

Sulaymaniyah Province



Strategic Plan for Development and Improvement

2008-2012

(Draft)

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Sulaymaniyah Provincial Development Strategy

Introduction

This plan has been prepared by the planning committee of Sulaimanya provincial council in cooperation with (RTI-LGPII) representatives and with the assistance of Sulaimanya provincial council members and the deputy of governmental departments and private sectors. Detailed programs for the implementation of the Strategies shall follow.

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The Governor's Speech

Province Development Strategy:

Sulaimanya province and its international partners have formulated an integrated Provincial Growth and Development Strategy document, in line with the National Development Strategy (NDS) and national policy framework for socio-economic planning at provincial level. The document will provide the strategic framework, sectoral Strategies and programs aimed at a rapid improvement in the quality of life for the people of the Province. To do this, the PDS will set out a vision with quantified and sequenced targets in the areas of economic growth, provision of job opportunities, poverty eradication, infrastructure and basic social services improvement for the five-year period 2008-2012.

The PDS represents a step forward from previous development planning attempts and processes in the Province, which have tended to be non-participatory and top-bottom sector-driven and fragmented, short-term and in most cases reactive. The PDS gives Sulaimanya Province the opportunity for medium range (5 years) strategic planning in reliance on key priorities and targeting structural deficiencies in the economy and society circumstances.

Extensive consultation and input from Provincial Government, public entities, district and sub-district authorities, sector agencies, businesses, NGO's and higher education institutions in the formulation process to date also means that the PDS will provide the opportunity for conflicts reStrategies, inter-governmental collaborations and long-term co-operation between the provincial stakeholders around a coherent socio-economic development strategy.

1.2 The Objectives of PDS Document

The process of developing the PDS is divided into two phases:

Firstly, the development of an overall strategy framework.

Secondly, the translation of this strategy framework into detailed and sequenced sectoral Strategies plans and projects (see appendix 1).

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This document – The Sulaimanya Provincial development Strategy 2008-2012- is the outcome of this first phase. The main aim of the Framework Document is to articulate a consensus-based vision and quantified targets for Provincial Growth and Development through a clear strategy framework. This strategy framework will in turn lay the ground for the generation of policy options, the prioritization of objectives, and the consequence development of sectoral Strategies, plans and programmes.

The Framework Document embodies the following:

A clear vision for the medium-term development of the Suli Province.

An analysis of the causes of socio-economic underdevelopment, and security implication in the province.

A review of development planning and its rate of success in addressing core challenges.

A summary of socio-economic challenges to be addressed in the PDS.

Setting out the development opportunities to be seized by the PDS.

A quantified vision and sequenced targets for economic growth, job creation, poverty eradication, human development, and institutional transformation.

A five-year strategy for Provincial Growth and development, identifying priorities and key program thrusts.

The sequencing of implementation and key program priorities to set the direction for the second phase (implementation) of the PDS.

Overview of Policy and Strategy Since 2005:

1.1 National Context:

In addition to the National Development Strategy (NDS) and the frame of the work of provincial and local governments, three inter-related national economic policy framework are relevant to the successful implementation of the PDS:-

2.2 National Development Strategy (NDS)

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National Development Strategy as the central point in the ministry of planning and development cooperation activities play a pivotal role in firmness and accuracy in identifying economic defaults and appropriate policies at the national level. However, the bedrock upon which the rest of the national plans rests should be the strategic views of various provinces in developing their respective communities. In another word, the PDS should play the critical and foundational roles for formulation and implementation of the NDS. The first step in that direction would be to identify and establish clear linkages among RDS, NDS and the PDS.

Furthermore, through close collaboration between the Ministry of Finance and the Ministry of Planning, required functional and structural procedures for allocation and execution of resources should be linked closely to the implementation of the PDS at the provincial and local levels. The PDS should also become the point of conversion among all sectoral activities at the provincial level – a point around which all developmental planning and priority setting, resources mobilization and program implementation should revolve.

The Provincial Reconstruction Program (PRP)

In 2005, the Iraqi and Sulaimanya Province security and consequently the economic status were in a state of decline evidenced by stagnant growth, a net reduction in both formal and informal sector employment, and high level of poverty and inadequate and non-existence of basic social services and infrastructures. The national framework adopted to address these issues was the “Provincial Reconstruction Program” driven by the Provincial Reconstruction Team (RRT) at the provincial level. PRP integrates international contributions of various agencies in the area of growth, development, and reconstruction into a unified program aiming at enhancing the capacity of the provincial government in its effectiveness and address the pressing issues at the community level. The key to this link is a multidimensional program that will provide necessary assistance to provincial governments to have access to adequate services like electricity, water, telecommunication, health, education and training to develop required human resources.

2- The Provincial Context

Three issues are relevant when considering policy and strategy at provincial level:

The impact of national policy frameworks on the provincial growth and development,
The performance of provincial government in the policy development and implementation, and
The impact of the policy shift towards local governance as the primary target of service delivery.

2-2-1 The Performance of provincial government

Currently, in Iraq provinces, provincial governments have a service delivery role in education, health and social development and have kind of oversight responsibility in many areas of effectiveness in addressing pressing developmental issues.

Provinces therefore make major choice regarding the sectoral and spatial distribution of public expenditure (capital fund in particular). These choices, in turn, affect economic growth, job creation, and poverty eradication.

This is the first PDS attempt by Provincial Government as an overall framework for socio-economic development in the Suli province.

Although the PDS was not sufficiently informed by an integrated empirical understanding of socio-economic conditions in the province, it did draw upon numerous strategy forums on NDS and the universal principles of human rights and importance of dealing with poverty and in pointing approaches to service delivery and sectoral interventions. Review of the PDS reveals the following issues:

- The PDS was not sufficiently “owned” by provincial government and the social partners. As a result, effective and full implementations remain questionable by lack of integration across various ministries, and spheres of government.

- Since 2005, Provincial Government faced many political and administrative challenges. Among them is the provincial administration which displayed varying levels capacity building challenges. As a result, the period 2005-2008 was concentrated on stabilization, grappling with unutilized fund, maladministration, internal political turmoil, and intractable administrative blockages.

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- The broad goals of the PDS have been translated into programmes that could be translated into developmental plans. The lack of clarity at the level of programmes and projects was reflected in very limited attention to the linkages of the PDS to the provincial budgeting process

- No monitoring mechanisms were put in place to allow for reorientation of programmes during the life span of the PDS, and no institutional mechanism were establish to allow for the reorientation of strategic thrust following the development of new understandings and synergies between provincial social patterns.

In tandem with on-going efforts to transform its administrative setups and operational procedures, the provincial governments is shifting its attention on more consultative and integrated approaches to service delivery, evidenced through the formulation and development of the PDS being driven by various players from different provincial government spheres and ministries.

However, the building of administrative, institutional, leadership and participatory capacity remains a major priority, as does the establishment of effective partnership with social partners and international agencies in support of growth and development.

The Policy Shift towards Local Government 2-2-2

During or beyond the period of PDS, service delivery will need to increasingly shift from national to provincial and local authorities as powers and functions are transferred progressively. This will require strengthening of the integrated development planning process with at provincial government level in collaboration with district and local municipalities, with particular attention paid to issues such as the following;

- Planning and project management capacity; decentralization of service delivery support by increased and more effective flows of fiscal resources to the provincial and ultimately local spheres;
- Strengthening of the ownership of the PDS formulation and implementation processes by local communities, particularly the poor and marginalized groups.
- Effective integration of provincial and national government particularly the ministries of planning and finance with the PDS implementation process,
- Strengthening of partnerships within local spheres of government, particularly with civil society organizations supporting the strengthening of livelihoods at the household level,

2-2-3 Lessons Learned

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

- - Skilled human resources are required in Provincial Government and local authorities to effectively plan and manage the implementation of development Strategies and corresponding programmes and projects.
- The PDS program implementation must proceed in tandem with capacity development and institutional strengthening so the province is ready to facilitate growth and development.
- - The planning implementation of the PDS requires effective contribution from all governmental and local authorities and also the community stakeholders
- - The economic resources of the province, the diversity of productivity bases and developing relations among the main economic sectors are limited. Preserving these resources is 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 sets out a number of constraints Sulaimanya province faces and it defines the methodology, surveying and analyzing the socio-economic status via which the PDS is formulated. The Provincial Strategy framework over the period of 2008-2012 has been formulated to seize opportunities and address these constraints.

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 Sulaimanya province, this development needs strategic factors for securing sustainable growth.

2-3- Bad Living Conditions

Poverty can broadly be defined in terms of lack of access to opportunities for a sustainable livelihood. These opportunities can be characterized in terms of income, skills, knowledge, self-confidence and access to decision-making. However, the prevailing security conditions and unavailable social economic data at provincial scale do not allow for an analysis of all of these conditions, many of which are understood best at the micro level

Although there are weaknesses in the poverty data of the province, especially in the analysis of poverty faced by women, widows, and marginalized groups poverty is wide spread and destitution is supported by other indicator such as conflicts, internally displaced, unemployment, and access to basic social services. Access to the basic social services particularly electricity, safe water and health facilities remain very limited. All of these indicators show that poverty is worsening in the province. .

3-3 Underdevelopment of Agriculture Potentials

Although 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 underdevelopment are affecting agriculture productivity and food provision as well.

4-3- Inability to utilize provincial financial resources

The Sulaimanya provincial government has significant difficulties to utilize its financial resources and manage its expenditure effectively. Although sensible public expenditure has such strong influence on development, the provinces lack of unity of vision and systematic sustainable development planning process, particularly within various spheres of provincial government and sector agencies, limits the scope of development specially service delivery system. Not only dose the Provincial Government have limited capacity, the National Government also dose not provide the provinces with continuous and progressive guidelines and procedures to pave the way for effective budget execution to take place.

The base of intergovernmental fiscal transfers from the National Government coupled with lack of proper planning and financial management capacity within the Provincial Government also contribute towards unutilized allocated fund, budget surpluses co-existing with the huge and increasing social and economic needs of the population. The strategic question is to what extend these limited resources can be utilized to have tangible impact on the lives of the ordinaries and also crowd in other sources of investment and facilitate economic growth and development.

4- Regional Growth and Development Options:

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:

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- 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:

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- 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 in the provinces

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

- The formulation and consultations within the PDS have provided favorable environment for conflict reStrategies 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 Sulaimanya 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

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- 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

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- 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 Sulaimanya 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

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- Environmental pollution
- Inflation and scarcity of local productivity

A brief review of the province:

The number of Sulaymaniyah province population as per a survey conducted by Sulaymaniyah Directorate of Statistics in 2002 is (1704740) people out which 848428 are males and 856278 are females. A number of 322020 families live in the province. This population is annually increasing by a rate of 3% which is equal to 51142 persons, and a number of new families are yearly formed with ordinary living standards. These families are in need of basic services such as health, water and sanitation, roads, electricity, schools and etc.....

Obviously, the provision of these services requires modern and strong organization on the part of the departments and institutions which provide these services. For instance, the provision of 13610 housing units in a year requires huge administrative, economic and technical preparation. If the yearly increasing demands of the growing population were not properly met, the crises will lead to frightening statistics.

78% of the population of this province live in the urban areas, while 37% of them live in the rural areas. This is at a time that in 1987, 63% of the population was urban dwellers, and 37% were living in the rural areas. This manifests the scale of tremendous demographic changes as a number of 48000 families have emigrated from the country side into the city center which is equal to 250000 persons who have big negative impacts on the province in terms of economic, social and cultural aspects which cannot be ignored especially at a time that there are 2525 villages in the province the density of their population is 72 persons per KM² where a specialized doctor should deliver medical services to 8500 individuals, an expert pharmacist should provide services to 34000 individuals, and a health worker provides medical services to 1000 persons.

In the area of education, there are 259735 illiterate people which is equal to 38% of the population for the age group of 16 and above where the 25,2% of the illiterate males is equal to 85503 and the 50,8% rate of the females is equal to 174232. Worth mentioning, each two pupils share one desk in the classrooms.

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Wind speed is 17, 25 per hour towards the direction of southern east and west in winter, and northern east and west in summer. Average humidity rate is 42%.

Note: these data are provided by the governmental departments which took part in the preparation of this PDS.

The Vision

Toward Better services and (Agriculture, Investment, Tourism, Cultural) development in Sulaymaniyah

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**Preparing Infrastructure Services to Sulaymaniyah
Province Citizens**

The Values

The needed Values for Sulaymaniyah Development Strategies:

- Strong will
- Recognition of lack of knowledge.
- Persistence on precious values.
- Consideration of the importance of time
- Respecting the intellectuals and skilled people.
- Honesty
- Working hard
- Accommodating the other party.
- Follow –up
- Avoiding bureaucracy.
- Optimism
- Awareness
- Benefiting from the opposite views even if they are different than ours.
- Assessment before stepping forward
- Routine reduction
- Assessment. Evaluation... The objective scientific selection.
- Towards educational development
- Towards a bright city
- Towards a productive community
- Towards selecting the right persons for the right positions.
- Towards the economic development of Sulaimanyah city
- Towards a civil society.
- Towards the elimination of corruption
- Towards maintaining Sulaimanyah city at the forefront.
- Towards bolstering the capabilities.
- Towards systemizing the government departments

Cultural sector

No	Objectives	Problems of each objectives	Strategies for solving each problem
1	Buying and refurbishment of archeological houses in and around the Sulaimanyah city	Buying and refurbishment. Lack of any provision in the budget of the Directorate of Archeology	<ul style="list-style-type: none"> - increasing the government's budget to include the archeological houses. - attempts for obtaining financial and technical assistance from the international organizations including UNESCO and the foreign universities
		Lack of laws and rules concerning the archeological houses	Passing specific news laws and rules for the archeological houses
		Lack of experts and skilled people at refurbishment of the archeological houses	- opening training and educational courses by the experts in this area for the preparation of skilled cadres
		Weakness of the responsible archeological departments , complex routine and strict bureaucracy	<ul style="list-style-type: none"> - performing administrative reforms and putting the honest and skilled people in these departments. - reduction of routine and rules - forming an archeological committee for purchasing the archeological houses without interference to their works
2	Excavation for archeological sites by the assistance of scientific centers and foreign experts.	Lack of annual budget for excavation , that no provision is provided in the budget for this reason	<ul style="list-style-type: none"> - allocating a required budget by the government - encouraging the international organizations and the donor countries - The incomes of archeological sites and museums to be for their staff expenditures.
		Weakness of administration , routine and abhorrent bureaucracy	<ul style="list-style-type: none"> - Administration reform by amending the current system and putting the right person in the right position. - Reducing routine and removing the rules that form working obstacles
		Fewness of experts and skilled people	- Delivering training and educational courses by concerned experts for skilled cadres' preparation.

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			<ul style="list-style-type: none"> - Sending the local cadres abroad. - Benefiting from the forging experts - Raising the scientific levels of the historical and archeological departments and opening the higher education sections (Masters and Doctorate)
		The budget	<ul style="list-style-type: none"> - Setting a budget by the government - Benefiting from the donor countries and the foreign organizations - Internal capitalism
3	Building a complex for cultural, press and artistic activities that includes music, theater, sculpturing...	Weakness of management , routine and bureaucracy	<ul style="list-style-type: none"> - Administration reform in the administrative and cultural institutes
4	Opening the centers of handwriting and national archives	<ul style="list-style-type: none"> - budget - lack of special buildings for handwriting and national archives - Lack of awareness for keeping the national heritage. - Scarcity of experts and experienced people in this area. 	<ul style="list-style-type: none"> - allocation of budget by the government - Urging the local wealthy people for opening such centers.
			<ul style="list-style-type: none"> - the provincial council to adopt the construction of these buildings from the renovation budget
			<ul style="list-style-type: none"> - passing strict laws and rules and enforcing them - The mass media to have the role of raising the awareness in this respect.
			<ul style="list-style-type: none"> - Benefiting from the foreign experts - Delivering training courses - Granting bonus for employees and experts working in this field
5	Supporting the centers and institutes of printing, publication, culture, art and literacy.	Lack of enough budget	<ul style="list-style-type: none"> - allocated the required budget by the Ministry of Culture. -local wealthy people -The international organization

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		Improper and weakness of coordination , weakness of administration departments ,routine and bureaucracy	<ul style="list-style-type: none"> - Administrative reforms and reduction of routine - Forming the public culture council that includes all the governmental and non - governmental cultural, artistic and literal institutes.
6	Opening the Kurdish House , international fairs for books annually , special museums and bringing advanced Press machines	<ul style="list-style-type: none"> -Lack of sufficient budget - lack of rules and laws , weakness of administration departments ,routine and bureaucracy 	<ul style="list-style-type: none"> - Allocating budget - Donor countries - Local rich people - Changing the current laws , rules and the working system , performing the administrative reforms and routine reduction
	Conducting scientific and cultural conferences and holding annual festivals that includes all areas of activities in Sulaimanyah	<ul style="list-style-type: none"> -lack of special facilities like galleries, hotels, recreation places - Improper running and coordination by the concerned parties. 	<ul style="list-style-type: none"> - participation of the provincial council by required budget for the annual festivals - Administrative reforms and reduction of routine. - building required halls and encouraging the private sector for opening hotels... - Forcing all the concerned parties to participate - Taking part in international conferences, fairs and festivals.

Electricity sector

No	Objectives	Problems of each objectives	Strategies for solving each problem
1	Installing required power stations for electricity production : All types of gas , hydropower , steam , solar system , wind mill , thermoelectricity	-lack of fuel -shortage of water -lack of sufficient budget -lack of experts in the areas(solar power , windmill , thermoelectricity)	-insuring fuel - Granting priority to electricity sector and setting sufficient budget for it. -making facilitation for the arrival of experienced electricity foreign companies (especially in power production)
2	Enhancing the Electricity transmission line with all its types (400 KV, 33 KV)for power transmission form the power stations to utilization sites	-lack of sufficient budget -shortage in experienced companies. -hinders for the power transmissions lines by the land owners, Municipalities and roads.	- Allocation of sufficient budget and encouraging investment. -encouraging the experienced companies to open their offices in Kurdistan region. - the cooperation of Municipality and allocating sufficient budget for reimbursement of landlords
3	- installing and increasing the number of the power stations (400 KV,33 KV, 132 KV) - increasing the capacity of power transformers -renovation and changing the old power stations	- lack of sufficient budget - unavailability of sufficient land - lack of budget	- allocating budget - cooperation of the concerned parties for insuring enough land - allocating special budget -allocating budget
4	-Increasing feeders (11KV station) and transformers in the districts and sub districts. - to have earthed electricity wires of (11KV,33 KV) capacity -rehabilitation of transmission lines (high voltage , low voltages) and the transformers	- shortage in numbers of transformation stations , smallness of transformers inside the power stations - hinders by Municipality and normal people -lack of budget -shortage in experts -lack of store materials - shortage in technical cadres - lack of necessary equipments	-increasing the number of power stations and the capacity of small power stations (by adding new feeders) The cooperation of the concerned parties - allocation of sufficient budget - bringing private and experienced companies and experts - allocating budget and importing store materials - Building factories for

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			manufacturing poles, wires
5	Supplying reserve and store materials , special equipments and safety materials for all the electricity departments	Lack allocated budget	- allocating budget - the materials should specialized with international standards
6	Opening training and educational courses for all employees in side and outside the country through special companies.	-Allocating budget -lack of appropriate system for this reason	- opening an advanced center for this reason - sending the employees abroad for training - bringing experts for this reason

Agricultural Sector

No	Objectives	Problems of each objectives	Strategies for solving each problem
	Connecting the villages and Agricultural lands with transportation and service network	-lack of sufficient budget - lack of experts in this area -lack of required equipments and technologies	- allocating budget by the concerned ministries - making modern roads by foreign companies
	Providing equipments for all agricultural sectors	- lack of skilled persons for using the equipments - -lack of special workshops for this area	-training on using these equipments - building required workshops
	- tending to natural pastures and proving fodder for animals	- reduction in pasture spaces due to changing it to agricultural lands - harmful usage of the pasture by the shepherds - mined fields in the pastures - shortage in seed and natural pastures	- enforcing laws to prevent changing pastures to agricultural lands - importing good quality seeds - demining - instructing shepherds for good usage of pastures
	Allocating sufficient budget for agricultural development	Lack of a plan to assess the required budget in time	Lack of budget assessment in time
	Building small and big dams and using the irrigation system in each dam	Using the irrigation system and depending on raining water -preparing the irrigations system with each dam	- expansion of irrigation system and using springs and streams - setting irrigation system with each dam
	Settling the disputes of the agricultural lands ownership	The existence of improper laws (117, 90) , concerning the lands	- passing new appropriate laws by the parliament - solving the social disputes
	Importing vaccines for the animals and bees, trees drugs , seeds , fertilizer , and using of IPM for the diseases	- lack of a bank for vaccine and drugs for animals - lack of a program for using IPM - not suing the drugs in time	- proving vaccines and drug in advance that type and quantity of money is assigned in a bid - elimination of routine that hinders the arrival of the drugs - delivering training courses for the cadres on IPM - allocating special budget for importing drugs for diseases in a scheduled plan
	Establishing modern labs and average for tree and animal diseases	Lack of needed equipments and skilled cadres	- purchasing equipments - delivering training courses for the cadres inside and outside the country - bringing experts in work in this field and let them stay here for a

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			required period
	Equipment and annual surveys in animal and agricultural sector	<ul style="list-style-type: none"> - lack of annual data in this area - lack of codes for all areas - lack of special equipments of the statistics and surveys 	<ul style="list-style-type: none"> - forming special teams - opening statistics and survey centers - classification of the areas by their codes - bringing needed experts and equipments
	Industrializing agricultural product and encouraging investments	<ul style="list-style-type: none"> - lack of factories in the productions areas - Shortage in production quantity - Corruption and routine 	<ul style="list-style-type: none"> - Manufacturing factories in these areas according to level of production - Immigration from villages to the cities - Administration reform
	Tending to bee ,fish , bird and wild animals	<ul style="list-style-type: none"> - using old techniques for bee breeding - lack of required drugs for diseases affecting bee especially Vara - lack of factories for processing honey 	<ul style="list-style-type: none"> - modern training instructions inside and out the country - proving drugs annually especially for Vara - establishing processing factories (canning factories) for honey and raisins - enforcing laws for hunting violators - forming animal safety and security protection
		<ul style="list-style-type: none"> - harmful way for fishing - lack of wild animal protection 	
	- demining the mined areas and land reform	- lack of a map for the mined fields	<ul style="list-style-type: none"> - bringing international organizations for demining - importing demining equipments
	- building vegetable stores (chillers	<ul style="list-style-type: none"> - employees for running the stores - untrained farmers for bringing vegetables and fruits to the stores 	<ul style="list-style-type: none"> - not training the employers running the stores - instructing the farmers through the mass media to brings the vegetables and fruits to the stores
	- providing Silos for the strategic products in the agricultural areas	<ul style="list-style-type: none"> - low production level - purchasing the products at low prices by the government 	<ul style="list-style-type: none"> - encouraging the farmers for productions increasing by proving the needs - buying the products at good prices by the government

Sport and youth sector and the Sport committee

No	Objectives	problems of each objectives	Strategies for solving these problems
1	Building sport complexes including (a) stadium (b) sport halls (c) swimming pool(d) halls for various kinds of sports (sym) (e) place for teams rest	<ul style="list-style-type: none"> - lack of special budget - government's lack of attention for allocating special budget for sport activities 	<ul style="list-style-type: none"> - government cooperation - companies cooperation - cooperation of concerned ministries - bringing the international companies and organizations for cooperation in investment form
2	Allocating budget for Sport and youth sector , Kurdistan Olympic committee and sport clubs	-lack of skilled experts in the clubs	- opening international sport leagues for bringing foreign clubs
3	Preparing the sport cadres for sport and youth and all other fields	-lack of opportunities for sending the cadres abroad for learning new techniques and information	<ul style="list-style-type: none"> - sending the sport cadres abroad for participation with international leagues - bringing skilled cadres for delivering sport training courses
4	Providing sport requirements all types of sport activities, coaches, players, referees	<ul style="list-style-type: none"> -lack of sport requirements - inattention by the concerned parties for brings sport requirements 	- importing the sport requirements by the international organizations for all the concerned places (schools , clubs , youth centers ...)
5	Building special buildings and sport complexes and directorates in districts , sub districts , quarters and small stadiums in all the quarters	- not allocating the special budget by the government for the reasons and lack of required cadres in different areas	- forming links between local and international youth and sport entities for information exchange on sport and youth
6	Modern renovation of the old and ruined building of youths and sports	<ul style="list-style-type: none"> -lack of needed budget - occupation by the governments department and organizations 	<ul style="list-style-type: none"> - allocating special budget for renovations - putting and sending the right persons for this reason abroad for inquiring information on renovations
7	Providing sport and others fields' requirements and equipments (ceramic , theater , sculpturing, drawing , music , ... and other requirements for youth activities	<ul style="list-style-type: none"> - inattention by the government to provide these requirements and giving to the related entities - unavailability of these requirements in the market as needed - lack of budget for changing 	<ul style="list-style-type: none"> - bringing the requirements through organizations or the government - providing and selecting the requirement from abroad and exporting them

Women committee

Objectives	Problems of each objectives	Strategies for solving each problem
Establishing centers for women issues research	1-1 lack budget 1-2 shortage in expert in this field	1-1 allocating required budget through putting pressure on the women ministry through the organizations
Establishing women consultation office	2-1 lack of budget 2-2 disapproval by the Ministry of social affairs	2-1 allocating budget and putting pressure on the Ministry of social affairs through the organizations
Opening women shelter under the supervision of the court and governorate office	3-1 lack of support from the government departments	3-1 putting pressure on the Ministry of Women and Social Affairs by provincial council
Opening training and administrative development institutes female employees under the supervision of the Governorate	4-1 not supporting and considering it unnecessary by the government departments	4-1 allocating budget by the Sulaimanyah governorate for this reason
Opening vocational education institutes for women under the supervision of Governorate	5-1 unsupported and ignored	5-1 allocating budget by the Governorate and the Ministry of Women
Lending money for women to have small projects	6-1 has not been considered in the plan of the Ministry of social affairs	6-1 putting pressure on the Ministry of social affairs to allocate sufficient budget
Providing the requirements of women with disabilities and chronic diseases	7-1 not enforcing the passed law for this reason	7-1 attempting to reinforcing this law
Providing social insurance for the women are jobless don't have income resources	8-1 lack of necessary date and researches	8-1 to be determined in the budget by the ministries of (finance , women and social affairs)
Building special jails for women	9-1 lack of budget for this reason	9-1 putting pressure on the Ministry of Social Affairs and the Ministry of Interior

The provincial council + administration sector

No	Objectives	Problems of each objectives	Strategies for solving each problem
1	Approving the draft of provincial councils laws by the Kurdistan parliament	1- The law (No1) set by Poll Bremer gives specifications to Kurdistan governorates that can be enforced by the parliament	1- handing the draft of provincial councils law to the Kurdistan parliament for approval
2	Granting budget for Sulaimanyah provincial council for administration and reconstruction of Sulaimanyah	2- lack a law for granting budget	2- putting pressure on Kurdistan political authority use this system by : A- visiting the political bureau of the in-power political parties b- visiting Kurdistan parliament c- informing people of the Kurdistan provincial councils d- mass media play a role in granting authority of the provincial councils 2-a- approving council laws b- allocating budget by Kurdistan Ministry of Finance c- putting pressure on authority through media civil society organization
3	Separation of Legislative and the executive through laws that includes all the levels of administration	3- enforcing Baath party laws to date and not changing them	3- Kurdistan parliament must separate the Legislative and the Executive and make new reviews
4	Distribution of power among the administration departments and implementing decentralized system	4- to date , the Government department work by the centralized system and connected to their ministries without any authority	4- the decentralization can be implemented by the parliament and KRG through laws
5	The provincial council must have several offices	5- lack of enforced laws to give authority to the council	5- the council may need the following bureaus for its decisions based on scientific and legal basis : a- bureau of consultants b. information units c- legal affairs d- public relations

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			e. information unit : this unit performs the following tasks : 1- planning the provincial development program 2- investment project 3- will be directly connected to Sulaimanyah Statistics office
6	Arranging the style of connection the administration offices with the Governorate and he concerned ministries with increasing the power of the directorates	6- to date , authority is restricted to the high levels of administration	6- a- benefiting from the experts and skilled people in administration for rearrangement of this authority through the workshops b. legalizing this rearrangement by the parliament by the legal administration experts in workshops and using their suggestions
7	Reviewing the administration arrangement structure of Sulaimanyah	7- to date , the administration arrangement structure of Sulaimanyah is not obvious due to the existence of the ministries	7- a. benefiting from the administration skilled teachers and the governmental offices directors who view their suggestions on the administration arrangement structure of Sulaimanyah in workshops b. benefiting from the administration structure of the advanced modern decentralized countries
8	Selecting the skilled , devoted , competent and experienced individuals for the administrative positions	8- occupying of the administrative positions on nepotism , favoritism and political party affiliation	8- a- setting the unified administrative measures for assessing the employees and distribution of the positions according to their CVs b- Increasing the capacity building of the employees through training courses and institutions for administration development. c- sending the administration employees abroad according to their professions to benefit from the experiences of these countries , and then opening courses by these employees to other local employees
9	Assigning the authorities and responsibilities of the employees according to analysis , qualifications and functions	9- to date , authorities and responsibilities of the employees are not classified on the international standards	9-a- The Cabinet to issue functions guide-book that separates the professions of the positions with, rights, duties and authorities.
10	Building new buildings for the government departments that agree	10- to date , the departments are in rent	10-a- allocating budget for building the governmental departments

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	with departments' area of working	houses that hinders the issue of a guide for the departments of Sulaimanyah for citizens advice	<p>b- selecting the design of governmental departments through engineering bureaus that is in compatible with the works of these departments</p> <p>c- The rooms of the employees be transparent and made of glass</p> <p>d. selecting the numbers of rooms in departments according to the needs of the people.</p>
11	Having transparency in this area	11- the decision are made in secret without participation of normal and people of lower authorities	<p>11-a. declaration of annual budget of Sulaimanyah through mass media</p> <p>b. declaration of projects and their cost and period .</p> <p>c. declaration of administration drawbacks to public .</p> <p>d. holding public meetings to listen to the people's opinions and suggestions</p> <p>e. the government official to listen to the views of experts and people before the start of any project</p>
12	Using the new technologies to connection the government departments together through internet system	12 – to date, people's works are done traditionally through using papers and handwriting	<p>12-a. providing computer and internet server for the government departments</p> <p>b. delivering training courses for the employees and familiarizing them with this technology</p> <p>c. To have programmers in each department to set special programs for the departments</p>
13	Bolstering the administration structure in Sulaimanyah Governorate	13. according to the authority of the enforced law (159 for 1969) , the system of working is weak and routine is dominant	<p>13-a – rearrangement of the departments inside the governorate through and connecting them with internet system.</p> <p>b- connecting all the department and administration units with the governor offices through internet</p> <p>c. Opening four offices that are directly under supervision of the governor :</p> <p>1- planning office : its works are :</p> <p>a- economic development</p> <p>b- determining the basic service requirements</p> <p>c. strict statistics on the governorate</p>

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			<p>2- administration office : work are:</p> <ul style="list-style-type: none"> a- budgeting unit b. accounting and treasuring unit c. city income and tax unit <p>3- Follow up and control unit. its units are :</p> <ul style="list-style-type: none"> a- follow up and maintenance of the basic services (water , electricity , roads ...) b- follow up department (public c. auditing unit for the projects and all other works. <p>4. office of individual affairs administration :</p> <ul style="list-style-type: none"> a- For employees recruitment b. assessment style and ranking the employees c. training the employees d. retirees and disabilities affairs
14	Forming a media center for Sulaimanyah governorate	14- the current mass media can't run the media affairs for Sulaimanyah province as required	14- we need an office that airs all the activities (visual , audio , written) of Sulaimanyah to arouse the public opinion of Sulaimanyah so that they can observe the works of Sulaimanyah governorate

Waste Collection

No	Objectives	Problems of each objectives	Strategies for solving each problem
1	Collection of waste and dust	1- lack of public awareness , hygiene and pollution	1- setting the programs for raising awareness 2. studying hygiene subject in the primary and secondary school 3- Publication of posters and placards on hygiene. 4- Media channels to have special and ongoing programs for this reason 5- civil society organizations can participate in awareness campaign 6- Establishing organizations for hygiene activities and supporting the organizations which work on this.
		2- shortage in required number of environmentalists	1- raising awareness of people to glorify hygiene 2- increasing the salaries and wages of hygiene employees 3- encouraging and respecting the environmentalists
		3- lack of equipments and machines for waste collection	1- putting and increasing the numbers of waste baskets and drums 2- putting waste containers in the public areas 3- putting special waste sacks for the houses 4- Providing requirements for the environmentalists (overalls, gloves)
2	Transportation of wastes and dust	1- lack of required equipments and machines	1- increasing the numbers of dust collection machines and equipments 2- importing special machines for carrying dusts 3- setting a system for repairing and maintenance of machines in a modern style 4- resting some places for private sector 5- setting a capable system of surveillance for enhancing the machines performance
3	Strategies for waste and dust	1- lack of scientific techniques for waste disposal and covering	1- lack of skilled and experienced cadres for waste disposal and covering 2. lack of special programs for scientific Strategies 3- lack of techniques for waste disposal 4- lack of fences around the dump 5- lack of small factories for processing the

			wastes and garbage
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Higher Education Sector

#	Objectives	Obstacles	Strategies
1	Connecting all the colleges and institutes via a network system for gaining useful information on every department for surveys and research.	<p>1. Lack of cooperation from colleges and institutes in providing information in time.</p> <p>2. Ignoring Network and database by the colleges and institutes.</p>	<p>1-1- informing all the colleges and institutes through an official order from the ministry of Higher Education and Scientific Research for arranging the Network program among them.</p> <p>1-2- establishing a special directorate for monitoring and follow-up, conveying information to everybody, and instant Strategies for any problem or trouble that may occur.</p> <p>2-1- providing professional and qualified staff, and opening special courses in a unified manner.</p> <p>2-2- providing special building and apparatus according to the necessities of the colleges and institutes.</p> <p>2-1-1- concentrating on Sulaymaniyah university to provide enough chairs for masters, PhDs, and diplomas to match the numbers of the bachelors now.</p> <p>2-1-2- putting restrictions for accepting students without interference of anybody.</p> <p>2-1-3- equality in admissions of those who belong to the Technical Institutes.</p> <p>2-2-1- accelerating the admission of a</p>

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2	Increasing higher education seats (masters, PhDs, diplomas) continuously and very quickly.	<p>2-1- currently, Sulaymaniyah University is the main restraints in front of the admission employees and students, especially those who belong to the Technical Institutes.</p> <p>2-2- lack of enough specializations for supervising higher education studies appropriately.</p> <p>2-3- lack of having enough chairs for every field in University.</p>	<p>number of supervising PhDs in all the majors.</p> <p>2-2-2- providing new resources and books in every languages for higher education studies.</p> <p>2-3-1- very quickly provide enough chairs for masters, PhDs, and diplomas to match the numbers of the bachelors now.</p> <p>2-3-2- at least 10 top students in each department should be sent to study higher education.</p> <p>2-3-3- increasing allowances for students studying outside and inside the country.</p> <p>2-3-4- changing the certificate systems to the global systems.</p>
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3	Providing training courses for employees and professors of the colleges and institutes, also assessing the courses and identifying its impact for promoting the employees.	3-1- lack instructions and rules from the Higher Education ministry, the presidency of the university, and technical institute board for opening training courses.	3-1- drafting a special law for opening various training courses that cover all the professors and employees.
		3-2- lack of having a special budget for that reason.	3-2- specifying a special budget for those training courses continuously.
		3-3- not taking advantage from the database for specifying those employees that need to be trained.	3-3-1- activating the relevant departments for conducting training courses and creating follow-up program for preparing the evaluation report of each course. 3-3-2- putting a system for giving penalty for those who are careless, and giving award for those who are careful.
		3-4- lack in having teachers and specialists for managing the training courses.	3-4-1- providing teachers and specialists for managing the various types of training courses.
4	Increasing and building scientific lab halls according to the various scientific fields in all the colleges and institutes.	4-1- the lack of having a strategic scientific layout for constructing buildings and scientific labs.	4-1- drafting a special strategic and scientific layout for constructing buildings and studying halls, also analyzing their aptness with the continuous expansion of the education sector.
		4-2- inefficient distribution of the buildings and labs in colleges and institutes in accordance of the number of students and types of	4-2- taking advantage form specialist architect outside and inside the country.

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		studying.	
		3-4- lack of enough governmental building for higher education, and obliging to rent inappropriate houses for colleges.	4-3- providing enough building for the scientific institution.
5	Providing proper agricultural piece of land for every agricultural department in the colleges and institutes.	5-1- lack of having proper piece of land resulted in: 1. Very little scientific research is being done for agricultural sector by students and teachers. 2. Lack self confidence by students of those departments especially in terms of practice. 3. None existence of any agricultural invention by those departments to their society.	5-1-1- government should provide appropriate amount of agricultural land for those departments very quickly. 5-1-2- taking advantage from the specialties inside and outside the country for activating the agricultural scientific researches. 5-2-3- activating and encouraging teachers and students of that field in the practical part of their field. 5-1-4- establishing the agricultural production program in each college or institute and starting a seasonal market for presenting their products.
6	Fundamental change in the program and scientific system of higher education in every department to reach the universal standards.	6-1- Nonexistence of a bylaw for all the employees, it means that there is no full definition for every employee towards his\her job and responsibility. 6-3- the ambiguity of relationship between professors and students.	6-1-1- redistribution of the managing program of the education system in all the colleges and institutes by referring to the modern universal programs. 6-1-2- importing specialists in education sector from countries that have an advanced system of education very quickly. 6-1-3- drafting a unified universal law for establishing disciplinary committees for employees and students for protecting their rights.

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		<p>6-4- following the old system of relationship between professors and students in spite of all the changes that's happening in the world.</p> <p>6-5- lack of having a special law for the disciplinary committees for students and employees.</p>	
7	<p>Concentrating on putting assistant professors (technicians) according to their specialties and increasing their numbers.</p>	<p>7-1- disorganized system of delivering professional allowances to each specialist.</p> <p>7-2- lack of quality in the distribution of the employees according to their profession on the various colleges and institutes.</p> <p>7-3- little number of training courses in every filed of work, and if there are some, they are disorganized in terms of sending the right people to those courses.</p>	<p>7-1-1- rearranging the vocational system of allowances that encourages all the employees to work in their field of work.</p> <p>7-1-2- offering a specific amount of allowances in a way that fits the type of work of the employees.</p> <p>7-2- emphasizing on the distribution of the employees according to their specialties on the various colleges and institutes.</p> <p>7-3- increasing the training courses inside and outside the country for all the employees according to their specialties.</p>
8	<p>Activating and increasing scientific research, scientific tour, more practical lessons rather that the theoretical, and arranging a summertime training system inside or outside the country to increase the scientific level of the students.</p>	<p>8-1- lack of having a modern scientific system for conducting all the scientific activities and following the old systems until now.</p> <p>8-2- professors and teachers of those</p>	<p>8-1-1- changing the current system of those activities to the world standard system very quickly.</p> <p>8-1-2- emphasizing on each scientific units in colleges and institutes to put a special program for those activities and generalizing them to all the other scientific units.</p> <p>8-1-3- continuous follow-up of those activities and should have the same timetable as the other lessons.</p>

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		<p>departments are giving little importance to these kind of activities.</p> <p>8-3- inactiveness of these departments and other scientific units of the colleges in following the agenda of those kind of activities.</p>	<p>8-1-4- emphasizing the teachers to follow the timetable of those activities in every department.</p> <p>8-1-5- specifying a special budget.</p>
9	<p>Developing and increasing the number of libraries in all colleges and institutes and enriching them with new scientific books according to necessities of all the scientific units, also changing the libraries' system to a new technological system (Network)</p>	<p>9-1- lack of giving importance to libraries by the colleges and institutes.</p> <p>9-2- carrying on the old system of libraries in spite all the development in the world.</p> <p>9-3- focusing on the old scientific sources and lack of having enough new sources.</p> <p>9-4- lack of having connection between the libraries and the universal libraries via (Network) system.</p> <p>9-5- lack of having enough staff for libraries and putting the wrong persons in the libraries that resulted in continuous problems.</p>	<p>9-1-1- emphasizing on colleges and institutes by an order to rearrange their libraries.</p> <p>9-2-1- conducting workshops and scientific meetings with supervision pf libraries' specialists, professors, and higher education officials for drafting a unified program for all the colleges and institutes.</p> <p>9-2-2- opening continuous training courses for employees of all the units of the libraries.</p> <p>9-3- contacting other libraries in the world and building a relationship bridge between them to exchange the new scientific sources.</p> <p>9-4- connecting all the libraries with each other via the (Network) system for exchanging the scientific sources among them and facilitate the sources in front of the students and professor.</p> <p>9-5-1- putting the right and experienced employee in that field.</p> <p>9-5-2- providing special allowances for those who work in the libraries.</p>
10	<p>Fixing the studying halls according to the new universal system, and increasing their numbers as they are very few now comparing to the number the students.</p>	<p>10-1- lack of having enough number of governmental buildings special to the colleges and institutes.</p>	<p>10-1- constructing enough number of governmental buildings for colleges and institutes to match the number of students.</p> <p>10-2- emphasizing on universal architecture in building all the halls and units of the colleges and institutes by the international</p>

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		<p>10-2- architectural inaccuracy of constructing those buildings and following the old system.</p> <p>10-3- lack of scientific follow-up and legal procedures of the time periods of new buildings of the colleges and institutes.</p>	<p>companies and following the bidding system for making the works perfectly.</p> <p>10-3- putting the right person in the architectural and follow-up committees and emphasizing on them to do their work perfectly and legally which is very weak at the moment.</p>
11	<p>Increasing computer and internet halls for all the scientific colleges, institutes, and all the dormitories.</p>	<p>11-1- lack of having enough well and enough number of scientific computer and internet halls in all the colleges and institutes.</p> <p>11-2- lack of having enough number of computers and other necessities of this field.</p> <p>11-3- lack of having enough specialists and employees in this field.</p> <p>11-4- lack of having a scientific unified system for training all the students in how to use computer and internet.</p>	<p>11-1- hurrying in building a very big number of computer and internet halls in all the colleges and institutes.</p> <p>11-2- hurrying in fulfilling the necessities and shortages of the halls that are available now.</p> <p>11-3- increasing the number specialists and other employees for supervising and helping the students in those halls.</p> <p>11-4-1- accelerating in drafting a unified scientific system for using computer and internet for the entire halls in the colleges and the institutes.</p> <p>11-4-2- accelerating in opening continuous training courses for the employees and supervisors of the computer and internet halls.</p>
12	<p>Giving importance to Arabic and English languages in the entire stages of higher education studying, this is a big concern for students at the moment.</p>	<p>12-1- students' weakness in general in using languages.</p> <p>12-2- not giving enough importance to the subjects of language education in the learning and education system.</p>	<p>12-1- providing English and Arabic language courses especially for those who are at higher education level.</p> <p>12-2- attempting to change the learning and education system, especially in terms of language learning at the elementary, intermediate, and high school stages, and depending on the modern international systems.</p>

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<p>13</p>	<p>Providing psychiatrists and sociologists in every colleges and institutes for helping those students who face any problem.</p>	<p>13-1- not giving importance to the psychological status of the students by the colleges and the institutes.</p> <p>13-2- lack of having a scientific educational system in all the stages of studying that matches all the characteristics of the students.</p> <p>13-3- not having psychiatrists and sociologists in any colleges and institutes resulted in creating a gap in the ever day life of the students in which they face different kind of troubles.</p>	<p>13-1- emphasizing on the entire colleges and institutes to provide appropriate number of psychiatrists for every departments in which there many of them graduated and they could be useful.</p> <p>13-2-1 accelerating in drafting an international educational program in this field by the ministry of higher education to help colleges and institutes take benefit from psychiatrists inside and outside the country.</p> <p>13-2-2- opening training courses for all the psychiatrists and sociologists to educate them how to use the new system.</p> <p>13-3-1 familiarizing the students with psychiatrists and sociologists and building a bridge between them through seminar and workshops.</p> <p>13-3-2- monitoring the work of those specialist with coordination of the departments' heads, students affairs unit, and scientific unit.</p>
<p>14</p>	<p>Opening a special unit like (job office) on the level of every colleges and institutes and should have direct connection with the government departments and private sector to help student find job after graduation to decrease unemployment which is very common among the young people at the moment.</p>	<p>14-1- not having a special institution to find jobs young people that made student not to have clear vision, especially students of the colleges and institutes after their graduation to find a job secure their future.</p>	<p>14-1- accelerating in opening a job office in all the colleges and institutes by an official order from the ministry.</p> <p>14-1-2- establishing a scientific high level committee from higher education ministry, presidency of the university, and presidency of the technical board, for drafting the bylaw of that office, and mainly should contain the following points:</p> <ol style="list-style-type: none"> 1. Showing the complete definition of each colleges and institutes and presenting the students. 2. Give complete explanation on the work and grade of each scientific department. 3. Composing a special form suitable for the

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			<p>desire and the ability of the students to choose anywhere they want work in after graduation.</p> <p>4. The form should be given to third year students of the colleges, and second course students of the institutes, to encourage them to work hard pass successfully.</p> <p>14-2- students' immediate admission after their graduation to decrease unemployment, and making use of the ability of the young people in the departments.</p> <p>14-3- finding job for students after graduation by that office and continuous follow-up will result in putting the right person in the right position that has the major role in reducing corruption.</p>
<p>15</p>	<p>Increasing students' allowances in general to fulfill all the needs of the students.</p>	<p>15-1- little amount of students' allowances resulted in some problems:</p> <p>a. The current amount of the allowance is not appropriate with the current living expenditures.</p> <p>b. It is only enough for students' transportations and sometimes it is not enough.</p> <p>c. students are not able to fulfill other necessities of life with that allowances and they are obliged t make pressure on their families.</p> <p>d. students' poverty affects their psychology and failure in the learning process.</p>	<p>15-1-1- accelerating in forming an accurate program for giving students' allowances by the higher education ministry and should include the followings:</p> <p>1. It should be given to every student even those who used to be employees and now they are studying, because employees' salary is for their previous works.</p> <p>2. It should be suitable for today's living expenditure and fulfill the students' entire needs without making any pressure on their families.</p> <p>3. Forming a special card for students for:</p> <p>a- free transportation with coordination between higher education ministry and drivers' syndicate.</p> <p>b- a special card for increasing the price of stuffs in the supermarkets and bazaars.</p> <p>d- Free touring to the summer resorts.</p>

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<p>16</p>	<p>Providing theatres, and halls for artistic and sport activities with their full needs.</p>	<p>16-1- lack of having a special program about the artistic and cultural activities in the entire colleges and institutes without any reason.</p> <p>16-2- lack of having sport lessons within colleges and institutes except college of education, sport department.</p> <p>16-2-1- lack of having a scientific program to train the students on the ways of presenting seminars.</p> <p>16-2-2- lack of giving importance to this program in the most colleges and institutes.</p> <p>16-2-3- lack of having a special department for managing and monitoring those</p>	<p>16-1-1- forming a special program for developing the artistic and cultural activities in all the scientific units of the colleges and institutes.</p> <p>16-1-2- building relationship with artists and scholar inside and outside the country for introducing them to the students.</p> <p>16-1-3- providing special hall for these kind of activities.</p> <p>16-2-1- forming a special scientific educational program for sport activities in the entire colleges and institutes.</p> <p>16-2-2- providing all the sport necessities for all the sport units.</p> <p>16-2-3- building relationship between the students and the sports club inside and outside the country to encourage the students in that field.</p> <p>16-2-1- activating the scientific units within each colleges and institutes for managing and monitoring those scientific activities.</p> <p>16-2-2- accelerating in forming a scientific program for coordinating with teachers and specialists of the colleges and institutes.</p> <p>16-2-3- introducing students and specialists to that program by a special order, and providing a special budget under the name cultural season and specifying a special period within the studying season.</p>

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		scientific activities.	
17	Providing special, appropriate, and enough number of dormitories for boys and girls which is a big concern for many students now.	<p>17-1- lack of having a plan that expects planning and constructing appropriate number of dormitories for colleges and institutes.</p> <p>17-2- not considering the specified period for finishing those dormitories that are under going (it means not finishing them before the studying season starts)</p> <p>17-3- lack of having an accurate program for monitoring while building those dormitories.</p>	<p>17-1- accelerating in forming an intensive plan for constructing a big number of dormitories with their full necessities, like:</p> <ol style="list-style-type: none"> 1. Overall daily service necessities. 2. Cafeteria. 3. Reading room (very important) 4. Computer hall. 5. Halls for sports and artistic activities for students to make use of their times. 6. Continuous electricity (it is a big concern for most students now). 7. Enough fuel. 8. Providing monitors for the dormitories. <p>17-2- considering the time period for finishing those entire buildings, it means respecting time.</p> <p>17-3- emphasizing on planning and monitoring department in the entire colleges and institutes for conducting all the above necessities quickly.</p>

Youth Group

Objectives	Obstacles	Strategies
<p>Establishing Youth Representative Committee (Federation) for gathering young people regardless to their different political ideology, religion, sex, language, and social background, and becomes the connection ring between government and the young people.</p>	<ul style="list-style-type: none"> - All the political parties try to be the owner of this committee, it means they will connect it to their political decisions and this will weaken the representation of the committee. - Lack of having independent financial source for implementing the project. 	<ul style="list-style-type: none"> - Providing an independent financial far reaching from the political interference for implementing the works of the youth committee (Youth parliament). - Attempting to explain the Strategies of youth committee to the provinces, government, and all the responsible people, and this requires an independent media. - Providing a media agency for publishing and broadcasting the committee's program to all the young people, in order to insure the independency of the committee to them. - Attempting to provide a budget by the (donor countries).
<p>Establishing a special youth community and should include: (cafes, and meeting halls for youth people to exchange their Strategies among each other, to deliver seminars, concerts and other activities, in order to avoid them from turning to the bad places. The community should be open 24 hours a day to allow every young people make use of its services.</p>	<p>Lack of having a management culture for running this project perfectly. Disregarding the hopes and desires of the young people by the officials.</p>	<p>Trying to explain and introduce the desires of the young people in these days for the officials through open debates between young people and the officials.</p>
<p>Providing residency by the</p>	<p>Governorate and</p>	<p>Opening several buildings for</p>

municipality for those young people who get married, regardless to their different jobs and races.	municipality never thought about this issue.	young people (youth residency community).
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Traffic Sector

#	Objectives	Obstacles	Strategies
1	Arranging a modern traffic	Lack of having a good road grid	<ul style="list-style-type: none"> - Constructing 2 sided road between the cities. - Expanding the streets inside the towns and cities and building overpasses and tunnels. - Continuous renovation of the roads that destruction.
		Lack of having a new traffic technology.	<ul style="list-style-type: none"> - Establishing a factory for making the traffic signals and a factory for painting and drawing the streets. - Providing advanced connection apparatus, drunken measuring apparatus, speed limitation apparatus, and smart card instead of the current license. - Increasing and developing the ability of the traffic officers and employees by opening training courses outside the country.
2	Reducing traffic accidents and the casualty rates.	Regardless to the above points, lack of a scientific design for towns, hardened the traffic works.	<ul style="list-style-type: none"> - Reducing the population density by distributing the vendors outside the city centers. - Establishing tow modern terminals with their necessities. - Establishing a new park inside the neighborhoods and the new constructed buildings. - Raising traffic awareness through an educational

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			system in the kindergartens, and the elementary schools.
3	Providing continuous sources of income to spent on the traffic sector.	The incomes are going to government's treasury.	- The incomes that are collecting from the licenses' fees, should be spent by the governorate on the development of the traffic sector.
4	Improving the living standard and the prestige of the traffic police.	Little amount of salary.	- Changing the salary system by considering the grade, certificate, and the family status. - Extra hours of work should be compensated by payment.
5		Assaulting the traffic policemen.	- Releasing an order from the highest level of the government to ban any interference in traffic sector and every body should obey the law.
			Note: we believe that it is better to make use of the foreign companies for implementing the objective number 1 & 2.

Communications Sector

#	Objectives	Obstacles	Strategies
1	Expanding the micro grid communication in the region and connecting it to Sulaymaniyah and other cities of the region and outside Iraq.	<ul style="list-style-type: none"> - Those big projects need a big budget which is not available now. - Putting necessity plan and technical features for all the stages of the project. - The implementation style of projects in the region is not coincided with continuous changes of technology in the world. 	<ul style="list-style-type: none"> - Providing the budget by the government or private sector, or private companies or a bank. - Depending on technical staffs for planning and designing that guarantees of acquiring the newest technology for this sector. - Changing the implementation style of those projects by bidding because the lowest price is not necessarily gives the best product.
2	Putting communications grid via Fiber Optics as the second device for communication.	Budget is the main obstacle because it is the newest communication infrastructure and it is expected that it will have an effect in complexity of the geographical distribution of the region.	It is important that government should provide the budget, or in cooperation with the banks, because it an infrastructure project and can not be managed by a private company.
3	Putting a wireless foundation for private communications with the government institutions by making use of the newest technology.	<ul style="list-style-type: none"> - budget - prior planning - coordination with relevant parties - difficulties of implementation 	<ul style="list-style-type: none"> - Providing necessary fund by the government to that foundation is the first step for implementing the e-government project. - Depending on the specialists and making use of the experience of other countries, and putting necessary plan for implementing that project. - It is easy to implement these kinds of infrastructure projects with the existence of coordination among the relevant parties (municipality, roads, and

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			<p>water) and communication sector.</p> <ul style="list-style-type: none"> - The implementation should use new methods because of the difficulties of works in the cities (working during night time, and assigning working staff that use new devices for implementation)
4	<p>Putting Access Network for connecting all the government institutions with each other for transferring information very quickly.</p>	<ul style="list-style-type: none"> - Coordinating with relevant parties. - Difficulties of implementation. 	<ul style="list-style-type: none"> - Opening coordination and communication channels with relevant parties (municipality, roads, and water) with communications for facilitating the project implementation. - Following the new working style because of the difficulties of work in the cities.
5	<p>Expanding landline telephone services until 100% of the families can use it, and according to statistics there are about 362,436 families.</p>		<ul style="list-style-type: none"> - Developing those programs used in the colleges and institutes with coordination of the companies that make new technologies for opening training courses. - Supporting technician staff and engineers because human resources should receive supports.
6	<p>Developing engineering staff managing the projects.</p>	<ul style="list-style-type: none"> - Lack of having education foundations that matches the technology development. - The talented people are escaping to outside the country. 	-
7	<p>Considering the effect of the wireless and radio waves on peoples' health.</p>		
8	<p>Enhancing the post office and connecting it to the international post agencies.</p>		
9	<p>Enhancing the maintenance of the</p>		

	communications' lines.		
10	Specifying an amount in return of using the region's sky.	Weaknesses in management and necessary legislation.	Encouraging the legislation and management people for putting law on how to use the region's sky for communications or for any thing else.

Statistics Sector

No.	Goals	Obstacles for goals	Strategies of each obstacle
1	Establishing an information system in the form of a modern statistic system and scientific drawings for all the sectors	Lack of experts in the regard	Opening training sessions for intensive learning for the respective individuals
2	Creating and strengthening the abilities of surveying	Lack of the few number of the advances facilities and needed utilities for that purpose	Developing and paying more attention to the statistics subject in the colleges and universities
		Short of transportation means and fuel for the cars that would be an obstacle for the data collecting teams to visit places	Allocating a special budget for training
		Sometimes the governmental departments create a barrier for our teams when collecting data from them. Or, they would not give the required data to the satisfaction of the teams.	Providing all the facilities and utilities in cooperation with the Trade Ministry and importing the advances tools.
		Lack of a special budget for the researches departments or for the respective individuals while researches are the source of correct information and they need a special budget to be allocated for.	Providing a special budget for purchasing computers, plotters and advanced GPSs
		Lack or short of experts and tools of conducting surveys	Providing enough cars for that purpose
		One of the biggest obstacles for collecting correct information is the lack of security in some places and sometimes. This creates a	Providing fuel by the Special Projects

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		barrier for collecting data from those places.	
		Lack of the statistics and survey departments in the districts and sub districts	Establishing cleansing firms to avoid importing
			Raising awareness of the governmental and non-governmental institutions regarding the importance of having an information system in the country and the importance of that information for planning. This could be done through the different channels of medias
			Establishing statistics and information center in each of the governmental departments for providing the desirable information when needed.
			Paying a special attention to the scientific researches for all the issues; social, political, health, etc. in the various sectors.
			Scientific research council, registration, numbering, and scientific Strategies.
			Providing experts of scientific researches
			Developing experts through special trainings. Plus, paying more attention to the importance of statistics and surveys in the educational stages.
			Introducing the importance of statistics and surveys for the lives of people through media channels and seminars and conferences.
			Providing the materials of surveying by allocating a special budget for it.
			Resolving the security issues would be the Internal and Defense ministries' duty. They should stable the situation.
			The data collecting teams should be introduced and known in a way that has no political or military affiliation to any party and work for no political

			parties or military units especially in those areas where the security is not very stable
			Opening that department in all districts and sub districts
			Putting professional individuals in those positions
			Explaining the importance of survey for the villages for securing their supports
			Opening special trainings for capacity development

Tourism Sector

Approaches of Solving the Obstacles	Goals' Obstacles	Goals
Ministry of Tourism offers legal suggestion or principles which forbids this.	Having no law or principle which prevents population settlement toward those ordinary places that have ruin threats on them.	Amend a law for protecting ordinary tourist places and not stepping out.
Having no law or instruction to abide those who have tourist places for practical checking to make sure of having no land mine. It is important to amend the commitment rule.	The tourist places have not been determined to be identified by the Ministry of Tourism of Kurdistan Regional to prevent from using and interfering.	The significance of checking the place and surveying the tourist places to make sure being clear from land mines and opened bombs.
Setting subjects for different levels of primary and secondary teaching concerning the importance of protecting the tourist places and how to treat them in the time of their visiting.	Having no such programs and subjects.	Improving educational programs by the various subjects to raise tourist awareness of Kurdistan Regional Students.
Strengthening the departments of Tourist Media with professional staff and providing Developed and technological	Local and International Tourist Media is very weak necessarily.	Strengthening and activating the tourism media for various factors

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<p>instruments according to a scientific plan. Encouraging private sectors to implement this task.</p>		<p>(visual, auditory, and written) locally and internationally.</p>
<ul style="list-style-type: none"> ▪ The significance of having a budget for possessing those buildings and the old places which prove the history of Kurdish nation. ▪ Setting an investment plan for the tourist places by the Ministry of Tourism with coordination cultural and tourist offices. ▪ Encouraging the owner of the buildings to alter them to tourist places and providing them with suitable loans. 	<p>Having no step or plan which aims to own the cultural buildings in the region. Having no chance of reform and seeking for those places which threaten losing them.</p>	<p>Carrying out a cooperation task to point out the cultural houses and other places which are in the circle of tourist places and providing services and then announcing them.</p>
<p>Setting means, principles and suggestions for carrying out absolute coordination.</p>	<p>Lack of coordination and relation among Ministry of Tourism and other ministries, even if it exists, it is very weak.</p>	<p>Having absolute coordination among Ministry of Tourism and other related ministries and offices regarding tourist tasks to improving general tourism in the region.</p>
<ul style="list-style-type: none"> ▪ Supporting planning departments with professional staff in planning and economic aspects and conducting practical research and investigation. ▪ Supporting those departments with transportation means and photograph machines, etc. ▪ It can be asked the 	<p>Those researches haven't existed which has made unscientific decisions that has not been based on the real expectations which caused fail of those projects at least in the future.</p>	<p>Ministry of Tourism with the cooperation of planning departments for carrying out survey and detailed research sponsored by General tourist claimer and encouragers to determine necessary tourist projects regarding the ability</p>

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<p>university teachers who have knowledge in researching and guiding technical methods to fulfill the goals.</p> <ul style="list-style-type: none"> ▪ The importance of requesting the wealthy people to carry out the research of economic and technical project feasibility before its commencement. 		<p>and variety of carrying out before its advertisement.</p>
<p>The importance of requesting of the ministry of residence and reconstruction for providing roads through setting plan to supply asphalt route for tourist places after coordination with ministry of tourism regarding the importance of the tourist plans.</p>	<p>There are lots of tourist place have no suitable roads, electricity and water which makes troubles and prevents tourist transactions.</p>	<p>Providing infrastructure services for the necessary tourist places by private sectors through paving, electricity and water supply.</p>
<p>While setting the main and new design, it is important to take the international standard into consideration for providing the green and open lands according to the number of population and their age in a way several places will be provided for the children.</p>	<p>The main design doesn't have green and open lands now for serving the citizens.</p>	<p>Working for increasing green lands to get into a higher level</p>
<p>It important to have a special school with the hotel which has all hotel equipment like programs, labs, and staff with a teaching hotel for training or a private organization should do training tasks and the possibility of implementing the tourist hotel and gaining incomes.</p>	<p>This kind of school does not exist though our city is turning into tourism.</p>	<p>Opening a hotel with the school and teaching hotel with 20- 30 rooms.</p>
<ul style="list-style-type: none"> ▪ Setting a modern way which save time and effort and encourage the wealthy people to provide tourist building and projects. ▪ To get loans from the 	<p>This type does not encourage the private sectors locally and internationally now to work on tourism in building hotel and restaurant.</p>	<p>Carrying out several tourist projects in a plan of five years which consists of a tourist hotels, parks, restaurants and cafeterias.</p>

<p>bank easily.</p> <ul style="list-style-type: none"> ▪ Lack of such kind of banks for those projects and encouraging the wealthy people is owned for along time which takes more than (25-30) years so as to get benefit. 		
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Legal sector

No	Objectives	Constraints	Strategies for solving each constraint
1	Unification of laws in provinces of Kurdistan region	1- The delay of unification of laws by Kurdistan parliament	1- forming a committee by the parliament for this reason
2	Approving the laws of provincials councils of Kurdistan region governorates	1- not separating the administrative decentralization 2- lack of support for the local councils by the major political parties	1- putting pressure on parliament to approve the laws of provincials councils of Kurdistan region 2- inducing the two major political parties to adopt the administrative decentralization 3- raising the awareness of people for putting pressure of the authority to adopt the administrative decentralization
3	1- activating the authority of controlling the works of the government by the parliament 2- activating the internal control for the Sulaimanyah province over its departments in the frame of authority	1- incongruity of parliament to perform this action 2- preventing parliament from passing any law for the decision makers in it are the two major political parties 3- no support for	1- activating the work styles of parliament in terms of controlling over the government like integration and holding into accountability , forming a special committee an even withdrawal of confidence from the ministries and officials have violated

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	given in draft laws of governorates	parliament by the major political parties to play its role as necessary 4- disregarding the provincial councils and not giving them roles and authority	2- attention by the authority for the provincial councils according to the requirements of the public
4	Promoting the bureau of criminal identification and the cadres in this office	1. Administrative allocations 2. the technical cadres 3. new technical equipments	1- allocating sufficient money for building this bureau 2- resorting to foreign cadres in this respect 3- opening special courses for local cadres 4- providing special equipments for this reason
5	1- promoting the current jails in harmony with the human rights requirements and running them humanly , and promoting Salam military camp prison 2- building reform cells for women and juveniles that is in harmony with their requirements	1- the buildings are small and old 2- lack of administration , psychological and social cadres 3- shortage in the number of cadres for running the jails modernly 4- low awareness by the prisoners a. shortage in number of women for running the reform cells b. lack of a building for this reason	1- the existence of required jail 2- Resorting to the local and foreign cadres. 3- Opening special courses for increase the capacity of cadres responsible for running the jails and training them on the prisoners and dealing with them according to international standards a. providing female cadres for women and juveniles prisons b. supplying women and juveniles psychological and physical requirements and buildings c. affording development and economical projects for females prisoners like the project of cultural and intellective development ...
6	Building mental institutes	1- lack of this ideas at all 2- lack of administrative and manpower capability	1- proposing the project 2- preparing cadres and buildings 3- allocating budget for this reason
7	1- promoting the	1- ignoring the	1- paying attention to the

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	<p>capabilities and scientific qualifications of judges and member of attorney general and insuring the independency of their works , and, insuring their preservations so that they can perform their duties at best</p> <p>2- Promoting capabilities and qualifications of college of law professors to increase the capacity of the college of law graduates and developing the capabilities of governmental legal departments to perform their duties in accordance to law.</p>	<p>judiciary by the authority and not understanding its works</p> <p>2- lack of authority independency law</p> <p>3- low salaries for judges and attorney generals</p> <p>4- weakness of scientific and vocational levels of some judges and attorney generals</p>	<p>political awareness regarding the role and the significance of the Judiciary and attorney general</p> <p>2- accelerating on approval of the judiciary laws</p> <p>3- increasing salaries of judges and attorney generals</p> <p>4- opening course in side and out side the country for raising the vocational levels of judges and attorney generals and expulsion of those not suitable</p> <p>a. opening special courses for the cadres of the judiciary</p>
		<p>a. Financial allowances.</p> <p>b. Few number of new. Technological devices.</p> <p>c. The weak level of training at the law colleges.</p>	<p>b. providing new technological devices.</p> <p>c. increasing the scientific level of university professors, and the admissions should based on merits.</p>
8	<p>Developing the capabilities of security and police departments, for protecting security, human rights, and</p>	<p>1. Weak professional level of people working in those departments.</p> <p>2. Lack of having new</p>	<p>1. Increasing the professional level of people who work in those departments.</p> <p>2. It is important for those people to at least have high school diploma.</p>

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	dealing with people.	scientific apparatus.	3. Providing new technological apparatus.
9	Implementing law or instructions by specifying a special time for the cases at the investigation stage.	<ol style="list-style-type: none"> 1. Accumulation of the cases in the courts. 2. None-commitment of the judges to the time instructions of the cases. 	<ol style="list-style-type: none"> 1. Opening inquiry courts in every police station specified to cases in same stations. 2. Activating instructions number 4 in 1987 specified to the periods of the cases.
10	Activating the role of general attorney	<ol style="list-style-type: none"> 1. General attorney has a weak role. 2. Inability of most of the members of general attorney. 3. Lack of having a special building for general attorney besides the court building. 	<ol style="list-style-type: none"> 1. Appointing a number of general attorneys that best fits the importance of that department. 2. Opening training courses for them, changing and explaining the general attorney law. 3. Sending them outside the country for increasing their abilities and gaining knowledge.
11	Changing the laws	<ol style="list-style-type: none"> 1. Inability of parliament in issuing a new law specified to the changes of the society. 2. Presenting the project of amending the laws by law specialists. 	<ol style="list-style-type: none"> 1. Considering the Strategies that some of the parliament members have law specialties. 2. Parliament should specify a time period for approving and discussing the projects that are going to be presented by people and organizations.
12	Disbanding all the social offices and centers that are solving the tribal and social problems outside the courts.	<ol style="list-style-type: none"> 1. Political parties: every party has a social office. 2. The tribes and the nature of Kurdistan trial community are supporting these kinds of offices. 3. a lot of people take advantages of these offices. 	<ol style="list-style-type: none"> 1. Sending all the social issues to the courts. 2. All the social reconciliations should be through the courts and according to law.
13	Establishing the integrity board.	<ol style="list-style-type: none"> 1. The integrity board not receives support form the government. 2. Ignoring the 	<ol style="list-style-type: none"> 1. Independent and has a independent budget. 2. Should have a special building. 3. All the members should be independence from the

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		<p>establishment of that institution by the authority.</p> <p>3. Lack of experience of that institution.</p>	<p>parties and the government.</p> <p>4. Not restricting their authorities to accomplish their works.</p> <p>5. Raising peoples' awareness about the importance of that institution.</p>
14	Separation of authorities.	<p>1. Interference of the executive branch into the judicial and legislation branch.</p> <p>2. The judicial and legislation budget is not independent from the budget of the executive branch.</p>	<p>1. Judicial independency, administratively and financially.</p> <p>2. Activating the role of the judicial authority in proposing legislation drafts and amending the laws.</p> <p>3. Opening new channels in front of people and civil society organizations for presenting the draft of changing and amending the laws.</p>

Water Sector

#	Goals	Obstacles	Strategies
1	Renewing Dokan-Sulaymaniyah first pipeline and launching work for the second pipeline of it	1. No budget for first pipeline	A. Providing budget for it B. Putting it in state agenda and making it priority of governorate
		2. First pipeline- shortages are identified but prices of tender items is not known	A Announcing the tender prepared by Sulaymaniyah water directorate without prices B. Inviting the Austrian company implemented the project in order to contact with it for renovating the project
		3. Second pipeline- lack of available budget	Providing enough budget by state after consultation with supervisory board of project to meet the needs
		4. Second pipeline- only feasibility study is done, no	A. Inviting foreign professional companies for preparing design and

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		survey and no design	cadastral map B. If the implementing company completed the design it should submit it to a third party, provided it is a professional company, for approval
		5. Second pipeline-weakness of the company that carries out the work	A. Meeting with company to know the obstacles that led to their weakness B. Pushing them to get them speed up the work
2	Setting up water gauges to avoid wasting water and increasing water tariffs	1. No budget for providing gauges	A. Cost of gauge to be put on citizens shoulders B. Providing it by state and selling it to citizens C. State to provide it from its budget
		2. Low income of citizens is an obstacle to increasing price	A. Up to 100 liters for each citizen daily, then increasing the tariff in a way that citizens will not waste water B. Raising the awareness of citizens
3	Modernizing water distribution net proposed by foreign NGOs	1. No budget	1. Providing budget by state
		2. Damage to roads while implementing	2. A. Implementing it phase by phase in coordination with directorate of municipality and traffic B. Giving the proposal to a foreign company which has tools that will not cause damage to the city
4	Setting up a special power plant to water projects	1. Lack of budget and plan	1. Providing enough budget for setting up power plant for water projects
		2. Lack of available power which does not meet the needs of even citizens and is a common problem	2 A. Providing power for water projects should be a priority for the agency B. Finding new sources for power apart from dams and fuel for example power from wind C. Providing generator+ spare parts+ fuel Note: Before the advent of next year, directorate of water to present all current and next year needs to ministry of electricity in order for the ministry to provide for such needs
5	Changing old electrical and mechanical tools and pumps	1. No authority to manager and complicated work system	1. A. Giving authority to manager to change pumps that are old, or no longer work or perform very bad B. Annual budget to be provided for it and authority to be given to manager for changing them

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		2. Weakness of accounting and banking laws	2. Reviewing accounting and banking laws and paying importance to banks and applying law No. 102
		3. Weakness of agencies in getting prices, special companies and knowledge on advanced technology	3 A. Training special design and tender preparation engineers on internet B. Sending project engineers for pump generation companies and electrical tools and knowing new technology
		4. Required budget	4. Providing budget(ASAP)
6	Making collections and distributions tanks	1. No land to set up tanks	1. Allocating land by municipality for building tanks and put them in its plans in coordination with water directorate
		2. Budget	2. State should allocate budget
7	Raising the capacity of maintenance department and water distribution	1. No required tools	1. A. Providing tools such as diggers, shovels, lorries, computer, welding machines, levers, rollers and crane B. Providing modern tools to facilitate maintenance and quick implementation C. Repairing damaged tools
		2. No special cadres and lack of their expertise	2. A. Conducting training courses B. Providing new tools and training employees on them
		3. Lack of allowances of employees of this department	3. Providing high incentives and awards
8	Building chlorine treasure	1. No design	1. A. Giving it to a foreign company so it can design it in a modern way A. Giving it to a university for design C. Giving it to an engineering office
		2. No budget	2. Allocating budget for it
9	Renewing Sarchnar and Grdi-Joga water projects	1. No bill for its implementation	1. Design for it through engineering office or experienced people
		2. Budget	2. Providing necessary budget as it is related to water provision for citizens
10	Involving private sector in the area of water	1. No law to involve private sector in the field of water	1. Setting private sector involvement law in the area of water after study and research
		2. No previous experience in this field	2. Visiting other countries having experiment in this field, bringing experience from them and making use of the experience
		3. This system increases price on citizens	3. A. Raising the income level of citizens B. Government to help by some of the budget which is extra from citizens
11	Setting up a building for Sulaymaniyah water	1. No design	1. Giving it to a engineering office that designs it in a modern way

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	directorate	2. No budget	2. Enough budget should be allocated for it so as to enhance the work environment in the directorate
12	Increasing employees salary working in field of water	Salary distribution system in a way that all employees are equal	1. Reviewing salary distribution system for water employees 2. Increasing incentives and allowances 3. Giving them land or providing them with flats
13	Providing spare tools for water projects	1. Not knowing price of goods	1. A. Raising the capacity of employees to get price from outside 2. tendering bills without prices
		2. Not available in local markets	2. A. Encouraging private sector to get spare tools B. Importing goods by government centrally
		3. No budget	3. Providing necessary budget
14	Providing all needs of maintenance such as pipes and supplements	Lack of budget	Providing budget
15	Joining Saray-Subhan-Agha water to Sayid-Sadiq town	No budget	Providing budget
16	Solving the issue of pollution for both Ahmedawa and Khormal water sources	1. No budget	1. Providing budget
		Tourism problem in the area	2. A. Building sewerage for the destination B Raising awareness of citizens
17	Joining Goptapa water to Aghajlar, Takya, Chamchamal and Shorish	No budget, study and design	Providing budget, study and design
18	Setting up refining system for Darbandikhan water project	No budget, study and design	Providing budget, study and design
19	Martyred Halabja water project	No budget, study and design	Providing budget, study and design
20	Setting up sewerage and maintenance systems for Dokan town	No budget, study and design	Providing budget, study and design

Sanitation Sector

Goals	Obstacles	Strategies
Extending sanitation services to all parts and house units in the province	Lack of required budget	Setting governmental subscription fee system - just as the manner of collecting electricity fee, a portion of this subscription should be given to the government
	- bad distribution of housing lands in terms of zoning	- taking latitudes and altitudes into consideration in this area - Considering the establishment of multi-storey buildings - the distribution of a lot of number of lands without extending services
	- lack of needed staff for maintenance	- increasing maintenance equipment - Increasing workers - improving the living standards of the workers -provision of good quality and developed equipment
- treating solid waste water via pipes	- lack of such firms	- provision of such projects as needed -allocation of a special budget - training special staff for running the projects
	Sporadic sanitation networks which end up with various channels	
Maintaining and rehabilitating the old sanitation networks	Oldness of the networks	- rehabilitating the old sanitation networks for better service delivery -construction of big and special channels for removing solid waste and rain waters -construction of more manholes for maintenance purposes -enlarging the size of the pipes
	Lack of manholes on the old manholes or covering them	- construction of more manholes for the old pipes - surfacing the old manholes to the streets levels

The Private Sector

Sq	Objectives	Constraints per each Objective	Strategies on Solving any problems
1	Preparation of long-term (5-10) years of planning for economic development and preparation of annual estimated budget	A-Lack of data and information bank	<ul style="list-style-type: none"> - Budget allocation for establishing an information bank on the part of the government - The establishment of active statistics and information units in all the DGs, ministries, directorates, NGOs and the private sector companies - preparation of skilled and experienced staffs for this task - The establishment of information collection units in all the districts and sub-districts - Paying attention to computer networks for receiving and storing information
		B- Paying no attention to planning on the part of the government	<ul style="list-style-type: none"> - Planning should become compulsory on an annual basis. Each governmental department, the private sector and the NGOs should submit their plans
			<ul style="list-style-type: none"> - The government should analyze submitted plans through skilled staffs, and the plans after they are verified should be put into action
		C- Lack of political stability in Iraq in general and non-unification of the KRG ministry of finance economy, and the distribution of this ministry in the areas that are under	<ul style="list-style-type: none"> - The adoption of decentralization policy in the Kurdistan Region, i.e., each province should have its own budget

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		the control of PUK & KDP	
2	Gearing public expenditures towards capital expenditures, and ignoring consumption expenses	<p>A- Non-existence of the right person in the right place in terms of having experience in governmental budgeting</p> <p>B- Weakness of community awareness in general in terms of budget execution and also weakness of governmental awareness on the outcomes of consumption</p>	<p>- the adoption of evaluation system for hiring staffs for those departments that are in need of expertise</p> <p>- raising the awareness of the public on the grave economic impacts of consumption via TV channels, Radio Stations, newspapers, teaching syllabus, and the mosques' Friday sermons</p>
3	Continuous modification of the current economic, financial and legal laws via benefiting from local and international experts	A- Helplessness of Kurdistan parliament before the political parties and officials	<p>_ Changing the system of election from the political parties lists to individuals</p> <p>- Lobbying the political parties so as not to interfere into the parliaments' affairs and granting full authorities to their members</p>
		Lack of experienced legislators inside the parliament and the council of ministers	<p>- Delegating law people to outside the country</p> <p>- Employing legislators inside the government and the provincial councils</p> <p>- Electing law people so as to become members of the parliament</p>
4	Curtailling administrative corruption	<p>- the political parties interference into administrative issues</p> <p>- Lack of individuals awareness on the grave impacts of administrative corruption</p> <p>- lack of active monitoring institutions</p>	<p>- separating the authorities of the political parties from the government – governmental institutionalization</p> <p>- Media channels should play their role in disclosing corruption and clarification of its impacts</p> <p>- Putting pressure on the government for establishing such institutions</p>

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			<ul style="list-style-type: none"> - Establishment of popular monitoring on the governmental affairs- - Exploring whistle blowers
5	Encouraging private sector investment and privatizing the projects of the public sector	<p>A- non-suitability of the industrial investment law number (25 of the year 1991) for the private and mixed sectors which is still in effect in some of the KRG ministries</p> <p>B- some of the public sectors' projects are non-profit ones</p> <ul style="list-style-type: none"> - Existence of an army of shadow employees in the government departments 	<ul style="list-style-type: none"> - Continuous revision of those laws and harmonizing them with current circumstances - Tackling masked unemployment - Reviewing the administration of the factories\ - providing social insurance allowances to the unemployed and retiring some of them. In other words, the law of retirement should be revised - transferring the services of the active and experienced employees to other departments - establishment of job offices for providing job opportunities
6	Paying attention to international standards of the ISO system, measurement departments and quality control	<p>A- lack of measurement and quality control departments for all imports, exports and local products</p> <p>B- The administrative institutions are not cooperative in establishing such institutions</p> <ul style="list-style-type: none"> - traders object to such institutions for their interest - non-existence of an office of ISO international in the region 	<ul style="list-style-type: none"> - consulting expert foreign companies for establishing this institute - Trying to get them convince - imposing the authority of this department and implementing its regulations on the part of the traders - Preparation to open an ISO office in Kurdistan
7	Qualifying experienced and competent staffs in the areas of economy, finance, administration and techniques	<p>A- lack of development and qualifying institutes for preparing suitable staffs for the economic and financial institutions, and also lack of adequate training courses</p>	<ul style="list-style-type: none"> - Bringing in of foreign instructors and trainers - Allocation of a budget for this purpose - verifying the certificates of the courses by the

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		B- people should not delegated to courses outside the country on the basis of nepotism	public and private sector - solving this issue is related to solving administrative corruption - All of those who participate in the courses should prepare a detailed report for its department for assessment
8	Establishment of financial departments and institutions such as stock exchange markets and bank assurance companies	A- this is a problem between the central government of Baghdad and the KRG B- Lack of awareness on the part of the rich Kurds on investing in such projects and departments	- the articles of the constitution should be implemented - the KRG should put pressure on the central government - Raising the awareness of the rich Kurds via seminars, chamber of commerce, investment board and the ministry of trade
9	Paying attention to payments balance ,i.e., increasing imports and decreasing exports	A- The law of customs tariffs is unsuitable and does not encourage local projects. The law of the protection of national sales is also suspended B- Kurdish laborers (especially the rural) are either employed in governmental departments or are recruited in the police force. Hence, national goods are not produced in a way that even vegetables and fruits are imported	- Reviewing those laws in the interest of national goods - limiting the labor force and sending laborers to the private sector - Reviewing the law of workers' social insurance for those who work in the private sector -efforts should be made to rehabilitate the damaged villages

Technical Sector

Sq	Objectives	Constraints per each Objective	Strategies on Solving any problems
1	Overall objectives of specializations: creation of robust and sufficient infrastructure in the private sector	1- Lack of a suitable and required plan for Kurdistan	1- skilled and specialized people to study plan setting 2- placing the right person in the right place 3- considering the decisions of the various scientific committees 4- the government's withdrawal from some services whose costs are more than their advantages. The provision of these services should be given to the private sector 5- spending oil revenues for establishing the cornerstone of the government's strategic planning
		2- Unstable political situation	- separating the political parties affairs from the issues of administration
		3- none encouraging the private sector to understand its importance to the infrastructure	- establishment of a firm agency for encouragement and production - extending governmental material and substantial assistance to this sector - capacities of medium-level graduates of technical colleges and institutes can be utilized in the private sector
2	Separating technical expertise in different institutes	- lack of a budget so as to construct special buildings for the separation of those specializations	- allocation of a special budget for the separation of those specializations will all teaching requirements

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3	- Preparation of young specialized teachers in the various areas of technical learning	- lack of higher studies in technical teaching	- opening of higher studies in technical teaching in Kurdistan
		Non-acceptance of technical graduates so as to pursue their post-graduate studies in the universities of Kurdistan - Lack of strong relations with relevant universities and institutes of developed countries - technical teachers and students are unaware of other countries technical teaching	- dedication enough seats for Diploma, MA and PhD studies - allocation of enough budget for such studies abroad - establishing a center for developing the scientific skills of inside and outside technical teachers and students with the allocation of enough budget
4	- The establishment of day care centers and kindergartens in the technical teaching institutes for the children of the teachers, employees and students as it is in the developed countries	- teaching directorates do not pay attention to such issues	- allocation of enough budget
5	-Students should be accepted in the technical institutes according to their own accord and not via the central acceptance system	-accepting students is via the central acceptance system	- g technical students should be accepted according to their graduation degrees - allocation of enough budget
6	-Establishment of a special union for the graduate of technical specialists	- the current union is not active	- graduates should themselves manage the union - this union should build strong relations with the public and private sector so as to find specialized jobs for the graduates - defining the number of accepted students in the technical colleges and institutes under the supervision of the unions and in cooperation with higher studies
7	- Paying more attention to students' summer workshops	Lack of working stations Lack of cooperation	-training such students in the projects of the private

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		between practical supervisors of the public departments and the technical colleges and institutes	sector (banks and companies) - providing material and substantial cooperation for this purpose
8	-Paying more attention to students' living standards	- lack of a special budget	- Increasing stipends to students - establishment of student hostels and bettering their living standards - Provision of transportation means
9	-Developing the educational status among teachers, students and employees	Lack of special locations	- establishment of students' centers for external activities as per their own will and with the supervision of technical teaching - establishment of an education center for technical teaching
10	Improving the living standards of teachers	- lack of budget	- the project of constructing a technical village for housing teachers and technical employees - establishment of a health center for the technicians provided with an ambulance and a private pharmacy - the establishment of a special bank for the financial issues of technical teaching
11	-Reviving the consultation committee of all the specializations so as to implement the technical projects	70% of revenues go to the treasury	20% goes to the government 80% goes to projects implementers
12	-Renovating the labs, workshops and agricultural farms for all the specializations	- lack of budget and efficient supervision for the labs, workshops and agricultural farms	- dedication of a suitable location - allocation of a special budget - delegating teachers to relevant observation tours abroad

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13	-The establishment of an influential media channel	- lack of budget	- establishment of complete directorate with all its requirements for a technical TV channel - employment of expert staffs for this media channel
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Health Sector

Sq	Objectives	Constraints per each Objective	Strategies on Solving any problems
1	Job description for Health workers	-lack of a law - Lack of colleges, institutes and special teachers lack of specified working timing and the non-calculation of working overtimes. Lack of training courses and experience	-drafting of a law - establishing the institutions in a scientific manner and the availability of specialized tutors -specifying working hours and calculating overtime hours - conducting training courses with the supervision of foreign developed staff - delegating some of the staff to outside developed countries - bringing foreign employees into the region so as to supervise health workers and give lectures for a period of four years
2	Setting quality control for importing medicine, food and medical equipment	- lack of experience - lack of expertise - lack of laboratories - lack of this department in the ministry - lack of budget	- training efficient people in this area - opening such a department in the colleges - opening of a specialized general lab in this area -opening the department - allocation of a budget for training, opening colleges and the establishment of labs

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3	- providing medical insurance and referral system	- lack of a special budget and companies - lack of special places - lack of skilled staffs - lack of enough doctors - population low-income	- allocation of a special budget and opening insurance companies - opening of charged medical services - people to be divided into three categories: 1- compulsory insurance and government employees, 2- low-income and anfal families and martyrs of chemical bombardments via setting a proper system (by the government or a non-profit organization) to be adopted before paying any amount of money, group 3 is to either pay in cash or to subscribe with an insurance company - encouraging private medical sector with the allocation for locations for it - opening special courses - bringing in foreign doctors - encouraging the private sector and trying to send people to the small towns and villages provided that they have good living standards - Decreasing the number of government employees from 72% to 18% and reviving the infrastructure
4-	-conducting medical awareness campaigns	- lack of special budget - lack of developed staff - limited experience of medical media	Allocation of a special budget by the government - opening of special courses - increasing the times of radio stations and TV channels - including the system of medical awareness in the schools - opening of medical awareness courses and the dissemination this awareness in the Kurdish various media channels
5	Setting contracting system	- lack of such a system - adopting modern employment system	- Setting contracting system for employment - the current employment system is underdeveloped which does not differentiate between skilled and unskilled employees
6-	Construction of	- lack of special budget	- budget allocation for this purpose

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	new specialized hospitals	- lack of expert medical planning and private hospital engineering	- encouraging the private sector via setting a proper program - bringing in of expert medical planning and private hospital engineering
7-	Making efforts to settle doctors and health workers outside the city	- lack of allowances - lack of housing units	- increasing allowances - provision of suitable housing units
8-	Formation of advisory committee	- lack of such a committees in all areas - lack of authority delegation	- Formation of advisory committees for all areas - conducting management training to include even the ministers so as to get familiarized with management
9-	Reviewing the system of distributing health centers in the villages	- lack of medical awareness system - political factors - lack of an internationally adopted system for distributing health centers	- getting the political parties and the population understand on how they are disadvantaged - making efforts so as to keep the political parties away from administrative issues - adopting internationally adopted system for distributing and managing health centers
10	Creation of medical statistic staffs so as to obtain complete statistics on this area	- lack of medical statistic departments in the medical colleges and institutes - paying attention to medical statistics - lack of special budget and looking down upon such departments	- opening medical statistic departments in the medical colleges and institutes - making efforts to set electronic medical statistics by using Cido system and the Internet - up to the moment, neither in Kurdistan nor in Iraq medical statistics are not relied so as to know the epidemic diseases - importing medicine - treatment of diseases - availability of doctors and medical staff and employing them - establishing of new medical colleges and institutes
11-	Establishment of general medical labs	- lack of budget - lack of place - lack of medical equipment - lack of staff	- allocation of budget - dedication of place - import of medical equipment for high examinations such as genetics, chromosomes and avian flue - bringing in foreign contracted staff

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			for management and conducting special courses
12	- the abolishment of DGs and work to the establishment of sectors with the adoption of decentralization from the budget of all the health centers up to the big hospitals	- increasing the money amounts of the DG - bureaucracy in running medial affairs	- Only one DG per each province - decentralization to eliminate bureaucracy

Education Sector

Sq	Objectives	Constraints per each Objective	Strategies on Solving any problems
1-	Crisis of unavailability of buildings	Lack of pieces of land inside the city	<ul style="list-style-type: none"> - there are some abandoned pieces of land that should be annexed to the school for the area of complementary teaching and the public gardens in general - in case of lack of lands, some houses should be put on public properties and turned into schools - pieces of lands that are dedicated for services should be turned into schools - spacious schools should be turned into two-storey buildings - construction of special buildings for all branches of vocational teaching (commercial, industrial

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			and agricultural)
		Lack of budget	- Allocation of budget for education and a programmatic plan for constructing new buildings . this is a key problem to which the KRG should allocate special budget - inviting Arab and foreign investment companies to construct teaching compounds
		Officials indifference	Awakening the officials through educationalists
		Irregularity in constructing buildings	Construction of buildings as per population density Construction of buildings as per geographic locations
		Teaching buildings are not as per teaching requirements	Paying attention to modern designs - meeting the requirements of schools via education and teaching specialists and experts
2-	School requirements	-lack of budget	Allocation of a private budget for this purpose starting from the kindergartens -allocation of a private budget for vocational teaching
		Irregularity of requirements distribution	Requirements should be indiscriminately distributed as per students number
		Unawareness of the world's technological advancement	- having experts and specialists involved through sending them to outside the region for observation tours
	Teaching curriculum	Oldness of Teaching curriculum and neglecting the method of learning by doing	- drastic changes in the whole teaching programs in general and vocational teaching in particular and harmonize them with

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			<p>current advancements</p> <ul style="list-style-type: none"> - adopting the Teaching curriculum of developed countries and relying on experienced and competent specialists Paying attention to learning by doing which would require labs, workshops, libraries and field visits
		Lack of teaching philosophy	Formulating a strong philosophy as per the current and future needs of Kurdistan by politicians, experts and specialists who can help renovate this sector
		Political constraints	The situations in Kurdistan have never been suitable for such changes
3-	-provision of specialized teachers in all the teaching stages	<p>Lack of such teachers especially in the kindergartens and vocational schools</p> <ul style="list-style-type: none"> -lack of courses on teaching methodology 	<p>Opening of colleges and institutes specialized in teaching psychology and modern teaching methodology</p> <ul style="list-style-type: none"> - opening of training courses for teachers before being employed including delegating them to developed countries
		Low salaries, lecturing fees and lack of hazard (vocational) allowances	Such problems are causing teachers of English science lessons and kindergarten teachers abandon teaching
	Students	Student's weakness of personality	<ul style="list-style-type: none"> -raising the awareness of families through media channels on how to make their children love their teaching places - paying attention to the individual students without any discrimination
			-uniform clothing should

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			be imposed on students so as to prevent class discrimination - students of vocational schools should wear special attire for practical training in industry and agriculture
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The Implementation of Development Strategies:

The strategic framework has developed the analysis of the opportunities faced by Sulaymaniyah 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

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- The mechanisms of the institutions and implementation managements so a 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 additional 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:

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- 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.

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

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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.

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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

The Pushing Forces of the Region:

The purpose of securing Strategically 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 Strategies 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 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

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partnerships at early stages of the 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.

International Development Indicators Of Strategic Planning And The Formal Areas In Which Availability Of Information As Well As Monitoring Tools Is Possible

#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
Appendix	1	1-1	Total Of Province Population Based On Age, In Thousand	Available	General Survey Of 2002: 1704740
Not Available	2	2-1	Total Of Male In The Province Based On Age, In Thousand	Available	General Survey Of 2002: 848462
	3	3-1	Total Of Female In The Province Based On Age, In Thousand	Available	General Survey Of 2002: 856278
	4	4-1	Total Of Families In Province, In Thousand	Available	General Survey Of 2002: 322020
	5	5-1	Families Migrated From Villages To Cities In Recent Years	Available	According To Statistics Of 1987: 0.03%
	6	6-1	Families Migrated From Cities To Villages In Recent Years	Not Available	
	7	7-1	Formal And Informal Deportees From Iraq In Recent Years	Not Available	
	8	8-1	Rate Of Population Growth In A Year (Last Three Years)	Not Available	
	9	9-1	Estimated Number Of Family Members	Available	5.4
	10	10-1	New Families (New Couples) During Last Three Years	Available	In 2003: 8651, In 2004:12100, In 2005: 13610
	11	11-1	Estimated Birth Age, In Year	Available	According To Health Indicators: 49-14
	12	12-1	Percentage Of City Population, In Thousand	Available	General Survey Of 2002: 78%
	13	13-1	Percentage Of Village Population, In Thousand	Available	General Survey Of 2002: 22%
	14	14-1	Total, Last Three Years	Not Available	
	15	15-1	Population Anticipation For The Years 2010-2020	Available	For 2010: 2,159,513 And For 2020: 2,902,205

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
16	1	16-1	Number Of Families Anticipation For The Years 2010-2020	Available	For 2010: 407925 And For 2020: 548217
17	1	17-1	Number Of Province Villages	Available	General Survey Of 2002: 2535
18	1	18-1	Population Dense Person/Km Square	Available	General Survey Of 2002: 72 Person/Km Square
19	1	19-1	Rate Of Housing Unites With Drink Water Available Against Rate Of The Province Housing Units	Available	According To Fao Survey-2004: 82 From General Net, 3 General Pipes, 4 Covered Wells, 4 Uncovered Wells, 1 Tank, 22 Natural/Dirty Water, 3 Others
20	1	20-1	Rate Of Housing Unites With Electricity Available Against Rate Of The Province Housing Units	Available	100% According To Land Survey-2005
21	1	21-1	Net Rate Of Birth In A Year	Available	According To 2005 Anticipations: 43950
22	1	22-1	Net Rate Of Death In A Year	Available	According To 2005 Anticipations: 3824
23	2	1-2	Number Of Death In A Year	Available	Death In Hospitals: 2048
24	2	2-2	10 Diseases That Cause Most Of Deaths In The Province	Available	Cardiac Diseases, Blood Vessels Diseases, Tuberculosis, Types Of Cancer, Heart And Brain Coagulum, Epilepsy, Diabetes, Blood Microbial Impurity, Liver Defects, Brain Bleeding
25	2	3-2	Rate Of Children Between(0-5) Who Faced Malnutrition In Recent Five Years	Available	2.94%
26	2	4-2	Average Of Death Of Babies In Cities And Villages In Recent Five Years From Each 1000	Available	0.28%
27	2	5-2	Anticipated Age At Birth, In Year For Male And Female	Available	62 Years For Male, 63 Years For Female
28	2	6-2	Rate Of Those Who Are Expected To Die Before Reaching 40 Years Of Age	Not Available	
29	2	7-2	Rate Of Innate Disabled Children, Male And Female	Available	Less Than 0.001
30	2	8-2	Anticipation Of Year Of Facing Disability At Birth, For Male And Female	Available	Up To 5 Years: 70, Up To 30 Years: 20%, Death: 10%

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
31	2	9-2	Rate Of Children Under 5 Suffering From Lack Of Weight Against Rate Of Children In That Age	Available	0.096%
32	2	10-2	Rate Of Medium And Large Thinness Against The Province Population	Available	8.7%
33	2	11-2	Rate Of Medium And Large Dwarfing Against The Province Population	Available	25 Dwarfs From 100.000, 172 Is Recorded In Sulaymaniyah Province
34	2	12-2	Average Of Death Of Mothers For Each 100,000	Available	8 From 100,00 Birth Giving
35	2	13-2	Rate Of Pregnant Women Having Anemia In The Province	Available	For 2006 :19.9
36	2	14-2	Average Of Death Of Children Under 5 For Male And Female From Each 5000 Children, In City And Villages	Available	In City 3.8 In Thousand And In Village: 5.98 In Thousand
37	2	15-2	Rate Of General Doctors Against Province Population	Available	1/18250 Persons
38	2	16-2	Rate Of Specialized Doctors Against The Province Population	Available	1/8300 Persons
39	2	17-2	Clinical Centers In City And Villages Of The Province	Available	City: 102, Village: 380
40	2	18-2	Public And Private Hospitals In The Province	Available	33 Public And 6 Private
41	2	19-2	Rate Of Beds Against Population Of The Province, Bed/ Person	Available	1/630 Persons
42	2	20-2	Rate Of Children Aged 1 And Are Vaccinated Against Tuberculosis And Erysipelas Against The Number Of Children Aged 1 In The Province	Available	60.1%
43	2	21-2	Percentage Of People With No Drink Water In Province Cities And Villages	Available	City 10%, Village: %35
44	2	22-2	Percentage Of People With No Proper Health Service	Available	3%
45	2	23-2	Percentage Of People With No Sewerage System In Their Houses	Available	75% In Villages
46	2	24-2	Government Fund For Health, Last Available Records	Available	Health Budget For 2005: Normal Budget: \$75728153, Investment Projects: \$41230031, Remaining Of 986 ReStrategies: 40,000,000, Total \$ 156958184
47	2	25-2	Individual Expense For Health In A Year, For Last Available Year	Available	In Public Institutions \$4

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
48	2	26-2	Private Clinical Centers In The Province	Available	Private Health Centers Don't Exist
49	2	27-2	Health Support Organizations, Type And Size Of Delivery Services	Available	Aiding Morally And Vaccinating Children
50	2	28-2	Most 10 Wide Serious Diseases In The Province And Percentage Of Those With These Diseases Against Province Population	Available	Appendix
51	2	29-2	Villages With Services	Available	389 Villages
52	2	30-2	Rate Of Dentists For Citizens In Cities And Villages, Doctor/Person	Available	1 Doctor /8500 Persons
53	2	31-2	Rate Of Pharmacists For Province Citizens In Cities And Villages, Pharmacist/Person	Available	Pharmacist 1/34000 Persons, In Villages They Don't Exist
54	2	32-2	Rate Of Health Professionals In The Province Cities And Villages	Available	44 Cadres For 1000 Persons
55	2	33-2	Government Agreement For Last Five Years	Not Available	
56	3	1-3	Rate Of Green Area In Cities	Available	496,4+3254 Donums (A Land Measure Equals 1000 Sq.M.) Is Under Implementation
57	3	2-3	Rate Of Planted Areas In The Province	Not Available	
58	3	3-3	Rate Of Forested Area In The Province	Not Available	
59	3	4-3	Forests Area In Hectare	Not Available	
60	3	5-3	Total Area Of Province	Available	72 Donums Green Area
61	3	6-3	Source Of Natural Water In The Province	Available	Dukan Lake, Sarchanr, Springs, Wells And Fountains
62	3	7-3	Amount Of Annual Natural Available Water In Cubic Meter	Available	In Summer: 98,000 Cubic Meter And In Winter: 250,000 Cubic Meter
63	3	8-3	Amount Of Annual Used Water In A Year From The Natural Available Water In Cubic Meter	Available	100%
64	3	9-3	Yearly Individual Share From Used Water In Cubic Meter	Not Available	
65	3	10-3	Available Sources That Can Be Made Use Of(Aerial, Hydraulic, Solar...Etc)	Available	Aerial, Hydraulic, Solar, Combustion
66	3	11-3	Average Of Wind Speed And Its Direction In The Province	Available	Speed: 17.25 Km/Hr: (Winter: South East And South West, (Summer:

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
					North East And North West
67	3	12-3	Amount And Rate Of Yearly Rain In The Province	Available	650-750 MI And In 2006 752.4 MI
68	3	13-3	Co2 Emitted From Factories And Transportation Means	Not Available	
69	3	14-3	Average Of Proportional Humidity In The Province In Last Five Years	Available	Total 42%
70	3	15-3	Other Available Natural Sources	Not Available	
71	4	1-4	Number Of Illiterates, Male And Female, In Cities And Villages	Available	(16 Years And Over) Male: 85503, Female: 174232, Total: 259735
72	4	2-4	Total Average Of Illiterates, Male And Female In Cities And Villages	Available	Male: 25.2%, Female: 50.8,% Total: 38%
73	4	3-4	Average Of Academic Year	Not Available	
74	4	4-4	Average Of Joining Based On Education Stages, For Male And Female, In Percentage For Last Five Years	Available	Appendix
75	4	5-4	Rate Of Vocational Students Against Secondary Students For Last Five Years	Available	Male: 12.3%, Female: 88%
76	4	6-4	Proportional Distribution Of High Education Students Based On Field Of Education) For Last Five Years	Available	Appendix
77	4	7-4	Rate Of Male And Female Of Students Based On Education Stages, In Cities And Villages	Available	Male: 48.5%, Female: 51.5%
78	4	8-4	Average Of Students, For Each Teacher Based On Level And Stage Of Education	Available	21/ 1 Teacher
79	4	9-4	Number Of Awarded Students Patent In All Education Stages	Available	Appendix
80	4	10-4	Number Of End Class Graduates Based On Scientific And Literary Specifications For Last Five Years	Available	Scientific: 1580, Literary: 2491, Vocational: 479
81	4	11-4	Rate Of Students For A Chair (E.G. One And Half Student For One Chair) Based On Education Stages	Available	2 Persons/ Chair
82	4	12-4	Date Of Last Year In Which School Program Is Moved Forward Based On Education Stages	Available	2003 For All Stages Expect University And Institutions

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
83	4	13-4	Number Of Acknowledged University Scientific Printed Researches In Recent Five Years	Available	Appendix
84	4	14-4	Percentage Of Exemplary Schools Against Total Of Schools Based On Education Stages	Available	Primary: 0.2%, Intermediate 4.6%
85	4	15-4	Rate Of Exemplary Teachers Based On Education Stages	Not Available	
86	4	16-4	Rate Of Failures Against Total Of Students Based On Education Stages	Not Available	
87	4	17-4	Rate Of Illiterates From Youth(15-24), Male And Female	Available	From 16-20 Years Age, Male: 31.5%, Female: 54.6%
88	4	18-4	Governmental Schools Based On Education Stages	Available	Kindergarten: 22, Primary: 937, Intermediate: 170, Secondary: 91, Vocational: 9, Institution: 5
89	4	19-4	Private Schools Based On Education Stages	Available	Primary: 1, Secondary: 2
90	4	20-4	Annual Agreements On Education For Last Five Years	Not Available	
91	5	1-5	Rate Of Workforce Against Population , Male And Female For Recent Years	Available	According To Surveys For 15 Years Of Age And Above : 55%
92	5	2-5	Average Of Unemployment Against Population , Male And Female	Available	According To Surveys For 15 Years Of Age And Above : 15.3%
93	5	3-5	Rate Of Markets Inflation For Recent Years	Not Available	
94	5	4-5	Percentage Of Public Tax On Main Dealings(Property Sale And Buying, Various Capital, Commerce, Service...Etc)	Available	70%
95	5	5-5	Number Of Public And Private Banks	Available	22 Public Banks
96	5	6-5	Percentage Of Public Servants Against Province Workforce	Available	33%
97	5	7-5	Percentage Of Private Servants Against Province Workforce	Available	28%
98	5	8-5	Percentage Of Combined Sectors Servants Against Province Workforce	Available	2%
99	5	9-5	Percentage Of Poverty Against Province Population	Available	65000 Families Are Covered By Family Care Net
100	5	10-5	Percentage Of Annual Family Income	Not Available	

Sulaymaniyah Provincial Development Strategy

#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
101	5	11-5	Average Of Employment(I.E. Percentage Of Unemployment Among Youth Aged 15-24	Not Available	
102	6	1-6	Number Of Formal Parties	Available	30 Parties
103	6	2-6	Distribution Of Council Chairs Among Political Parties	Available	Patriotic Union Of Kurdistan: 28, Kurdistan Democratic Party: 5, Islamic Kurdistan League: 5, Kurdistan Islamic Group: 3
104	6	3-6	Number Of Elections Conducted So Far	Available	4 Elections
105	6	4-6	Percentage Of Citizen Participation In Elections For Last Three Elections	Available	83.89% Electorates In The Elections
106	6	5-6	Number Of Formal Parties Not Involved In Power	Available	26 Formal Parties
107	7	1-7	Geographic Position Of The Province In Iraq Map	Available	1 Liter
108	7	2-7	States And Areas In The Province Neighborhood	Available	From North(Arbil) And From West And South(Kirkuk And Diyala) And From East(Iran)
109	7	3-7	Position Of Province Based On Latitude And Longitude	Available	32.24 Latitude, Longitude 31.36
110	7	4-7	Height Of Province From Sea Level	Available	853 Meters
111	7	5-7	Percentage Of Type Of Land(Rocks, Stone, Plains, Sand...Etc)	Not Available	
112	7	6-7	Area Of Province In Km Square	Available	7365865 Donums According To A General Survey Of 2002
113	8	1-8	Legal Attitude Of Provincial Council In Terms Of	Available	Bremer Order No. 71 For Council Elections
114	8	2-8	Power Number Of Law Implementers Such As Courts, ...Etc.	Available	21
115	8	3-8	Legal Principles That Are Still Applicable	Available	Laws Applied In All Iraq And Kurdistan
116	8	4-8	Number Of Court Sentences Not Implemented So Far From Last Year	Available	56
117	8	5-8	Number Of Prisoners, Male And Female	Available	Male: 748, Female: 16
118	8	6-8	Number Of Crimes Committed Based On Their Type	Available	Appendix
119	8	7-8	Maximum Accommodation Capacity Of Prisons	Available	510

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
120	9	1-9	Number Of Fire Engines	Available	63 Fire Engines, Garmyan: 11, Halabja: 7
121	9	2-9	Number Of Annual Terrorist Acts In Last Two Years	Available	8
122	9	3-9	Number Of Firefighting Offices	Available	51 Firefighting Offices
123	9	4-9	Number Of Police Stations	Available	Sulaymaniyah: 75 Police Station, Garmyan: 30, Halabja: 7
124	10	1-10	Arable Areas	Available	1,330,000 Donums
125	10	2-10	Planted Area	Available	In 2004: 809,076, In 2005-2006: 370,000 Donums
126	10	3-10	Planted Area Against Arable Land	Available	30%
127	10	4-10	Percentage Of Arable Land	Available	28%
128	10	5-10	Average Of Main Winter And Summer Fruit	Available	Chick-Pea: 77,430, Wheat: 285 Kg, Barley: 264.5 Kg
129	10	6-10	Area Of Irrigated Land	Available	1,264,079 Donums
130	10	7-10	Area Of Horticulture And Estimated Number Of Trees And Their Products	Available	In 2004: 110,000 Donums
131	10	8-10	Estimated Number Of Animal Wealth Based On Its Main Types	Available	Sheep: 1,301,196, Goat: 535,743, Cow: 220,842, Buffalo: 17410
132	10	9-10	Animal Wealth Based On Its Main Types	Available	Chicken: 900 Tons, Red Meat: 600 Tons, Fish: 120 Tons, 400 Tons From Public And Private Sectors
133	10	10-10	Number Of Public And Private Fish Pools	Available	67 Farms, 13 Farms Are Under Construction
134	10	11-10	Number Of Agricultural Tools	Available	Tractors: 5529 ,Threshers: 127, Dipping Machine: 5586
135	10	12-10	Price Of Main Agricultural Products	Not Available	
136	10	13-10	Market Price For Main Agricultural Products	Available	Wheat: 450 Dinars, Chick-Pea: 1500 Dinar, Potato: 750 Dinars, Barley: 350 Dinars, Lentil: 450 Dinars, Sunflower: 750 Dinars
137	10	14-10	Public And Private Poultries And Their Products	Available	228 Farms, 352 Halls, 900 Tons Of White Meat
138	10	15-10	Number Of Farmers, Male And Female	Available	68743
139	10	16-10	Number Of Villages Of The Province	Available	1601

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
140	10	17-10	Percentage Of Farmers Against Population Of Villages	Available	10.50%
141	10	18-10	Land Distribution Based On Public And Private	Available	Public Sector: 2,547,862 Donums, Private Sector: 623,368 Donums
142	10	19-10	Private Institutions Working In The Field Of Agriculture Based On Agricultural Specifications	Not Available	
143	10	20-10	Number Pf Village Population In Last Five Years Based On Season	Available	703,156
144	11	1-11	Number Of Factories Based On Average Of Workers, Capital, And Grading(High, Medium, Low) For Public, Private And Combined Sectors For Last Three Years	Available	Big Public Factories: 2, Medium: 3, Small: 6, Various Private Factories: 753. Details Of Private Sector Is As Follows: Plastic Hose: 9, Nylon Sacks: 11, Plastic Materials: 6, Cables: 1, Leather Shoes: 9, Pvc: 19, Oil Refinement: 7, Insulars: 4, Plastic Container: 2, Children Games: 3, Paint: 3, Sponge: 2, Organic Manure :1, Shampoo: 1, Flint Coat: 1, Aluminum: 46, Bred: 101, Ice: 52, Tricot: 5, Marble: 83, Carpentry: 37, Mosaic: 61, Blocks: 263, Red Bricks: 7, Concrete Pipes: 19
145	11	2-11	Number Of Factories Based On Size And Economic Activity(Health, Construction Materials...Etc, For Public, Private And Combined Sectors	Available	Construction: 503, Food: 160, Agricultural: 7, Electrical: 1 Small Heater, Service: 82
146	11	3-11	Number Of Factories Based On Size And Economic Activity And Amount Of Product	Available	757 Factories All Located Inside The City
147	11	4-11	Tax System Applied In Factories Bases On Their Size For Public, Private And Combined Sectors	Not Available	
148	11	5-11	Government Financial Fund For Factories Based On Their Size For Public, Private And Combined Sectors	Available	No Government Support
149	11	6-11	Percentage Of Qualified Workers(Expert And Specialist) Against Overall Workers In Factories Based On Economic Activity In Public, Private And Combined Sectors	Available	44 %Qualified

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
150	12	1-12	Number Of Businesses And Sizes Based On Their Capital In Public, Private And Combined Sectors	Not Available	
151	12	2-12	Number Of Businesses And Size Based On Number Of Workers In Public, Private And Combined Sectors	Not Available	
152	12	3-12	Number Of Businesses And Sizes Based On Their Capital For Each Economic Activity(Agricultural, Health, Construction Material...Etc) In Public, Private And Combined Sectors	Available	Commercial: 35, Industrial: 5, Service: 13, Agricultural: 4, Housing: 2, Total: 59
153	12	4-12	Percentage Of Capital Used Against Overall Money Used In Last Three Years	Not Available	
154	12	5-12	Percentage Of Capital Projects Implemented Against Overall Capital Projects In Public, Private And Combined Sectors	Not Available	
155	12	6-12		Not Available	
156	12	7-12	Percentage Of Implemented Capital Projects Against Capital Projects In Last Three Years Based On Economic Activities	Not Available	
157	13	1-13	Percentage Of Participant Women Against Overall Number Of Provincial Council	Available	33%
158	13	2-13	Percentage Of Women Working Public Sector Against Overall Workers In This Sector	Available	47.6%
159	13	3-13	Percentage Of Female(Project Owner) In Public And Private Sector Against Overall Project Owners In The Sector	Not Available	
160	13	4-13	Percentage Of Women Managing Offices Against Overall Public Office Mangers	Not Available	
161	13	5-13	Percentage Of Illiterate Women Against Overall Female	Not Available	
162	13	6-13	Number Of Organizations And Syndicates Working In Women Field	Available	27

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
163	13	7-13	Average Of Honor Crime In A Year Among Women	Available	22-1.79% From The Total Of Recorded Crimes
164	13	8-13	Annual Average Of Cases Of Women Suicide	Not Available	
165	13	9-13	Average Of Cases Of Divorce In A Year	Available	650 Cases Of Divorce And 636 Cases Of Separation
166	13	10-13	Percentage Of Women Having University Degree Against Overall University Graduates In Last Three Years	Not Available	
167	14	1-14	Percentage Of Youth Suicide Against Overall Youth Number	Not Available	
168	14	2-14	Estimated Percentage Of Youth Migrated Abroad Against Overall Number Of Youth	Not Available	
169	14	3-14	Percentage Of Unemployed Youth, Male And Female	Not Available	
170	14	4-14	Percentage Of Married Youth Against Overall Number Of Youth	Not Available	
171	14	5-14	Number Of Public Youth Institutions Based On Classification(Sport, Technical, Literary, Entertainment... Etc)	Available	Sport: 48
172	14	6-14	Number Of Organizations And Syndicates Working For Youth	Available	Organizations And Syndicates: 12
173	14	7-14	Percentage Of Youth Employees In Public Sector Against Overall Number Of Youth	Not Available	
174	14	8-14	Capacity Of Youth Organizations Against Youth Members	Not Available	
175	15	1-15	Most Important Tourism Destinations	Available	35 Places
176	15	2-15	Most Important Religious Destination	Available	Mosques, Takia(A Muslim Holy Place), Churches: 120
177	15	3-15	Number Of Tourism Institutions(Working In Tourism Field) In Public, Private And Combined Sectors	Not Available	
178	15	4-15	Number Of Hotels Based On Their Classes For Public, Private And Combined Sectors	Not Available	
179	15	5-15	Percentage Of Natural Tourism Destinations That Have Civil Services Such As Water, Electricity, Sewerage,	Not Available	

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
			Road...Etc. Against Overall Number Of Natural Destinations		
180	15	6-15	Percentage Of Religious Destinations That Have Civil Services Such As Water, Electricity, Sewerage, Road...Etc. Against Overall Number Of Religious Destinations	Not Available	
181	16	1-16	Percentage Of People Having Drink Water Against Overall Population	Available	70%
182	16	2-16	Percentage Of People Having Sewerage System Against Overall Population	Available	45%
183	16	3-16	Percentage Of Used Tools For Getting Clean Water For Drinking Based On (Flow System, Pumping System, Well System) Against Overall Number Of People Having Drinkable Water	Not Available	Pumping System: 90%, Wells: 2%, Pulling From Villages: 8%
184	16	4-16	Daily Individuals Share In Drinkable Water	Available	In Summer: 140 Liter/Day, In Winter 300 Liter/Day(Inside The City)
185	16	5-16	Number Of Population Of Villages With No Water Distribution Nets	Not Available	
186	16	6-16	Fee Of Producing One Liter Of Water For Citizens	Available	0.018 Dinars/ Liters
187	16	7-16	Annual Income Of Water Fee	Available	666,322,500 Dinars For 2005 Inside City
188	16	8-16	Rate Of Clean Water Nets That Were Repaired Last Year Against Overall Number Of Clean Water Nets	Available	12% Of The Nets Are Repaired From The Total Nets Available In The City
189	16	9-16	Number Of Village Population That Don't Have Sewerage Net	Not Available	
190	16	10-16	Percentage Of City Population With No Sewerage Net	Not Available	
191	16	11-16	Percentage Of Garbage Collections Systems In Terms Of Garbage Collection Vehicles, Hand Coaches, Tractors...Etc.	Available	50%
192	16	12-16	Average Times Of Garbage Collection In A Month	Available	5 Times
193	16	13-16	Percentage Of Getting Rid From Garbage In Term Of Place For Hiding Garbage, Open Place, Burning Garbage	Available	20%

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
194	16	14-16	Amount Of Garbage In Day	Available	750 Tons In Sulaymaniyah
195	17	1-17	Overall Number Of Hours In Which People Have Electricity In Last Three Years	Available	In 2004: 14 Hrs, In 2005: 10 Hrs, In 2006: 7.5 Hrs
196	17	2-17	Percentage Of Electricity Service Delivery	Available	Sulaymaniyah Province City Center: 52%, Villages: 48%
197	17	3-17	Number Of Electricity Generators Based On Their Types	Available	2937 Kv11
198	17	4-17	Percentage Of Electricity Power Sources Against Overall Number Of Available Sources	Available	55%
199	17	5-17	Percentage Of Electricity Amount Provided To Markets Public, Private And Combined Sectors Against Overall Available Amount Of Electricity	Not Available	
200	17	6-17	Number Of Villages That Don't Have Governmental Electricity	Available	698
201	17	7-17	Amount Of Electricity Power Necessary To Meet Province Needs	Available	500 Mw
202	17	8-17	Distribution Of Electricity Maintenance Stations Based On Number Of Families	Not Available	
203	18	1-18	Length Based On Types (Paved, Pebbled...Etc.) Km	Available	2082 Km Is Paved, 3400 Km Is Pebbled
204	18	2-18	Number And Length Of Bridges Located On The Way That Leads To The Province Based On Type (Concrete, Wooded, Stoned...Etc)	Available	7859 Meters Of Concrete Bridge, 1700 Meters Of Iron Bridge
205	18	3-18	Number Of Employees Working In Road And Bridge Repairing Centers	Available	280 Employees
206	18	4-18	Size Of Public Fund For Building New Bridges And Roads In Last Three Years	Available	102,269,167,250 Dinars
207	18	5-18	Size Of Public Fund For Repairing Bridges And Roads In Last Three Years	Available	467,162,379,846 Dinars
208	18	6-18	Number Of Transportation Means Available Based On Type (Taxi, Bus, Automobile, Train...Etc.) In Public, Private And Combined Sectors	Available	Appendix

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
209	18	7-18	Length Of Railways	Available	No Train
210	18	8-18	Size Of Public Fund For Repairing Railways	Available	No Train
211	18	9-18	Public Fund For Building New Railways For Last Three Years	Available	No Train
212	18	10-18	Number Of Airports, Public And Private	Available	1 Governmental Airport
213	18	11-18	Public Fund For Airports In Last Three Years	Not Available	
214	18	12-18	Number Of Seaports	Available	No Seaport
215	18	13-18	Public Fund For Repairing Seaports In Last Three Years	Available	No Seaport
216	18	14-18	Public Fund For Building New Seaports In Last Three Years	Available	No Seaport
217	18	15-18	Number Of Public And Private Offices	Available	Appendix
218	18	16-18	Number Of Post Offices	Available	1 Governmental Post Office
219	18	17-18	Number Of Traffic Accidents Based On Their Degree Of Danger(Deadly, Not Deadly)	Available	Appendix
220	19	1-19	Number Of Land Lines	Available	46582 Kurdtel Admin, 19072 For Towns
221	19	2-19	Number Of Mobile Lines Based On The Companies Working In Communication Area	Available	90000 Subscribers Of Mobile
222	19	3-19	Number Of Internet Cents And Capacity Of These Centers To Users For One Year	Available	2400 Subscribers Of Goran Net
223	20	1-20	Number Of Contracting Companies Based On Their Size(Big, Medium, Small) In Public, Private, And Combined Sectors	Available	470 At The Level Of 16-1
224	20	2-20	Rate Of Contacting Companies Based On Size(Big, Medium, Small)	Not Available	
225	20	3-20	Number Of Construction Contract Projects Based On Size(Big, Medium, Small)	Available	55 Projects For 2005, 75 Projects For 2006
226	20	4-20	Incomplete Construction Contract Projects But Are Expected To Be Completed Soon(In One Year)	Available	19 Uncompleted Projects For The Years 2003,2004 And 2005

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
227	20	5-20	Contracting Projects Under Implementation That Will Be Completed On Time Against Overall Contracting Projects	Not Available	
228	21	1-21	Number Of Ngos Based On Their Area Of Work (Women, Youth, Children, Workers...Etc.) As Well As The Number Of Their Members	Available	95 Organizations
229	21	2-21	Number Of Professional Syndicates Based On Area Of Work (Engineers, Doctors, Lawyers...Etc.) As Well As The Number Of Their Members	Available	25 Syndicates
230	21	3-21	Number Of Foreign Csos	Available	65 Local And 29 Foreign
231	22	1-22	Number Of Cinemas	Available	2
232	22	2-22	Number Of Public Libraries And The Capacity Of Each	Available	17
233	22	3-22	Number Of Formal Newspapers Based On Time Classification (Daily, Weekly...Etc.)	Available	16
234	22	4-22	Number Of Formal Magazines Based On Time Classification (Daily, Weekly...Etc.)	Available	7
235	22	5-22	Number Of Theaters And The Capacity Of Each	Available	5
236	22	6-22	Number Of Meeting Halls And The Capacity Of Each	Available	13
237	22	7-22	Number Of Publishing Centers Based On Their Size(Big, Medium, Small)	Available	3
238	22	8-22	Number Of Publishing Centers Based On Their Size(Big, Medium, Small)	Available	15
239	22	9-22	Number Of Theatrical Troupes	Available	13
240	22	10-22	Number Of Cultural Syndicates	Available	27
241	22	11-22	Art Syndicates	Available	5
242	23	1-23	Satellite Channels Aired In The Province	Available	2
243	23	2-23	Local Tv	Available	11

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#	Sector	Indicator	Areas With Possible Available Information	Data Availability	Indicator Details
244	23	3-23	Local Radio Stations	Available	20
245	23	4-23	Formal Newspapers Based On Time Classification (Daily, Weekly...Etc.	Available	16
246	23	5-23	Formal Newspapers Based On Time Classification (Daily, Weekly...Etc.	Available	7
247	23	6-23	Media Based On Type (Audio, Written, Visual)	Available	2
248	23	7-23	Families Having Satellite Dishes At Home	Available	90%
249	24	1-24	Families That Rent Houses	Available	33% Tenants According To 2002 Survey
250	24	2-24	Dense Of Population	Available	Number Of Families In The Province: 373309
251	24	3-24	Number Of Housing License In Last Three Years	Available	For 2003-2005: 2813, 4375, 4591
252	24	4-24	Families Living In The Same House	Available	More Than One Family Living In The Same House: 15%
253	24	5-24	Uncompleted Housing Projects And Their Capacity	Available	Uncompleted Projects Don't Have Housing Units
254	25	1-25	Traders Belong To Chamber Of Commerce And Their Degrees	Available	31539
255	25	2-25	Rate Of Trade Among Other Economic Sectors	Available	Active Members: 7681
256	25	3-25	Families Having Food Rotation Coupons	Available	Number Of Families: 1,400,000 Individuals
257	25	4-25	Companies Working In Foodstuff Trading	Not Available	
258	25	5-25	Foreign Companies Working In The Area Of Trade Against Companies Working In The Area Of Trade	Available	495 Foreign Companies

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#	Type And Activity	Total	
	Providing Driving Manual, Inside City, Outside City	Public/ Inside City	4674
		Private: Outside City	10478
	Providing Driving License, Inside City, Outside City	Public / Outside City	500
		Private: Inside City	7601
		Agricultural	3
		Construction	18
	Renewing Driving License	Public: Outside-223 Dinars, Inside City	5443
		Private: Outside-29 Dinars, Inside City	1715
	Changing License From	Private To Public	1155
		General To Private	57
	Driving License Loss	Public	350
		Private	446
	Renewing Annual Card	Private	948
		Rent	138
		Truck	331
		Agricultural+ Construction	21
	Buy-Selling Cars	Private	3759
		Rent	730
		Truck	11329
		Agricultural	82
		Construction	
	Car Transportation	From Province	46
		To Province	15
			146
	Car Change	From Private To Rent	307
		From Rent To Private	-
	Car Disjoining	Private	411
		Rent	72
		Truck	315
		Agricultural	-
		Construction	-
	Registering For The First Time	Private	787
		Rent	188
		Truck	1140
		Agricultural	139
		Construction	
	Car Confiscating	Inside City	2060
		Outside City	1220
			3555
	Car Accounting	Debtor Driving License	400
		Debtor Annual Card	511
		Debtor Information Card	6
		Car Smoke	38
		Firmness Conditions	758
		Various Decorations	79
		Aerial Horn	14
	Projector	9	
Collisions	Outside City	80	
	Inside City	238	

