Importing new vehicles and factories, and the control over and maintain the old ones, besides installing treatment units for such labs to prevent the contamination of the environment.

4-The increasing of green spaces and create a green belt around the city, where the green spaces' ratio should not be less than 15% at the cities.

5-Securing quality and quantity of the drinking water and replacing all or most of the water network for being old and improper, and centralize the sterilization processes and make it in a modern manner.

6- Protecting the biodiversity for it is legal, ethical and moral process besides the establishment of natural and artificial reserves, as well as protecting the animals and establishing relevant laboratories to develop this sector.

7- Setting up a campaign to decrease 5° of the Cities temperatures, through starting a planting campaign.

8- Utilization of the available alternatives for energy production like winds, water, and the solar energy.

9- Applying laws for protecting and improving the environment, as well as the traffic and road works.

10- Increase the environmental awareness.

11-Opening environmental research centers and providing probes for the environmental contaminations

12-Encourage local and foreign investment in the medical field and establish accurate specifications for the medical units and their buildings, facilities, and establishing strict regulations to control Providing high standard medical equipments, their cadres and administrations.

13-Set up survey to follow up the mineral water treatment and the encourage establishing health projects according to the global standards and specifications for the natural cure.

14- Opening training courses for the environmental cadres

Objectives:

1-Providing drinking water.

2- Follow-up water and sewage projects

3- Follow-up how to solve the wastes problem (remnants of houses and sanitation).

4. Follow-up the improvement of the environment in terms of cleanliness [smoke, the air and the industry]

Obstacles:

- 1- Non-securing enough vehicles
- 2- Non-securing the fuel for the cars.
- 3- Non-securing the test materials and devices.
- 4- Lack of interest in training the cadres.
- 5-Failure to provide a budget to cover expenses and insurance requirements

Strategies:

- 1-providing vehicles to the capital, and the districts for both irrigation and water
- 2-Securing DPDI pills to measure up the chloride material.
- 3- Providing 2 chlorometer devices.
- 4- Providing 1 refrigerator.
- 5- Providing (KIT) devices to detect the nitrates
- 6- Providing devices to measure up the speed of air and noise.
- 7-Securing the laboratories needs in (Shaqlawah, Suran, Chuman, Qoisenjaq, Mergasur, Makhmour, and Dashti Hawleer.

Women's Affairs sector

The requirements:

- 1- /A- The emphasize on the item (23) from the civil and political rights law from the draft constitution of Kurdistan territory, where the women participation rate should not step-down the 25%.

B- Opening rehabilitation center for the women in this respect.
2- Allocation job opportunities for women to enable them to be entrepreneurs without bias and according to the law.

3-Appointment of women in all jobs and put the right person in the right place, besides providing job opportunities for the women even in the private sectors.

4- Opening literacy centers.

5- Developing and increasing the role of the organizations and supporting them financially.

6- Disseminating the culture in the society and the family.

7- Due to the large and increasing divorce cases, we must pursue and achieve the following: -

A- Social education.

B- Non-forced marriages.

C-Legislate a marriage law so as to proportionate between the man and women in terms of the age, culture, and accounting the law violators.

8-Allow women to obtain the fellowship and missions.

9-The heed in opening an informational channel develop the women's abilities.

10- Participation of the women in making decisions according to the importance of the women's role in the three: legislative powers, executive and judiciary.

11- Changing the education system and education at all its levels and changing the curricula and developing the design of school buildings.

12- The compulsory education and the continuation of the women's education and providing the study requirements by the government.

13- Improving the women's health status, in which it directly affects the family and community.

14 - Opening special halls of women's sports (Elegance, massage, Volleyball, basketball).

15- Constructing more maternity hospitals and securing the maternity insurance and the social guarantees.

16- Birth Control.

17- Review women's safe houses programs and increase its centers, and their scientific and legal programs thought and supervision of the Ministry of Women's Affairs as well as its material and moral support.

18- Amending the Personal Status Act.

Objectives:

- 1- Facilities for women whom they work outside the home.
- 2- Improving women's economic status, her independence and self-reliance.
- 3- Educate women in all fields.
- 4- Benefit from the experience of developed European countries.
- 5- Providing health education and paying attention to the mother and child.
- 6- Educate the community to reduce the incidence of divorce, suicide and rape.
- 7- Liberation of women from poverty and unemployment.
- 8- Dissemination of Literacy campaigns and spreading of science and knowledge.
- 9- Equality of men and women.
- 10- Improving the economic, political, health and social living conditions (and achieving the social justice between all the classes).

Obstacles:

1-Lack of family awareness.

2- Low cultural level of society and the family.

3- Lack of the political approach for the women in Kurdistan through the fields by the legislative, executive, judiciary and the political authorities.

4 –Lack of social guarantees for the family and women according to the law in terms of texts and application together.

5- Lack of good programs in the area of literacy and the lack of the necessary means, and transportation, and failure to allocate adequate funds for cadres.

6- Lack in legal-awareness and the application of law as well.

7- Lack of moral and material support for women's organizations according to the need as well as the erroneous interpretation of the role of these organizations by some of this society.

8- Old clan traditions and habits of that could be an obstacle before the progress of the women's organizations.

9- Lack in paying attention to the sport by the family due to the lack in sports awareness.

10- Lack to agree on a culture and the international countries concerning the women.

11- Absence of a link or bridge between the government and the NGO concerning the women.

12- Absence of nurseries and kindergartens, although there are private ones but have no ability to solve the problem due to their high costs.

13- Lack of safe houses and the programs to develop them as well.

14 - The presence of differentiation between the man and woman, in which it leads to the lack of trust between them and the lack of social justice.

15- Absence of rehabilitating and training courses for the female cadres.

16- Absence of the necessary controls on the markets, rental houses, doctors' fees and the expensive medicines.

17- Absence of thoughtful plans to send female cadres outside Iraq for the exchange of experiences with international women's organizations.

18- Lack of interest in women in the media.

19- Absence of banks to finance women's working projects.

Strategies:

- 1- Opening educational courses for men and women in all the aspects.
- 2- Opening nurseries in most neighborhoods and provide competent cadres and supplies their necessary requirements besides increasing the Number of the kindergartens.
- 3- Increase the awareness of the men so as to cooperate with the women in the family aspects.
- 4- Amending the Iraqi Personal Status law at the unfair items for the women and following up their implementation.
- 5- Cooperation of the Ministry of civil society with women's organizations to support women's projects in the future to serve their community.
- 6- Opening halls and sports clubs by the Ministry of Sport, Youth and rehabilitation competent cadres.
- 7- The emphasis on the implementation of international conventions concerning the women and putting an end the differentiation against them in all is as of life.
- 8- Sending female cadres in all areas of the developed nations according to special committees and curricula studied.

9- Establishing a committee for monitoring according to studied plans and following-up what follows:

a. fuels b. electricity c. water d. Markets in general d. lease and renting houses and apartments

10- Increase the salaries of the social welfare (for widows, martyrs and al-Anfal military actions and the handicapped people)

11- Compulsory education for the primary and middle stages.

12- Providing the students' requirements besides secure housing and transportation means.

13- Emplacing women's committee belongs to a feminist organization in every ministry to follow up the women's affair there.

14- Women's participation in local, regional and external conferences.

15- Preventing some traditional and tribal habits and customs including:

- Marriage under legal age
- Arbitrary divorce
- Arbitrary marriage
- Polygamy

Also, opening educational courses for the families and their affairs.

16- The endowment ministry has to direct and instruct the mosques speakers, preachers and readers.

Municipal sector

The requirements:

-The basic design:

- 1- The absence of a basic, integrated and validated design for the city of Irbil.
- 2- Restructuring the Planning office in terms of administrative structure, the followed laws and regulations there.
- 3- Providing devices and sophisticated equipment for surveying and design development, as well as the introduction of a system (GIS).
- 4- Opening sessions to develop the artistic skills of cadres within and outside the region.
- 5-Lack of specialized cadres in planning cities at the province

Special Municipal Projects

- 1-Providing and setting up asphalt plants at every municipality alone.

2- Lack of raw materials.

3- Strengthening the coordination between the relevant departments.

Services (waste)

1 - Lack of machines and equipment for collecting and lifting waste.

2 - Using primitive methods for the healthy burial besides the need to use technical and scientific methods.

Objectives:

1- Establishment of healthy burial sites by using scientific and practical methods, and of economic return.

2- Establishment of a rainwater stream network and heavy water sewerage.

3- Pavement and maintenance of the old and the new residential areas roads as well as the main streets.

4 - Establishment of tunnels and bridges for the new and the old junctions of the road 100.

Strategies:

1- Establishment of a rainwater stream network and heavy water sewerage.

2- Pavement and maintenance of the old and the new residential areas roads as well as the main streets.

3 - Establishment of tunnels and bridges for the new and the old junctions of the road 100.

1- Establishment of healthy burial sites by using scientific and practical methods.

Erbil police sector

The requirements:

1- Establishment of 24 building for the police centers and their departments.

2- Renovating and rebuilding 12 building for the police Centers because of the oldness of their buildings and their unsuitability.

3- Establishment of 14 buildings for the police Centers in the province because of the expansion of the administrative border for the city of Erbil.

4- Construction of 2 modern custody buildings instead of the Mahata prison and dividing them into two parts (Eastern section), (western section) according to geographical distribution of the town's police stations.

5- Constructing civilized reform prison at Erbil city-Kurdistan region for the convicts (outside the city) according to the international standards, besides the sorting the prisoners according to the charges against them there.

6- Constructing prison for the juveniles (the convicts as children and women) according to the international standards.

7- Constructing small buildings for the arrest with their complete necessary requirements at the districts of Khabat, Shaqlawah, Koisanjaq and Erbil plain.

8- Establishing cooperative associations to build apartments for the police members as integrated residential compounds (markets, hospitals etc.).

9- Allocating annual academic semesters for police officers at the u universities of region and Iraq and outside Iraq if it required and according to their qualifications and competencies on condition of been

working at the same specialization after the completion of their academic study.

10- Linking each of the directorates and the police centers at the province by computer network.

11- Linking the relationship between police of region and the existing police college with the other police colleges in Iraq and of the foreign countries.

12- Improving the living status for the police in Erbil and so as to reach to the admitted level for encouraging them to keep on maintaining the stability of the security situation in the province.

13- Holding annual academic conferences for Erbil police periodically to review the development of programs and to set up scientific and practical plans for the advancement of police work and to improve the security situation based on the given data, facts and reports by the police according to their area of work and competence as well as reconsidering the laws and legislations concerning the internal security forces and to keep the independence of the judiciary institutions and suing the judiciary police, the administrative police, and other matters relating to the work of the police.

14 - Opening of the garment factory for military sewing military so as to unify military suits for the police of the region under the control of artistic and academic specialists in the affairs of the police affairs.

15- Establishment of a police Club, relaxation House for the officers and the police hierarchy members with all of its necessary requirements.

Objectives:

1- Enhancing the work of the police in various regions of the province, besides preparing the modern civilized requirements and the establishment of new police units to keep pace with the increased population and the expansion of the administrative border of the city.

2-improving the financial situation for the police and ensuring stable and dignified life for them so as to be devoted for their work and to serve the citizens and improve the security situation of the province, and we suggest considering overtime allowances after their daily duty hours could be specified and determine by a law for this purpose, just like the privileges of the police in the developed countries, and granting additional allocations for their duties on holidays as well as additional allocations work in the streets and for each of the tasks and work to encourage and support the police members, besides considering an expert degree with full privileges for the expert policemen and establishing laws and instructions for what have been mentioned.

3-Reconsidering the laws and legislations in a way that improve the reality of the police work, besides reviewing the police formations where police in the developed countries is considered to be semi -civilized but

due to the war situation in Iraq for many years, its rules have been mingled with the military ones, also there should be taken into account the human rights and their requirements under the recent established laws.

4- Expanding the crowd al-Mahata prison and establishing new prisons for administrative divisions of the police in the city so as to keep pace with the expansion that takes place besides separating the detainees from the convicts, and giving special care to the detained women and children and establishing special prisons for them.

5- The work to make from the police system more independent and its loyalty should be to the authority of law and to be the arm of the government to impose the authority of law, also we should follow suit the developed countries, where democratic governments are changed according to the democratic rules and the police forces remain away from any political change so as to maintain order and the national security.

6- Reconsidering the pension rights of the policemen, where the salary of the policemen, have not been arranged to contain the policemen's ranks and the service years, and that most of salary portion is a matter of allocations, since the pension is calculation depends on the initial salary, while the allocations are neglected in this respect, which causes unfair assessments to the pension of the retired policemen.

Obstacles:

1- Low salary for the police personnel compared with their economic status in the province which led to a declination in the desire to work in the Police Service and the collective resignation from the police, which resulted in a shortage of the qualified cadres, in which it may lead to negative effects on the security situation in general in the city and the province in general.

2- Non-allocation of sufficient sums of money for the reconstruction and development of the police stations, where during the year (2006), only the construction of the police administration building had been approved, as well as renovating and maintaining of Khabat police station, note that 14 building for the directorate and the police station are in need to be established and developed, and that 12 center are in need to be established or rehabilitated while 24 of the Police stations are either rented civil buildings or not proper for the police work, and that the expansion of the city and the increase of the population density and the distant administrative units and the prisons from each other and the special court in the district, as well as the crowdie cities and areas would lead to the obstruction of police work.

3 – Since the criminal investigation is the search for truth, or the accident and the attempt to know the truth about the reasons for its occurrence and diagnosing its doers so as to get arrested, so this process is not only a desktop work ,but depends up on Academic background , but should be done by qualified persons, trained and equipped in terms of fitness and the ability to deal the criminal scene, so the process must be given to academics from the police and the supervision of investigation judge, where there is now a crack in the process of investigation, and that the

policeman' expert, his opinions and conclusions during his movement near the crime scene, and his opinions and observations are not given the priority in investigation or forwarding it to Investigating judge, well trained for the police sciences, also there should be improved the conditions of the policemen with the existence of a judiciary monitoring. Note that the fourth authority (the press) in the democratic nations is prominent in this respect.

4- Impediments that affect the work of investigators and the police officers generally.

A- None honoring the police investigators who are working to detect major and sensitive crimes affect the community.

B- Reducing the logistics potentiality such as the vehicles, communication devices, besides the lack in providing sufficient fuel to their transportation means and vehicles that causes delays in resolving issues.

Strategies

1- Speeding up the improvement of policemen status, pension and the amendment of their salaries as required.

2- Holding academic conference for the police in the province urgently

with the participation of all levels of the police to identify the obstacles and to develop plans and programs and urgent and required strategies, and making such a conference periodically each year.

3- Allocating the required sums to establish and rehabilitate the buildings of the police stations and centers.

Roads and bridges

The requirements:

1- Linking all major cities by highways.

2- Replacement all of the secondary roads from one side to two sides.

3- Converting or replacing the small the steel bridges to two sided Concrete and steel bridges.

4- Maintenance of all the paved roads.

5- Implement international ways like the highways to and from the border points of Kurdistan.

6- Establishment of a series of traffic tunnels according to the traffic situation inside and outside Erbil.

- 7- Establishment of a special office for survey, design and studies.
- 8- Allocating financial incentives to cadres.
- 9- Providing modern equipments and machinery for road construction.
- 10- Training the technical cadres outside the country.
- 11- Benefit from the experiences of the specialized foreign companies in training cadres.
- 12- Project supervision by cadres of high technical competencies.
- 13- Establishing field laboratories at the work sites
- 14- Establishment of a follow-up office by the relevant ministries and the supervision of engineers with good experience.
- 15- Weight-control for the axle vehicles.

Objectives:

- 1- Securing the necessary payments and allocating them to each project as a priority, according to the annual plans, through revenue of the projects, investment or loans or from the State budget.

- 2- Rehabilitation and training of cadres within and outside the country.
- 3- Coordination with the Ministry of Higher Education to graduate cadres according to the required number and specialization.
- 4- Re-structuring the departments of the directorate of roads and bridges and establishing new service offices, if necessary.
- 5- Formation of a high-level committee and of high rank authority to deal with financial and administrative corruption.

Constraints:

- 1 - Lack of financial allocations for all except paragraphs (1, 11, 12, 13, 14).
- 2- Lack in selecting efficient cadres and granting them the proper authorities. (The right man in the right place) for all paragraphs
- 3 - The presence of defects in the administrative structure
- 4- Lack in implementing the reward and punishment principle.
- 5 - The presence of administrative and financial corruption.

Strategies:

- 1- Establishment of a special office for survey, and design studies.
- 2- Training technical personnel outside the country.
- 3- Establishment of a follow-up office by the relevant ministries and under the supervision of qualified engineers.
- 4- Weight-control for the axle vehicles
- 5- Maintenance of all the paved roads.
- 6- Allocation of financial incentives for the cadres.
- 7- Providing the machines and the modern equipments for the road construction.
- 8 - The establishment of field laboratories at the work sites.
- 9- Project supervision by cadres of technical competencies.
- 10- Benefit from the experience of the specialized foreign companies in training cadres.
- 11- Replacement of secondary roads from one side to two sides.

12- Replacing the small steel bridges, to concrete or steel bridges and of two sides.

13- Linking all of the major cities by highways.

14- Establishing international highway link to the outlets borders of Kurdistan region.

15- Building a set of traffic tunnels as necessary.

Tourism sector

The requirements:

1- Establishment of a special building for the Directorate of Erbil tourism.

So the building would consist of:

A- Special hall for tourism conferences.

B- Special hall to training workers employed at the hotels and restaurants in Erbil province to raise the level of their professionalism.

3- Building governmental hotel belong to the tourism.

4- Establishment of an integrated tourism city

5- Establishment of Games City.

6- Opening a tourist Institute for graduating tourist cadres, they are preferably of the secondary schools graduates.

7- The interest in the private tourist activity in terms of technical support.

8- The Interest in the monumental areas.

9- Internet-linking systems to monitor the developments in tourist field and to ease the communication with the international tourist institutes.

10- Benefit from the areas adjacent to the existing dams or will be in the future for tourist purposes

Objectives:

1- Exploiting the beautiful areas for the establishment of the beautiful tourist projects.

2- Benefit from the tourism projects to develop the economic, social and recreational capacities in the province.

3- Absorption and analyze the unemployment in the province.

4-Helping to improve the environment

5- Absorption of the psychological and social pressures through out establishing tourist and recreational compounds.

6- Developing the tourist sites, communities and tourist potentials by the benefit from the developed countries in this sector.

7- Tourist experiences exchange with neighboring countries.

8- Attract tourism to the country and achieve financial returns from this sector.

Obstacles:

1 - Lack of adequate financial resources for the tourism sector.

2- Non-encourage of the private sector by the government.

3- Absence of a survey for choosing the proper areas in order to establish the resorts and the tourism projects.

4- Lack of prospective studies and plans for the tourism sector.

5- Lack of institutes for graduating service and administrative cadres for the tourism sector.

6- Lack of plans and programs to develop and upgrade the current tourist cadres, especially the graduates from the Institute of tourism.

7- Nonconcurring in the archaeological places, the ancient shrines,

ancient monasteries, to make from them stations for attracting tourism in the future.

Strategies:

1- To obtain loans through the World Bank and other investors for the purpose of developing the tourism.

2- Creating competition between the private and the public sector in the field of tourism.

3- Developing long-term educational plans by the Ministries of Education and Culture to create awareness of tourism and to benefit and interest in the tourist projects.

4- Opening colleges and specialist vocational schools for the management and operation of the parks and the tourist areas.

5- Granting special vocational allocations for the universities, institutes, and the vocational–tourist schools.

6- Exchange experiences with the tourist countries like [Spain, Tunisia, and Turkey] and other countries.

7- Setting rules and regulations for workers on the management and operation of the tourist projects so as to develop these Projects and provide better services to the beneficiaries in these projects (visitors).

8- Legislating special law for the investment and tourism in the future.

9- Prohibiting any trespass on the selected areas for the resorts and tourist cities projects like the irregular and scattered investments.

10- Ministry of Tourism should conduct a comprehensive survey of the archaeological sites, ancient shrines, and monasteries and geographical locations that can attract international and domestic investments, as well the visitors and tourists and hosting the international investment companies in the field of tourism.

Employment and vocational training Sector

Needs:

1- Developing vocational training curricula for the workshop.

2- Facilitate the task of vocational training for residents of the district and the outskirts of Erbil governorate.

3- The use of the computerized machines and equipments for the vocational training.

4- Training the trainers and teachers on using the modern equipment and machines.

5- Training is in need to open new workshops for the labor market needs.

Goals

1- To go along with the development in the field of the vocational training.

2- Training the unemployed and create work opportunities for them.

3- To meet the needs of the labor market in terms of the skilled manpower.

4- Training the youths whom they left the study on one of the crafts so as to get job opportunity and to prevent them from deviation.

5- Developing the professionalism of the technicians at the State departments.

Obstacles:

1-Lack of training centers in the province.

2-limited privileges for graduates of vocational courses at the center in terms of (allowances, certificate, Recruitment).

3 - lack of internal departments (Dormitories) for the trainees of distant

outskirts, districts, and suburbs from the Center.

Strategies

- 1- Opening vocational courses for the unemployed.
- 2- Establishing training centers in the districts suburbs for the benefit of the largest possible number of unemployed, displaced persons and school drop-outs to benefit from training.
- 3- Factories' owners are not allowed to use the workers and the other technicians but through the employment and vocational training department.
- 4- Non allowing foreign workers to work in the province but through the employment department.
- 5- Giving the authority to distribution and appoint the graduates and others in the State Department by the employment department.

Private social care sector

Needs:

- 1- Establishment of a center for social and psychotherapy of children and adolescents who suffer from social problems.

2- Establishment of nurseries for children under the age of (4) years / Erbil.

3- Establishment of nurseries for children under the age of (4) year at Suran area.

4- Establishment of nurseries for children under the age of (4) years / Koysanjaq area.

5- Opening courses to upgrade the levels of the social researchers inside Erbil.

6- Opening special centers for the elderly pensioners or the unemployed people.

7- Social centers at the outskirts and districts that help the kids and youths.

The objectives

1-Minimize the negative effects on he Kurdish identity due to the wars and disasters that befell the afflicted people.

2- Rehabilitate the Kurdish individual to cope with the others to serve the community, and keep up with world-wide social development.

3-Prepare the children and adolescents numbers correctly and free from anxiety and psychological complexes so as to enable them to get mingled and participate in the public life and be confident of themselves.

4- Participation of the family in securing the social and psychological care for children under the age of (4) years so that the family, and particularly the mother could participate in public life and to ensure the equality between the men and women.

5- Preparing the children under (4) years correctly and according to psychological conditions so as to facilitate their entry and in subsequent phases successfully.

6- Trying to apply the terms of the international Convention on the Rights of the Child and to keep pace with the development in this respect.

7- The work to rise up the capabilities of the researchers to perform their work in accordance with the new applied mechanisms in the developed countries and to raise the professional level of the researchers in general.

8- Get acquainted with the latest developments and techniques work of the social and psychological research.

9- Assist the elderly people who stay 24 hours inside their houses, as well as opening special centers to help them to integrate with the others and enjoy their daily vacancies.

10. – Helping the Aged people in terms of health and on the principle of the health education at the social centers.

11- Helping the children and adolescents and youth in the districts and suburbs by opening Intellectual, educational and recreational centers because these are far from the changes taking place at the big cities for example, through the use of the Internet, the technical aspect (music, painting, therefore opening such centers helps them may help them to get socially developed.

Obstacles:

1- There is no working agenda or special social welfare system in Kurdistan and all what it exist is a work agenda and a special law since 1980....It is old and doesn't get along with development of the social structure of the society.

2- Priority shouldn't be given to the social issues by the government, and such a thing could be ascribed to the failure to understand the importance of moving social work.

3- The disseminated bureaucracy in the governmental departments in general.

4 - Lack of at he competent cadres in the social and psychological field within the social welfare services.

5- Deficient of the staff salaries generally and especially who search for the work in the social welfare services, and that the salary is not commensurate with the exerted effort in both the psychological and sociologic aspects.

6- Difficulty in handling with some religious and tribal values and concepts at our society.

Strategies

1-Special centers for children who suffer from psychological and social problems and ill-treatment by the adults.

2-Special nursery for children under the age of (4) years

3-Youth centers

4-Special centers for the elderly people.

5- Increasing the social ability for the workers.

6- Increasing the social awareness, particularly in the field of social and psychology.

7- Increase the interest in children from the first day of his life by opening nursery and educate the parents on how to deal well with the child.

8- Treating the children who are in need for special psychological treatment in the Kurdish community where he is experiencing lots of problems and suffering.

9- The interest in youth in terms of the culture, artistic aspects, sports, education and psychosocially.

10- The interest in the aged people socially and in terms of the health services.

Handicapped care sector

Requirements:

- 1- Reviewing laws of the social welfare and their suitability with those who have special needs.
- 2- State sought to reduce the handicapped phenomenon, and paying attention through rehabilitating them and providing proper jobs for them and according to their abilities as well as opening productive cooperative associations special for the Handicapped.
- 3- Tacking care in the handicapped in term of their compliance, needs, health, social and psychological aspects.
- 4- Development of the study curriculum through the educational aids.
- 5- Establishing private institutes for the back worded people over the age of eighteen due to the lack of such institutes for such ages.
- 6- Trying to educate the community and to change its openings towards the handicapped via the mass media, and opening special courses in this respect.

7- Trying to teach the disabled people (deaf) the sign language for them.

8- Opening private hospitals for the handicapped people and cure them free of charge.

9- Sending the handicapped ones who are in need for special medical treatment outside the province through medical committees set for this respect.

10- Tacking care of the new centers that serve this group of people and get along with the development like Centre Roshna for teaching the computer ,Centre Hawcha....

11- Opening special courses and sending the personnel of such institute outside the country so as to get educated and gain experience more and more.

Obstacles:

Non-concern of the government in this group of people..

1 - Lack of technical cadres and specialists in the field of the mental education and the signal teaching.

2- Absence of employment centers where the handicapped could be trained and employed according to his physical and mental strength.

3- Staying away from the bureaucracy and looking for the advanced societies (as style and system) in educating the handicapped and rehabilitate them.

4 – Accelerate in opening Institute for the Deaf ones after the stage of the

primary schools and providing the necessary supplies and training cadres and technicians for this purpose

Strategies

Developing new methods and looking for the advanced societies in teaching the handicapped.

2- Establishing centers and productive cooperative associations for our societies so as to rehabilitate the Handicapped people and merge them with the community.

3- Opening institutes for the disabled ones in the district and suburbs.

4- Training and education technical cadres and specialists through opening courses for them or sending them outside the country.

Goals

Take advantage of the additional work force under the framework of the State productive plan through the employment of the handicapped people who are able to work partially with the physical and mental strength.

1- Child is the future of the nation, so the state should look after them in various means.

2- Social care aims to achieve the duty of the society and the State towards the disabled and the handicapped people to enable them to overcome the consequences that caused their disability.

3- Initiating in a law of the social care to serve the disabled the handicapped ones and to promote the confidence inside them.

Social reform sector

Social reform Section for the juveniles and women in Erbil

Requirements:

The construction of a big reform compound with high and international standard is very important issue, and such a compound must be equipped with all the advanced and sophisticated means such as (surveillance cameras, and inspection devices, big switchboard), besides electric appliances and devices. Such a compound must be outside the city to the safety and security considerations and to facilitate the transport and communications. Also the compound should include:

- 1) Building two large halls to facilitate contact them with their relatives during the confrontation and visits and to protect them from been exposed to the public attention.
- 2) Building women's section according to the standards, and there should be halls in order to classify the women according to their age groups and according to the conditions and the quality of the crime, and there should be a bathroom an W. for each hall.
- 3) Building a post care section to enable them to get adapted and return to work and have job opportunities besides providing them appropriate financial grant after their release.

4) Building a large school to rehabilitate them scientifically and forcing them to attend school and providing them with the necessary requirements.

5) Building a large hall to find out their qualifications and artistic activities and assign some artwork and display their technical abilities like (music, theater, and making paintings, and handmade works.

6) Building rooms for the prosecution and the Justice investigators and Legal Division for keeping up inmates' papers.

7) Building two large workshops for the sections of the (carpentry and cars repair) so as to provide them with an opportunity to own their profession and to restore their confidence after their release.

8) Building room equipped with large (large machine) for washing clothes and blankets...Etc.

9) providing a car fire to prevent and control any occurrence of fire inside the social reform.

10) Providing a car dedicated to the research section for social-up families of prisoners and police stations, courts and to visit their families when needed.

11) Building Section for the young adults and separate them from the inmates.

12) Building an arrestees' Section should be entirely separated from the convicted ones.

13) Build a large center to continue psychiatric treatment and their health, such as (the laboratory, X-ray, the treatment of fractures, and dentistry ...).

14) Building a large store for food stuff must be provided by the refrigerator to protect the food.

15) Building a special room for the interview and with the new inmates

who are subjected to sexual abuse by others and this room must contain all the devices (camera, television, cd) to record their statements.

16) Building 5 rooms dedicated to restraint the offenders who are not abided by laws and regulations within the reformist sections.

17) Building a large kitchen equipped with all the necessary tools.

18) Providing: (1.) Air conditioner.

19) Providing (1.) computers and (1.) water cooler.

20) Providing 15 color televisions.

21) Allocating a piece of land for the cultivation of roses and to teach the prisoners on how to do agriculture and plant.

22) Building a social unit dedicated to social researchers to perform their daily duties under the supervision of their social research supervisor.

23- Building a large hall for holding conferences, symposiums, and lecturers,...etc.

24- Providing a car specialized for withdrawing heavy water and sewerage.

Goals

1- Contribution and assistance in taking care and supervise the juveniles, where their behaviors should be good and have not committed another crime during and after their placement to the juveniles' prison in accordance with juveniles' well fare law and to ensure of their acts at the prison.

2- Providing appropriate place taking into account their health status inside the prison.

3- As for the school, it would enable them to get the primary and / or the secondary education.

4- The objective of the workshop is to enable them to earn a craft and get work after their release, besides learning the artistic activities through the vocational and artistic activities.

Obstacles:

Lack of large sum of money to build such reforming compound.

Strategies

Building such a reform compound is an excellent choice for the juveniles and young adults, and the participation of their educational activities in order to get reformed and adapted with their society so as not to go back to their criminal acts.

Traffic sector

Requirements:

1- Securing communication network (Internet) between all the checkpoints and should be linked with the main traffic center of Erbil.

2- Providing a new sophisticated traffic lights system to be linked to a central control supplied by current electricity.

3- Development of traffic sectors in the province and equipped with modern design so as to divide the city of Erbil into six sectors except the highways.

4- Providing: (1.) cars for each center (4 in the morning + 4 in the afternoon + 2 after midnight).

5- Opening a higher Institute to develop the efficiency of the traffic officers and their personnel or opening special traffic departments for the officers at the Police College.

6- Securing a system for the registration of the new vehicles to complete the citizens' transactions using automated computer system (computer) to get rid of the current bureaucracy.

7- Securing cameras and monitoring in the main streets and intersections to control the violated vehicle

8- Securing special places to examine the cars at the outskirts of the city of Erbil and using the modern means for this respect.

9- Establishment multi-storey cars parking at the crowded areas.

10- Issuing a law to force the building owners to build garages under their buildings to reduce the crowd.

11- Issuing a legislation to prevent using the vehicles older than ten years in the streets of the city and moving them out to its outskirts.

12- Installing temporary parking devices in the crowded and permissive to park streets so as to park the cars for short period time and for a determined wage.

13- Benefit from foreign expertise by sending traffic officers' delegations outside the country and to benefit from the experiences of the developed countries.

14- Importing alcohol testers [for testing the drunken ones].

15- Providing helicopters (helicopter) for the purpose of controlling the accidents and the traffic jam at the external roads.

16- Issuing restrictions importing cars from outside the country.

17- Issuing strict instructions against all the traffic violations in the towns and on the high ways and securing the unlimited support for this purpose.

Objectives:

1- Building and development of modern designed traffic sectors that divide Erbil city.

2- Providing modern cars have all the necessary requirements for the work such as traffic cameras and tools used in planning the accidents (1.) the cars for each sector (4 in the morning + 4 in the evening + 2 after midnight).

3- Providing a communications network between all the checkpoints for the purpose of controlling the traffic in the governorate.

4- Securing new and sophisticated traffic lights supplied by current electricity and controlled centrally.

5- Providing cameras in the main streets for the purpose of taking record of the violated cars and to monitor the traffic jam.

6- Developing the traffic officers, cadres and personnel in the area of their work by opening higher traffic Institute, also sending officers outside Iraq and the use of foreigner traffic experts.

7- Securing a new registration system for the vehicles so as to accelerate the citizens' transactions by using the computers and to get rid of the bureaucracy.

8- Opening modern centers for vehicles technical inspection to ascertain the conditions of safety and durability of the vehicles, besides equipping such centers with modern devices as well as repairing the vehicles on the expense of the vehicle owner in the same area if it is at the outskirts of Erbil.

9- Building cars parking at the crowded areas and issuing a law to force the buildings owners to build cars parking under each building besides installing temporary parking.

10-Issuing a legislation to prevent the movement of the old vehicles that exceed the 10 years so as to prevent traffic jam and the environment pollution.

11- Importing drunken testers and training the traffic personnel on how to use them.

12-Using the helicopters so as to control the traffic and to prevent the traffic jam at such areas.

Obstacles:

First: -

1- Absence of the Internet for the time being - solution-secure a net work.

2 - Lack of specialists in this field-solution-appointment of cadres or train the current cadres.

3 - Lack of financial allocations for this purpose-solution-benefit from the registration and traffic violation penalties fees.

4 - Lack of a place (a building) for this purpose-solution-coordination with the municipality.

Second:

1- Absence of a centralized control.

2- Devices (traffic lights and signs) the existing are old.

3 - Lack of financial allocations-solution-benefit from the registration fees and traffic penalties.

4- Not connected with the current electricity -solution-linking them with electricity.

Third:

1 - lack of financial allocations-solution-use fees and the traffic penalties.

2- Non-allocation of a land for this purpose-solution-allocation of the land should be carried out by the municipality.

3 – The lack of modern designs for building these sectors-solution-Designing modern sectors by qualified engineers.

Fourth:

– The lack of financial allocations-solution-allocate funds for this purpose by the central government.

Fifth:

1- Lack of a building -

- 2 - Lack of cadres for the purpose of teaching and education-solution-rehabilitating qualified cadres by the Ministry of Interior
- 3 - Lack of financial allocations-solution-allocate sum for this purpose.

Sixth:

- 1 - Lack of devices -solution-secure them
- 2 - Lack of financial allocations-solution-allocating sum for this purpose.
- 3 - Lack of competent cadres so-solution-rehabilitate and train cadres for such matter.

Seventh:

- 1- Absence of monitoring cameras solution-import and secure cameras with high-quality.
- 2 - Lack of skills to use, operate and maintenance them-solution-train cadres and associate for that.
- 3 - Lack of financial allocations-solution-allocation amounts.
- 4- The streets at the present time are improper -solution-rehabilitate the streets in coordination with the municipality.

Eighth:

- 1 - Lack of financial allocations-solution-allocate funds for this.
- 2 - Lack of land for the establishment of such centers-solution-allocation of land in coordination with the municipality.
- 3 - Lack of devices for that - solution-providing devices.
- 4 - Lack of experts to work on these devices-solution-send officers and associate to get courses outside Iraq.

Ninth:

- 1 - lack of financial allocations-solution-allocate funds for that.

2- Absence of a land for that-solution- facilities by the state in terms of land allocation and support.

Tenth:

-Not issuing legislation for that –solution- issuing legislation.

Eleven:

- Not issuing a legislation or law-solution- issuing legislation or law.

Twelve:

1 - Lack of devices-solution-secure devices of good types.

2 - Lack of financial allocations-solution-allocate funds for that.

3 - Lack of maintenance and the cadres for operating -solution-send specialists and associate to attend sessions outside the country.

Thirteen:

1 - Lack of financial allocations-solution-allocate funds for that.

2 - Lack of coordination between the Ministry and the States so as to send the officers -solution-coordination between the Ministry of Interior at Kurdistan region and the States that the officers intended to head to.

Fourteen:

1 - lack of alcohol testers for drunken ones -solution-providing the mentioned devices from the developed countries.

2 - Lack of associates to use the devices- solution- Requiring local cadres to use them.

3 - Lack of financial allocations -allocate amounts for that.

Fifteen:

1 - Lack of helicopters-solution-secure helicopters.

2 - Lack of financial allocations-solution- allocates funds for that.

3- Lack of pilots and co-pilots-solution-sending and training pilots and co-pilots to the developed countries for this purpose.

4- Absence of special airports for this purpose-solution-allocation of plots of land for this purpose and the establishment of airports for this purpose.

Sixteen:

-Lack of issuing a law or instructions for this purpose-solution- issuing instructions for this purpose.

Strategies

1- Development of traffic sectors at the province (construction and processing according to modern designs) where Erbil would be divided to six sectors except the highways.

2- Securing modern cars have all the required needs for the work of the traffic policemen such as traffic cameras and tools used in planning the incidents so that the number of vehicles would be (1.) each sector (4 in the morning + 4 pm + 2 after mid-night).

3- Secure communication network (Internet) between all the traffic checkpoints for the purpose of controlling the entry and exit of the vehicles to Erbil.

4- Secure communication network (Internet) between all the traffic checkpoints for the purpose of controlling the entry and exit of vehicles to Erbil.

5 - Opening the Higher Institute for the development of the traffic officers' efficiency in their field of work.

6- Securing new system for registering vehicles and to complete the citizens' transactions easily as well as using the computer system to get rid of the current routine, and as applied in the developed countries.

7- Securing Cameras and monitoring system and especially in the main streets so as to control of the vehicle and the violated ones.

8- Opening modern centers to examine all the types of vehicles to make sure of their conditions, toughness and safety, and to be equipped with modern devices so as to make sure of their validity, durability and safety conditions and repairing the vehicles at the expense of the owner of the vehicle at the external roads of Erbil which are: (al-Mosul road + Kuyanjaq Road + Kirkuk road + Makhmour road).

9- Establishment of multi-floor cars parking at the crowded areas. 10- Issuing legislation obligate the owners of the buildings to build garage under each building for this purpose.

11- Issuing a legislation to prevent using the vehicles older than ten years in the streets of the city and oblige them to move out of Erbil city for the purpose of preserving the environment of the city.

12- Installing temporary parking devices in the crowded streets and at the permissive parking places for short period's wage.

13- Benefit from the experiences of foreign countries, especially developed by sending officers to the developed nations to take advantage of their expertise in the area of traffic planning and traffic.

14- Importing alcohol-testers and train their associates to use them.

15- Rescuing helicopters for the purpose of controlling the road accidents at the external and internal roads, as well as for the purpose of giving instructions the traffic jam that would take place any where.

16- Issuing special instructions to import cars from outside the country.

Civil motive

Requirements:

- 1- Providing sensors and devices according to the international specifications for prediction and sensing.
- 2- Providing rescue tools, first aid supplies and fire extinguishers.
- 3- Allocating special budget by the premiership for the urgent and necessary cases before experts in civil defense.
- 4- Deduction about (15) one hundred and fifty thousand dinars from the salaries of all employees at the territory and to deposit under the current account of the civil defense so as to support it.
- 5- Spreading the culture of precaution in the channels and radio stations and educate citizens in preserving the civil defense plans for every year.
- 6- Arousal of an interest for the organizations to support civil defense budget.
- 7- Following up the role of the (NGO) who worked in this field.
- 8- Establishing a building meets all the special requirements of the civil defense to be the headquarters for operations in the emergencies and to be resistant to all weapons including chemical and hydrogen ones.
- 9- Providing requirements for the emergency plan.

10- Educating citizens in the region on civil defense plans annually

Objectives:

- 1- Review Law of Civil Defense (No. 64) for the year (1978) and the expansion of the civil defense authorities and legislate new law for a comprehensive plan of civil defense.
- 2- Create and develop specialized cadres in the defense civil sector.
- 3- Organize and a Civil Defense draft and Special Emergency concerning the region and prepare a small project called (Spher) or in the form of the Australian emergency system advisable to be on behalf of the project (E. Kurd) Kurdish Emergency.
- 4- Civil Defense is part of the Organization "The preservation"
- 5- The public development: Civil Defense is just like any internal system for the protection of the civil society, it is not a military system but along the lines of civil society organizations (NGO), but be a follower of the State be linked to the Council of Ministers.
- 6-realistically: Civil Defense is a strategic device for the humans in all the aspects and requirements of life.

Obstacles:

- 1 - The presence of the political situations to use this system away from the civil society issues which made it difficult to revise the laws of the civil defense.

2-Appoint the staff and cadres away from the civil defense men specifications.

3 - Unconcern in the presence of a Special Emergency draft at Kurdistan region.

4- Lack of building relationships with the International civil.

5- Lack of a high standard building for the civil defense to protect the people like an operation chamber, confrontation section, General section, Private section, Warning System.

6 – No need for organizing a public emergency plan.

7- The citizens are looking to the Civil Defense as police and as a suppressing system.

8 - Lack of special civil defense devices for rescue, first aid and firemen and rescue.

9- Absence of a scientific stance for the universities to conduct necessary studies in this respect.

10- Absence of a draft for the Civil Defense prepared in a scientific manner.

11- Absence of a general culture, especially preventive culture within the society, government departments and centers.

12-realistically, the most prominent problem is that been placing the civil defense within the centers of the police stations despite the different mechanisms and functions of each of them, the community look at the civil defense negligently.

13-Like any of the third world countries, the need for civil defense and its importance couldn't be remarked but when disasters are taking place when on the other hand the forecasting devices are not exists.

The tourism sector

Requirements:

1- Establishment of a special building for the Directorate of Erbil

Tourism. The building should consist of:

A-Hall-for tourist conferences.

B- Hall- for training the workers employed in hotels and restaurants in the province of Erbil to raise the level of their professionalism.

3- Building governmental hotel belongs to the tourism.

4- Establishment of an integrated tourism city.

5- Establishment of Games City.

6- Opening tourist Institute for graduation tourist cadres, they are preferably are of middle stage.

7- The unconcern in the private tourist activities in terms of artistic support.

- 8- Giving concern to the ancient monuments and the archeologist areas
- 9-Setting up internet system to monitor the developments in the field of tourism and the ease of communicating the institutes and world tourism enterprises.
- 10- Benefit from the adjacent areas to the existing dams or he ones that will be built in the future for tourist purposes.

Objectives:

- 1- Exploiting the beautiful areas to establish tourist projects
- 2- Benefit from the tourism projects to develop the economic, social and recreational capacities of the province.
- 3- Decrease the unemployment in the province.
- 4- The work to improve the environment.
- 5- Decreasing the psychological and social pressures through tourism and recreational compounds.
- 6- Developing the regions, communities, tourist places and getting benefit from the experiences of the developed countries in this sector.
- 7- Exchanging tourist experiences with neighboring countries.
- 8- Attracting tourist investments to the country and achieving financial returns from this sector.

Obstacles:

- 1 - Lack of adequate financial resources for the tourism sector.
- 2- Lack of encourage to the private sector by the government.
- 3- Absence of a survey for the qualified areas for establishing resorts and tourist projects.
- 4 - Lack of prospective studies and plans for the tourist sector.
- 5- Lack of institutes for graduating cadres and administrative service to the tourist sector.
- 6- Absence of plans and programs to develop and upgrade the current tourist cadres, and especially the graduates from the Institute of tourism.
- 7- Non-interest in the archaeological areas, ancient shrines, monasteries, and making from them stations of attract to the tourists in the future.

Strategies:

- 1- Obtaining loans through the World Bank and other investment for the purpose of developing tourism.
- 2- Creating competition between the private and public sector in the field of tourism.
- 3-Develop long-term educational plans by the Ministries of Education and Culture to create awareness of tourism, and to benefit and interest in tourism projects.
- 4- Opening colleges and specialized vocational schools for the management and operating the parks and tourist areas.
- 5-Specify private professional allocations for the colleges, institutes and the vocational tourist schools.
- 6- Exchange experiences with the developed tourist countries like Spain, Tunisia, Turkey and some other countries.

7- Setting up rules and regulations for the workers on such tourist projects so as to develop the viewpoints and to provide better services to the beneficiaries (visitors) in these projects.

8- Issuing legislation or a law for the futuristic investment and tourism.

9- Forbidding the transgression on the selected areas for establishing the resorts and the integrated tourist projects.

10 - The Ministry of Tourism has to conduct a comprehensive survey for the archaeological areas, the ancient shrines, the monasteries and the geographical locations that can attract investments and domestic tourism, as well as foreign visitors and tourists and inviting the international investment companies in the field of tourism for this respect.

The Implementation of Development Strategies:

The strategic framework has developed the analysis of the opportunities faced by Erbil province taking into consideration the various options of growth and development. The next phase of planning operations will be the implementation of each strategy as per their system and framework. The purpose behind expansion is defining the transient phases among each of the programs leading to achieving development among balanced cross-sectoral methods in addition to decreasing the rate of poverty and amending the other international indications of development towards standards which suit with Human Rights.

The development number 2 (After the validation of development plan) will focus on some parts of intervention strategy (the program, the drafting of the project) such as:

- Extending the economic program into a line matching the strategy and its objectives
- Progressive development in extending basic services
- Fixing and maintaining the mechanical ways (in a functional and structural manner) for the purpose of implementing projects in their right locations
- Programmatic implementation of the financial framework and the execution of the budget so as to achieve progress and stressing on the efficiency of public services and organized strategic planning
- Reviewing the specialties and qualifications of the local government which would secure the optimum base to efficient use in the area of public services

Controlling implementation during each phase (the number of programs and activities) will be through the operational and actual capacity of the local government and its related institutions, and the most important steps to be taken are:

- The technical capacity which would properly translate the strategies into tangible and actual programs and projects
- The mechanisms of the institutions and implementation managements so as to secure that projects are executed and handed over as per required standards
- Balancing between the services rendered by the central government and the follow-up of local administration of project implementation phases
- Organizing the main partners and role players such as the RRT in their support to the key strategies and the PDS strategies as well.

In addition to what have been focused on, the process of field preparation of projects, solving related obstacles and the issue of decreasing poverty rate will all lead to the acceleration of the implementation of the governmental visions for the years 2008- 2012.

Concept of Implementation

The second phase (after the implementation of the development plan) will constitute the areas of strategic interventions. In other words, in this phase there should be special designs for the areas of special development in addition to constructive support and implementation strategies such as:

- Evaluating the establishment of local administration mechanisms which aim at molding the unified development phases in an institutionalized manner and also implementing the projects designated for the local administration in their defined locations
- Establishing centers for strategic administration of the economy, and paying attention to the sub-districts for ensuring economic growth and development

Generally speaking, the implementation of those strategic objectives can be supervised by the operating local government staffs in addition to their commitment to the designing of mid-term to long-term economic development programs. Besides, these staffs will rely on the priorities of supporting these areas that are in need of project estimation and implementation as key steps.

The following are some examples on some areas that have priority for development in dependence on the afore-mentioned points:

- Development with the purpose of keeping balance among the areas needs, decentralized unified development plans, central coordination and projects implementation
- Institutionalized mechanisms for adopting and managing unified development plans as per required standards so as to influence the rural areas.
- Development of qualifications administration system with the purpose of consolidating control and the regulatory potentials which would assist the local administration
- Improving the organizational processes and the administrative constraints so as to find a supportive and programmatic mechanism among regional budgets (capital budget) and the national allocations at the regional level (Development Acceleration Funds).

Moreover, the preparation process for any project proposed in the marketplace in concentration on the key strategic objective of the development plan should be immediately accelerated after this phase. Anyhow, it is a medium and long-term development strategy for the region which has to be annually revised under the light of new information and the estimation of the new constraints faced by the implementation process. Thereby, and apart from the initial phases, the implementation process should be directed via annual and half-yearly revisions against the strategy objectives and likely new public participations. In addition, the appropriate and institutionalized location at the regional level will have high significance for making implementation a success. The institutionalized architectural engineering should facilitate the coordination process

Anyway, institutional preparation should start in new parallel structures at all its institutional levels.

5-2 The Region's capability of Implementation

It is obvious that the application of proper institutional arrangements for implementation which the content of which will become obvious after the use of the concept of partnership and the participation of all stakeholders, there should be a guarantee of high degree of integration and cooperation among the stakeholders. And also, the efficiency and effectiveness of communications on the development activities will be considered as main issues. Strict monitoring and evaluation and systems and procedures will be adopted which will depend on accuracy of internal data and revision mechanisms

In most cases transitioning towards good governance plays a sensitive role as a strategic objective within the strategic framework with key capacity of bearing the responsibility during preparation procedures and the undertaking of the indispensable political institutions and commitments.

The PDS is:

The participation of all the governing elements (the public, the leadership and the government) from the point of view that the highest demands are unified visions and works, transparency, accountability and the way big stakeholders look into the issue of environmental, social and economic administration since the regional administration and institutional willingness for basic amendments and the issues of re-arranging

administration affairs are the key issues for achieving development and its strategic objectives. And as there is a need for securing expectations and qualifications for implementations preparation, there is also a need for guaranteeing the participation of all the big stakeholders at the levels of implementing the PDS.

The Strategic Intervention

For the first time and for the operational work, there should be preparation steps for implementation in addition to basic and robust efforts so as to alter the attitude of the leading figures and the key role players so as to make them become part in the implementation. During the last years, the essence of development program has not been presented which concentrates on unified development plans, extending services, public participation in addition to an efficient administration.

Therefore, the most important steps are to assist the local and political leaderships at the regional level to fully understand unified development plans within acceptable context of development operations.

The most important key strategies for preparation support are:

- Improving the organization for supporting the whole objectives
- Supporting the regional leadership with full knowledge and conceptual understanding of development planning
- Improving the capacity of the regional, districts and sub-districts councils and keeping them in line with the ministries leadership in full estimation and targeting development as investment areas

- Assisting the regional government in the conduct of necessary re-arrangements of institutionalized preparations so as to improve implementation capacity and cooperation between key implementers so as to secure effective and coordination for the supportive initiatives makers

4-5- The Pushing Force of the Region

For the purpose of securing ideal and unanimous agreement from the political powers the governor and the provincial council, there should be concentration on:

- guaranteeing that implementation of PDS process is focused on the priority and necessary needs of the province
- Guaranteeing that the PDS process is supportive to political and economic issues
- Facilitation and cooperation between different main role players
- Provision of follow-up and there was a need political interference should be provided for solving the autocratic obstacles during the period of implementation

In brief, the local leadership should undertake full responsibility on the following

- Coordinating and communication among governments and administrations
- Technical capacity (expertise) and support

- Allocation of resources, coordination and budgeting
- Evaluation of estimation and monitoring

The conclusion

This document is not a re-production of previous documents to the extent it is an emphasis on real partnership among the key role players and stakeholders to effectively manage their resources and addressing their development needs as well.

The idea of trustworthy partnership is a requisite for planning development. Years of experiences have taught developers a precious lesson: development and growth are organic phenomena which rely on mutual trust and respect, and these basic principles are at the heart of each new initiative. Besides, many promising initiatives have failed and lots of resources are lost and wasted because of lack of trust.

Mutual trust strengthens trust and brings about long-term commitment for achieving basic needs, requirements and the expectations of partners. The adoption of this communal link supported by trust and mutual respect will yield profound results, and provides clarity, affiliation to the process and legitimacy for all development activities.

Such a move in this direction will obviously lead to a new understanding of the real nature and latent potentials of the Iraqi partners whether they are individuals or institutions. Such a move will give a new definition to the role of reconstruction, capacity building and eventually the transitioning operations at all levels. The LGP, RRT and NCT and other agencies play drastic role in re-classifying people's relations as per the

work they do and they understand the impact of these activities and this will surely lead to long-term changes in the attitudes of the programs of capacity building and the potentials and institutions that will be established for taking responsibility over these potentials.

The successful implementation of this approach relies on meaningful partnership since the key objective of this process is to necessarily distinguish among partners and to build real partnerships at early stages of addressing the PDS. Such a partnership should spare no efforts so as to establish a concept for the PDS and the processes which would eventually unify all the parties to make the PDS a center for diverse political upheavals with the participation of all the religious and ethnic groups for the building of the nation.