

2026



Vision Foundation
for Strategic Studies

Spring Newsletter



Spring 2026

April 1 – June 30, 2026



A Message from Vision Foundation

From Vision to Impact

During the Spring of 2026, the Vision Foundation continued to advance scientific research, organize policy dialogues and seminars, and strengthen its partnerships with universities, research centers, and national and international institutions. Our work focused on key policy areas, including the economy, environment, healthcare, national security, and relations between the Kurdistan Region and Baghdad, with the aim of producing evidence-based research and policy recommendations that support informed decision-making and contribute to sustainable development. We extend our sincere appreciation to all our partners and supporters. We reaffirm our commitment to advancing research, fostering constructive dialogue, and building strong partnerships in pursuit of a better future.

Adnan Osman

President of Vision Foundation

Our Vision and Message

Our Vision and Message: The Foundation of Development

The Vision Foundation, as a leading center for strategic and policy studies, was established on the principles of development and strengthening the capacities of society. Our message is clear: to actively contribute to addressing key challenges and advancing meaningful reforms across institutions and various sectors. Our work focuses on issues that help build a modern, service-oriented system of governance one that responds effectively to citizens' needs and lays the foundation for a better future.



Our Future Goals

We work to strengthen political dialogue and governance across the region and the Kurdistan Region as a whole. Alongside the efforts of other institutions, we aspire to play an active role in promoting development and advancing modern, practical solutions to the challenges facing our region and society. At the same time, we recognize that we are an integral part of Iraq's political, diplomatic, and economic landscape. Therefore, enhancing coordination and cooperation is essential to strengthening our region and its institutions, while advancing development, investment, and economic recovery. Greater coordination and collective action will play a significant role in reinforcing the region's capacities and expanding its role in shaping the future.



Our Strategic Priorities

- Active Civil Society Engagement: Contributing to the development and coordination of public strategic policies.
- Strategic Planning: Preparing policy recommendations and practical roadmaps to support sustainable development.
- Advancing Society and Governance: Working toward better governance and a more developed, resilient society.
- Building the Future for Coming Generations: Creating an enabling environment that supports the growth and prosperity of future generations.



Our Partners

Coordination and collaboration with government institutions, organizations, universities, and civil society institutions are essential. At the same time, we are committed to expanding cooperation with research centers and think tanks, whether in the region, across Iraq, or internationally.





Vision Foundation Activities

PUK and Vision Foundation Emphasize the Role of Civil Society Organizations

On 4/6/2026 A high-level delegation from the Sulaymaniyah Headquarters of the Patriotic Union of Kurdistan, led by Sarkawt Zaki, member of the Political Bureau and head of Headquarters One, visited the Vision Foundation for Strategic Studies. Both sides agreed that civil society organizations need to be like a "bridge" between the government, experts, and citizens, to find scientific solutions to problems. It was also emphasized the importance of the relationship between organizations and society as a tool to convey the voice of citizens to officials and to strengthen the trust of the public.



Vision Foundation Participate in Providing Job Opportunities and Developing Education Sector

Bahar Munzir, Director of the PDO organization, and a delegation from the organization visited the Vision Foundation for Strategic Studies, and coordination between both sides was discussed. Partnership and coordination were also discussed for the purpose of conducting joint projects in the fields of women and youth, aiming to enhance their capabilities, develop young leaders, and create job opportunities for them.



Strengthening the International Participation of Kurdistan Region Institutions is Requested

On 20/4/2026, Dr. Rahi Rahbar, supervisor of the Follow-up and Coordination Office of Honorable Qubad Talabani, which included a number of members of his office, was hosted by the Vision Foundation for Strategic Studies. In the meeting, they discussed the importance of joint work and building strong relationships between the institutions of the Kurdistan Region, especially the relations between the two institutions. Another discussed topic was focusing on efforts to strengthen the international presence of the Kurdistan Region's institutions and reinforcing their presence abroad.



Vision and the Barzani Charity Foundation Discuss Cooperation and Strengthening Civil Work



On Monday (27/4/2026), Vision Foundation for Strategic Studies, within the framework of its efforts to strengthen institutional cooperation, welcomed Sarwa Salih, Director of the Barzani Charity Foundation office in Sulaymaniyah, and a number of the foundation's members. In that meeting, both sides presented their work and activities, and discussed common areas where more cooperation and coordination can be made, emphasizing the importance of strengthening joint work between both institutions, especially in civil and humanitarian fields.

Vision Foundation Works to Expand its International Relations



On Monday, June 8, 2026, Daban Shadala, Deputy Head of the Department of Foreign Relations, paid a visit to the Vision Foundation. In a meeting, both sides held an extensive discussion on the role and importance of civil society organizations, their growth methods, and how to strengthen joint work to serve public interests. They also discussed the future steps of the Vision Foundation's work and how to expand the scope of its operations outside of Iraq and build a network of relations with international institutions and centers.

The New Model of Party Work in the Kurdistan Region Was Discussed



Rafaat Abdullah, Deputy President of the Patriotic Union of Kurdistan, paid a visit to the Vision Foundation, and in a meeting, discussions were held regarding the financial issues between the Region and Baghdad, and the opportunities available to the Kurdistan Region to develop economic infrastructure. Honorable Rafaat Abdullah highlighted one of the foundation's research studies that was specific to (Evaluating the Structure of Political Parties), considering it necessary for the parties in the Kurdistan Region to benefit from it in reorganizing their affairs.

Vision and Turkish Research Centers Desire Joint Work

On the date of 10/6/2026, three of the most important research centers in Turkey paid a visit to the Vision Foundation and expressed their desire to develop academic cooperation and conduct research. The visit included each of the President of the (ORSAM) Center, the President of the (IRMA) Center, and the Representative of the (SETA) Center. Joint work between the Vision Foundation and these three research centers was discussed, emphasizing the importance of exchanging experiences, sharing information, and conducting joint research and studies on strategic topics.



Vision Foundation and Sulaymaniyah Theater Artists Take Steps to Revive Kurdish Theater

On June 16, 2026, the Theater Factory Group, which represents a number of theater troupes, directors, and theater actors, visited the Vision Foundation for Strategic Studies. In the meeting, they discussed the current state of theater and the obstacles facing this art, especially in the city of Sulaymaniyah, which is known as the cultural capital of the Kurdistan Region. They also highlighted the problems of infrastructure, management, and institutional support, which have a direct impact on theatrical activities.



The Role of Media and Research Centers in Advancing the Region Was Discussed

Strengthening the relationship between media outlets and research centers is one of the goals of the Vision Foundation for Strategic Studies. Within this framework, Sirwan Gharib, Director of Westga News, paid a visit to the Vision Foundation and met with the head of the foundation.

During a session, they emphasized the importance of building a strong and continuous relationship between media outlets and research centers, as this cooperation can effectively help in developing society and solving public issues.



Reactivating the Parliament and Forming a Joint National Government Are the Keys to Solving Problems

On Monday, 15/6/2026, Dr. Hawre Daro Sheikh Nuri, member of the Political Bureau of the Patriotic Union of Kurdistan Asos Ali, member of the Iraqi Council of Representatives, and Sarko Azad Galali, former member of the Kurdistan Parliament, were welcomed by members of the Vision Foundation.

The issue of reactivating the Kurdistan Parliament and forming the new cabinet of the government was one of the main axes of the discussion, as they discussed the importance of having a joint national government that can respond to the needs of the current stage and provide space to solve the citizens' problems.





Vision Foundation Visits



Vision Foundation and the University of Sulaimani Coordinate to Strengthen National Security

On 18/5/2026, the Strategic Advisory Board for National Security of the Vision Foundation held a special meeting with the Presidency of the University of Sulaimani, deeply discussing important national security files and the need for coordination between academic and research institutions. The Vision Foundation and the University of Sulaimani emphasized their coordination to strengthen national security, reinforce strategic research, and support steps that lead to producing security, stability, and development for the Kurdistan Region in general and the city of Sulaimani in particular.



Vision and MEED Discuss a New Plan for Cooperation and Work

On Monday 11/5/2026, a number of members of the Vision Foundation, along with the management of the MEED Foundation, discussed the importance of continuing strategic relations and developing joint work between both institutions. In another part of the meeting, discussions were held on preparations to launch several new joint projects aimed at the development and progress of different sectors in the Kurdistan Region in general and the city of Sulaymaniyah in particular.



Vision and Salahaddin University Take Steps to Strengthen Knowledge Production and Joint Research

On Sunday 14/6/2026, the Vision Foundation for Strategic Studies paid a visit to Salahaddin University and held a discussion with the university's president regarding fields of joint cooperation. During a session, it was discussed how academic research and strategic analysis can jointly solve a part of society's problems. Discussions were held on common areas of working together, such as conducting joint research, organizing seminars and scientific forums, and creating a mechanism for the continuation of relations.



Vision Foundation and the University of Sulaimani Begin Activities Related to National Security

On 18/5/2026, a number of members of the Strategic Advisory Board for National Security of the Vision Foundation paid an official visit to the College of National Security at the University of Sulaimani. In a meeting, they emphasized the importance of building a continuous relationship between academic centers and research institutions, especially in a situation where the Kurdistan Region and Iraq need new scientific perspectives and studies to deal with security and geopolitical changes.



Vision and Baghdad Municipality Take Steps to Solve the Pollution of the Tigris

The Vision Foundation for Strategic Studies and the Baghdad Municipality discussed the environmental situation of the Iraqi capital, the causes of the pollution of the Tigris River, and deliberated on the ways to solve it. In the meeting, Baghdad Municipality officials warned about the pollution of the Tigris River and its impacts on public health and the city's environment, and they emphasized the need for swift and scientific steps to limit this phenomenon.



President of Iraq: Research Centers Are Main Partners in Decision-Making

On Thursday, June 18, 2026, the Vision Foundation met in the city of Baghdad with His Excellency Nizar Amedi, the President of Iraq, and discussed the importance of research institutions and strengthening their relations.

In the meeting, His Excellency Nizar Amedi, the President of Iraq, assured that research centers must have a prominent presence and activity in Baghdad.

He said: Institutions can play an important role in bringing the Kurdistan Region and Baghdad closer together, as well as transferring and sharing experiences between the Regional Government and the Federal Government.



Vision Discussed the Environmental Challenges of Iraq and the Kurdistan Region with Swiss Ambassador

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Vision and the Ashtar Center Discuss Strengthening Democracy and Horizons of Future Coordination

On the date of 19/6/2026, the Vision Foundation for Strategic Studies met with the Ashtar Center for Supporting Democracy and discussed activities, shared goals, and the horizons of cooperation and coordination in the future. In the meeting, they discussed the state of democracy in Iraq and the Kurdistan Region, and the importance of strengthening political and civil participation, empowering youth, and supporting processes of reform and good governance.



Vision and the Mali Mam: Research Centers Have an Important Role in Solving Problems

On June 17, 2026, a delegation from the Vision Foundation for Strategic Studies met with Dana Asaad, Head of the Office of the late President Mam Jalal's secretariat in Baghdad. In the meeting, discussions were held regarding the status of relations between Baghdad and the Region, and the steps towards the progress and improvement of relations. The Head of the Mali Mam Foundation in Baghdad expressed full readiness to cooperate with the Vision Foundation and similar research institutions to support efforts for development, reform, and strengthening national relations.



Vision and Iraqi Ministry of Environment Emphasize Protecting the Environment

Within the framework of efforts to protect the environment and solve environmental issues, the Vision Foundation for Strategic Studies met with the Iraqi Minister of Environment. The meeting took place on Wednesday, June 17, 2026, in the city of Baghdad, and discussed the environmental situation of the Kurdistan Region and the most important environmental problems, especially the pollution of the Tigris River and the need to find fundamental and long-term solutions. The head of the Vision Foundation said that through scientific research, strategic reports, and their various activities, they continuously serve the environment of Iraq and the Kurdistan Region.



Vision Foundation and the Office of International Recommendations Discuss Coordination and Joint Work

On 14/6/2026, a delegation from the Vision Foundation met in the city of Erbil with Dindar Zebari, the Coordinator for International Recommendations. Expanding relations and efforts for the further advancement of the Kurdistan Region were discussed. In the meeting, they discussed the importance of building a strong network of relations between international institutions and organizations, and both sides emphasized that academic, research, and social cooperation can play an effective role in supporting the growth and expansion of international coordination gateways.



Signing a Memorandum of Understanding

A Forum to Connect the Housing, Banking, and Construction Sectors Will Be Held



On Tuesday 7/4/2026, an agreement was signed between the Vision Foundation for Strategic Studies and Moonline Company. This step is an effort to advance the different economic sectors (housing, construction, banks, and construction materials factories) and connect them with each other. The Vision Foundation, in partnership with Moonline Company, will hold a special forum. It is scheduled for several studies to be conducted regarding completing the economic cycle between the sectors of (housing, construction, banks, and construction materials factories).

Vision Foundation and the Kurdistan Board; A New Partnership for Data and Strategic Research



The Vision Foundation for Strategic Studies and the Kurdistan Board for Strategic Studies and Scientific Research signed a Memorandum of Understanding (MoU) to develop joint work in the fields of research and data. The signing took place on (16/4/2026) between the President of the Vision Foundation and the President of the Kurdistan Board, and following this step, the work of both institutions will begin in various fields. This partnership is an important step toward creating a reliable data foundation and advancing policies in a scientific manner that serves the public interest and community development.

Women's Unemployment and Workplace Inequality Will Become a Part of Vision Foundation's Projects



The Vision Foundation for Strategic Studies and the People's Development Organization (PDO) signed a Memorandum of Understanding (MoU) for the purpose of conducting joint projects, especially regarding the issues of women and youth, and various social fields. Both sides agreed to conduct research and conferences, and to develop women and youth in terms of workplace awareness and enhancing their skills, so as to help increase employment opportunities.



Vision Foundation and Vision Aid Signed a Memorandum of Understanding

On Thursday 25/6/2026, a Memorandum of Understanding (MoU) was signed between the Vision Foundation for Strategic Studies and Vision Aid. Both institutions will work on conducting scientific research, projects, and joint activities, with the purpose of strengthening cooperation and partnership in various fields. Both institutions emphasized expanding international relations and involving their research and activities in global events and platforms.



Vision and the International Center for Finance and Trade Begin Strategic Cooperation

On 11/6/2026, a Memorandum of Understanding (MoU) was signed between the Vision Foundation for Strategic Studies and the International Center for Finance and Trade (ICFT). According to the memorandum, formulating strategic plans for the economic and financial sectors and strengthening the capacity of economic institutions to respond to future needs will be their steps of operation in the future. This memorandum is a new step toward building a strategic relationship between civil society institutions and strengthen the role of research for building a stronger economy.



Partnership to Advance Technology and Economy; Vision and National Institute Strengthen Their Relations

On Monday (27/4/2026), a Memorandum of Understanding (MoU) was signed at the National Institute between the Vision Foundation for Strategic Studies and the National Institute for Technology for the purpose of strengthening scientific cooperation and advancing the fields of technology and economy. According to the text of the memorandum, in the coming phases, several strategic studies specifically related to technology and information will be conducted, and their results and recommendations will be directed to the relevant development institutions.



Vision Foundation at Meetings and Conferences



Vision Foundation Participates in Formulating the Roadmap for Protecting Iraqi Elections

On Sunday, June 14, 2026, the Vision Foundation for Strategic Studies participated in a special workshop aimed at formulating a roadmap to protect and strengthen the electoral process in Iraq.

The Vision Foundation previously conducted a broad project to counter fake news and misleading information in the 2025 elections, within the framework of the "Iraq Filter" project and in cooperation with the German Federal Foreign Office, IDEA International, and a number of Iraqi civil society organizations.



Vision Participated in a Special Activity on Climate Change

On Sunday, June 7, 2026, An event held in the city of Erbil under the title (World Environment Day 2026), the head of the projects department of the Vision Foundation for Strategic Studies participated in it, which was conducted under the supervision of Bayan Sami Abdul Rahman, Senior Advisor to the Prime Minister of the Kurdistan Region. The activity was dedicated to climate change and methods of environmental protection, highlighting the greening of cities and strengthening efforts to protect the environment of the Kurdistan Region.



Vision Foundation Participated in the Opening of the Raparin Area Development Agency

On Sunday 31/5/2026, the Vision Foundation for Strategic Studies participated in the opening ceremony of the (Raparin Area Development Agency), which works for the development of the region and was attended by high-ranking officials and consuls of several foreign countries. In the ceremony, His Excellency Qubad Talabani, the Deputy Prime Minister of the Kurdistan Region, participated and delivered a speech regarding the importance of this research agency for the advancement of the region. The consuls of Britain, France, and Armenia also participated.



Vision Participates in the 19th International Symposium on Food Security

In Athens, the 19th International Symposium on Food Security and Sustainable Development Policy is being held, in which Dr. Didar Abdulkarim, Director of the Research Department at Vision, presented a study titled (Digital Market Awareness and Agricultural Resilience in the Kurdistan Region of Iraq).



An Important Meeting Was Held Regarding the Pollution of the Tanjaro River

On Monday 22/6/2026, a meeting was held at the Sulaymaniyah Environment Directorate regarding the city's environment and the water pollution of the Tanjaro River, and the problems and obstacles were presented. The meeting was held under the chairmanship of His Excellency Qubad Talabani, the Deputy Prime Minister of the Kurdistan Region, and with the participation of a number of government officials and relevant parties. Amanj Kakarash, the head of the projects department of the Vision Foundation, participated in this meeting and presented the foundation's vision and projects regarding the issue and the steps toward finding solutions.



A Certificate of Appreciation Was Awarded to the Vision Foundation

On June 14 and 15, 2026, in Erbil, the IDEA International organization organized a workshop titled "Protecting the Electoral Process in the Environment of Data and Information." Afterwards, a certificate of appreciation was awarded to the Vision Foundation for Strategic Studies. The Vision Foundation participated in this activity, which included a multi-dimensional assessment of the issues regarding the level of voter participation, the developments of hate speech, and the dissemination of misleading and false information in the election campaign for the sixth term of the Iraqi Council of Representatives.



Meetings, Seminars, and Discussions

Law and Education: Two Key Factors in Reducing Hate Speech



The Vision Foundation for Strategic Studies organized a panel discussion titled "Strengthening Social Cohesion and Countering Hate Speech," attended by a number of legal experts and university academics. The panel featured Dr. Asaad Kazem, Director of the Rafidain Center; Dr. Tariq Jawhar, media expert; Dr. Adalat Abdullah, researcher; and Dr. Omar Rifai, Director of the Cultural Center at the University of Anbar. Legal experts emphasized that a number of existing laws require revision and updating to better address the challenges posed by hate speech and promote social cohesion.

Vision Presents Solutions to the Housing Sector's Challenges to Investors and the Government



On April 11, 2026, the Vision Foundation for Strategic Studies organized an open discussion bringing together a number of residential sector investors in Sulaymaniyah Governorate, private banks, and government representatives. The event focused on addressing the challenges facing the housing mortgage system and improving financial support for the housing sector. The study highlighted the risks facing investors in Sulaymaniyah. According to the study's findings, 40% of all investors in the governorate own only a single project, making their investments particularly vulnerable to financial and market challenges.

The Laws Governing the Agricultural Sector Have Created Burdens for Investors



On April 1, 2026, the Vision Foundation for Strategic Studies organized another open discussion dedicated to the agricultural sector, highlighting the key factors behind its decline and weakening. The event, titled "Developing the Agricultural Sector Between Government Planning and Private Sector Investment," began with a presentation by Shallaw Jamal, Director General of Agriculture in Sulaymaniyah, who delivered a report on the current state of the agricultural sector. He noted that successive governments have repeatedly pledged to address the sector's challenges, but have failed to fulfill those promises.



Mandatory Military Service in Iraq Would Increase Economic and Social Burdens

On Wednesday, May 6, 2026, a special seminar was held on the proposed Mandatory Military Service Law in Iraq. The event brought together military experts, legal specialists, and academics who examined the legislation from various perspectives and warned of the challenges associated with its implementation. Participants noted that the government is attempting to implement the draft law at a time when the nature of warfare and armed conflict has fundamentally changed worldwide.



Forum was held on Economic Development Opportunities in the Raparin Administration

On April 29, 2026, a forum on economic development opportunities in the Raparin Administration was jointly organized by the Vision Foundation for Strategic Studies and the University of Raparin. The forum explored the development potential of the Raparin Administration and brought together government officials, business leaders, academics, and representatives of civil society organizations. The event featured panel discussions titled "Strengthening the Agriculture and Tourism Sectors in the Raparin Administration," "Investment, Trade, and Industrial Opportunities Under the Raparin Administration's Infrastructure," and "Creating Employment Opportunities."



Vision Foundation: Environmental and Forest Protection Requires a National Strategy

On May 12, 2026, the Vision Foundation for Strategic Studies, in cooperation with the Aynda Organization for Environmental Protection, held an open discussion on environmental challenges and preparations for developing a national strategic plan. The event was attended by the Deputy Governor of Sulaymaniyah, the Director of the Forest Police, religious leaders, academics, and representatives of civil society organizations. Participants noted that this year's heavy rainfall has increased the likelihood of dense vegetation growth, stressing the need for greater coordination to prevent forest fires and respond effectively to emergencies.



Vision Foundation Panel: Kurdish Constitutional Rights Overlooked in Iraq's New Government Program

On May 11, 2026, the Vision Foundation for Strategic Studies held a panel discussion on the place of the Kurdistan Region in the new Iraqi government's program, attended by members of the Iraqi Parliament, university professors, writers, and journalists. The panel, titled "The Kurds and the Kurdistan Region in the New Iraqi Government Program," featured Hawre Tawfiq, Dr. Mohammed Shakir, and Dr. Fouad Ahmed. Participants argued that the government program suffers from two major shortcomings: its failure to address the Kurdish people's constitutional rights and its overall vision for Iraq's future.



Vision Foundation Emphasizes Strengthening Iraq's Federal System

Vision Foundation for Strategic Studies held an open discussion attended by members of parliament, writers, university professors, academics, and military experts. During the event, Dr. Dilawar Othman presented a research paper titled "Strengthening Federalism and Shared Governance Through Kurdish Political Discourse in Baghdad." The study noted that several provisions of Iraq's current Constitution require amendment and emphasized the importance of unifying the Kurdish political discourse in Iraq.



The Future of National Security in Light of Global Transformations

On Thursday, May 15, 2026, Lt. Gen. Dr. Mohammed Najmaddin, a member of the National Security Advisory Board of the Vision Foundation for Strategic Studies, delivered a seminar titled "National Security Strategy." The seminar was attended by senior military figures from Iraq and the Kurdistan Region, along with government officials. Participants exchanged views on the topic and engaged in a discussion on the future of national security in light of ongoing global transformations.



Women's Unemployment Discussed at a Vision Foundation Research Seminar

On Thursday, June 25, 2026, the Vision Foundation for Strategic Studies hosted a seminar featuring Professor Dr. Zhya Abbas, who presented a research study on women's unemployment worldwide, with a comparative analysis of the Kurdistan Region.

Experts, researchers, and representatives from relevant sectors engaged in an in-depth discussion of the study, offering observations, comments, and recommendations on its findings.



Vision Foundation Discusses Strengthening Sulaymaniyah's Position as the Cultural Capital of Kurdistan

On Thursday, June 11, 2026, the Vision Foundation for Strategic Studies launched another open initiative by hosting a seminar and discussion titled "Promoting Culture, Promoting Sulaymaniyah." The seminar was delivered by Dr. Muhsin Adib, Director General of the Sulaymaniyah Directorate of Culture and Arts, and was attended by a large number of artists, university professors, writers, and intellectuals.



Natural Gas Production in the Kurdistan Region Should Be Regulated by Law

On Monday, June 8, 2026, the Vision Foundation for Strategic Studies held an open discussion titled "The Future of the Kurdistan Region's Natural Gas Sector." During the event, a seminar was presented on the findings of a study prepared by Dr. Sarwar Mohammed. Participants emphasized that natural gas should serve as the foundation for electricity generation and the development of petrochemical industries, and that gas production in the Kurdistan Region should be regulated through a comprehensive legal framework.



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