

2026



Vision Foundation
for Strategic Studies

Winter Newsletter



Winter 2026

January 1 – March 31

A Message from Vision Foundation

From Vision to Impact: A New Beginning

We are pleased to announce the beginning of a new phase in our work. In a short period of time, Vision Foundation for Strategic Studies has taken major steps forward through a series of important activities and research projects. These achievements reflect a deep vision and strategy aimed at serving the needs of society and responding to its demands.

Our work has focused on two main directions: first, strengthening the capacities of the sectors and areas in which we operate; and second, our primary objective, which is creating long-term and sustainable impact through conducting research, policy papers, discussions, and dialogue.

Adnan Osman

President of the vision foundation



Our Vision and Mission

The Foundation of Development

Vision Foundation, as a leading center in the field of strategic thought and research, was established on the principles of development and empowering society's capabilities. Our mission is clear: to actively contribute to solving problems and advancing reform across institutions and various sectors. Our work focuses on issues that contribute to building a modern, service-oriented system that responds to citizens' needs and lays the foundation for a better future.

Our Future Goals

We work toward strengthening political dialogue and governance in the region and the Kurdistan Region in general. Alongside the efforts of other institutions, we seek to play a role in development and in providing appropriate and modern solutions to all the challenges facing our region and society. At the same time, we must recognize that today we are part of Iraq's political, diplomatic, and economic fabric. Therefore, it is essential to enhance coordination and joint work aimed at strengthening our region and institutions, while advancing development, investment, and reconstruction. Raising the level of coordination and cooperation will play a significant role in strengthening the capacities of this region and its role in shaping the future.

Coordination and cooperation among government institutions, organizations, universities, and community institutions are important and necessary. At the same time, we seek to expand coordination with research centers and think tanks, whether within the region and the Kurdistan Region, or at the level of Iraq and the world.

Our Steps Forward

- Active participation of civil society in drafting and coordinating public strategic policies.
- Developing strategic plans, recommendations, and practical roadmaps for development.
- Advancing society and governance by working toward better governance systems and a more progressive society.
- Building the future for coming generations by providing a suitable environment for their growth and development.



Hospitality of Vision Foundation



The Vision Foundation Encourages Students to Become Future Researchers



On January 13, 2026, third-year students from the Department of Politics and International Relations at the University of Sulaymaniyah visited the Vision Foundation for strategic research purposes. They were welcomed by the department directors, who introduced them to the foundation's work and programs.

Research Centers and Their Role in Decision-Making in the Kurdistan Region



On January 15, 2026, Saadi Ahmad Pira, a member of the Political Bureau of the Patriotic Union of Kurdistan, visited the Vision Foundation and spoke about the impact of research centers. He emphasized that these centers should strengthen their relations with similar institutions in Iraq and be given greater importance.

Research Centers Play an Important Role in the Decision-Making Process



On Saturday, January 17, 2026, the Vision Foundation hosted Bakr Fattah, an ambassador at the Iraqi Ministry of Foreign Affairs, for an intensive and productive discussion on the relationship between research centers in the Kurdistan Region and Iraqi and international institutions.

A Chinese-Kurdish Database Will Be Established in the Future



On Tuesday, February 3, 2026, a delegation of Chinese companies and the Chinese Cultural Center visited the Vision Foundation for strategic research discussions. They discussed joint cooperation and conducting research aimed at providing greater services to the Kurdistan Region.

Addressing Unemployment and Youth Migration Discussed with the British Consulate



On February 3, 2026, Emma Hicks, Second Secretary for Justice and Home Affairs, and Loyal Shakir, Policy Adviser for Justice and Home Affairs at the British Consulate, visited the Vision Foundation for strategic Studies discussions.

Vision and the Kurdish Research Center in Amed Collaborate on Kurdish Issues Across the Four Parts of Kurdistan



On Saturday, February 14, 2026, a delegation from the Kurdish Research Center, consisting of Reyha Rohavi Oghlu, head of the center, and Roj Girasun, head of the Rawest Research Center, visited the Vision Foundation for Strategic Studies.

Turkish Bank Branches to Open in the Kurdistan Region, Increasing Turkish Investment in the Region

A delegation of Turkish companies visited the Vision Foundation on January 19, 2026, and expressed optimism regarding the investment climate, trade, and economic development in the Kurdistan Region. The President of the International Turkish Industrialists and Businessmen Association spoke about the progress of the Kurdistan Region in terms of reconstruction, tourism, and the economic sector.



Supporting Small Projects as a Way to Address Youth Unemployment

On January 25, 2026, Prof. Dr. Saad Abdulqahar Sheikh, Director of the International Center for Finance and Trade Accreditation, visited the Vision Foundation for strategic research. Discussions focused on Sulaymaniyah's financial challenges and youth unemployment.



Minister of Trade: Universities in the Kurdistan Region Do Not Meet Labor Market Needs

On February 1, 2026, the Minister of Trade and Industry of the Kurdistan Regional Government revealed that universities are not meeting the needs of the labor market, which has left many universities and institute graduates unemployed.



Coordination and Strengthening Relations Between Research Institutions in the Kurdistan Region and Baghdad Emphasized

On Wednesday, March 25, 2026, the head of the Neramsin Foundation for Dialogue and Development in Baghdad visited the Vision Foundation for Strategic Studies, where several issues related to research centers and their influence were discussed.



Deputy Minister of Health of the Kurdistan Region Visits the Vision Foundation

On Wednesday, March 25, 2026, Dr. Rahil Faridun, Deputy Minister of Health, visited the Vision Foundation and discussed the condition of the health sector, explaining the needs of hospitals in terms of recruiting doctors and staff, as well as providing medical equipment and medicines.

Toward a Strategic Partnership: Vision Foundation and Didga Aid Expand Their Scientific Coordination

On Saturday, March 28, 2026, the Vision Foundation for Strategic Studies hosted a delegation from (Didga Aid). During the meeting, several important topics related to expanding cooperation and establishing a joint framework for collaboration were discussed.



Coordination Between Civil Society Organizations and the Kurdistan Region's Economic Challenges Discussed at the Vision Foundation

On Monday, February 16, 2026, Jutyar Nuri, a member of the Political and Interests Council of the Patriotic Union of Kurdistan, and Sarkawt Shaha Hama Ghafur, a member of the Union Support Council, visited the Vision Foundation for Strategic Studies, where several important issues were discussed.



Vision Foundation and the Russian Academy of Sciences to Cooperate on Water Security and Counterterrorism

On February 18, 2026, a delegation from the Institute of Oriental Studies of the Russian Academy of Sciences visited the Vision Foundation, where several important issues, joint areas of cooperation, and current developments in the Middle East and the world were discussed.



The Current Situation in the Kurdistan Region and Iraq Amid Middle East Tensions Discussed

On Tuesday, March 17, 2026, Zuhair Al-Jazairi, an experienced Iraqi writer and novelist, and Rahman Gharib, coordinator of the Metro Center, visited the Vision Foundation, where several important topics were discussed.



visits of Vision Foundation



Vision Foundation Congratulates Channel 8 on Its Anniversary

On January 18, 2026, on the occasion of the second anniversary of Channel 8's establishment, a delegation from the Vision Foundation visited the channel's main office in Sulaymaniyah. During the meeting, both sides held a friendly discussion, and the Vision Foundation extended its congratulations to the management of Channel 8.



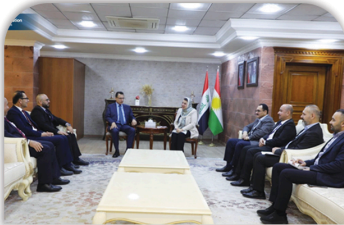
Vision Foundation and Zhen Center Call for the Establishment of a Cultural and Intellectual Federation

On January 13, 2026, the Vision Foundation for Strategic Studies and the Zhen Center discussed the importance of bringing together cultural and intellectual organizations, institutions, and centers under a united federation to organize their activities and address the legal challenges they face.



Vision Foundation and the South Korean Consulate Discuss Joint Projects

On Wednesday, February 25, 2025, the Vision Foundation was welcomed by Mr. Seong Chul Lim, Consul General of South Korea, and several important issues were discussed. As part of the visit of the members of the Board of Directors of the Vision Foundation to Erbil, a meeting was held with the Consul General of South Korea, during which discussions focused on the work of civil society organizations in the Kurdistan Region and South Korea's support for those institutions.



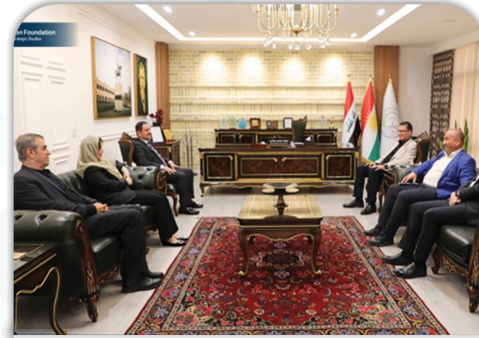
Vision Foundation and the Ministry of Agriculture Work on Advancing the Water and Agriculture Sectors

On Tuesday, February 24, 2026, members of the Board of Directors of the Vision Foundation for Strategic Studies met with Mr. Begard Talabani, Minister of Agriculture and Water Resources, and held an important and productive discussion on joint cooperation, the importance of the water and agriculture sectors in the Kurdistan Region, and ways to further develop them.



Minister of Municipalities and Tourism: Research Centers Like the Vision Foundation Should Work on Delivering Citizens' Needs

On Tuesday, February 24, 2024, the Vision Foundation held a meeting in Erbil with Mr. Sasan Awni, Minister of Municipalities and Tourism of the Kurdistan Region, and his deputy, Mr. Chalak Wasfi (Chalaki Muhandis). Discussions focused on the studies and research carried out by the Vision Foundation regarding municipalities, smart cities, and technology-driven development.



Vision Foundation Works on Strengthening the Economy of Sulaymaniyah

On February 22, 2026, members of the Board of Directors of the Vision Foundation visited the Chamber of Commerce and Industry at the request of Mr. Nawzad Ghafour and discussed preparations for conducting a research study. During the meeting, both sides discussed coordination aimed at carrying out a detailed and impactful study on the city's economic sector. The Sulaymaniyah Chamber of Commerce and Industry also assured its support in providing information and field facilitation for the foundation's research teams.



Vision Foundation to Hold a Broad Conference for the Development of the Raparin Administration

The Vision Foundation is preparing to organize an important meeting focused on the development of the Raparin Administration, while the head of the administration expressed readiness for cooperation and coordination. On Tuesday, February 3, 2026, a delegation from the Vision Foundation visited Hiwa Qarani, head of the Raparin Administration, and discussed establishing relations between the foundation and the government institutions and departments of the Raparin Administration.



Seminars & Open Discussions of the Vision Foundation

Vision Foundation Study: Treatment Costs Could Be Reduced by %50 Within Five Years



On Wednesday, January 14, 2026, the Vision Foundation for Strategic Studies published a study on health insurance in the Kurdistan Region. The study presented solutions to reduce citizens' medical treatment expenses from 70% to 20%. The findings of the study were presented during an open discussion session, highlighting the establishment of a national institution and legal support from the Kurdistan Parliament for creating a health insurance system capable of supervising and regulating health insurance in both the public and private sectors.

Women Face Unemployment More Than Men



As part of research on employment opportunities for women and the challenges they face, the Vision Foundation for Strategic Studies organized a roundtable discussion on Thursday, January 15, 2026, with experts and relevant stakeholders. Some participants in the roundtable attributed women's unemployment to gender-related issues and society's perception of women. They also agreed that the employment rate of women in the Kurdistan Region is significantly lower compared to men.

Money Transfer Offices Should Be Officially Registered and Regulated



Due to the lack of trust in banks, electronic transactions have not replaced traditional money transfers. Because of the issues arising from money transfers conducted through currency exchange offices, it has been proposed that the operations of transfer offices should be reorganized and officially registered under the law. This recommendation and others were published on January 21, 2026, in a study by the Vision Foundation for Strategic Studies titled "Hawala and Informal Money Transfer Systems: Legal and Security Impacts on the Kurdistan Region of Iraq."



Another Open Eye Program on the Condition of Reform Prison Inmates Announced

On February 12, 2026, another episode of the Open Eye Program was announced. The Director of Social Reform in the Kurdistan Region revealed statistics regarding the institution's activities during the previous year. According to the figures, more than eight thousand people were imprisoned last year, while the number of convicted individuals this year has reached nearly six thousand. The open discussion session was attended by a significant number of relevant parties, journalists, and organizations, who presented their suggestions and observations.



The Future of the Kurdish Position Discussed at a Vision Foundation Forum

On Thursday, February 5, 2026, the Vision Foundation for Strategic Studies organized an open discussion titled "The Future of the Kurdish Position in Iraq." The discussion emphasized Kurdish unity internally and at the Iraqi level, while warning that if the Kurdistan Region's domestic and foreign policies continue in the same way, the current situation will merely persist without any real progress. During the discussions, it was pointed out that the Kurdish issue has now been reduced to matters of salaries and budget, while very little effort is being made regarding Article 140 and the implementation of Iraqi constitutional articles related to the Kurds.

Iraq Faces an Economic Crisis: Diversifying Revenue and Reducing Dependence on Oil Is the Path to Recovery

On Wednesday, January 28, 2026, the Vision Foundation, in cooperation with the Kurdistan Technical Institute, organized an open discussion in which several important and diverse proposals were presented as possible starting points for addressing the economic challenges facing Iraq and the Kurdistan Region. During the discussion, participants emphasized that instead of relying solely on oil, Iraq and the Kurdistan Region should focus on strengthening other sectors such as agriculture, tourism, and trade. They also discussed in detail the possible ways to increase revenue through these sectors.



Municipal Council Law Discussed at a Vision Foundation Forum: "The Role of Municipal Councils Must Be Strengthened"

On Thursday, January 22, 2026, with the participation of the Mayor of Sulaymaniyah and several other relevant parties, the Vision Foundation organized an open discussion titled "Reactivating and Amending the Municipal Council Election Law." The session addressed the obstacles and challenges facing municipal work and explored possible solutions. The discussions emphasized the need to amend the municipal administration law and empower municipalities to provide better services to citizens.





The Neutrality of Iraq and the Kurdistan Region in the U.S.- Israel Conflict with Iran Is Under Question

On March 12, 2026, the Vision Foundation organized an open discussion attended by military and political experts, with the participation of the Rwanga and Nahrain research centers in Baghdad, the Rudaw Research Center in Erbil, and the Regional Studies Center at the University of Mosul via Zoom. During the discussion, it was emphasized that the neutrality currently being discussed by Iraq and the Kurdistan Region exists only at the level of official statements, as Iraq and the Kurdistan Region are being drawn into the conflict against their will.



Research Institutions and Media Organizations Need Greater Coordination

On February 19, 2026, an open discussion titled “Coordination Between Research Centers and Media Outlets” was held at the Vision Foundation. Alongside discussions about the current challenges facing Kurdish media, clear perspectives were presented regarding steps to strengthen coordination between media organizations and research institutions. The discussion highlighted the weak level of coordination between media outlets and researchers in publishing the findings and data of research studies, many of which represent important steps toward solving major societal issues.

The Kurdistan Region Must Preserve Its Neutrality and Avoid Involvement in Middle East Conflicts

On Wednesday, March 4, 2026, the Vision Foundation hosted a gathering of military and political experts, as well as academics, to discuss the situation in the Middle East, future developments, and the role of the Kurds and the Kurdistan Region in these changes. During part of the open discussion, different views and perspectives on how to respond to these developments were presented. The majority agreed that the Kurdish side should act cautiously, closely monitor the situation, and place the interests of the Kurdistan Region above all other interests.



Kurdish Nationalist Discourse Discussed in a Joint Event by the Vision Foundation and the University of Sulaymaniyah

On Monday, February 23, 2026, a scientific panel jointly organized by the Vision Foundation for Strategic Studies and the College of Humanities at the University of Sulaymaniyah discussed the different stages of Kurdish nationalism, the origins of this form of nationalism, and the relationship between federalism and nationalism. During the panel, Kurdish nationalist discourse was examined, with emphasis placed on the importance of preserving Kurdish nationalist discourse across different eras and circumstances, while also safeguarding temporary achievements.



ئەنجومەنى زانكۆى راپەرىن University of Raparin Council



University of
Raparin



Memorandum of Understanding (MoU)

Memorandum of Understanding

Memorandum of Understanding Signed Between the Vision Foundation and the University of Raparin



The Vision Foundation and the presidency of the University of Raparin discussed the issue of youth unemployment and the economic infrastructure of the region, as well as the steps that should be taken to help find solutions. On Tuesday, February 3, 2026, a delegation from the Vision Foundation visited the presidency of the University of Raparin and met with Prof. Dr. Payman Ramazan, President of the University, where they discussed several issues and challenges facing the region.

Vision Foundation and the Ministry of Reconstruction Begin Joint Cooperation



On Tuesday, February 24, 2026, an agreement was signed at the Ministry of Reconstruction and Housing between Mr. Dana Abdulkarim, Minister of Reconstruction and Housing, and Adnan Osman, President of the Vision Foundation. During the meeting, discussions focused on joint projects and coordination between government institutions and civil society organizations with the aim of providing greater service to the Kurdistan Region.

Vision Foundation and Karim Alaka Foundation Work on Elite Migration



On Wednesday, March 25, 2026, an agreement was signed between the Vision Foundation for Strategic Studies and the Karim Alaka Foundation. Under the agreement, both institutions will carry out several scientific and academic activities regarding the phenomenon of elite migration (brain drain). Following a meeting with the president and members of the Karim Alaka Foundation, both sides signed an agreement focused on conducting four joint research projects and organizing a conference on the migration of elites.

Vision Foundation for Strategic Studies presents a collection of newly published studies, along with a series of reports and articles covering important issues in politics, security, economics, and social development in the Kurdistan Region and Iraq. These publications aim to promote informed dialogue and provide a strategic perspective for policymakers and the wider public.



The Latest Research & Publications of Vision Foundation

Hawala and Informal Money Transfer Systems



Gulf and the Kurdistan Region Relations



A Strategic Roadmap for the Development of Chamchamal's Infrastructure



Health Insurance Initiative
A Sustainable Solution for Equity



Regulatory, Environmental, and Economic Perspective on pesticide Importation



Hawala And Informal Money Transfer Systems Regulatory and Security Implications



Health Insurance Initiative
A Sustainable Solution for Equity



الحوالة وأنظمة تحويل الأموال
غير الرسمية الآثار التنظيمية والأمنية



Future Plans and Activities of Vision Foundation

• Strengthening Minority Communities

As part of our commitment to fostering inclusive societies, Vision Foundation works to advance the rights and well-being of minority groups through specialized initiatives. Our future programs prioritize empowering minorities by promoting their active participation in decision-making processes. These initiatives include capacity-building workshops, advocacy campaigns, and open dialogue platforms, ensuring that minority voices are heard and their needs are effectively addressed.

• Decentralization and Local Governance

Vision Foundation actively works to promote decentralization as a cornerstone of good governance and community development. Our future initiatives will focus on strengthening the capacities of local authorities and civil society organizations to implement policies that respond to the diverse needs of their communities. By encouraging inclusive decision-making and improving service delivery, our decentralization efforts contribute to greater accountability, equitable development, and the empowerment of marginalized groups.

• Environmental Sustainability Projects

Recognizing the strong connection between environmental sustainability and human well-being, Vision Foundation is preparing a series of projects aimed at addressing environmental challenges. These projects focus on raising awareness about climate change, promoting sustainable practices, and supporting community-oriented environmental initiatives. Through education, advocacy, and collaborative efforts, the foundation seeks to protect natural resources and create a healthier environment for all, with special attention to vulnerable and marginalized communities.



À Researchers Opportunities

Vision Foundation provides opportunities for researchers to participate in various projects. Interested individuals are encouraged to submit their applications.



À Call for University Students

A call was announced for university students interested in participating in the initiatives of Vision Foundation. Further details are available on the foundation's website.

Conclusion: Together Towards a Brighter Future

At the conclusion of this message, we reaffirm that Vision Foundation for Strategic Studies will continue its efforts to strengthen society and develop innovative solutions to existing challenges. We believe that through cooperation and coordination among all parties, we can build a brighter and stronger future for our region and future generations. Thank you for your support and trust. Together, we create impact.

In the next phase, we will work on strengthening constitutional, economic, financial, and social dialogue and research in the region and the Kurdistan Region. Alongside the efforts of other institutions, we will strive to play an effective role in development and in finding suitable and modern solutions to the challenges facing our society.

We will also raise the level of coordination and joint work to strengthen our region, institutions, development, investment, and recovery efforts. This coordination will play a key role in enhancing our capabilities and shaping a brighter future.



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