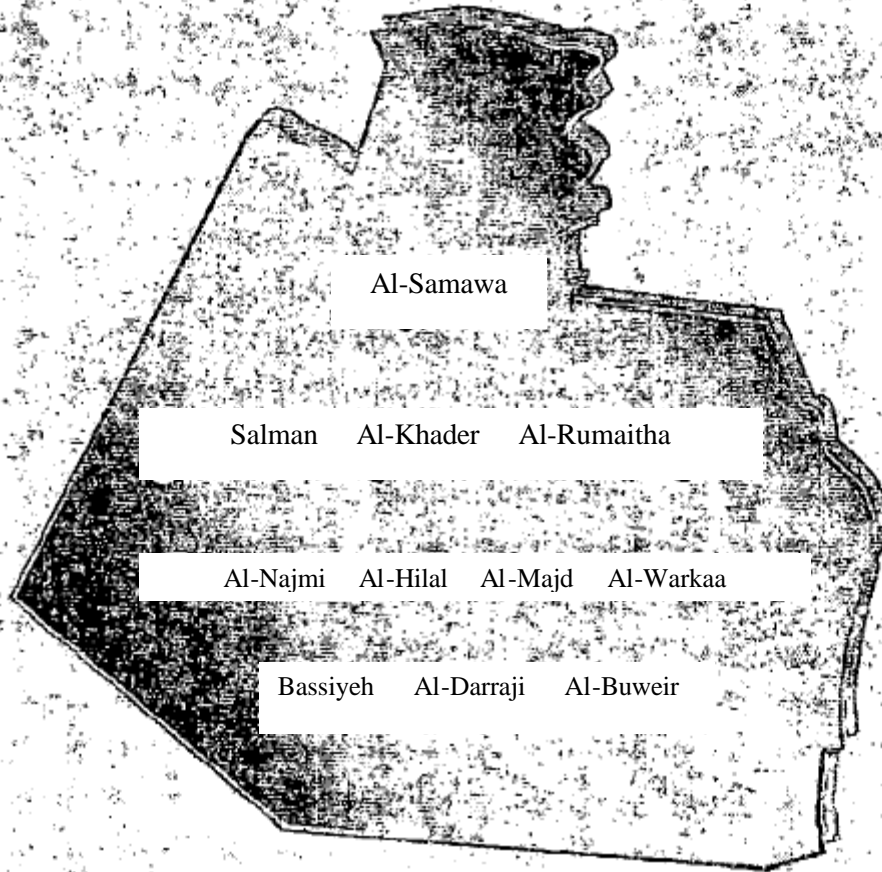


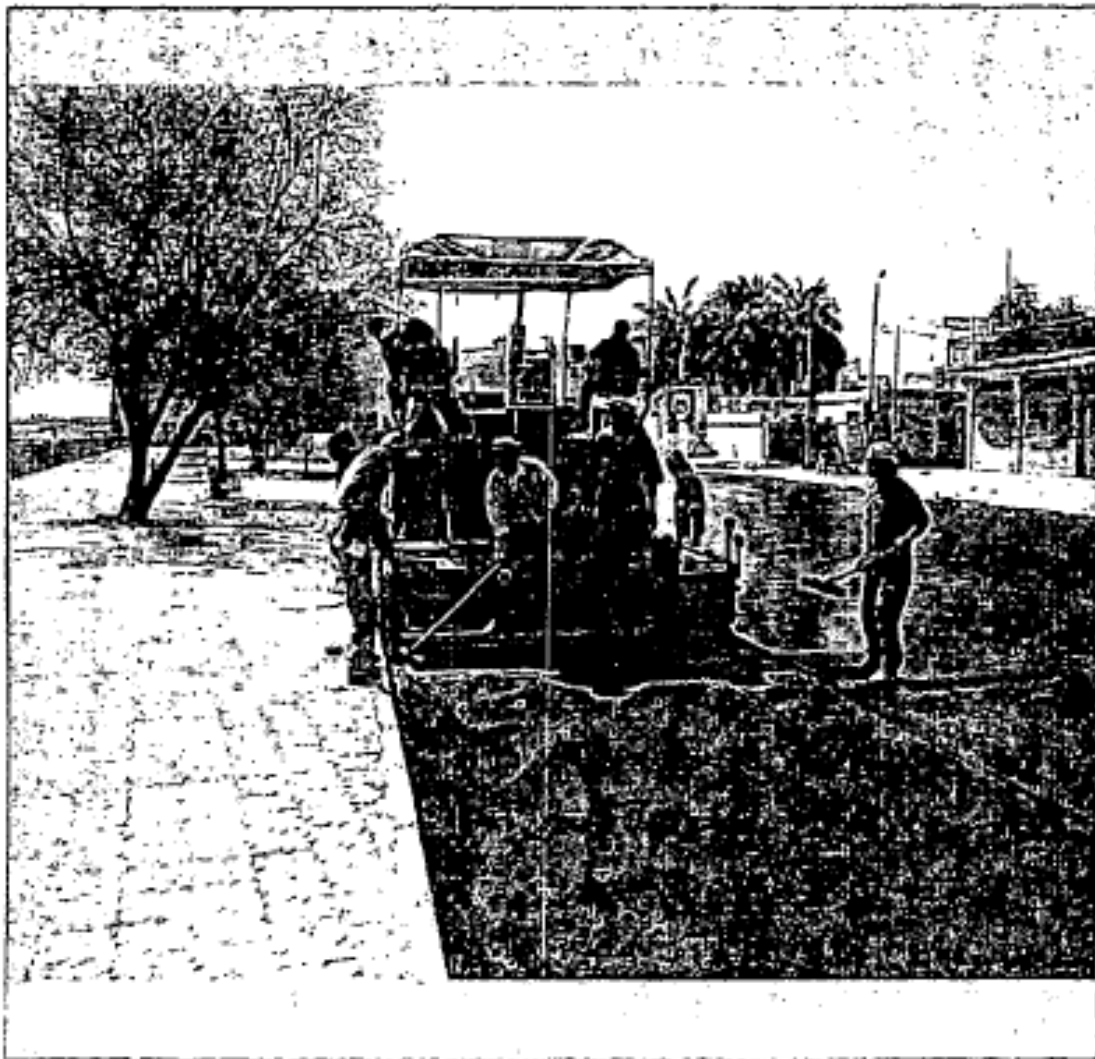
**Al-Muthanna Province Development Strategy
2007-2009**



Republic of Iraq
Al-Muthanna Province/Planning and Follow-up

Al-Muthanna Province Development Strategy

2007-2009



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Letter from the Head of Province Council

Oh people, oh sons of Al-Muthanna Province, oh sons of seven thousand years of Al-Warka' civilization: the civilization of the first alphabet in the history of human kind. We have come as a result of your own fingerprints on the ballot boxes to be your legitimate representatives in building your future. And here, we are taking the first step to build this future, and this step is represented by the strategy for the development of Al-Muthanna Province which has been prepared by the first democratically elected council and which allows all members of the province to take part in the reconstruction and development of their province and which calls for the creation of job opportunities in a way that would increase family income and restore the dignity of the people and pave the way to achieve luxury.

This strategy will enable the central government and the donors to submit their programs and projects in a manner that is commensurate with the priorities of the province and to coordinate among them to implement the more successful projects, which we have identified.

This strategy shows that the services available in the making and construction of the infrastructure will expand work opportunities in the province, which has suffered from neglect and mismanagement over the last three decades and will need tremendous efforts in the public and private sectors.

Public and private investments are vital for achieving prosperity as they strategically complement each other in providing better services to the public and economic growth and in creating job opportunities and raising the standards of living.

Good and efficient management and the maintenance of security and order and respect for the law have the greatest influence on the construction and the province, its prosperity and success.

[signature]

8/29

Ahmad Marzouk Sallal

Head of the Province Council

Purpose of Province Development Strategy

The radical changes that have taken place in Iraq have included among other things, changes in both the internal and external structure and transition from absolute dictatorship represented by hateful centralization to democracy. These changes have come rather quickly, and neither the central government nor the local governments, represented by the provinces and their elected councils, could respond to them with prior planning based on predictions and estimation.

All of these new transformations have, in the failure of elected governments, whether at the central or local levels represented by the councils of the provinces, to realize the aspirations and objectives of the people who elected these governments.

In order to overcome the above obstacles, this strategy was formulated to be the base that links the events of the past in the political, social, economic, administrative, financial and information fields with all their weaknesses and strengths to the present with its opportunities and strong points and the future in order to benefit from the strong points in supporting weaknesses and also in order to seize available opportunities in confronting the anticipated threats.

All of this will allow us to set our foot on the path of correct economic construction which will, in turn, result in the building and development of society such that the final result would be its accommodation of the new political situations and democracy.

For these reasons, the Al-Muthanna development strategy was constructed in order to act as a general principle that clarifies the vision and the objectives that we all aspire to and to be clear to everyone and to our partners in development from among international donors or the central government such that we would all endeavor to realize it from our respective positions.

This strategy will allow the opportunity for others to express their opinions and suggestions or their wishes by submitting their ideas and suggestions so that we will always be in a position that allows us all to develop and contribute to the building of a future that we all dream of.

Executive Summary;

This strategy is the result of continuous work over a period of six months and three training workshops for the team and it is also a first experiment and a first step in organized and planned work. In order for us to achieve these goals and to effectively take part in the new construction, we all have to build our planning capabilities at all levels in a manner that would realize these objectives that were set with participation from concerned experts from civil society institutions and which were approved by the democratically elected province council.

This strategy details the history of the province, its geographic location, statistical, population and economic indicators, including per capita income, unemployment, literacy rates and other indications that show the scope of the responsibility that we have in order to improve the realities.

The working sectors have been divided into four groups and this is a method approved by the United Nations. The working sectors include all sectors, and the strategic goals for all the governmental and non-governmental sectors have been set, which makes them capable of setting the right programs to realize them.

Prior to all sectors, we have set a vision for the future of the province and our mission that we seek to realize as well as the public goals or objectives at the level of the province. It is the duty of all of us to work to realize these goals as they were set with participation from everyone, and their realization would realize our hopes and dreams.

We will work to make Al-Muthanna Province economically prosperous and for it to provide the best services to the citizens in an equitable manner and in a manner that copes with international development and to provide security and respect of the law to its residents... It is a dream that we have long dreamed of and we should all work to realize it.

We should thank the team assigned to draw this strategy for all the sincere efforts and all our brothers from among state experts and specialists who contributed to the preparation of this strategy.

History of the Province:

Al-Muthanna is one of the oldest inhabited areas throughout history, dating back to the Old Stone Age. The residents of Mesopotamia transitioned to modernity and civilization in prehistoric times, as the city of Al-Warkaa' is the cradle of one of the oldest civilizations known in history and the launching pad for the spread of human civilization around the world. The Sumerians also lived in Al-Warkaa' in the fifth century before Christ and they established a grand civilization that is testimony to their advancements and progress. The historic city of Al-Warkaa' is located near the modern day city of Al-Warkaa' and is sixty miles to the northeast of Al-Samawa...There is an estimated 115 one hundred and fifteen archeological sites in the province.

Al-Muthanna fell under Ottoman, Persian and British occupation, and has suffered a great deal of underdevelopment, injustice, poverty, exploitation, and ignorance and deadly disease had spread and it lived through superstition for a period of time that was not insignificant.

The spark of the Twentieth Revolution against the British occupation started and had spread to the rest of Iraq in 1920.

Administratively, Al-Muthanna Province was formed in modern history in 1969, and prior to that, it was part of Al-Diwaniyyeh province. It includes the capital of the province which is the city of Al-Samawa and three counties, which are Al-Rumaitha, Al-Khader and Al-Salman and seven districts which are Al-Warkaa', Al-Majd, Al-Hilal, Al-Najmi, Al-Suweir, Al-Darraji and Bassiyyeh.

Al-Muthanna Province is mostly inhabited by ancient Arab tribes including the Bani Hujeim, Bani Ared and Bani Zareej, and most of its population is engaged in agriculture and herding.

Among the natural landscapes in the province, there is Sawa Lake, which is located 25 kilometers to the southwest of Al-Samawa. The province has historically been an agricultural area in which palm trees, pomegranates, grapes and lemons, among other things, grow. It is famous for wheat and barley...since the Euphrates cuts through its cities and branches into several rivers inside the province.

Reality of the Province:

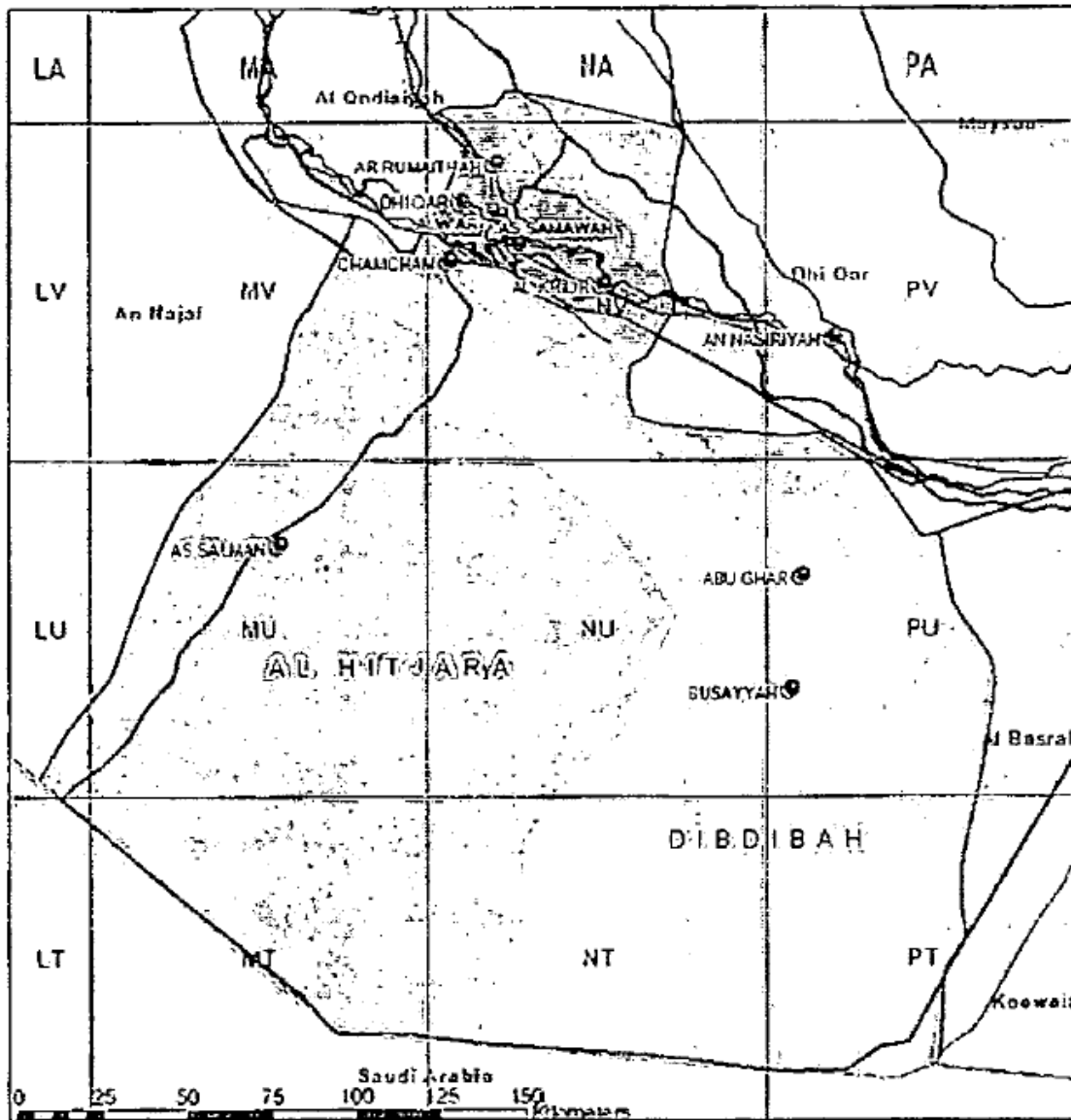
Citizens of Al-Muthanna Province receive low-level basic services, as it suffers from high unemployment rates, and basic services such as water, electricity and proper housing are not available. It also suffers from poor environmental and health conditions and high illiteracy and poverty rates. All these indicators are a source of great concern and highlight the importance of hard and incessant work to improve and raise the living standards of the citizens there.

The responsibility for improving the conditions of the province rests with all the citizens and the active participation of the sons of the province and its tribes and dignitaries, the educated and scientists will have the greatest impact and will be a definite guarantee for growth and progress.

The province of Al-Muthanna possesses the human and material capabilities and resources to improve its present conditions, now that the totalitarian and unjust regime under which the citizens lived has been removed, as the province of Al-Muthanna has suffered from neglect, mismanagement and deprivation for decades on end.

Geography:

The province of Al-Muthanna is located in southern Iraq and its area is estimated at (51,740 square kilometers). The desert forms the largest part of the province area, with an area of 47,000 square kilometers that form natural pastures and rocky areas. The remaining land, especially the land around the Euphrates and its branches inside the province, consists of agricultural land and orchards.



Security:

Al-Muthanna province is generally secure for the following reasons:

1. **The Tribal Situation:** The tribes of Al-Muthanna Province share one known origin, which is considered a foundation for security and minimizes conflict.
2. **Uniform Religious Nature:** The majority of Al-Muthanna Province residents belong to one religion and tradition, and this has been a major factor in reducing the tensions and conflicts in the province.
3. **Public Awareness:** When individual awareness is better, this creates better cooperation with the security apparatuses.
4. **Clarity of the geographic boundaries of the province and minimal obstacles** are considered a reason for security and easy access that the security forces enjoy.

In light of the above, Al-Muthanna Province is considered one of the safest provinces of Iraq, which makes the most ideal place for the presence of civil society institutions and United Nations offices.

The stability element in the province will attract companies and will lead to investment in the resources present in the province.

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Available Resources:

Among the available resources in Al-Muthanna Province:

1. Agriculture: The organization of irrigation from the waters of the Euphrates River can be benefited from and a system for the seeding and planting of various types of winter and summer crops (such as wheat, rice, vegetables and winter and summer fruits) can be set up to satisfy the needs of the province at a minimum.
2. Salt: It is extracted from Al-Samawa salt plant 25 kilometers south of Al-Samawa.
3. Quarries: Some of which are used to extract primary materials used in the manufacturing of cement that are present in the province and which are considered to be the best types of cement.
4. Al-Samawa and Al-Muthanna cement plants that provide the primary materials for these plants.
5. Oil: There are unexplored and unexploited oil wells at the present time due to the lack of capabilities in addition to an oil refinery that needs to be developed and its productivity needs to be increased.
6. Samawa Lake, which is a natural tourist attraction, is considered a natural wonder due to its pure water that rises above sea level and the presence of salt classifications on the side, which bestows upon the lake a beautiful scenery since it is perfect for swimming.
7. Ain Said, which is considered a tourist attraction and also a source of fish and a perfect place for the expansion of greenery in the desert and for the settlement of nomadic Bedouins and the development of animal wealth.
8. Al-Warkaa' ruins, which is an archeological city belonging to the oldest civilization in history and which is yet to be fully explored.

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Natural Resources:

The population of Al-Muthanna is mostly comprised of youths who are less than 15 years old, and they comprise approximately 39% of the population.

The following is the percentage of the working force relative to the population of 15 years and older according to the statistics compiled by the Ministry of Planning:

	Outside the Labor Force	Part of the Labor Force
Total	63%	37%
Females	90%	10%
Males	33%	67%

Unemployment:

Percentage of unemployment among the 15 year-olds and older

Urban		Rural	
Male	Female	Male	Female
29.6%	24.3%	33.3%	4.7%

Decentralization:

The Situation

- § Decentralization was first implemented in 2003 represented in the election of the local councils.
- § Administrative decentralization has been in place since 2003.
- § The new constitution approved the centralization of the management of strategic resources across the country and granted flexibility in the investment of other resources.

Points of Strength in the Implementation of Decentralization

- ✓ Quick decision making and minimizing of routine procedures.
- ✓ Quick response to the needs of the citizens in some areas.
- ✓ Possibility for investment in available resources which have not been restricted (limited) by the constitution.
- ✓ Possibility for controlling the security situation in each area.
- ✓ Creation of legitimate competition and innovation between the regions and districts.
- ✓ Strengthening of the principle of participation away from dictatorship and authoritarianism.
- ✓ Guaranteeing greater justice and the provision of services to the regions and districts.

Points of Weakness:

- Ÿ The wide gap between the volume of centralized financial allocations and actual need.
- Ÿ Delay of investment in some undiscovered strategic resources.
- Ÿ Lack of clear authorities and responsibilities at all administrative levels.
- Ÿ Prevalence of the culture of authoritarianism and control and over the culture of participation and democracy.
- Ÿ Weakness of administrative and professional capabilities in the execution of plans.
- Ÿ Prevalence of a state of selfishness and usury (administrative and financial corruption) and weakness in nationalism (concern for the public good).

Aspirations:

- § To pay immediate attention to the human capital and to rehabilitate it so that it will be ready to shoulder the demands of the phase as it is both the means and objective and also to stress the principle of the right person in the right place.
- § Partnership between the central and local governments in determining and allocating strategic resources on the basis of need.
- § Careful clarification of the scope of authorities and responsibilities for each administration level.
- § Combining the centralized and decentralized system in a way that secures a lack of overlap and conflict with the constitution.
- § Participation in decision-making concerning issues of direct impact through reliance on accurate statistical information and active participation by the concerned and targeted parties.
- § Strengthening of administrative and technical capabilities and spreading concern over the public good, shunning of self-interest and the adoption of religious and social values that strengthen these values.

Modern Economic Developments:

Poverty: Poverty is a decrease in the standards of living of the individual due to several factors, including deprivation from education and a decline in the income of an employee such that his/her salary cannot meet his/her actual need and living requirements.

Unemployment is higher in the cities in light of the absence of employment or work opportunities in the public and private sectors due to the lack of educational qualifications or skills among the majority of the unemployed.

Description of Economic Activity:

The economy of the province is dependent on the following resources, in addition to central finance.

Agriculture	Manufacturing
<ol style="list-style-type: none"> 1. Dates 2. Animal Wealth 3. Cereal 4. Vegetables 	<ol style="list-style-type: none"> 1. Salt Industry 2. Cement Industry 3. Brick Industry 4. Weaving and Fabrics Industry

Family Income:

The median family income/2004 is (1661129 Dinars).

Income Percentages %

Agriculture	Industry	Commerce	Transportation	Services	Management	Education	Health	Services	Other
14	15	17	9	1	12	5	2	2	23

Description of the Activity of the Private Sector (Sources of Funding)

Agriculture	Commerce	Blacksmith	Construction	Tailoring	Free Trade
31%	6%	5%	13%	6%	39%

Population:

In light of the absence of real statistics concerning the population number, the population of the province has been estimated according to the 2006 mid-year registration (it is worth mentioning that the population number according to the food ration cards is 625,000):

Urban			Rural			Total		
Male	Female	Total	Male	Female	Total	Male	Female	Total
132103	129785	261888	166333	166129	332462	298436	295914	594350

Percentage of the Population According to Age Group

0-14	15-29	30-44	45-59	60 plus
39.5%	29.8%	16.6%	9.2%	4.9%

Social Status of Head of Household

Married	Single	Widowed	Divorced
85%	7%	7%	1%

Educational Attainment of Head of Household %

Illiterate	Reads and Writes	Elementary	Middle	High School	Diploma	Bachelors	Higher
38.3	20.6	18	7.3	7.2	5.5	2.9	0.2

Educational Attainment of Household Members %

Illiterate	Reads and Writes	Elementary	Middle	High School	Diploma	Bachelors	Higher
36.5	29.3	20.9	6.0	3.4	2.4	1.5	0.0

Profession (Work) of Head of Household %

Public Sector	Private Sector	Profession	Worker	Unemployed	Retired	Student	Housewife	Other
11	1	5	21	44	5	1	7	5

Medium-Term Financial Framework:

Expected Budget for 2006-2009 for Al-Muthanna Province Amounts in Dinar

Number	Funding Sources	2006	2007	2008	2009
1	Regional Development	32	45	60	75
2	Speeding Up Construction	37	55	65	80
3	From Ministries - Directorates	30	40	100	200
4	Donor Funding	50	100	150	150
5	Investment				

Paragraphs (1 and 2): The selection and execution of projects will be carried out by the province.

Paragraph (3): The selection and execution of projects will be carried out by the ministries in coordination with the directorates working in the province.

Paragraph (4): The selection and execution of projects will be carried out by the donors and Iraqi ministries and the province.

Paragraph (5): It will be carried out through private sector investment and Arab and foreign investors.

Note:

1. Funding instructions and allocation of funds were delayed due to implementation and construction, and hence, the completion of the spending of funds for the year (as the spending period ends at the end of the year according to the directives of the ministry of finance).
2. The weakness of the planning and management ability to speed up the selection and study of the implementation of projects and the weakness of the required coordination between the executive and legislative branch causes delay in the implementation of projects.
3. Lack of entry of international companies and technical expertise to implement large allocated projects due to the delay in the referral of these projects and hence, the delay in the spending of allocated funds.

Summary of the National Development Strategy:

The national development strategy in Iraq is based on the fact that the Iraqi economy was mismanaged over the last forty years and that the Iraqi people today are in dire need for an alternative strategy to replace the failed local strategies and the former dictatorial, totalitarian system.

Iraq enjoyed self-sufficiency in agriculture and a vast oil wealth in addition to vibrant private sector and educated and skilled people. And it moved from being one of the most advanced people in the Middle East region to become people in which the indicators of human development have dropped to the lowest level in the region. The democratically elected government in Iraq today has a clear vision for Iraq and this vision can be summarized as follows:

(To transform Iraq into a peaceful, democratic, federated, united and prosperous country and into an advanced market at the regional economic level and a complete country open to the world economy.)

This ambitious vision for Iraq cannot be achieved except through a market based economy open to the world and led by the creativity and innovation of private institutions that is based on the rule of law and overseen and organized by a transparent and accountable democratic government.

In general, the basic element for the realization of sustainable development in Iraq lies in the active participation of its people in the production activities and the creation of wealth, and this requires securing the participation of all Iraqis in all the regions in the implementation of the national development strategy and the development process.

The active participation of the regions may be achieved through:

Giving up once and for all the centralized system to manage the economy, which was the hallmark of the former regime.

Involving all administrative authorities throughout Iraq in the preparation of the development projects and in setting priorities and their implementation.

Distributing investments in an equitable manner between the various regions of Iraq based on socio-economic indicators that reflect the socio-economic situation in those regions and that take into consideration the population size and its living standards in comparison with the other regions.

Urging donors to adhere to the regional distribution of foreign resources according to what is prescribed in the national budget.

For this end, regional development authorities will be established to promote development at the regional level and the role of these authorities shall be:

To benefit from the centralized public institutions present in the regions in order to execute the regional outlook of the national development strategy.

Allocation of investment resources presented by the central government and the donors in a manner commensurate with the share of the regions in the national investment budget.

Establishing direct relationships with the donors and international companies in areas related to the development activities stated in the national development strategy.

Mobilizing local and foreign resources and speeding up development in the regions.

The national development strategy is based on four main pillars that will govern the general strategic activities for reconstruction and development:

1. Strengthening the foundations of economic growth.
2. Revitalizing the private sectors.
3. Improving the quality of life.
4. Enhancing good governance and security in the country.

Relationship between Developments of the Province and the National Development Strategy:
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Strategies to develop the provinces are nothing but legs on which the national development strategy rests and complements in order to guarantee their success. Hence, a requirement for the correct setting of these strategies is to consider it an elaboration of the four main pillars of the national development strategy. Hence, the relationship is important in order to coordinate efforts to serve the citizens throughout Iraq through the strengthening of the economy and the revitalization of the private sector and through the provision of services to all the citizens and the respect for the rule of law and the provision of security.

The relationship is important in order to coordinate efforts to serve the citizens throughout Iraq through the strengthening of the economy and the revitalization of the private sector and through the provision of services to all citizens and the respect for the rule of law and the provision of security.

And this relationship should be premised on participation and cooperation between the local government and the central government to realize the final goal which is the transformation of Iraq into a democratic, federated, united country and [the transformation] of the economy into an advanced economy that complements the Arab and regional economies and is open to the world economy.

Summary of the Province's Strategy:

Main Hypothesis:

1. Availability of adequate human and financial resources.
2. Stable security situation
3. Social coherence.
4. Commitment.
5. Agreement between the province's plans and the central plans of the country.

Vision:

We all work together to make Al-Muthanna Province an economically prosperous province that provides the best services to its citizens and in an equitable manner and that copes with international development and provides security for its citizens and respect for the rules of law.

Mission:

For Al-Muthanna Province to set an example in achieving security, construction and development and in providing services to its citizens in an equitable manner and according to Islamic and humanitarian values.

It follows the principle of participation and decent living and commitment to respect its citizens and it endeavors to develop its human and economic capabilities at the hands of its sons and it promotes investment and the growth of the private sector so that it will play an effective role in the growth of the local and national economies and to work hard to fight poverty, backwardness, illiteracy and corruption in the province.

It also commits to respect the rule of law and the independence of the judiciary... and to establish relationships and coordinate efforts to obtain the support of the national government and friends from among the donors and humanitarian organizations to build projects and capabilities in the province.

Main Objectives:

1. Support respect for the rule of law, achieving security, the neutrality of the security and administrative apparatuses.
2. Developing and building public services and improving the infrastructure according to international and local standards.
3. Building infrastructure and basic projects.
4. Achieving economic development and investing available resources to achieve an advanced standard of living for the people of the province.
5. Developing the institutional capabilities of the public sector and the institutions of civil society and the private sector.
6. Developing and drawing from the capabilities and energies of the young people in the province.
7. Participating in the decision-making process and the stabilization of the political situation in the province.
8. Paying attention to the educational sector and eradicating illiteracy, ignorance and unemployment.
9. Supporting the revitalization of the national and religious holidays to strengthen social bonds according to the constitution.
10. Supporting and developing supervisory systems to improve the performance of the individuals and institutions.

Functions and Role of Local Government:

First: Public Order, Security and Administration:

Vision: Adherence by all to order and respect the rule of law and its implementation and respect for human rights and the independence of the judiciary.

Mission: To endeavor to be an example in the realization of security and public order and the independence of the judiciary and to select qualified and neutral elements for administering the local councils, training and rehabilitating members of the security and law enforcement agencies.

Courts:

Goals:

1. To train and develop court buildings and to furnish them with all the work requirements.
2. To train and raise the quality of the court cadres.
3. To train and rehabilitate members of the police working in the courts and prisons.

Police and Prisons (including traffic and customs police):

Goals:

1. The neutrality and independence of the police leaders and members, and commitment to law enforcement.
2. Support for the enforcement of laws that regulate traffic and public order.
3. Construction of regular prisons that guarantee human rights and the need to separate the women and youth prisons from the prisons for men.
4. Equipment of members of the police with the necessary tools and equipment for them to perform their duties in a modern fashion.
5. Training members of the police to perform their work with efficiency and respect for human rights.
6. Establishment and rehabilitation of precincts and services for members of the police.

Travel and Nationality:

Goals:

1. Development and training of cadres so that they would be qualified to provide service efficiently and within the appropriate legal and constitutional framework.
2. Reconstruction and building of the necessary buildings in order to best serve the public and win them over.
3. Automation of record keeping and information and service provision.

Civil Defense:

Goals:

1. Provision of the necessary equipment and tools to provide the best services to control incidents and provide quick services.
2. Development and training of cadres to secure efficiency and quick response to various cases.
3. Reconstruction and construction of precincts as needed.
4. Building of a modern communication system that guarantees quick communication and response.

Administrations in the Province Council and Municipal Councils and Local Administration of the Province:

Goals:

1. Formation of qualified management to administer the work of the province council and municipal councils and the council committee secretariats.
2. Selection of neutral cadres to staff the administrations and train them and improve their abilities such that they are qualified to perform their work with neutrality and efficiency.
3. Ensuring the job security of the cadres working in the administration of the province council and the municipal councils, and improving its abilities and qualifications.
4. Reconstructing, constructing and furnishing the buildings of the councils and administrations and providing them with weapons and the required apparatuses.
5. Supporting legislation that would allow for the administration of the province in a decentralized fashion and the formation of administration structures in the province as needed.
6. Designating a liaison officer to coordinate with donor countries who would secure continuous dealing and coordination and who would be an information specialist.
7. Setting a system for work inside the province (internal system).
8. Setting a mechanism in place to receive the public's complaints.
9. Setting an internal auditing system to improve performance.

Financial Resources:

Goals:

1. Setting modern irrigation systems and improving and developing the main rivers.
2. Digging wells in the western desert area of Al-Samawa and encouraging small savers to invest in cultivating those areas with important food crops. And providing financial and material support to expand the agricultural land.
3. Developing and rehabilitating irrigation networks currently present.
4. Building dams and irrigation systems in the province and increasing water shares.
5. Supporting land reclamation projects and improving the quality of underground water.
6. Developing and training the cadres.

Industrial Sector:

Goals:

1. Encouraging investment in local industries especially weaving and fabrics, dates, salt, cement, bricks and other items in order to meet the local and national need.
2. Supporting quality control over products so that they are on par with their foreign counterparts.
3. Development of local capabilities, training the cadres and winning the support of friends to develop the local and national industry.

Tourism Sector:

Goals:

1. Geographic survey of the tourist and natural, historic and industrial areas, especially archeological sites.
2. Developing archeological areas and establishing service areas for tourists and visitors.
3. Promoting and supporting the opening of tourist offices.
4. Providing tourist facilities such as hotel, modern cars, money exchanges and shopping centers.
5. Developing research studies and educational institutions and developing tourist institutes and colleges with tourism and hotel management faculties (tourist industry) and building the capabilities of workers in the tourism sector through specialized training programs and benefiting from the experiences and expertise of other countries.
6. Holding tourism seminars and conferences and issuing publications on the various tourist facilities within the province, the region and internationally.
7. Securing an adequate budget to care for and maintain the tourist and archeological attractions of various types.

The Oil and Energy

Sector:

Goals:

1. To provide oil products to the citizens and public facilities working in the area of gas or oil of various types and building supply areas.
2. Supporting the development and rehabilitation of the Al-Samawa refinery and raising its productivity levels.
3. Supporting the state's plan to bring the price of oil on par with the oil markets in neighboring countries to combat the smuggling of oil products.
4. Working to remove oil transport pipelines from inside the cities.
5. Developing and training cadres.

(Energy) Electricity:

Goals:

1. Rehabilitating networks, pipelines and stations and ending violations.
2. Establishing new networks and removing congestion and establishing delivery stations to cover shortages.
3. Establishing aerial and land pipelines.
4. Establishing high capacity power generation stations to satisfy current and future demand.
5. Organizing courses and educational programs for the technical cadres working in the electricity sector in a manner that raises performance levels.
6. Encouraging the private sector to invest in the power sector and the provision of electric power according to the laws governing consumer protection.

Roads and Bridges:

Goals:

1. Establishing a network of highways and bridges that connect the province to other provinces and providing services within it.
2. A network of highways and bridges that connect the province to other provinces and districts and providing services within it.
3. A network of side roads within the province to connect the main and side neighborhoods and providing sufficient parking garages that do not impede movement and traffic.
4. Setting control systems on outside roads and highways and side roads.
5. Reconstructing the infrastructure related to the provision of various types of services on the roads.
6. Building bridges to relieve congestion on outside, main and side roads.
7. Building pedestrian bridges using the most recent methods to alleviate the suffering of the users and citizens.

Transportation:

Goals:

1. To prepare programs and special seminars to train the human resources working on the transportation sector and establish institutes specializing in land and air transportation and railways.
2. Exploring sufficient capabilities and energies to develop air transportation and build an international civilian airport.
3. Supporting the provision of the most advanced and best means of transportation and trucks between the province and other provinces and encouraging investment in this area.
4. Paving the road for the privatization of the land and air transportation sectors.

Railways:

Goals:

1. To develop and reconstruct railway stations and tracks.
2. To support the establishment of new tracks to connect the province to other neighboring provinces or countries.
3. To train the working cadres to provide the best services.

Communications:

Goals:

1. To fix and renovate the current network.
2. To conduct a comprehensive survey of the current communication network.
3. To expand the current network and use the most recent switchboard.
4. To bring in the private sector to provide remote communication services.
5. To develop national correspondence (wireless, light and microwave).
6. To develop the mail and savings means.
7. To train the working cadres.

The Banking and Finance Sector:

Goals:

1. To set programs to develop capabilities and build up the skills of the human resources working in the sector.
2. To secure the availability of the public, specialized and state owned banks that provide services parallel to what is being provided internationally according to the latest technologies to attract investors.
3. To promote bank mergers at the local, regional and international levels.
4. To establish a modern automated system for settlements at the Central Bank and its branches.
5. To encourage the private sector to establish specialized and commercial banks and contribute to state-owned banks.
6. To establish educational institutions that have the latest specializations in the banking industry and marketing.
7. Establishing a stock exchange to increase the capital of public banks and increase their capital.
8. To allow for conducting and implementing research studies on the industry and the marketing of banking services.

Border Crossing Points and Free Zones:

Goals:

1. To establish a free trade zone and a center for trade exchange between Al-Muthanna Province and Saudi Arabia in order to strengthen economic activity within the province.
2. To benefit from the border location of Al-Muthanna Province as a crossing point for goods and commodities with Saudi Arabia.
3. To initiate the establishing of a land road between Al-Muthanna Province and Saudi Arabia as a main crossing point for Iraq pilgrims.

Third: The Environment, Housing and Public Facilities:

Vision:

To work toward providing a clean environment and suitable housing and public facilities in order to provide services to citizens and to secure basic services in an equitable manner.

Mission:

For Al-Muthanna Province to set an example in the provision of basic services to citizens and lend support to environment improvement projects and proper housing and service facilities to the citizens.

Housing and Urban Development:

Al-Muthanna Province suffers from a severe lack of housing units and proper housing for residents due to the cessation of support for this sector and as a result of the policies of the former regime and the increase in the population of the province and return of the displaced to the province, which requires the provision and construction of housing units to find appropriate and quick solutions to this problem. This will require the following:

1. Development and preparation of designs and urban maps for the province, its center, districts, areas and villages that would accommodate the construction of new housing complexes and all the other services and the expansion of the municipal limits and province center.
2. The construction of housing complexes across the province to address the shortage and provide proper housing.
3. To review present laws and issue new ones that are commensurate with current conditions and prepare a suitable environment for investment and to finance housing in the private and public sectors while taking into consideration the issuance of new laws for mortgage lending.
4. To promote and support the development of prefabricated construction to speed up the resolution of this problem.
5. To prepare and allocate space and land to build housing complexes in line with the basic design of the province.
6. To set in place a mechanism that would raise the level of services provided to the rural areas to prevent migration to the cities.

The Water Sector:

The paucity of potable water in the province is one of the most important problems that the province suffers from, especially during the summer season, in the cities where there is a 50% shortage in potable water. Population areas in rural areas suffer from a lack of water services, which subject the families to difficult conditions as they attempt to obtain water.

Goals:

1. To follow up and complete all ministry contracts to implement strategic and small projects, including the big water project for the province and the treatment project by the World Bank and the Salman water project.
2. To make sure that strategic projects are being implemented and to upgrade all old networks and fill in the shortage in the networks to cover all urban and rural areas, including the Al-Samawa water network according to the set designs.
3. To implement water purification stations in the rural areas and villages and to address the extreme shortages.
4. To implement and build water desalination station RO and set up a mechanism for distribution.
5. To improve the quality of water by establishing modern laboratories and database to follow the work of the stations and identify disruptions and the validity of the networks.
6. To prepare well-trained technical cadres to sustain the work of the equipment and deliver water in an uninterrupted manner by offering specialized courses to the cadres.
7. To open up workshops in directorates to carry out routine repair and maintenance work where all spare materials are available.



Sanitation:

Al-Muthanna Province suffers from the absence of sanitation, especially in the regions and districts. Majority of the cities are being serviced from open ponds and pipeline networks to drain rain water and most houses link their sanitation with the rain drainage network, which causes them to get clogged and decreases their absorption capacity, not to mention the environmental pollution that it causes. The main cities suffer from elevated underground water levels and marshes. Among the most important goals to be accomplished are the following:

Goals:

1. Construction of dirty water treatment stations according to set designs.
2. Construction of sanitation networks in main cities (Al-Samawa, Al-Rumaitha and Al-Khader) and heavy water treatment projects to benefit from it in irrigation or to return to the river as clean water.
3. Development and maintenance of water sanitation projects for neighborhoods and the rehabilitation and maintenance of treatment stations.
4. Protection of the environment and control of water pollution incidents against pollution with heavy water networks.
5. Provision of training courses to the technical cadres and raising their qualifications such that they could efficiently perform their work.
6. Provision of funding to establish projects in coordination with the central government and donor countries.



Municipalities:

Municipalities are involved in several services and work, the most important of which is the cleaning of the cities and treatment of waste and protection of the environment. Al-Muthanna Province is suffering from the accumulation of waste in the streets and public squares, as the collection of waste mechanism is rather antiquated, and it includes the collection of waste in multiple areas and then lifting it with equipment to the dump sites. The dumps do not conform to the environment specifications and there is shortage in adequate specialized equipment and the absence of a sanitation network in the province, which causes environmental pollution and damages the streets and sidewalks.

Goals:

1. To set a clear and practical mechanism for the collection and disposal of waste and its transport to the dump sites.
2. To establish, support and promote the construction of waste treatment plants to benefit from waste as recycled primary material and wasted energy.
3. To set up waste dump sites in the province center, the regions and districts according to environmental and technical specifications.
4. To improve performance in the management of the property and resources of the municipalities in the province.
5. To pave streets and build sidewalks and regular divides.
6. To relieve traffic congestion and rebuild streets and intersections.
7. To build and fix public parks and green areas.
8. To execute basic designs and purchase land for public services and housing.
9. To develop commercial areas according to architectural designs suitable to the population and housing growth.
10. To develop industrial areas according to environmental requirements and population needs.
11. To develop the municipality sector and increase the number of specialized equipment to ensure the cleanliness of the environment.
12. To support and issue strict laws and conditions against violators and trespassers.
13. To promote investment in the area of public services and provide support thereof.

Social Development:

Society is considered the real guarantor for the realization of goals and plans, and programs that develop public awareness and social education are considered to be the real support for the realization of comprehensive development and economic growth.

Goals:

1. To support plans to build the capabilities of society and to develop it in all social facilities such as the management of public services as well as the other facilities such as industry, trade, housing, health, education and culture.
2. Participation of educational institutions and their involvement in a program to educate qualified teachers to develop and meet the needs for the provision of public services and other facilities to the private and public sectors.
3. Popular awareness and knowledge of developments concerning the province and opening a television channel to continuously air information to the public in the province.
4. The role of the clergy in education and the spread of the right behavior and concern for the public good.
5. To support the institutions of civil society and ensure their active participation in social development and public accountability and to improve the performance and active participation in the activities of the public institutions and reconstruction.
6. To support and sponsor publishing houses and public awareness.

The Natural Environment and Pollution:

Goals:

1. To support the issuance of legislation and mechanisms to control unorganized exploitation of the natural environment and to prevent pollution.
2. To support and activate environment protection and pollution prevention activities.
3. To adopt measures to treat currently polluted areas in the province.
4. To survey and identify industrial facilities that greatly affect the environment and to treat them.
5. To protect open green areas against trespassing and to maintain them by all specialized authorities.
6. To plant green belts around cities neighboring the desert in the province.

Fourth: Social Issues

Health:

Vision:

To endeavor to provide a complete health system that protects the health of the citizens and the environment while providing options and involving citizens in the responsibility for their health.

Mission:

We are committed to improving the health conditions in the province through improving the quality of health care provided to the citizens, irrespective of their religious, national or geographic or socio-economic status, in addition to improving the administrative structure and eradication of corruption.

Goals:

1. To provide medicine and medical needs and modern equipment.
2. To build health centers equipped with medical equipment and furniture.
3. To build specialized hospitals with equipment and furniture.
4. To support specialized cadres, especially (obstetrics), anesthesia and forensics.
5. To train medical cadres, especially female cadres.
6. To develop first aid services.
7. To develop emergency rooms and first aid section.
8. To provide and advance communications system to support administrative issues (information network).
9. To improve food safety handling and to control the spread of contagious disease.

Entertainment and Sports Services:

Goals:

1. To build playgrounds of various types and with modern specifications.
2. To support the building of open and closed swimming pools.
3. To build clubs and youth sports centers and support athletes.
4. To pay attention to female sports and secure all their needs.
5. To pay attention to children's sports and to train the children and prepare them for the future.
6. To build entertainment sports and public parks and zoos.
7. To care for archeological and tourist areas and to provide entertainment services and facilities in them.

Religion and Education:

Vision:

We aspire for a society in which spiritual belief and public awareness prevail.

Mission:

We are committed to the promotion of religious and social education according to religious and cultural constants established in the new Iraqi constitution.

Goals:

1. To rebuild the infrastructure of religious and cultural institutions.
2. To provide financial allocations to workers.
3. To protect religious traditions.
4. To support the sanctuaries of the various religions, libraries and museums.
5. To support the various media services.
6. To organize religious and cultural seminars for citizens of various classes.

Education:

Vision:

We care about education and the eradication of illiteracy and building an educated society in sync with the world progress and that possesses the right Islamic and human values.

Mission:

We are committed to building various schools and providing the best education and ensuring that the educational process is complete through the preparation of cadres, meeting the needs of the province, and the creation of a scientifically advanced society that believes in God and the homeland.

Goals:

1. To build new schools and furnish them in order to absorb the increase in the number of students and move away from dual shifts.
2. To maintain and renovate existing schools and expand a number of them through the addition of new classes.
3. To improve the furniture of the schools and the teaching supplies from laboratories to educational means to the introduction of computers.
4. To develop the cadres and improve their qualifications through courses held inside and outside the country.
5. To pay attention to literacy programs especially in the rural areas.
6. To activate the means of entertainment (sports - art - travel).
7. To build educational directorates in the regions.
8. To provide means of transportation for kindergartens and the educational staff.
9. To pave roads leading to rural schools.
10. To build large furnished halls for the educational sector in Al-Samawa, Al-Rumaitha and Al-Khader.

Social Work, Security and Care:

Goals:

1. To support the issuance of legislation that would guarantee an honorable life for all citizens, especially the disabled, unemployed and retired.
2. To construct buildings and headquarters and to equip them in order to provide services to the citizens and establish professional training and rehabilitation centers.
3. To support the training of the unemployed and those covered by social care to enable them to work.
4. To support legislation that organizes employment and the appointment of employees in labor departments across the province.
5. To support the issuance of the necessary legislation to extend health insurance to the citizens.
6. To support the establishment of facilities for the elderly, orphans, disabled and the blind.
7. To support the issuance of legislation to prevent child labor and begging on the streets.
8. To pay attention to minors and their rehabilitation.
9. To promote and support the institutions of civil society to provide shelters for the orphans and the elderly.

The Media:

A free and committed media is considered to be a major source of strength for society and a guarantee for its advancement and the preservation of its principles and values. The politicization of the media and its lack of neutrality create several problems some of which are social and organizational. Hence, it is important for the media to be free, neutral and realistic and to relay the news with honesty and clarity and not to harm the dignity and privacy of the people.

Goals:

1. To support all the media authorities and to provide them with real information and news.
2. To support the media such that it would contribute to the transparency of the institutions before public opinion.
3. To support the establishment of continuous television transmission in the province.
4. To support television programs and local newspaper articles that contribute to public awareness.
5. To encourage and support local public and private institutions to cover their activities in the media to ensure that citizens are aware of what they are doing.
6. To support and train media cadres such that they are able to perform their work with integrity and efficiency.

Implementation of the Strategy:

A model for linking with the national government and the international community:

1. Coordinating efforts and working to gain the support of national ministries and donor friends to develop the province.
2. Explaining the level of suffering endured by the citizens and the extent of earlier neglect of the province.
3. Promoting investment, participation, and the local, national and international exchange of information.

Setting Priorities:

To set priorities and approval of programs and plans to develop the project:

1. Public security and order.
2. Basic services (water, electricity, health, education, sanitation, communications and cleanliness...).
3. Basic infrastructure.
4. The economy, investment and development.
5. Social services.

Moving Forward:

Communicating the Vision to Society:

1. Printing and distribution of copies to all councils, officials, concerned parties and academics in the province.
2. Announcing the strategy in newspapers, magazines and on local and national television.
3. Holding expanded explanatory seminars with media coverage.
4. Opening the door for the public participation of those interested to develop the strategy.

Building the Planning and Development Capability:

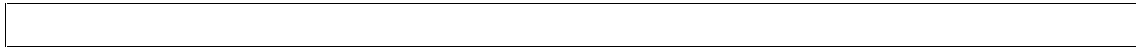
1. Supporting the establishment of a planning and development center in the province.
2. Supporting the establishment of training and development workshops in the province.
3. Supporting managerial capabilities in the province and using modern management and strategic planning.
4. Supporting the training of cadres in the province and using modern techniques.
5. Supporting the principle of participation in opinion and the selection of the most qualified people for administrative and technical work.
6. Opening the door to initiatives and ideas.
7. Follow-up and effective monitoring and development of plans and update of techniques and activities.

Follow-Up, Development and Supervision:

1. Supporting supervisory and inspection bodies.
2. Elimination of corrupt elements and their prosecution.
3. Using administrative development and training to remedy mistakes and to train the cadres.
4. Using quarterly supervisory reporting in the development and updating of plans.
5. Supporting the development of an annual reporting system that clarifies the opinion of all the supervisory authorities in the work of the institutions to be submitted to planning authorities and other parties.
6. Following up on the implementation of plans, monitoring reports, and laying remedies and suggestions to improve plans.
7. Monitoring transparency and clarity and submitting reports about that to independent and specialized parties.

Threats:

1. Lack of clarity of financial instructions and administrative authorities.
2. Lack of political stability and harmony in the province.
3. Absence of general security stability.
4. Lack of materials and inflation.
5. Lack of skilled and qualified technical labor to carry out the work.
6. Lack of qualified companies and contractors to carry out the work.
7. Lack of experience and qualifications among the supervisory technical and administration cadres.
8. Lack of clear vision and goals, and ineffectiveness of the authorities to realize the goals.
9. Self-interest and lack of concern for the public good.



At the meeting of the province council and following in-depth discussions of the province strategy, the province council unanimously approved the strategy of Al-Muthanna at the meeting held on 8/29/2006.

[signature]
8/29
Head of the Legal Committee
Abdul Hussein Al-Kathimi

Approved

[signature]

8/29

Head of Province Council
Ahmad Marzouk Shallal

[signature]

9/10

We hereby approve

Governor
Mohammad Ali Al-Hassani

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From the United Nations and Donors: Paul Jenkil “Ahmad Abdul Hamid” “Emma Morgan” and funding for the workshops came from DFID.

