# From Vision to Influence

## Summer 2026 Newsletter

Vision Foundation for Strategic Studies

**Newsletter**

July 1, 2026 – September 30, 2026

"This newsletter highlights a glimpse of the work and activities of the Vision Education / Strategic Studies Foundation during July, August, and September 2026. These activities encompass a range of significant political, economic, security, social, and environmental issues. Conducted through meetings, seminars, open discussions, focus groups, and collaboration with governmental and non-governmental institutions, they sought to address important community issues in a scientific and research-based manner and to find practical solutions for them.

Strengthening relations with think tanks, academic institutions, governmental bodies, and international organizations represents a vital part of our institution's mission and strategy. Through these initiatives, Vision aims to harness research outcomes and accurate insights to serve policy-making processes, advance public policies, and resolve societal challenges, striving for more impactful participation in the processes of development and institutionalization across the Kurdistan Region and Iraq."



Adnan Othman

President of Vision Foundation

Vision Foundation
for Strategic Studies

# Activities and Initiatives of the Vision Foundation (July, August, September)

July 1, 2026 – September 30, 2026

# Activities of the Vision Foundation




**Mashura Center for Research and Development Visits Vision Foundation for Strategic Studies**

The Mashura Center for Research and Development, which focuses on research and development reports and operates primarily in southern and central Iraq, visited the Vision Foundation for Strategic Studies on July 5, 2026.

During the meeting, Dr. Haider Abdul-Zahra Al-Tamimi, head of the center, highlighted their work and activities and outlined the broad framework of their operations. Similarly, Adnan Osman, head of the Vision Foundation, discussed the foundation's activities, ongoing research, and comprehensive plans for upcoming conferences and forums—particularly in the areas of national security, social coexistence, and the environment.

The future plan envisions joint collaboration between both institutions, facilitating greater access and support for researchers to produce impactful, high-level

**Ministry of Construction and Vision Foundation Work to Advance the Public Transportation Sector**

Within the framework of the memorandum of understanding between the Ministry of Construction and Housing and the Vision Foundation, both sides agreed to organize a conference dedicated to advancing the public transportation sector in the Kurdistan Region.

In a meeting held on July 6, 2026, with a delegation from the Vision Foundation, Dr. Agrin Abdullah, Deputy Minister of Construction and Housing, highlighted the need to formulate a strategic plan for the public transportation sector in the Kurdistan Region as part of the joint conference.

During the same meeting, the Vision delegation discussed strategic projects previously executed in partnership with ministries and government institutions, as well as those currently planned for implementation.





**The Position and Role of Kurds in Iraq's Military and Security Institutions Discussed at Vision Foundation**

On Thursday, July 9, 2026, a notable gathering of political figures, military and security experts, and academics convened at the Vision Foundation to discuss the status of the Kurdish position within strategic decision-making centers across Iraq's military and security institutions.

Lieutenant General Jabbar Yawar, Head of the National Security Board at the Vision Foundation for Strategic Studies, delivered a seminar in which he provided an overview of Iraq's security agencies and outlined the factors contributing to the weakened Kurdish representation within them.

The findings of the seminar and the accompanying discussions are set to be compiled into a research paper offering strategic solutions, which the Vision Foundation will present in the future.



**The Future of Vocational Training and Strengthening the Labor Market**

On July 9, 2026, the Vision Foundation for Strategic Studies announced another edition of its "Open Eye" program. This session focused on vocational training centers and directorates, aiming to highlight challenges, issues, opportunities, potential solutions, and avenues for advancing these training facilities.

Vocational training centers and directorates can open new pathways for the future of youth. In Sulaymaniyah, they offer valuable opportunities for young people seeking to learn a trade, acquire practical skills, and subsequently enter the job market relying on their own capabilities and craft.

Despite its importance, this sector faces notable challenges. This prompted the Vision Foundation to place greater emphasis on the issue, seeking through dialogue, research, and actionable recommendations to foster stronger support for vocational training and youth across the Kurdistan Region, particularly in the city of Sulaymaniyah.

**Vision Foundation Strengthens Ties with Albanian Research Centers**

During an official visit to Albania alongside the Kurdistan Regional Government delegation led by Qubad Talabani, Deputy Prime Minister of the Kurdistan Region, the Vision Foundation met with several Albanian research and civil society centers.

Throughout the meetings, the Vision Foundation representative outlined the foundation's mission, scope of work, and strategic vision, while the Albanian centers similarly introduced their ongoing projects and initiatives.

The research centers that the Vision Foundation met with included:

- Institute for Democracy and Mediation (IDM)
- Cooperation and Development Institute (CDI)
- Albanian Institute for International Studies (AIIS)

The discussions focused on establishing sustainable partnerships aimed at exchanging expertise, collaborating on research, and executing joint projects and academic activities in the future.






**Vision Foundation and Italian Institute for Asia Sign Memorandum of Understanding**

On July 15, 2026, the Vision Foundation for Strategic Studies and the Italian Institute for Asia (ISIA) signed a Memorandum of Understanding (MoU) to strengthen academic ties and foster the exchange of expertise.

This memorandum marks the beginning of institutional cooperation and coordination between the two sides. Its primary objective is to build a sustainable partnership, exchange expertise, and leverage the academic and research capabilities of both institutions.

Through this initiative, the Vision Foundation and the Italian Institute for Asia will maintain reciprocal visits, organize joint meetings and activities, and establish a collaborative framework for producing research and academic projects on critical, strategic topics.

The targeted areas of joint cooperation include political studies, regional security, economics and trade, investment, and, most prominently, environmental issues and water resources.

**Vision Foundation and Oxfam Emphasize the Need for Economic Justice**

On July 15, 2026, a delegation from the Vision Foundation for Strategic Studies met with the Country Director of Oxfam in Iraq and Oxfam's Program Manager in Erbil, where both sides emphasized the imperative of advancing economic justice and accountable governance.

The Vision Foundation delegation comprising the Vice President and the Director of Projects highlighted the necessity of coordination and collaboration between the government and local and international organizations in confronting the threats and hazards facing the environment in Iraq and the Kurdistan Region. In this context, they addressed the encroachments and environmental risks confronting the Sirwan and Diyala rivers, as well as Baghdad's atmospheric conditions.

During the meeting, both parties agreed on the importance of achieving economic justice, intensifying efforts toward regional economic development, and bolstering the capacity of government institutions to deliver public services to citizens.






**Steps for Organizing Employment Centers Discussed at Vision Foundation**

To explore practical solutions to unemployment and strengthen the link between job seekers and the labor market, the Vision Foundation for Strategic Studies hosted an open panel discussion on July 16, 2026, focused on restructuring and developing employment and career centers.

The discussion brought together various experts, employers, academics, and labor market specialists. Participants examined the role, functions, operational mechanisms, and capacity of these centers to create job opportunities for youth, while aligning job seekers' skills with current market demands.

Hogir Ali, Advisor to the Ministry of Labor and Social Affairs, delivered a presentation outlining the models and structural frameworks of employment centers in several European countries and the United States. He emphasized that the private sector serves as the primary engine of the national economy and must be organized through sound legal and institutional frameworks.



**Vision Foundation Announces Social Advisory Board**

As part of expanding its scope of work and strengthening its role in generating solutions for critical societal issues, the Vision Foundation for Strategic Studies announced the establishment of its Social Advisory Board on July 16, 2026.

The board is chaired by Professor Dr. Zhiya Abbas, researcher and university professor.

The establishment of this board aligns with the Vision Foundation's broader mandate to channel research and academic insights into policy decision-making, translating them into actionable solutions and practical policies. This initiative reinforces Vision's role as a leading center for research, dialogue, and policymaking across the Kurdistan Region and Iraq.



**Vision Foundation Visits Dr. Latif Rashid, Former President of Iraq**

Water resource management, environmental protection, and the advancement of academic research were the core focus areas during a meeting between a delegation from the Vision Foundation for Strategic Studies and Dr. Latif Rashid, former President of Iraq and former Minister of Water Resources.

During the meeting, drawing upon his extensive background in environmental affairs and water resource management, Dr. Latif Rashid expressed his readiness to collaborate with the Vision Foundation, particularly in advancing scientific research and data-driven insights within these fields.

The former president emphasized the vital role think tanks play in national development and strategic decision-making. He noted that despite their importance to a nation's progress, research centers have not received adequate attention in Iraq; therefore, decision-makers must draw upon the expertise and output of think tanks before finalizing crucial policies.

This meeting took place as part of an official visit conducted by the Vision Foundation delegation on Monday, July 20, 2026.




**Empowering Women's Position in the Kurdistan Region Discussed**

The Vision Foundation for Strategic Studies and Ashti Abdullah, Advisor to Qubad Talabani, Deputy Prime Minister of the Kurdistan Region, discussed a series of new initiatives and projects aimed at capacity building and strengthening the status and role of women in the Kurdistan Region.

On July 19, 2026, Ashti Abdullah, accompanied by a delegation, visited the Vision Foundation. During the meeting, significant attention was directed toward the current situation of women, as well as concrete steps to empower and elevate their role across various sectors.

The meeting underscored that societal progress cannot succeed without the active and impactful participation of women. Within this context, the parties explored actionable ideas and practical projects focused on skill development, expanding opportunities, and supporting women.

**Vision Foundation Holds Focus Group on the Risks of Media and social media to Children**

The Social Advisory Board of the Vision Foundation organized a focus group dedicated to safeguarding children and adolescents from the risks associated with media and social media, presenting several actionable recommendations.

The focus group took place on Tuesday, July 21, 2026, at the Vision Foundation for Strategic Studies. During the session, experts and academics examined the risks of child and adolescent exploitation across media and social networks, alongside protective measures.

At the opening of the event, Dr. Chro Shahab, a university lecturer, delivered a presentation addressing the adverse impacts of media and digital platforms on minors and outlining methods to confront the issue.

An open discussion highlighted that certain parents exploit their children to garner likes, comments, and higher viewership. It was also noted that in instances of criminal incidents and violent events, the images and identities of children are frequently exposed and published.





**Vision Foundation and Standar Discuss Future Coordination and Cooperation**

On July 22, 2026, the Vision Foundation for Strategic Studies hosted Masoud Abdulkhaliq, writer and head of Standar Media Corporation, accompanied by members of his team, alongside Ismail Galalayi, member of the third term of the Kurdistan Parliament and economic figure.

The meeting featured an extensive discussion on strategic issues concerning the political, economic, and administrative situation in the Kurdistan Region. Both sides underscored the vital role of civil society organizations, media institutions, and national figures in generating viable ideas and actionable proposals to bolster stability, reform, and institutional development.

Part of the discussion also centered on the future of the Vision Foundation's work and initiatives in Erbil, exploring ways to expand coordination and partnership with local institutions and outlets particularly Standar Media and Research Corporation to support collaborative projects and joint activities.



**Women's Union and Vision Foundation Discuss Joint Cooperation and Future Plans**

The Kurdistan Women's Union visited the Vision Foundation for Strategic Studies to discuss joint collaboration on women's issues.

During the visit, which took place on Sunday, July 26, 2026, the Kurdistan Women's Union outlined the organization's current initiatives, future plans, upcoming projects, and their new strategic roadmap.

For its part, the Vision Foundation for Strategic Studies highlighted the vital role of women within the foundation's work. Most notably, they pointed to the foundation's latest step: the establishment of the Social Advisory Board, which is led by a woman, Professor Dr. Zhiya Abbas.

**Vision Foundation and Democratic Organizations Board Work to Strengthen Awareness Centers**

The Vision Foundation visited the Democratic Organizations Board to discuss future collaboration, revitalizing and empowering the role of awareness centers, and advancing the standing of women and youth.

On Monday, July 27, 2026, the Vision Foundation met with Amal Jalal, Head of the Democratic Organizations Board. Both sides agreed to strengthen joint efforts based on field-level engagement, placing greater emphasis on the education and culture sectors, as well as empowering women's position across the Kurdistan Region.

The Vision Foundation reaffirmed its readiness to cooperate and coordinate efforts toward formulating an evidence-based, scientific roadmap to further drive societal progress.



**PUK Social Board Visits Vision Foundation**

Jaza Sayed Majid, member of the Leadership Council and Head of the Social Board of the Patriotic Union of Kurdistan (PUK), accompanied by several board members, visited the Vision Foundation for Strategic Studies and met with the foundation's leadership and staff.

During the meeting, held on Sunday, July 26, 2026, both sides discussed enhancing bilateral relations and outlining future steps to strengthen mutual cooperation and coordination.

The discussion also addressed several matters of shared interest, particularly focusing on expanding collaboration and leveraging the capabilities of both institutions to advance field and social initiatives.



**Central Bank of Iraq Tightens Monitoring Measures on Banks**

On July 29, 2026, Dr. Awder Abdulwahid, an expert in business and administration, discussed the new policies and procedures of the Central Bank of Iraq (CBI) during an advisory session with the Vision Foundation for Strategic Studies, focusing particularly on measures aimed at curbing dollar smuggling abroad and combating money laundering.

According to Dr. Awder Abdulwahid, the Central Bank of Iraq is intensifying its oversight and audit procedures on commercial banks. This effort is part of regulating financial transactions to align with the requirements of the U.S. Federal Reserve.

During the advisory discussion, Dr. Awder also noted that a new electronic payment (E-Payment) company is slated to launch soon in the city of Sulaymaniyah a step expected to advance digital financial services and streamline financial transactions.







**Sulaymaniyah: Encroachment on Public Property, the Latest Focus Group by Vision Foundation**

The rapid urban expansion of Sulaymaniyah, encroachments on public property, and the resulting strain on basic public services were examined in a focus group organized by the Vision Foundation.

The session, held on July 30, 2026, marks the launch of a strategic study and policy paper by the Vision Foundation addressing Sulaymaniyah's urban sprawl, as well as concrete plans to curb encroachments on public land and formulate practical solutions.

At the start of the focus group, Dr. Didar Abdulkarim, Head of the Research Department at the Vision Foundation for Strategic Studies, delivered a presentation outlining the critical challenges accompanying Sulaymaniyah's urban expansion from unauthorized land seizures and shortages in basic services to the growing pressure this growth exerts on the city's water supply, food security, infrastructure, and overall economy.

**Vision Foundation Becomes Member of Athens Institute for Education and Research**

The Vision Foundation for Strategic Studies has become a member of the Athens Institute for Education and Research (ATINER), an international body dedicated to academics and researchers.

On July 28, 2026, the foundation officially received its membership certificate, and Dr. Didar Abdulkarim, Head of the Research Department at the Vision Foundation, became an academic member of the institute.

The Vision Foundation's collaboration with this international institute will focus on the fields of environment, landscape architecture, and urban and regional planning.



**Protecting Children and Adolescents from the Risks of Media and Social Media**

The Social Advisory Board of the Vision Foundation conducted its second focus group dedicated to safeguarding children and adolescents from the risks of media and social networks, where drafting a specialized bill on the matter was discussed.

The focus group took place on Tuesday, August 4, 2026, at the Vision Foundation for Strategic Studies. During the session, experts and academics examined the risks of exploiting children and adolescents across media and social media platforms, along with methods for their protection.

At the beginning of the event, Dr. Chro Shahab, a university lecturer, outlined the challenges confronting children and adolescents in the era of technology and smartphones, focusing on their exploitation to increase viewership and drive traffic to pages and websites.

The discussion also highlighted that in several unfortunate instances, some parents use their children to gain viewers, likes, comments, and engagement. Media outlets also play a negative role by utilizing children for the same objectives without regard for the child's psychological well-being, which the focus group warned could pose severe risks to their lives in the future.






**Swiss Ambassador to Iraq Visits Vision Foundation**

The Swiss Ambassador to Iraq was hosted by the Vision Foundation for Strategic Studies, where discussions covered the foundation's various boards, its past work, and its future goals and projects.

The visit took place today, Thursday, August 6, 2026. In a meeting with the Board of Directors of the Vision Foundation, Daniel Hunn, the Swiss Ambassador to Iraq, was introduced to the foundation's social board and was briefed on the projects it has prepared, particularly those addressing women's and children's issues.

The Swiss Ambassador to Iraq viewed the Vision Foundation's projects with great interest especially those aimed at further serving the Kurdistan Region and highlighted the initiatives dedicated to supporting women as among its most important projects.



**Vision Foundation for Strategic Studies and Turkish Companies Discuss Investment Opportunities**

On August 6, 2026, a delegation of Turkish companies and the Vision Foundation for Strategic Studies discussed commercial and economic relations, as well as investment opportunities across various sectors in the Kurdistan Region.

A delegation of Turkish companies, led by Mehmet Salih Çelik, President of the Turkish-Iraqi Businessmen Chamber of Commerce and Industry, visited the Vision Foundation for Strategic Studies.

The Turkish companies emphasized their desire for strong commercial and economic ties with the Kurdistan Region and expressed their intent to further strengthen these relations, particularly with the Sulaymaniyah Governorate.

During the meeting, discussions highlighted investment opportunities in the Kurdistan Region's industrial, agricultural, tourism, and energy sectors, noting that the Kurdistan Region's laws provide a favorable environment for foreign investment across all sectors.

**A Focus Group Held to Connect Banks, Investors, and Factories**

At the Vision Foundation for Strategic Studies, factory and project owners, economic and banking experts, and investors gathered to discuss the relationship among the banking, investment, and industrial sectors. The session identified existing shortcomings and explored viable solutions.

The focus group took place on Thursday, August 6, 2026. Discussions addressed the key question: How can a solid connection be established among the banking, investment, and industrial sectors? Participants examined ways to encourage banks to support investors by providing loans, so that projects can be financed through banking institutions rather than relying on citizens' private funds.

Factories and industrial projects were another focal point of the discussions. It was noted that while the industrial sector in other countries operates with strong banking support, such a relationship is currently absent in the Kurdistan Region. Despite this lack of insurance and financial backing, local factories continue their operations and export a significant portion of their products to central and southern Iraq.



**At Vision Foundation, the Importance of Establishing Nature Reserves Is Discussed**

On August 9, 2026, discussions were held at the Vision Foundation for Strategic Studies regarding the importance of establishing nature reserves to protect the environment, safeguard wildlife, and expand green spaces across the Kurdistan Region.

These issues were addressed with Jalal Sheikh Karim, former Deputy Minister of Interior of the Kurdistan Regional Government and environmental activist. The discussion focused on establishing natural sanctuaries and protected reserves, highlighting their vital role in preserving green cover and mitigating environmental risks.

The meeting centered primarily on environmental challenges, examining current threats and presenting potential solutions.

Preserving nature, the environment, and water resources remains one of the core objectives of the Vision Foundation for Strategic Studies, an area it consistently prioritizes. To this end, the foundation has held numerous dedicated meetings with relevant officials and stakeholders, and continues to develop specialized projects aimed at conserving nature, the environment, and water resources.




**Vision and Advisor to the Iraqi Prime Minister Discuss Women's Issues**

On August 9, 2026, the Advisor to the Iraqi Prime Minister and the Vision Foundation discussed women's issues, advancing their role in political, economic, and social spheres, and explored collaborative efforts toward these shared goals.

The Vision Foundation for Strategic Studies and Ala Talabani, Advisor to Iraqi Prime Minister Mohammed Shia' al-Sudani, held discussions on women's affairs. The meeting showcased past projects carried out by Vision in support of women and outlined objectives for the future.

Both sides examined avenues for joint cooperation and coordination to elevate the status of women across key areas. It was also highlighted that, given its commitment to women's empowerment, the Vision Foundation for Strategic Studies established a Social Board dedicated to addressing women's issues and strengthening their standing in society.





**Vision and Iraqi Research Institutes to Implement Joint Projects**

The Vision Foundation and Iraqi research institutes will carry out a series of joint projects in the fields of economics, national security, and coexistence.

On August 9, 2026, research institutes (Bayan, Ashtar, Masarat) alongside a Director General from the Ministry of Culture of the Iraqi Government visited the Vision Foundation for Strategic Studies. Discussions addressed collaborative efforts, joint initiatives, and forthcoming projects that the Vision Foundation plans to undertake in the near future regarding issues of the economy, national security, and peaceful coexistence in Iraq.

During the talks, joint activities and cooperative frameworks were explored to execute these initiatives, and the Iraqi institutes expressed their full readiness to collaborate and work together across all fields.




**Strengthening the Agricultural Sector and Small Businesses Discussed at Vision Foundation**

At the Vision Foundation for Strategic Studies, a dedicated focus group was held on agricultural development and local enterprises, aimed at formulating a strategy to advance this vital sector in the Kurdistan Region.

The focus group, held on August 11, 2026, under the title "Development of Agriculture, Agro-Industry, and Support for Small and Medium Enterprises," was attended by factory owners, agricultural and economic experts, academics, and relevant stakeholders.

During the meeting, participants examined the obstacles facing the agricultural sector, the underlying causes of weak local production, and the challenges confronting projects and factories in the Kurdistan Region.




**Encroachment on Public Property and Solutions Discussed in a Vision Focus Group**

The rise in encroachment on public property, related legislation, enforcement barriers, root causes, and viable solutions were examined during the second focus group hosted by the Vision Foundation on the issue of encroachment.

The second focus group organized by the Vision Foundation for Strategic Studies was attended by representatives from the Governorate, Municipality, District Administration (Qaimaqamiyat), Sulaymaniyah Court, Public Prosecution, Traffic Police, and other relevant entities. Participants thoroughly analyzed the factors behind the increase in violations on public property, pinpointing the root causes of the issue and putting forward key remedies.

During the focus group held on August 12, 2026, relevant authorities stressed that if the laws governing encroachments on public property were enforced strictly as intended, the phenomenon would drop significantly, emphasizing that lack of full enforcement is the primary reason it has not yet been eradicated.

**What Impact Will the U.S. Withdrawal Have on Iraq and the Kurdistan Region?**

An open discussion hosted by the Vision Foundation for Strategic Studies brought together an elite group of military and security experts, political, legal, and constitutional specialists, and journalists to assess the political, economic, and military repercussions of the withdrawal of U.S. forces from Iraq and the Kurdistan Region.

The open discussion was held on Thursday, August 13, 2026. To open the session, Dr. Ako Hamakarim, Head of the Analysis Department at the Vision Foundation for Strategic Studies, delivered a seminar on the drawdown of U.S. forces, detailing its consequences. He pointed out that this development would cause significant harm to the Kurdistan Region and highlighted the potential negative economic impacts.

A number of attendees spoke on the historical support and assistance provided by the United States to the Kurdistan Region, characterizing the withdrawal as detrimental to the region and noting that the departure of these forces could spark further instability across the area.





**Social Issues and Women's Affairs in a Joint Discussion**

The importance of research centers, social issues, the plight of female inmates, and the objectives and significance of the "Sulaymaniyah Summit" project were discussed with the Advisor on Women's Affairs to the Deputy Prime Minister of the Kurdistan Regional Government.

On August 17, 2026, the Vision Foundation for Strategic Studies was hosted by Ashti Abdullah, Advisor on Women's Affairs to the Deputy Prime Minister of the Kurdistan Regional Government. During the meeting, the vital role of scientific research and think tanks in identifying and addressing societal challenges was emphasized.

Discussions highlighted that robust research and the use of scientific data are essential to supporting sound decision-making and enhancing institutional performance.

**Vision Foundation: Roads Must Shift from an Engineering Perspective to an Engine of Economic Growth**

The Vision Foundation for Strategic Studies emphasizes the necessity of shifting the philosophy of roads and highways from a purely engineering perspective to an engine of economic growth—particularly by linking border crossings, agricultural, industrial, and tourism areas with residential population centers.

This vision was presented by Aland Mahwi, Vice President of the Vision Foundation for Strategic Studies, during the General Road Master Plan workshop held by the Ministry of Reconstruction and Housing.

The workshop, organized by the Ministry of Reconstruction and Housing of the Kurdistan Regional Government, took place in Erbil with the participation of government officials, experts, relevant stakeholders, and representatives from the Vision Foundation for Strategic Studies. The session focused specifically on the General Road Master Plan for the Kurdistan Region (2026–2036).





**Child and Adolescent Protection Discussed with the Ministry of Social Affairs**

In Erbil, a team from the Vision Foundation for Strategic Studies met with the Legal Drafting Committee at the Ministry of Labor and Social Affairs to thoroughly discuss the protection of children and adolescents from the impacts of media and social networks.

The meeting, held on Tuesday, August 18, 2026, focused on a shared priority for both parties: working toward amending legislation specifically dedicated to protecting children and adolescents from the adverse effects of media and social networks, alongside issuing the necessary regulatory guidelines.

Committees from the Vision Foundation for Strategic Studies and the Ministry of Labor and Social Affairs have drafted recommendations and are exchanging them to elevate the issue into a matter of public concern and develop actionable solutions going forward.

**Vision Foundation Strengthens Ties with Spain Through Regional Government Representation**

The Vision Foundation for Strategic Studies and the Kurdistan Regional Government (KRG) Representative to Spain discussed enhancing coordination between non-governmental organizations and official institutions to foster closer ties, joint initiatives, and greater job opportunities within the key focus areas of the foundation.

Darawan Haji Hamid, KRG Representative to Spain, visited the Vision Foundation for Strategic Studies, reviewing the representative office's work and activities over the past three years, as well as its diplomatic and institutional ties with Spain's official and civic bodies across its various autonomous communities.

During the visit on Wednesday, August 19, 2026, discussions addressed the multi-sectoral partnerships that the Kurdistan Region needs to develop with the international community, particularly with Spain.







**Quality and Organizational Challenges of Festivals Addressed in a Vision Foundation Discussion**

The strategic management of festivals, organization and quality standards, issues of redundancy and confinement to specific venues, as well as mechanisms for improving and diversifying event programming served as the central focus of a Vision Foundation focus group on festivals in Sulaymaniyah.

The focus group, titled "Strategy for Organizing Festivals and Events," was conducted by the Vision Foundation for Strategic Studies with the participation of representatives from private companies, non-governmental organizations, and relevant public authorities. The session examined operational hurdles, standards, and overall quality across public events.

Held on Wednesday, August 19, 2026, the discussion saw participants highlight that festivals organized in Sulaymaniyah often suffer from repetitive formats and substandard quality. Attendees also noted a critical lack of cooperation and institutional coordination between event organizers and governmental bodies.



**A Member of the Vision Foundation Departs for the United States to Pursue a Ph.D.**

The Head of Information Technology at the Vision Foundation is heading to the United States to pursue a Ph.D. in his field, with the Vision Foundation extending its congratulations.

Twana Hussein, Head of Information Technology (IT) at the Vision Foundation for Strategic Studies, departed for the United States to earn a Ph.D. in Artificial Intelligence (AI). The Vision Foundation offered its congratulations and expressed its continued support and collaboration.

During a ceremony held on this occasion, his dedication and contributions to the advancement of the Vision Foundation were commended, and the foundation reaffirmed its ongoing support for his future endeavors and academic studies in the United States.




**UNESCO: Vision Foundation Has Proven Itself Not Only in the Kurdistan Region, but Across Iraq**

Joint initiatives, a specialized project for journalists, and the impact of the Vision Foundation for Strategic Studies over the past two years were highlighted during a meeting with UNESCO, with collaborative steps slated to begin in the near future.

On Monday, August 24, 2026, UNESCO in Iraq visited the Vision Foundation for Strategic Studies. During the meeting, joint cooperation between the organizations was discussed, with UNESCO noting that through its expertise and work over the past two years, Vision has proven itself not only in the Kurdistan Region, but across Iraq as a whole.

Within the framework of joint cooperation, several collaborative projects were reviewed, most notably efforts focused on countering fake news across media outlets.



**Vision Foundation and President Jalal Talabani Foundation Sign Memorandum of Understanding**

Building youth human capital, creating job opportunities, advancing youth leadership in diplomacy and international relations, and launching targeted projects in environmental protection and climate change form the core of a memorandum of understanding (MoU) signed between the Vision Foundation for Strategic Studies and the President Jalal Talabani Foundation.

The MoU was signed on Thursday, August 20, 2026, at the President Jalal Talabani Foundation headquarters. Both institutions aim to advance scientific research and carry out joint initiatives and activities that serve the public interest and drive societal development. Under the agreement, collaborative research and joint programs will be conducted across political, legal, economic, and social domains.

Key focus areas include expanding youth capabilities, generating employment opportunities, executing initiatives addressing environmental and climate change challenges, and providing platforms to develop youth expertise in diplomacy and international affairs.

**Vision Sponsors a Media Charter on the Environment**

Under the media sponsorship of the Vision Foundation for Strategic Studies, an eight-point charter was signed guiding media outlets on covering environmental protection and addressing ecological challenges in the Kurdistan Region.

The event took place on August 26, 2026, at the National Institute of Technology, with the participation of the Aynda Organization, the Journalists Syndicate, and representatives of various media channels, where 30 media outlets signed the charter.

Prof. Dr. Hakim Othman stressed that media organizations must develop deeper expertise in environmental affairs, while Karwan Anwar, Secretary of the Sulaymaniyah Branch of the Journalists Syndicate, expressed concern over the absence of several media channels from signing the charter.





**Reactivation of the Office of the Commander-in-Chief of the Iraqi Armed Forces Analyzed in a Vision Foundation Seminar**

At the Vision Foundation, military, legal, and constitutional experts gathered to analyze a decision by Iraqi Prime Minister Ali Zaidi, who has reactivated the Office of the Commander-in-Chief of the Iraqi Armed Forces after a 12-year hiatus.

On Thursday, August 27, 2026, the Vision Foundation for Strategic Studies hosted a seminar and open discussion titled "A Strategic Perspective on the Reactivation of the Office of the Commander-in-Chief of the Iraqi Armed Forces," presented by Dr. Sana Kamal, a legal and constitutional specialist.

The seminar analyzed the role and operations of the Office of the Commander-in-Chief, examined the Prime Minister's executive authorities over it, and provided a comprehensive assessment of the legal and constitutional dimensions of the move.



**Vision Foundation Focus Group: Festivals and Events Require Structural Change and Reorganization**

Festivals and events remain stuck in the mold of weekly open-air bazaars rather than developing into major festivals, and their repetitive nature erodes corporate confidence, leaving businesses unwilling to sponsor them. These were among the key findings from the second focus group organized by the Vision Foundation for Strategic Studies regarding the reorganization of festivals and events in Sulaymaniyah.

Held on Wednesday, August 26, 2026, under the title "Strategy for Organizing Festivals and Events in Sulaymaniyah," the focus group brought together representatives from the private sector, non-governmental organizations, the municipality, and the airport. The session thoroughly examined the full spectrum of challenges and outlined actionable solutions.

Participants noted that many of the activities held in public parks are confined to the format of weekly bazaars rather than evolving into large-scale festivals. They emphasized that this continuous repetition diminishes trust among companies, discouraging them from providing sponsorship.

**Vision Foundation Expands Efforts to Confront Environmental Threats**

The Vision Foundation is expanding its environmental initiatives by signing a Memorandum of Understanding (MoU) focused on environmental and climate dynamics with the Iraqi Climate Change Center, officially launching joint activities between the two institutions in this field.

On Sunday, August 30, 2026, the Vision Foundation for Strategic Studies signed an MoU with the Iraq Climate Change Center (IC3+) dedicated to collaborative measures addressing climate change and environmental risks.

Under the agreement, a operational framework is established to build cooperation and coordination across strategic areas related to climate change, the environment, energy, and information exchange in Iraq and diverse parts of the Middle East.



**Steps to Advance the Work of NGOs in the Kurdistan Region Discussed**

Challenges facing the registration of NGOs, support measures, the necessity of allocating dedicated budgets, and the role of the Vision Foundation in civil society were discussed with the Department of .Non-Governmental Organizations

On Wednesday, September 2, 2026, Hardi Ahmed, Deputy Head of the Department of Non-Governmental Organizations of the Kurdistan Regional Government, visited the Vision Foundation for Strategic Studies. During the meeting, attendees examined the hurdles surrounding NGO registration in the Kurdistan Region and discussed the need to allocate .specific budgets for civil society organizations

It was noted that in other countries, governments do not levy taxes on non-governmental organizations; instead, a portion of national tax revenue is allocated to support, fund, and facilitate the projects of civil society .organizations




**Comparative Analysis Conducted on the Work of NGOs in the UK and the Kurdistan Region**

During a visit to the Vision Foundation for Strategic Studies, the Kurdistan Regional Government (KRG) Representative to the United Kingdom commended the foundation's past work and activities, describing them as vital and high-caliber.

Karwan Jamal Tahir, KRG Representative to the UK, visited the Vision Foundation for Strategic Studies on August 26, 2026. A key part of the visit focused on discussing and comparing the work of the Vision Foundation with that of non-governmental organizations in the United Kingdom. The KRG representative described the Vision Foundation's initiatives, programs, and substantive agenda as significant, notable, and impactful, emphasizing that its endeavors positively influence societal development across multiple levels.





**Vision Focus Group: The Number of Medical Graduates Exceeds Market Demand**

At the Vision Foundation for Strategic Studies, a focus group was conducted on aligning academic specializations in the universities and institutes of the Kurdistan Region with the requirements of the labor market, highlighting the growing risks stemming from high graduate numbers and limited employment opportunities.

The focus group took place on Thursday, September 3, 2026. To open the session, Dr. Bakhtiar Obeid Sharif, Vice President for Student Affairs at Sulaimani Polytechnic University, delivered a seminar titled "Project for Aligning and Balancing Higher Education, Specialized Workforce, and Future Needs of the Kurdistan Region."

During the seminar, Dr. Bakhtiar Obeid pointed out the proliferation of medical and health-related departments across both public and private universities and institutes, explaining that there are currently 371 departments in the health and medical fields operating across public and private universities, institutes, and higher education institutions.



**Vision Foundation Participates in the Iraq Insurance and Health Insurance Summit**

Discussions on the insurance and health insurance systems in Iraq, development opportunities, and private-sector partnerships brought together representatives from the private sector, insurance companies, healthcare providers, and technology and investment firms, with the Vision Foundation participating in the event.

On Saturday, September 5, 2026, the Vision Foundation for Strategic Studies took part in the Iraq Insurance and Health Insurance Summit (IBS 2026) in Baghdad.

The summit convened key decision-makers, private-sector representatives, insurance companies, healthcare providers, and technology and investment firms to discuss the future of the health insurance and general insurance systems in Iraq, exploring prospects for development, investment, and cross-sector partnerships.



**Vision Foundation and Carbon Economics Companies Discuss Participation in COP31**

Developing joint initiatives—specifically programs that translate the potential and capabilities of Iraq and the Kurdistan Region in green and carbon economies into concrete practice—alongside cooperation in research and policy, formed the core of a meeting between a representative of the Vision Foundation for Strategic Studies and the Director General of the General Company for Carbon Economics.

On Sunday, September 6, 2026, a representative of the Vision Foundation for Strategic Studies met in Baghdad with Eng. Haider Qasim Al-Darraji, Director General of the General Company for Carbon Economics under the Iraqi Ministry of Environment. The meeting addressed the significance of the carbon economy, the participation of Iraq and the Kurdistan Region in carbon markets, and involvement in the COP31 climate summit.

Discussions focused on advancing the carbon economy, carbon credits, and opportunities for Iraq and the Kurdistan Region to engage effectively in regional and international carbon trading markets.

**Vision and Board for Kurdistani Areas Outside the Region to Conduct Joint Work**

The risks of demographic change in the Kurdistan Region and the Kurdistani areas outside the KRG administration, along with discussions on joint projects and the work of the Vision Foundation in this field, formed the central theme of a meeting between the Head of the General Board for Kurdistani Areas Outside the Region and the Vision Foundation.

On Monday, September 13, 2026, Fahmi Burhan, Head of the General Board for Kurdistani Areas Outside the KRG Administration, visited the Vision Foundation for Strategic Studies to discuss potential joint projects and cooperative efforts that both sides could pursue moving forward.

Another part of the discussion focused on the issue of demographic change, the associated risks, and measures to counter this phenomenon. Fahmi Burhan noted that their board has significantly benefited from the research and initiatives conducted by the Vision Foundation for Strategic Studies regarding the threats of demographic shifts.





**Vision Foundation and ENKI Foundation Discuss Joint Work and Projects**

The work, activities, and goals of both institutions, joint project implementation, and the upcoming Sulaymaniyah Summit—scheduled to be held on September 17–18 in Sulaymaniyah—formed the primary focus of discussions during a meeting between the ENKI Foundation for Research and Studies and the Vision Foundation for Strategic Studies.

On Wednesday, September 16, 2026, a delegation from the ENKI Foundation for Research and Studies, led by the foundation's president Kawthar Al-Gharabi, visited the Vision Foundation for Strategic Studies. During the visit, they reflected on their six years of institutional experience in research and analysis. They noted that ENKI's research spans political, economic, and strategic fields, carried out through an established network of researchers.

**Sulaymaniyah Summit 2026 Concludes Successfully**

On September 17 and 18, the Sulaymaniyah Summit 2026 was held at the Grand Millennium Hotel in Sulaymaniyah. High-level officials from Iraq and the Kurdistan Region attended the summit, alongside economic experts from Iraq and abroad, marking two days filled with intensive discussions and meetings.

On the summit's first day, September 17, attendees included His Excellency Nizar Amedi, President of the Republic of Iraq; His Excellency Nechirvan Barzani, President of the Kurdistan Region; His Excellency Qubad Talabani, Deputy Prime Minister of the Kurdistan Regional Government; as well as a notable number of ministers and senior officials from both the Kurdistan Region and Iraq.

On September 18, the second day of the summit featured three panel sessions. Across both days, numerous experts, specialists, representatives of international banks, and government officials participated as featured panelists.






**At the Sulaymaniyah Summit: Government and Investors Discuss Enhanced Coordination**

Coordination between government institutions, investors, and project owners, along with discussions on resolving their challenges to achieve sustainable economic growth, formed the core of a joint meeting held on the sidelines of the second day of the Sulaymaniyah Summit.

On Friday, September 18, 2026, on the sidelines of the summit's second-day proceedings, Shaho Osman, Deputy Governor of Sulaymaniyah; Amanj Jalal, Director General of Investment in Sulaymaniyah Governorate; and Nawzad Ghafoor Rabati, President of the Sulaymaniyah Chamber of Commerce and Industry, alongside the organizers of the Sulaymaniyah Summit, held a joint meeting with investors, banks, business and project owners, and financiers.

The meeting aimed to foster dialogue and deeper coordination between relevant government bodies, investors, entrepreneurs, and corporations to tackle obstacles across the investment, industrial, manufacturing, and development sectors—aligning directly with the core objectives of the Sulaymaniyah Summit.

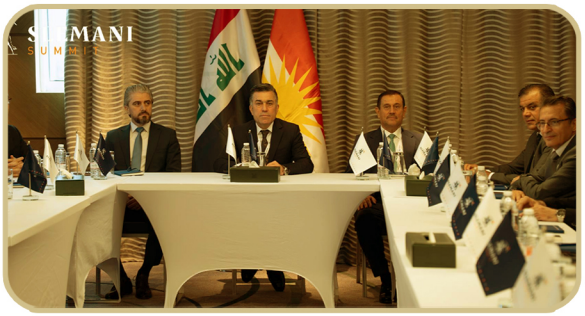



**At the Sulaymaniyah Summit: Qubad Talabani Discusses Balanced Sectoral Growth with Investors and Business Leaders**

How to ensure balanced growth across all sectors, advance cultural, scientific, and intellectual domains in tandem with economic development, establish an advanced banking system, and maximize the role of investors and traders in engaging the markets of central and southern Iraq formed the central themes of a meeting between Qubad Talabani and business leaders from Sulaymaniyah.

On the sidelines of the first day of the Sulaymaniyah Summit, Thursday, September 17, 2026, Qubad Talabani, Deputy Prime Minister of the Kurdistan Regional Government, met with several investors and business figures from Sulaymaniyah Governorate, with the participation of the summit's organizers.

During the meeting, after hearing perspectives from the attendees, Qubad Talabani commended the investors and business leaders for working alongside government efforts in recent years to revitalize and drive the economic development of both the Kurdistan Region and Sulaymaniyah Governorate. He pledged his full support in addressing and resolving the obstacles and challenges they face.




**Vision Foundation Participates in Iraqi Prime Minister's Meeting with Research Centers**

Leveraging the findings of research and think tanks—especially studies that contribute to shaping public policy and decision-making—alongside the vital role of research institutes and think tanks, formed the core of a meeting between the Iraqi Prime Minister and an elite group of research center heads, attended by the President of the Vision Foundation for Strategic Studies.

On Sunday, September 20, 2026, Ali Falih Zaidi, Prime Minister of Iraq, received a group of heads of research centers, study institutes, and think tanks in Iraq.

During the meeting, which Adnan Osman, President of the Vision Foundation for Strategic Studies, attended upon an official invitation from the Prime Minister, discussions focused on the work and activities of research centers, their contributions across various domains, and mechanisms for utilizing the outcomes of research that aids in formulating public policy and supporting sound decision-making.

**Vision Foundation Participates in Launch of National Referral Mechanism in Halabja Governorate**

The National Referral Mechanism (NRM)—designed to adapt to rapid global policy shifts regarding migration and asylum seekers, provide services and facilitation for returnees, and support their swift reintegration into society—was officially launched in Halabja Governorate.

On Sunday, September 20, 2026, in the presence of the Governor of Halabja, relevant stakeholders, and the Head of Migration and Development Centers at GIZ in Iraq, the Vision Foundation for Strategic Studies took part in the opening of the National Referral Mechanism (NRM) center office under the Directorate of Migration and Crisis Response in Halabja Governorate.

The "National Referral Mechanism" is recognized as an advanced global framework. It was introduced to the Kurdistan Region in 2023 by the Ministry of Interior of the Kurdistan Regional Government in cooperation with the International Organization for Migration (IOM) and with the support of the European Union, aiming to keep pace with rapid international developments in migration and asylum policies, deliver essential services and assistance to returnees, and foster their prompt reintegration into the community.






**Adnan Othman: We Want the Walls Between Baghdad and the Kurdistan Region in Commercial Arenas to Be Dismantled**

On Thursday, September 17, 2026, the opening day of the Sulaymaniyah Summit 2026 convened at the Grand Millennium Hotel in Sulaymaniyah, commencing with an address by Adnan Othman, President of the Sulaymaniyah Summit.

Adnan Othman emphasized that the Sulaymaniyah Summit is not merely a series of routine sessions, but rather a vital examination and testing ground for the economic future of both Iraq and the Kurdistan Region.

He further stated: "We want this summit to be a platform for all of Iraq one where the walls between Baghdad and the Region in commercial sectors are dismantled; where capital and loans from Iraqi banks are channeled into projects across the Kurdistan Region, and where pathways are fully opened to deliver the output of Kurdistan's factories to every city across Iraq."



**President of Iraq at Sulaymaniyah Summit: We Support Legal and Institutional Efforts That Strengthen the Private Sector**

In his opening address at the Sulaymaniyah Summit 2026, during the proceedings of its first day on September 17, His Excellency Nizar Amedi, President of the Republic of Iraq, stated: "This collaborative effort and vibrant partnership in proposing policies and devising solutions are vital and necessary amidst the turbulent conditions through which the region is passing."

He added: "Within this framework, we support the legal and institutional efforts that empower the private sector to assume a greater role in executing strategic projects, developing infrastructure and services, and creating employment opportunities."

**President of Iraq at the Sulaimani Forum: We support legal and institutional efforts that strengthen the private sector**

In his opening speech at the Sulaimani Forum 2026, whose first-day proceedings took place on September 17, His Excellency Mr. Nizar Amedi, President of Iraq, stated: "This collective work and this vibrant partnership in proposing policies and devising solutions are vital and essential in the turbulent situation through which the region is passing."

He also added: "In this context, we support the legal and institutional efforts that strengthen the private sector, enabling it to play a greater role in implementing strategic projects, developing infrastructure and services, and creating job opportunities."






**Nechirvan Barzani at Sulaymaniyah Summit: The Time Has Come to Move Toward a Productive and Diversified Economy**

The President of the Kurdistan Region stated: "The private sector has been a key partner in the rebuilding of the Kurdistan Region. In recent years, robust infrastructure and factories have been developed across the Kurdistan Region, but the time has come to transition decisively from a consumer-based economy to a productive and diversified one by directing more capital toward the agricultural, industrial, and tourism sectors, and by bolstering local production in the Kurdistan Region."

These remarks by Nechirvan Barzani, President of the Kurdistan Region, were delivered during a speech on the opening day of the Sulaymaniyah Summit on Thursday, September 17, 2026.

**Qubad Talabani at the Sulaymaniyah Summit: Financial, Market, and Livelihood Challenges Cannot Be Solved by the Government Alone; It Is a Collective Endeavo**r

In an address delivered at the Sulaymaniyah Summit 2026, Qubad Talabani, Deputy Prime Minister of the Kurdistan Regional Government, stated that in recent years, Sulaymaniyah has witnessed significant growth in the economy, investment, the labor market, and job creation—and beyond that, notable progress in arts, culture, and intellectual discourse.

He further emphasized that economic challenges cannot be resolved by the government alone, remarking: "The financial crisis, market issues, and the livelihood struggles of the people of Kurdistan and Iraq cannot be solved by the government acting on its own; it requires a collective effort and will be resolved through specialists, critical thinking, debate, constructive critique, innovation, and working together."






**Vision Foundation and Automata4 Group Collaborate on a Digital Initiative**

Within the framework of developing technological and digital projects—and to establish a joint cooperative framework for introducing, promoting, and implementing a digital initiative dedicated to information- and data-exchange services—the Vision Foundation for Strategic Studies and Automata4 Group signed a joint memorandum of understanding (MoU).

The MoU was signed on Monday, September 28, 2026, by Adnan Osman, President of the Vision Foundation for Strategic Studies, and Ammar Fallaha, President and CEO of Automata4 Group, a regional firm specializing in delivering high-quality IT solutions and consultancy services across various regions worldwide.

The primary objective of the agreement is to provide a collaborative framework to introduce, promote, and roll out the "Dangi To" (Your Voice) digital initiative—a platform providing data- and information-exchange services capable of hosting dedicated forums and meetings.

**Vision Foundation for Strategic Studies Recognized by Global Network "On Think Tanks"**

The Vision Foundation for Strategic Studies has been officially incorporated into the international directory and database of the "On Think Tanks (OTT)" platform, one of the foremost global networks dedicated to monitoring, supporting, and connecting policy research institutes and think tanks worldwide.

In its profile of the Vision Foundation for Strategic Studies, the OTT platform highlighted that the organization operates as an independent research center, founded in 2024 by an elite group of academics, journalists, and research specialists.

The global network further detailed the core activities of the Vision Foundation, which encompass publishing strategic research, organizing conferences and national dialogues, and establishing partnerships with universities and public institutions to foster community engagement and evidence-based decision-making.






**A Training Course on Identifying and Combating Fake News**

Within the framework of the "Iraq Filter" project, the Vision Foundation for Strategic Studies—in partnership with IDEA International and the German Federal Foreign Office, and in coordination with the Independent High Electoral Commission (IHEC) of Iraq—conducted a specialized training course for journalists and media correspondents across the Kurdistan Region and Iraq.

Held on Tuesday, September 29, 2026, with the participation of a group of journalists and media representatives from the Kurdistan Region and Iraq, the course focused on identifying and countering fake news and disinformation within media outlets.

The lectures and hands-on practical sessions were led by Ranj Shukri, Head of Media at the Sulaymaniyah Office of the Independent High Electoral Commission of Iraq, and Aso Wahab, an international IT trainer. Alongside introducing legal and ethical frameworks for media coverage, the sessions provided practical training in contemporary digital tools and techniques for fact-checking and tracing the origins of fraudulent news.




**Vision Foundation and Swiss Ambassador Discuss Coordination and Joint Projects**

Vision's projects for women and youth, training journalists to counter fake news, discussions on future initiatives, and mutual coordination formed the core of a meeting between the Swiss Ambassador and the Vision Foundation.

Today, Wednesday, September 30, 2026, Peter Nelson, the newly appointed Swiss Ambassador to Iraq, visited the Vision Foundation for Strategic Studies. Discussions addressed the foundation's projects and its various boards, focusing particularly on the work of the Social Board and the initiatives it undertakes for women and youth.

The Swiss Ambassador commended the projects of the Vision Foundation for Strategic Studies, particularly those aimed at serving the Kurdistan Region across diverse fields. Among these highlighted initiatives were the "Iraq Filter" project and the training workshops for journalists designed to combat disinformation and fake news in Iraq and the Kurdistan Region, implemented by the Vision Foundation for Strategic Studies and its partners.

# Research Studies of Vision Foundation for the Third Quarter (July, August, September)




**A Socio-Economic Analysis of the Causes and Impacts of Unemployment Among Women**

**A Regulatory Framework for Forex and Virtual Asset Markets in the Kurdistan Region of Iraq**







**The Impact of the Use of Electronic Systems on the Effectiveness of Internal Control Systems**




**The Future of Vocational Training and Strengthening**

**the Labor Market in the Kurdistan Region**




**Establishing a Mortgage System in the Kurdistan Region;**

**A strategic roadmapfor reactivating the housing and financing market**