

Public Aid Organization's strategy for the years 2015-2019

The preamble to the strategy

The concept of development is strongly and vitally independent that is not affected by any restrictions in order to make it possible to become feasible in all times & places, and to be applied to all ideologies, cultures, or social levels. it means (expanding the choices & freedom of man) as it was referred to by UN reports to have a life full of health and creativity to achieve the goals it's seeking, and to take part in specifying the development paths with fairness and continuance in a country in which all people live. Man is the main motivator for the development process and he is also the main beneficiary of this process. Thus the concept of development for this strategy is based on the following key components;

- Protecting Man choices: expanding the choices & real freedoms of Man to enjoy his full rights in order to thrive and develop.
- Awareness raising: using the capabilities to enhance Man capacity of moving and acting towards the desired results.
- Avoiding risks: making precautions to avoid risks, guaranteeing continuous development results, and reducing the possibilities of being stalled.

Whenever development persists, Man will have the ability of having choices & being creative in carrying out his activities. The real success is measured by quality of life that Man will have and enjoy. Expanding the choices & freedoms mean increasing capabilities and performing democracy on deferent levels, and Man is not the only side that is taking benefit from the development, but he is also the main partner who can contribute with the visions he has to achieve his and others wellbeing's. Man will remain the master of the development process whether involving personally, with family, in society, or in groups to general discussion, group movements, and democratic performance. The real progress in societies would only be achieved by building capacities, keeping achieve, protecting from risks, and providing the supporting circumstances to development persistence.

The Basic Principles of the strategy

According to the basics that lead to development and support equality in life opportunities, this strategy depends on three essential principles which are: giving priority to Man, commitment to everyone, and collective coordination among every one.

1/ giving priority to Man

General policies are not considered targets for themselves, but they are the way to achieve a goal. Policy makers have to ask a number of questions: is economic growth substantially improving the lives of people in terms of health, income, personal security and or basic freedoms? Do people feel that they are vulnerable to dangers? Do some people feel that they are neglected? And who are those people and how we can improve their situations?

To give priority to Man has reflections on the general policies because of the strong connection (What we measure affects what we do, if measures are wrong, then decisions are wrong) .entire related reports emphasizes that focusing on the total local growth is misleading, because economic growth is important not by

for itself, but by what it can present to individuals as growth should present jobs and without this it means nothing.

Giving priority to Man does not mean depending on politics that revolve around Man, but it means enabling individuals to affect the policies adopted so that all society individuals enjoy their full rights, have the freedom to give their opinions in developing policies and to listen to vulnerable groups to avoid risks.

2/ Commitment to every one

All people have the same human values, and each individual has the right of being supported & protected: thus we have to acknowledge that vulnerable individuals like disabled women & children need more support to be equal with others in getting opportunities.

3/Common actions & coordination among people

Confronting present and future challenges demand acting in groups to unify their individual efforts and choices to increase development achievements and making it sustainable.

Individuals can't develop alone as they can't live solely. An individual person needs the support of his or her family starting from his birth. The family can't survive being away from society, so it's necessary to adopt policies that improve social traditions, and support social cohesion.

Good politics are related to good results. Theologically rights politics depend on their feasibility in implementing them in real life when political economy is affected by several factors like social cohesion, citizen's trust of their government, and its way of governing the country, as all citizens' hope for good government to be the guarantee of good services and eliminating corruptions with sovereign of law. Efforts of

Diagnosis and analysis of situations
Analysis results of (SOWT)

Efforts of formulation strategies depend on the results of surveying and analyzing both internal & external factors, and diagnosing current realistic situations because there are many analytic tools for this mission; in the forefront of these is the analytic tool called (SOWT) which analyzes the weakness & strength points in the internal & external environment.

To use the mentioned analytic tool in diagnosing the internal & external factors of (PAO), the following were considered: economical, technological, legal, political, social, and cultural factors were considered as factors to analyses the external environment; while the factors of systematic building , human resources, systematic cultures, working values, service marketing, relations with customers, financial situation, managerial leadership, group working, and working situations as the analytic factors for analyzing the internal environment when the following results came into being;

1/ the Results of surveying & analyzing the factors of external environment:

(a) Opportunities:

- The local economy is characterized by preferential economy which attracts development programs.
- There is an available local labor power that could be rehabilitated and developed to help support the labor market.
- Exploiting technological applications would contribute in improving the qualities of services presented by governmental institutes & private sector companies.
- Developed technological applications support efforts of creating computational merits by governmental institutes & private sector companies.
- increasing interests about the needs of environmental protection, environmental improvement, and decreasing negative effects on it.
- To support the legal environment to expand and develop the cooperation with local & international decent organizations.
- Increasing the need for preparing and carrying out rehabilitator & development programs to match the noticeable increase in populations.

- Increasing the need for more and better services of health, health awareness, and general health care.
- Increasing the need for giving more attention to youth section as this section has a noticeable proportion among the rest of society categories.
- Increasing the number of vital programs for children and the increasing numbers of child births.

(a) Challenges & restrictions

- The local environment is characterized by having constant changes which makes difficult to plan for in the medium and long term.
- There is a need to depend on the results of the indications related to the economic situations and use them to predict future development expectations.
- Developed Technology is not being used in the government institutes and private sector companies in a way that increases efficiency and support its competitive characteristics.
- Weak capabilities of dealing with developed technologies in developing programs.
- The weakness of the existing laws & legislations that support civil society organization and national awareness raising.
- Not paying enough attention to the expected changes in quantity & quality of the working available in the next period.
- Not paying enough attention to the changes of deprivation rates as expectations show that their rate is high.
- Weakness of understanding the kinds of changes in the citizen's living.
- Gender Discrimination against women is prevailing, that makes their participation in social development to be limited by all its dimensions.
- Problems of unemployment and the low production level come into being because of lack of consistency between education policies and the working market by all its levels.

2/ the Results of surveying & analyzing the factors of external environment:

(A) Strong points:

- The present organizational structure of PAO matches its targeted goals.
- The organizational structure of PAO supports the efforts of developing the strategic abilities of managers.
- The organization encourages all its members to present new ideas & suggestions about the present & future work of the organization.
- The organization has skilled, managerial & technical cadres to carry out their duties.
- The employers of the organization are loyal and committed to their work.
- Working values of the organization come out from the general goals of the organization.
- The organization's cadre believes are characterized by strong relations and cooperation's among them.
 - The organization has rules that apply to all staff members as their natural duty.
- Working values are consistent with the possible changes in the organization's environment.
- The employers in the organization realize that public interest and its related moralities are the most important factor in their work.
 - The organization has a good reputation among its beneficiaries.
 - The organization prefers to keep contact with its beneficiaries.
 - The organization works on expanding its services in accordance with its strategic goals.
 - The organization tries to consolidate its positive effect on its beneficiaries.

- The organization immediately corrects the financial deviation when it occurs.
- The organization leadership is characterized by the self-confidence & the power of persuasion.
- The organization leadership is characterized by the abilities of being creative, innovative, and broad mindedness.
- The organization leadership has the ability of being quickly adapted with environmental changes.
- The organization leadership plays a major role on affecting the cadre's behaviors in order to improve the general situation of the organization.
- The organization leadership depends on working values & moralities as basics to help improve the quality of services that it presents.
- The organization leadership emphasizes on getting enough information before taking any important action.
- The organization leadership is characterized by having the ability to deal successfully with problems and obstacles.
- The organization leadership is characterized by wisdom, good behavior, and situation analyzing.
- The organization leadership is highly committed to its working & workers responsibilities.
- The organization achieves its works & actions with a spirit of group work.
- The group (collective) working is one of the successful bases of the organization.
- The organization works on strengthening collective working in achieving its missions.
- The organization's employers wish to work collectively.
- The relationship between managerial & technical workers in the organization is very positive, in addition to continuous cooperation to support the quality of work.

(A) Weak points

- There is a real need to review the organizational structure of the organization to match with the size & quality of its missions.
- Weakness of the system of distributing missions and jobs of the organization.
- There is relative weakness in granting authorities to the members of the administrative board and the offices of the organization to be consistent to their responsibilities.
- There is relative weakness in the process of fairly evaluating performance of the employers.
- There is a need to improve the way the organization thinks of its cadres & volunteers because it should hold them in high regard.
- There is a need to improve the working values in order to support the performance of the cadres keep on with the technological development.
- The workers' believes still need the support to increase their abilities in making successful strategic decisions.
- There is a need to improve the competitive ability of the organization.
- There is relative weakness in the cadres believes about realizing the changes, discovering potential opportunities, and avoiding risks & environmental restrictions.
- There is a need to improve the organization's abilities to present more services to beneficiaries so as to guarantee achieving its goals.
- There is a need to better understand and apply the basics & concepts of distribution and promotion of government's services.
- There is a weakness in the quality & quantity of the financial resources that support the developing activities of the organization.
- The organization has recourse to choose other alternatives when being unable to commit to particular financial criteria.

- There is a need to extend the organization's dependence on objective, and comprehensive criteria in order to measure its financial performance.
- There is a relative need to increase the organization's efficiency in planning to use its financial resources.
- The necessity of extending the use of systematic financial analysis by the organization in order to discover any deviation that may take place when implementing activities & projects.
- it should be worked on expanding & diversifying the financial resources of the government along with depending on clear criteria to use these financial resources.
- There is a need for a bigger office (working area) for the organization to match with the capacity & quality of its activities.
- There is a relative weakness in the financial abilities available in the organization to support or meet the increasing numbers of activities of the organization.
- There is a relative weakness in presenting supportive services to help effective implementation of the activities.
- There is a relative need to develop using modern technology by the organization (data base, computers, web side, etc.) to enable it in carrying out its activities quickly & correctly.

Diagnosing & Analyzing the present reality , results of analyzing beneficiaries (Partners & allies)

The stake holders are consisted of individuals, organizations and the institutes that share common or close interests in the terms of implementing activities, projects or programs. They can participate with an active role where stake holders' attitudes are aiming to specify reaction classifications for each individual of the stake holders groups towards the projects & programs of the organization. We can specify these attitudes like the following;

- 1- The first category represents the possible partners to work with and should be taken care of by making more efforts & attention to work with them, and those are mongers, and the committed (the volunteer).
- 2- The second category that may weaken the organization's projects & initiatives; and those are the hesitator & the negative.
- 3- The third category whose negative effect should be absorbed carefully; and those are the complainer, the rival, the rebelled, and the brownnoser. According to the analysis results of the receiving answers of the distributing questionnaire about PAO beneficiary categories; the following criteria have appeared;

The following beneficiaries are among the first categories (mongers, committed, volunteers):

- UN organizations like (UNAMI/ UNESCO / UNDP / UNICEF / UNFPA) and regional & international organizations like (/ NPA SCI / Hard Land Aliens / ACHRS / BIP / ICNL / IMC / Mercy Corps / USIP)
- Technical cooperation services providers like (ZIN for communication, Alfa for electronics & computer, Fox system and Zagros Air Company.
- Labor Sector Company like judges union of Kurdistan, jurists union, physicians syndicate, teachers syndicate, different women assemblies, and Herish sports club.
- Non-financial providers like consultants in universities and academic centers, intellectuals, consultants in the government and parliament.
- Organizations & research centers like Amman center for human rights studies, Qudus center, and Shikar center for researches.
- Local, regional, and international universities like Salahaddin university, Baghdad university, Basra university, Mosul University, Kufa university, Mustansiria university, Koya university , Qaradagh university, and The American university.

The analysis results show that the following stakeholders have attitudes that range between the first & the second category (negative or positive). This category is;

- Governmental & civil organizations like Shams for election monitoring which include (113) organizations, Ajial salam network

that include (21) organization, Human rights trainers assembly which include (136) trainers, Kurdish human rights monitoring organization, prisoners justice network which include (54) organization, studies & development organization, genders' information & studies organization, freedoms alliance which include (65) personalities & organizations, rights network which include (86) organizations, Kurdistan volunteers' organization, time center organization for youth awareness, the innovation for all organization, genocides organization, news organization, humanitarian assistance organization, and Iraqi child's rights organization which include (72) organizations.

- Related decision maker institutions like Iraqi parliament, Baghdad city council, Erbil city council, Basra city council, Human rights ministries, education ministry, justice ministry, labor ministry, governmental and NGOs organizations, high court council, Iraq independent commission for human rights, and the Iraqi integrity of commission.
 - Providers of financial services like Banks, and Banking offices;
- 1- The following group is considered as the second category (hesitators & negatives):
- The media of the political parties.
- 2- The following groups are ranged between the categories of (negative & hesitant) and (complaining, rebelled, brown noses, and rivals);
- Political parties where some of them reject the related initiative & activities for extending democracy implementing mechanisms, not politicizing the state's institutes, and some of the related activities of the freedom of expression, especially the ones related with demonstration.
 - The cloth like those who present their speeches in Friday gathering accusing the NGOs of being non ethical & working according to western approaches and ideologies.
 - The tribal personalities who don't believe about the importance & the role of civil society organizations because of traditional thoughts , and this is the reason why they don't participate in most of the activities of civil society activities.

These results were derived from the analysis of the stakeholders attitudes that show the present reality in dealing with all of the stake holder groups according to the past strategy. it also presents clear indications for future policies and strategies that could be depended on by the organization with

its partnerships with those groups within a clear vision to support the efforts of cooperation, and to take a good care of the first category (the partner, the monger and the committed).and also to follow the policies that contribute to convincing the second group (the negative & the hesitators) in order to make a strategy of making alternatives to absorb the third group (the rebelled & the complainer) carefully to rule out any possibilities of affecting the future of the programs & projects of the organization.

The strategic way

Depending on the results of the present reality, the strategic path of public Aid Organization for the next five years will be specified by the following;

1/ the strategic vision:

Building the future Man that we want: protecting his choices, and providing the possibilities for him.

2/ the mission:

The aim of going towards being effective, responsive, adaptive, consistent with national & international horizons, improving the abilities of society & individuals, participative in decision making, supportive, and contributing in avoiding risks.

3/ the targeted goals:

- To build a Man that is free, capable of making his choices in life.
- To improve the social & individual capabilities in order to provide opportunities for everyone.
- To ensure a secured legislative environment to support human rights & social cohesion.
- Effective participation in decision making to support human development indications.

- To diagnose the weakness in making the governmental policies and to participated in consolidating the elements of governance.
- To contribute in the efforts of avoiding risks, and to participate in alleviating its effects & consequences.

Making strategies, strategic plans, and procedural strategies.

The strategic contents come out from the strategic path of the organization, which usually include the specification of its general goals, its next working politics, and the priorities of these works according to surveying results, environmental factors analysis, and the diagnosis of both weakness and strength points. It's important to observe the significance of the stage of analyzing the steps and stages of the previous strategy, as well as the accumulated experiences of the organization's leadership.

The strategy also includes specifying plans, projects that should be implemented to achieve the general goals and working politics. This means studying the opportunities and the partnerships during the implementations of the strategy. We can show these items like the following;

1/ the strategic goals:

Depending on the concept of development and its essential basics (protecting human choices, awareness building, and protecting from risks) included in the strategy. Depending on the principles on which the strategy was built. These basics are reacting with the principles to form a multi dimension shape. In this case three main aspects come out from different executive goals to from the goals that the organization is intending to achieve in the next five years that can be showed as the following;

Protecting the choices of Man:

As long as development means increasing choices, the risks coming out from restricted choices that development can't be done without them. These choices are health, education, using financial resources, and personal security.

The strategic goal comes out from these procedural goals;

1- Social insurance for every one

Social insurance including insurance against unemployment, pensions program, and working market systems are considered the protection of Man from risks and shock in the life, in particular during unstable stages. Social insurance programs could help families avoid selling their shares and belongings, bringing children out from schools, or postponing their medical cares.

Supporting family incomes will encourage the participation in working markets because it secures the resources necessary for finding jobs. Some people consider this kind of support as weakening the intensive of individuals for looking for jobs. Organizing politics plays a major role in treating this situation as there are more than an evidence for getting many benefits and reducing injustice in equality.

Providing job opportunities for job seekers:

The real social values of employment are not only related to wages, but it's also the way of enhancing Man's abilities and strengthening social relationships. In broader sense, employment is the security source of families and society. On the contrary, unemployment leads to many social problems.

Programs of providing job opportunities could be include in broader political goals. In some countries, it's not enough just to depend on active labor market policies, because most job opportunities are existed in the non- formal economy that exceeds 40% in developing countries.

Strengthening social cohesion and supporting competencies

The importance of the reducing differences & building social cohesion is distinguished by do procedures to solve social violence, because the conflicts and insecurity affect the development process badly. UN reports point out that more than 1,5 Billion people in the world live in countries inflicted with conflicts leading to higher negative effects to humanity. According to UN statistics in 2013, there were 45 million displaced people because of conflicts and aggressions which the highest number in the last 20 years.

So enhancing the social cohesion and coexistence will contribute to building social efficiencies and reduce structural risks.

It's important to treat the discrimination of the legislations, effective laws, and the traditions of the society sections.

It's possible to reduce inequality by making a group of procedures to develop the legislative environment (regulations, systems, and instructions) on general political basis. Direct procedures of doing good actions could treat the long term inequalities, but its effects could be only tangible in the short term that could not always solve the instructional factors in long term inequalities.

Human rights laws, For example could help improve the situations of weak categories by making them able enjoy justice in courts, demanding the investigation of failure causes of institutions, and changing traditions to build the culture of tolerance and strengthening social cohesion.

Ways to recover from crises & conflicts and to work on avoiding risks.

Well-being of individuals won't be achieved away from freedom, and their ability to avoid hardships, whether these hardships are natural or human made hardships. Avoiding hardships should be included in every developing process which is basically the job of government, society, and other institutes to enable individuals.

Policies & institutions that struggle against marginalization make the feeling of contribution, increase confidence, and make opportunities for development are able to reduce causes of making conflicts. It also provides for general awareness and more chances to get information from the opportunities of peace, and to make compromises about important issues like elections and constitution factors. The civil society organizations can contribute in building peace and confidence on strong basis.

The principle of commitment towards nation makes a decisive political and social decision the build a strong basis to reconstruct a country in the long term.

Increasing man's capabilities:

For the sake of development, progression process should be revolved around building policies that support individuals to have strong options for their present and future, as well as being able to confront and cope up with difficulties.

Thus, the government's policies and the networks of support from the civil society organizations could enable individuals to overcome risks anywhere and in any time.

The following procedural goals are derived from the strategic goal:

Education insurance and health for everyone

Education insurance and health for everyone does not mean the building of Man abilities only, but it also contributes to improve the economy as a whole. These services could be developed if necessary funds were provided. Every country with low income can begin with a minimum of education and health care to expand its programs to include the minimum protection to employers. Every country with high income where minimum education and health care are available can expand its programs to involve categories that weren't included in the past like agriculture employers, and houses employers.

Gender equality

The problem of inequality is one of main difficulties that face the development process and lead to decreasing options and weakening society. The permanent risk lies in the chronic exclusion whose main victim is women in the patriarchal society. The women on these societies face discrimination within cultural practices and customs. The government institutions, civil society organization, and the activists of women rights have an effective role in overcoming the feeling of unfairness and exclusion.

Justice & Law enforcement guarantee for all social categories

Protecting vulnerable people is not the only big challenge in the midst of poverty and deprivation, but finding a hosting environment for future development is very important. This makes us to look at the subjects of justice and law enforcement as subjects with many dimensions, through which we can preserve services and rights for everyone, and to guarantee equal opportunities for every individual.

Hence, the importance of taking necessary steps related to the general policies in order to strengthen the culture of law enforcement with everyone. Differences should be removed among individuals to guarantee the capacity building for society and individuals, but all of these can't be achieved automatically unless relentless and continuous collective work is done. Effective procedures should be performed on the institutions basis, along with a decisive local and national leadership.

Implementing the applications of governance and building the institutions

The general policy should focus on increasing the awareness process, protecting individuals, and avoiding risks, as most risks continue because of many social and economic factor, and inadequate general services. The reasons for the persistence of such risks could be the inefficiency of the current policies, the weak process of reconstructing institutions, and the social traditions, as well as discriminations against some particular categories on the ethnic, religious, and sexual basis.

Presenting efficient general services, and simplifying procedure by eliminating routines.

Providing general services for everyone, with simplifying procedures and eliminating managerial bureaucracy are things that could be done. It's been clear that in the early stages of development that were achieved in the world this could be done in a very short time.

It's well known that the ability of providing insurance and presenting basic services for all is exclusive to the developed countries, but there is evidence that indicates the otherwise. It's seemed that every society (except those that experience conflicts and violence) could present basic services to their individuals as most of them did. It also became clear that a small initial investment of the local income could gain profits that surpass the investment value.

Avoiding risks

The concept of (risks) is usually used to describe the process of being exposed to financial dangers and how to confront them. The meaning here focuses on the connection between avoiding risks and going forward towards development. The concept also concentrates on the risks on which people can be inflicted to.

Here we mean the constant and severe risks, and ask why they inflict on some particular categories among the others? For example, why women security is more vulnerable than man security? What are the framework reasons for these differences in the treatment of people? People are inflicted to risks by different amount during their course of life. Most social categories that are inflicted to risks are children, teenagers, women and the elderly because of their surrounding circumstances. This calls for some different kinds of investments that could prevent such risks.

The displacement caused by conflicts is a significant reason for getting exposed to risks where people are forced to leave their houses and jobs. Displacement rates amongst women and children reach 80% of refugees. More than one million people in the world left their homes in 2012, 2013 because of conflicts and aggression.

UN commissioner for refugees registered about 36 million people in this situation, where conflicts cause permanent damages that stick to individuals for ever, cause permanent health problems for the entire generation of children in the conflict areas and preventing children from studying. It also causes huge psychological problems and damages families and societies.

Many international experiences indicate that the improvement of policies has a major role in avoiding conflicts and economic instability and reduces the impact of environmental disasters.

We can bring out the following executive procedures from the strategic role:

Spreading the culture and principles of human rights

Freedom and justice became two sticking words in the present day because of the rapid and continuous development of the international efforts in this field. It's because these two words have common nature, and cannot be separated

from each other, as justice is an essential shape of freedom. It's important to unify rights and freedoms in the world to in accordance with increasing interest.

The relevant international treaties of human rights include two types of responsibility for the country members. It's responsible of implementing them by the organized regional and international mechanisms to protect and monitor its implementation. In the other hand, the country's responsibility has a priority over the citizen's responsibilities in providing and guaranteeing these rights and freedoms according to international criteria.

Human rights principles have a close and constant relationship with the principles of democracy which provide and guarantee the free practice of human rights individually and collectively. Democracy is not existed without human rights, though it has tangible external aspects. These rights are reflected in life, freedom, property, enjoying legal protection, equality, and nondiscrimination, freedom of expression, gathering, and access to justice. Each essential right of these produces other essential rights.

Child care

Children represent the core stage and the window of opportunities for solving the problem of inequality and achieving a constant and comprehensive social and economic, development. The procedures of interfering in the early stages of growing are important through providing essential health care and sufficient nutrition insurance. These procedures help children to make progress in their schools and continue to the end in their secondary schools, and later to their maturity stages.

The investment in children has a major role in the education and care of their families, as well as the relationships and the interactions between children and parents. Good education is more important than living in a state pleased, as a child with a eases state and lack of education is more vulnerable to deprivation than the child with poverty and good education and care of families.

When launching and widening the national programs, it's necessary to focus on four key components, which are; the care before & after birth, family education, income and nutrition. Child's brain grow fast in its early years, then settles in a particular time, but the budget earmarked for general social services is usually in its minimum in the early years and increases gradually in later times.

To take care of the youth (future generation)

The youth age ranges from 15 years old to 24 years old, which is a decisive transitional stage in which the individual learns how to behave in the society and in the working world. The youth form a high majority in many countries, and Iraq (especially Iraqi Kurdistan) is one of them, therefore it's important to provide them with enough job opportunities by the their government.

We cannot understand many social and economic challenges that face the youth today without understanding the privacy of the economic circumstances. The youth number rates higher than other populations because of the decreasing in fertility rates in most developing countries during the last forty years.

There is a chance to hasten the development process by this increase in the youth number rates, but they should be accompanied by increasing job opportunities.

Developing and implementing the full effective economic policies.

The full effective economic policies are very important for continuous development. They affect the qualities and quantities of the job opportunities, social protection level, and securing the general services. The facts show that the current full effective economic policies are mostly leading to erratic levels of production, and money exchange. It also increase inequality among people and jeopardize efforts of development. The reason for that is the insistence on fixing prices and miscalculation of using austerity policies that causes more problems of private and general debts. This does not encourage economic boosting. So it's time to reconsider the evaluating process of austerity measures and to refocus on the policies of improving investments in order to achieve continuous development. Full effective economic policy should be a multipurpose and multi methods policy to alleviate the impacts caused by crises.

Developing countries usually don't have the capabilities of overcoming difficulties as that of the developed countries, thus it need more time to recover.

The poorest countries are more susceptible to erratic total local production development, and lasts for longer times when shrinking. One of the reasons for this is the non-variety in the economic forms.

Guaranteeing and promoting social solidarity.

Social categories' solidarity affect the way how individuals and groups stand the widespread and continuous shocks, as development achievements are threatened by the weakness of solidarity and social coherence.

Approving and implementing the basics and principles of governance, and wise management.

One of the prominent risks that faces man is his inability to manipulate the decisions that affects his life. Decisions that are made by more powerful sides who don't understand the risks that face vulnerable individual, and to tackle with this problem the authorities should realize the significance of the decision of approving and implementing the basics and principles of governance, and wise management. The country should seriously take care of the entire categories of the society, especially the weak and the marginalized ones whose issues must be taken care of by making proper procedures. These procedures need to bring the citizen's opinion out in making the decision, and also by bringing out justice when dealing with violations of human rights.

There are indications that the country institutions can meet the needs of the vulnerable citizens according to the following;

- When policies are carried out with efficiency and transparency by the general managements, it decreases corruption and allows authorities to act effectively in providing resources to carry out general procedures to avail all sections of society.
- When every ones' benefit is taken into consideration by the legal system by guaranteeing and defending their rights.
- When central and local governments work on securing and providing services for all sections of society, and limit the control of particular groups on these services. The countries that intend to respond to the needs of the vulnerable have several kinds of decentralizations.
- When governments present political support to eliminate corruption by providing supporting environment based on transparency and clarity.
- When political systems respect the rule of law, allow freedom of expression, prevail the political voices, and enabling the weak and vulnerable sections in participating in the processes.

But there are many challenges that face approving and implementation the basics of governance and wise management, like weakness in political management, weakness in abilities and funding from the general institutions, as

well as the civil services institutions and courts. Improving accountability through doing procedures to guarantee transparency will make it easy to reveal corruption, just like how the law of the right of getting information did.

No matter the way taken by institutions in every society, the government will remain the main responsible side of protecting the citizen. This could not be enough in the era of globalization.

Strategy formulation **General policies**

The efforts for specifying the general policies of future actions depend on the contents of the strategic & procedural goals of the strategy. These policies represent the basic paths adopted by the strategy who's implementing steps aim at achieving the meant goals. The general policies of this strategy include the following;

1. To work on developing the legislation issues through attempting to match Iraqi legislations with that of the international treaties and criteria.
2. Increasing awareness in about the minorities' rights and work on removing obstacles & challenges of their effective participation in the development process.
3. Increasing and widening human rights principles in different daily life activities.
4. Preparing basics of cooperation and partnership between the media and the three authorities.
5. To support the efforts being done to enhance social cooperation among Iraqi community sections, and to pay attention to the marginalized sections and helping IDPs & refugees.
6. The official authorities should endeavor to adopt obvious programs that aim at protecting and supporting divorced women and widows by helping them in their livelihood.
7. Unifying efforts to prevent women from being exposed to violence and marginalization as well as focusing on raising their abilities and awareness's.

8. Improving legislations through making suggestions about modifying them, or to suggest new ones to guarantee more equalities between the two genders in condition that these new laws match with related international treaties.
9. Unifying efforts to support the formulation of gender policies and the balances in both Kurdistan region and Iraqi federal governments.
10. To work on widening education opportunities for every one and support the program of removing illiteracy for the elderly people.
11. To try to achieve initial and full equality in the essential and secondary educational opportunities by focusing on the differences between urban and rural regions.
12. To support the efforts being done to develop widen education process in all it' levels (quality, access education).
13. To work seriously on consolidating the principles and implementations of separation between authorities and judicial authority system.
14. To support the citizens' participation in decision making through projects and dialogue programs.
15. Consolidating the principles of expression freedom and getting information as well as supporting its related laws.
16. To work in spreading and increasing awareness among people to realize the dangers of corruption and the mechanisms of anti-corruption in both official a non-official institutes.
17. To try to activate the constitutional framework in the field of peaceful coexistence, building peace, and reconciliation.
18. To support the efforts of guaranteeing the effectiveness of health care services and to be available to everyone.
19. To support the national programs of spreading and widening awareness about general health care (contagious diseases, reproductive health, and natural breastfeeding)
20. Rallying efforts in order to activate the children rights treaty, and to review child protection policies.
21. To support initiatives of participating the youth in different life aspects and to present grants and opportunities to take part in the international carnivals and openness to the global development of civilization.
22. To try to approve clear policies about linking the need of human resources to the educational process conclusions, and especially vocational and university education.

23. To support a constant partnership between the general and private sectors to increase efforts of providing job opportunities and to increase self-funded projects according to the indicators and targets of sustainable development.
24. To try to encourage and perform decentralization management principles, increase & improve the services presented to citizens, and to eliminate bureaucracy and routine.
25. To support efforts of automating office work and using modern technologies in both private and governmental sectors.

Formulating the strategy

Future work axes and its priorities

Based on the contents of the strategic version of public aid organization and its particular goals and strategic targets represented by (protecting man choices, improving man abilities, and protecting from dangers) the general axes of working and its priorities according to the following;

The first axis: spreading the culture and principles of human rights

The second axis: guaranteeing and improving social solidarity.

The third axis: equality between genders/ ant discrimination against women

The fourth axis: to provide education for every one

The fifth axis: enforcing justice and law /enhancing basics of democracy.

The sixth axis: transparency and integrity / to eliminate administrative and financial corruption.

The seventh axis: to strengthen social solidarity / dialogue and national reconciliation.

The eighth axis: to provide health care for all.

The ninth axis: protection and care for children.

The tenth axis: care for the youth/ increasing care about their needs

The eleventh axis: developing market policies

The twelfth axis: adoption of governance and building responsible institutions/ developing government working, and removing administrative bureaucracy and routine.

**Formulating the strategy
Activities (programs and projects)**

This strategy adopts a wide range of activities (programs and projects) that match with the goals of the strategy. The activities of the twelve dependent axes are distributed like the following;

The first axis: spreading the culture and principles of human rights

- 1- Studying and reviewing the Iraq legislations in order to be consistent with the international criteria, especially by encouraging Iraq to approve the two related protocols of the international treaty of political and civil rights.
- 2- Rallying efforts to support joining of Iraq to system of Rome specialized in international criminal court.
- 3- To prepare and implement an awareness campaign in the media to raise awareness about the rights of minorities.
- 4- To formulate a law proposal draft about the right of getting information with monitoring it being approved.
- 5- To organize workshops and meetings to spread and increase human rights principles in Iraqi schools and universities.
- 6- To prepare and print publications and booklets in order to raise awareness and improve implementation of human rights principles.
- 7- To invest every available modern way to spread human rights culture
- 8- To draft a working paper that includes clear mechanisms to activate the role of the high commissioner of human rights in Iraq and Kurdistan region as well as supervising its implementation.

- 9- To rally efforts to strengthen the roles of civil society organizations by launching a media campaign and removing all administrative, technical, and legal obstacles in front of it.
- 10- To hold a national conference, call for approving and activating cooperation agreement & partnership between general sector and civil society organizations.
- 11- To formulate frameworks and mechanisms to improve cooperation and partnership between the Media, civil society and the authorities.
- 12- To prepare an integrated study to specify the roles, authorities, and working mechanisms to enhance the social responsibilities of the companies to implement human rights principles.

The second axis: to guarantee and improve social solidarity/ relieve the displaced and the refugees

- 1- To rally self-efforts and social efforts to present urgent assistance to refugees and IDPs
- 2- To provide legal services and consultancies.
- 3- Recruiting efforts with cooperation of relevant authorities to present social and psychological support to refugees and IDPs, especially to the marginalized groups.
- 4- To adopt supervising mechanisms (abuse, exploit, discrimination)
- 5- Designing and implementing programs to support and provide training to local institutes in the field of voluntary social works.
- 6- To adopt mechanisms to cover the social solidarity for the poor groups in the social welfare fund.
- 7- To carry out a national campaign to change views of individuals.
- 8- To support the efforts of providing the protecting shelters to those who lost their families.
- 9- Recruiting efforts with cooperation of relevant authorities to open training centers for marginalized groups, outside the cities in particular.
- 10- To prepare a study that include mechanisms for activating city councils in supporting and providing proper atmosphere for social solidarity through monitoring social welfare fund and the assistance presented to refugees and IDPs.
- 11- To prepare a special law draft about the rights of Iraqi minorities and ethnic groups and to follow up its discussion and approval.

- 12- To draft a national policy suggestion to enhance secures the rights of minorities.
- 13- Launching campaigns and rallying efforts to carry out full population census in Iraqi federation.
- 14- To effectively contribute in the efforts of recruiting divorced and widowed women in the programs of rehabilitation and providing small loans to small profitable projects.
- 15- Leading the efforts of providing opportunities to the youth in rural areas through an integrated program with cooperation of relevant sides, especially in the agricultural projects.
- 16- To formulate realistic scientific suggestions those guarantee the rights of workers by focusing on the role of unions, social insurance, health rights, and security of working environment.
- 17- To make law draft regarding the elderly, and enhance the methods of generous livelihood in accordance with international criteria.
- 18- To support the efforts of demanding the right proper ways, and essential services in distant areas and villages.
- 19- To suggest a national social treaty to support issuing a funding box with the participation of civil society.
- 20- To make a suggestion draft for the positive discrimination policy so that we can ensure employing the marginalized groups.

The third axis: equality between genders/ anti-discrimination against women

- 1- To prepare a national plan to activate & implement the decision (1325)
- 2- To make committees to follow-up the recommendations of human rights council in 2014
- 3- To present a suggestion with cooperation of relevant authorities to establish a national center for the kidnapped and vulnerable women
- 4- To support the efforts of legally increasing protection for women by raising awareness & building capacities.
- 5- To prepare a draft for making quotas in the executive authorities.
- 6- To suggest and approve the decision of granting government loans to old maidens.
- 7- To support efforts of establishing women groups in the Iraqi parliament & Kurdistan parliament so that we can work with them.

- 8- To make an amendment draft to current laws to be include more equality.
- 9- Carrying out defending campaigns and rallying efforts of supporting women's rights, as well as eliminating Iraq's conservative views about (Sedaw) agreement.
- 10- To carry out more awareness workshops and trainings to for women activists in the field of support and participations.
- 11- To reformulate the suggestion of the gender balance policy in both Iraqi federal and Kurdistan region governments.
- 12- To encourage universities to allocate seats for women in higher education studies.
- 13- To carry out media campaigns to raise awareness about the harmful traditions and to develop the principles of civilization in the family relationships.
- 14- To support the efforts for increasing agricultural incomes specialized for women.
- 15- To formulate the strategy of the comprehensive National dialog about (the marriage of pleasure) in which women are used for pleasure services.
- 16- To suggest removing the discriminatory texts in the school curriculums
- 17- To organize a participatory workshop for relevant sides to support and approve building accommodations to vulnerable women in which all necessities of living are provided.
- 18- To support and approve the law of family anti-violence in Iraq and to activate its implementation in Kurdistan region government.

The fourth axis: providing education for everyone/ developing the education process

- 1- Launching campaigns for in order return school quitters to their schools and to carry out especial programs to educate the elderly as well as the young.
- 2- To unify efforts to provide education opportunities for every one and to support program of illiteracy eliminations.
- 3- To adopt mechanisms to enhance the role of school health program.

- 4- To prepare a study with the cooperation of specialized people to suggest new mechanisms to bring about equality in education opportunities in cities and country sides.
- 5- To rally the efforts to activate the implementation of compulsory education law.
- 6- To lead an integrated project to use technological development and modern methods in education.
- 7- To organize awareness programs to increase children participation in schools.
- 8- To suggest a program to increase non- class activities like sports & arts with cooperation of the experts.
- 9- To suggest and study mechanisms in order to enhance the governmental schools to match with international criteria of education.
- 10- To prepare necessary legislative drafts to manage and organize non-governmental education from primary to university schools to guarantee the educational service quality and to follow up the approval of those legislations.
- 11- To present suggestions to make the Iraqi legislations fit with the ongoing developments of education in worldwide.
- 12- To coordinate with relevant sides to suggest adopting more suitable methods and mechanisms with modern education.
- 13- To support the efforts of mixed schools (boys and girls)

The fifth axis: to guarantee justice and law enforcement/ putting democratic basics.

- 1- To work on formulating a strategy to reform the justice system with cooperation of judicial authorities, parliament, and executive authorities.
- 2- To suggest drafts for new law or necessary amendments for the valid ones, and to work on abolishing some of them until we can be able to guarantee the completion of the justice basics like the law of punishments, civil law , criminal procedures, and judiciary law.
- 3- To implement an integrated program for preparing mechanisms for establishing the concept of separation powers, as well as organizing the judicial authorities with disconnecting the judicial institutes from

the executive authorities like the judicial supervision and the administrative court.

- 4- To prepare and implement the project of workers' capacity building about the human rights in the judicial authorities.
- 5- To suggest a draft about the law of substitute penalties and judicial police.
- 6- To suggest effective mechanisms to make sure that the judicial system is not interfered with the current prevailing traditions that may affect the Iraqi law.
- 7- To formulate a program with coordination of relevant sides to return the investigative file to the judicial authorities, an addition to following up its implementation.
- 8- To prepare a working program with cooperation of the relevant sides to approve the separation between the two authorities (accusations should be provided by one side)
- 9- To present practical recommendations to widen the use of technology in the documentation processes and communications in the judicial file.
- 10- To suggest mechanisms to develop the investigation methods in modern and scientific ways including the forensic medicine & laboratories.
- 11- To work on activating the implementation of Article (1) concerning the law of reforming prisons in Iraq which emphasize that the prisons should be exclusively administrated by ministry of labor?
- 12- To prepare a national campaign to abolish death penalty in Iraq.
- 13- To suggest a law draft for compensating the justice victims and follow its implementation.
- 14- To lead a wide campaign to urge establishing ideal reforming prisons in compliance with international criteria.
- 15- To suggest clear mechanisms for classifying prisoners according to their age, criminal types, as well as follow its implementations.
- 16- To lead and unity efforts to make Iraq accept especial justice deciders.
- 17- To coordinate with relevant sides on carrying out a pressure campaign in order to abolish the terror law , especially the Article (4)

- 18- To prepare and carry out a national campaign to abolish and remove all centers of arrestment, secret prisons, and punish official individuals when committing legal violations.
- 19- To suggest and implement a program to consolidate the citizen's participation in making decisions through dialogue projects organized by civil society organizations.
- 20- To suggest special legislations to guarantee freedom of opinion, the right of getting information's, and activating the current related legislations in Kurdistan region.
- 21- To carry out a program to develop the capabilities of the political parties in building the democratic institutions.
- 22- To suggest new mechanisms to enhance transparency, vocational guidance, and to be adopted with coordination of relevant sides.
- 23- To suggest new and realistic mechanisms to enhance the role of organization in monitoring elections and government institutions.
- 24- To carry out awareness campaigns to encourage the youth to participate in the elections.
- 25- To prepare a mechanism to monitor to make sure elections are carried out in due time, and to follow its implementation, as well as revealing its results to the public.
- 26- To activated the efforts for amending the article 46 of the Iraqi constitutions (restricting freedoms)
- 27- To prepare the suggestion of the democratic embassies program to enhance democracy in Iraq.
- 28- To launch a national campaign to approve compulsory mechanisms to prevent political interference in the governments institutions, and to support establishing democratic institutions based on technical and legal basics.
- 29- To launch a national campaign to raise awareness about the necessity of eliminating ethnic, political discrimination in the army and security forces.
- 30- To prepare a project proposal draft for the parties' law through defending campaign with other partners and follow it implementation.
- 31- To prepare a project proposal draft to amend the law of funding the parties in Kurdistan.

The sixth axis: transparency and integrity/ financial and administrative anti-corruption

- 1- To formulate a national program to suggest and adopt clear mechanisms in order to activate the role and performances of the regulatory institutions, and to make a coordination among (office of financial supervision, integrity commission, office of inspector general, public prosecution, Hajj &Umrah, standardization, parliamentary committees , human rights commission, civil society organization, and media institutions.)
- 2- To lead the efforts of implementing the essential basics of democracy about the transparency initiative of the extractive industries, with cooperation of relevant authorities.
- 3- To prepare and execute a national campaign to raise awareness of the citizens about the damages of corruption and how eliminate it.
- 4- To organize national activities to highlight the good people in the society.
- 5- To activate the implementation of the strategic plan of anti-corruption and to support & contribute in implementing it.
- 6- To prepare a national plan to suggest new mechanisms for increasing the participation of citizens in anti-corruption activities, and to support forming consultancy committees in the service, and government sectors.
- 7- To support and encourage researchers to prepare researches and studies about corruption, and to highlight the role and the importance of activating the mechanisms of transparency in order to eliminate corruption with coordination of Iraqi universities and scientific institutions.
- 8- To prepare and print posters and brochures about corruption.
- 9- To prepare clear mechanisms with coordination of relevant authorities to approve and implement equal opportunities, competition, and efficiency while employing in the general sector.
- 10- To study and suggest objective modifications in salary levels in order to reduce differences and achieve equality amongst people.
- 11- To prepare a draft for new law that includes mechanisms to enforce national institutions to commit to transparency measures and to announce the information, activities, and the accounts to the public opinion.

The seventh axis: enhancing social coherence/ dialogue and national reconciliation.

- 1- To implement a working mechanism to increase the role of organization in the specialized networks of peace making and peaceful coexistence, especially the peace generations network.
- 2- To prepare a study with cooperation of experts for suggesting working strategies that might be depended in building effective dialogues between local society and the IDPs.
- 3- To launch a national campaign to activate the constitutional items in the field of peaceful coexistence like (integrity commission, article 140, and the possibility of participation for every one).
- 4- To lead a media campaign with cooperation of different media to raise awareness about citizenship.
- 5- To prepare programs about (saying the truth) for victims and defendants.
- 6- To prepare & implement a project of capacity building for government institutions in order to reframe itself to be more capable of presenting more services to the citizens, especially the judicial and security institutions.
- 7- To lead the defense campaign of reforming the justice system and to stop prosecution of activists and journalists.
- 8- To prepare new law drafts, and abolish others, those relate to discrimination, and dictatorial and sectarian regime victims.
- 9- To open Hiwa clinic center in kalar to present health services.
- 10- To open a center for presenting legal, social, and psychological support for women with cooperation of women anti-violence manager in the IDPs, and refugees camps supported by UN organization.
- 11- 10 child's friend centers were opened to present social and entertainment services.
- 12- To form a special committee for building peace and reconciliation through social dialogues with local leaders (Clerics, heads of clans...etc.) and follow up their results.
- 13- To organize festivals, and artistic activities to enhance the mindset of peaceful coexistence among communities and nationalities.
- 14- To organize athletic festivals, and athletic activities to raise the soul of peaceful coexistence and tolerance among communities and nationalities.

- 15- To hold a national conference under the auspices of the Vice President for reconciliation issues to formulate peace making mechanisms and come out with new recommendations.
- 16- To organize national competition for researches and studies about peace making, peaceful coexistence.
- 17- To form a committee with cooperation of experts in order to review and enhance school curriculums by adding materials that encourage peacemaking, peaceful coexistence.
- 18- To prepare and implement programs for simulate other countries that have successful experiences in peace making, and peaceful coexistence.
- 19- To form a suggestion of (charter of honor) that relates to peaceful coexistence and anti- violence, and to call for it to be signed.
- 20- To organize defending campaigns with cooperation of the media in the area of peace making, and peaceful coexistence.
- 21- To publish and distribute stories of (peacemaking, and peaceful coexistence) and to encourage these kind of actions.
- 22- To hold (civil society conference) with cooperation of USIP , UN, and the government with the participation of neighboring countries to build peacemaking, and peaceful coexistence ,and to study the file of IDPs & refugees.

The eighth axis: providing health care for every one

- 1- To open free clinics especially in the refugee camps with cooperation of the international organizations like MDM.
- 2- To prepare and implement campaigns to activate health and awareness programs to take care of pregnant women.
- 3- To prepare a comprehensive study with cooperation of experts to make new mechanisms in order to modify the health system concerning the rights of patients and the health cadres.
- 4- To carry out trainings about presenting first aid for teachers of kindergartens & schools, as well as for drivers and interior ministry employees.
- 5- To carry out campaigns of awareness raising about contagious diseases.
- 6- To carry out campaigns of awareness raising about natural breast feeding.
- 7- To carry out campaigns of awareness raising about pregnancy health.

- 8- To prepare, print, and distribute health training guides.
- 9- To carry out programs of capacity increasing for workers of health syndicates.
- 10- To prepare a study with cooperation of experts to suggest new methods and mechanisms to reduce mortality rates amongst mothers & children.
- 11- To carry out training courses for midwives to increase their abilities in acting in difficult situations.
- 12- To form realistic and scientific suggestions for the necessary systems for organizing the health process in the private sector.
- 13- To launch campaigns of raising awareness about protecting the environment
- 14- To make a law draft for protecting the mentally sick individuals.
- 15- To make new mechanisms to get rid of industrial disposals, especially the poisoned ones.
- 16- To launch national campaigns to provide medical equipment's that are specialized with the contagious and chronic diseases like cancer.
- 17- To prepare a field study to gather information about the finding ways of how to develop the capabilities of quality control staffs to control the quality of medicines, and other medical equipment's.

The ninth axis: protecting childhood

- 1- To prepare a comprehensive suggestion to support the project of opening the national center for street children with cooperation of relevant authorities.
- 2- To prepare a comprehensive suggestion to support the project of opening the rehabilitation centers for adults with cooperation of relevant authorities.
- 3- To prepare a comprehensive study to review and evaluate child's protection policies, and to present recommendations to relevant authorities.
- 4- To launch a media campaign with different Medias in order to activate the laws related to children's labor.
- 5- To make mechanisms and procedures to make a hot line in order to inform about children's rights violation.
- 6- To prepare a law draft about finding substitute families and institutions for orphans.

- 7- To launch a national campaign to spread the treaties about child's rights and making awareness courses for children to be aware of their own rights in schools.
- 8- To formulate mechanisms to monitor children's rights violations, and presenting monthly reports.
- 9- To prepare a national program to rally efforts in order to provide education opportunities for disabled children, with cooperation of the Medias and other relevant authorities.
- 10- To prepare an awareness program with cooperation of other civil society organizations to encourage girl for keep on their educational process in the rural areas.
- 11- To launch a media campaign with cooperation of relevant authorities to end or limit the early marriage phenomenon.
- 12- To formulate a draft law to prevent human trafficking in Kurdistan to be presented to the parliament.
- 13- To launch an awareness campaign to know about the negative results of involving children in the fights and conflicts.
- 14- To formulate a draft law about protesting the child.
- 15- To prepare mechanisms for providing health insurance for children and improving vaccine campaigns to be performed by relevant authorities.
- 16- To prepare with cooperation of relevant authorities to present practical recommendations for reforming and developing junior jails.
- 17- To form a technical committee with experts to study and review the working procedures in order to develop the judicial institutions that are related to juniors.
- 18- To formulate a draft law to modify the item specialized of the criminal age from 9 to 13 years.
- 19- To organize a scientific seminar in which experts participate to discuss substitute penalties for the juniors.
- 20- To prepare a draft modification for the law of personal status with cooperation of relevant authorities.
- 21- To prepare a draft law to prohibit women detainees from having their children with them during the existence in prison.

The tenth axis: caring for the youth/ paying more attention to their needs

- 1- To prepare a program with cooperation of relevant authorities in order to earmark money to open training and rehabilitation centers for the youth in compliance with the market needs.
- 2- To organize annual activities to show innovations made by the youth in many aspects, and to present prizes and shields for them.
- 3- To prepare a comprehensive program to urge relevant authorities to increase the number of sports clubs, youth centers, cafes, and libraries, especially in distant and rural areas to encourage the young to join those activities.
- 4- Leading the annual activities with cooperation of relevant authorities to open scout camps in all over Iraq in which all different Iraqi communities participate.
- 5- To suggest clear mechanisms to support studying scholarships for superior students to study outside Iraq.
- 6- To prepare a program with cooperation of relevant authorities encourage youth organizations to participate in the international youth festivals according to transparent competitive mechanisms.
- 7- To suggest issuing a granting box to present cash support to the youth to be presented to the related authority.
- 8- To lead a national program with cooperation of universities and scientific research institutions in order to prepare researches and studies about addiction among the youth and the phenomenon of committing suicide among them.as well as the spread of violence in their behaviors and avoiding social participation.
- 9- To suggest quota seats for the youth in elected councils and executive authorities to relevant authorities.
- 10- To a campaign with cooperation of social organizations to modify laws and to reduce the candidate age to 25 years.
- 11- To carry out training courses to increase capacity and life skills for the youth.
- 12- To hold a national conference in order to establish a higher council for the youth to put the strategic policies of contribution of the youth in constant development.
- 13- To the efforts of organizing an annual festival for the youth in cooperation of relevant authorities.
- 14- To prepare a national program to encourage carrying out Media projects to the youth.

The eleventh axis: developing the market policies/ training, rehabilitating, and development.

- 1- To hold one conference or more with cooperation of the rooms of trade, industry, unions, vocational assemblies, and syndicates to educate, and demonstrate efforts to adopt market ethics that are consistent with the original social traditions of a civilized society.
- 2- To form research working teams with cooperation of university teachers and experts to prepare deep researches about the economic situation of the Iraq society.
- 3- To hold a national conference with cooperation of relevant authorities to discuss and approve the draft law to privatized the labor market.
- 4- To prepare an integrated program with cooperation of relevant authorities that include clear mechanisms to support providing opportunities of establishing self-financing projects with cooperation of private institutions and sectors in the fields of agriculture, industry, and trade.
- 5- To draft a proposal to establish the center of vocation training with the participation of civil society in order to be presented to related authorities.
- 6- To draft a modification law for investment in Kurdistan region and to be presented to related authorities.
- 7- To form an expanded committee for a group universities and experts to study and review the reality of vocational and university education, so that we can come out with practical and realistic recommendations to diagnose weaknesses and identify target development areas to match the educational conclusions with the market needs.
- 8- To lead an integrated program with relevant authorities and banks union in order to develop the banking business, and to raise awareness of citizens about the necessity of dealing with it, and take advantage of the services offered to its customers.
- 9- To draft a proposal to establish Fund for future generations to be presented to relevant authorities.
- 10- to lead a program with cooperation of Iraqi industrial and commerce chambers to find an opportunity of twinning the chambers of commerce and industry with those of developed countries.
- 11- To prepare a comprehensive study with cooperation with specialists, a study that include mechanisms, procedures of investing the merits and technology applications in financial transactions in distributing the salaries of government employees.

The twelfth axis: Adoption of responsible governance and building institutions/ the development of government action and eliminate administrative red tape bureaucracy.

- 1- To prepare a comprehensive study with cooperation with university teachers and specialists, a study that includes suggesting mechanisms and procedure to restructure the general sector. The suggestions and recommendations will be discussed in the national conference.
- 2- To prepare and implement a project for developing and raising awareness of the elected institutions, especially the parliament and city councils.
- 3- To implement the project of (decentralization) in spendings, contracts, and monitoring according to the law of Iraqi city councils with the cooperation of NPA and local partners.
- 4- To lead a national program with cooperation of international & local authorities to suggest mechanisms, and to widen the use of technology in order to reduce or eliminate red tape.
- 5- To lead a project for preparing and implementing job description in the in the public sector with cooperation of experts.
- 6- To Prepare and submit a proposed draft amendment of civil services concerning careers' degrees.
- 7- To organize social activities about raising awareness and clarifying mechanisms and to encourage practicing transparency in the process of preparing those activities, as well as declaring it the public opinion through the media .
- 8- To establish a project for suggesting reforming policies those match and support achieving sustainable development in the private sector.
- 9- To formulate a group of regulations to with cooperation of experts to support transparency and the principle of true information by the private sector.
- 10- To lead a national program to encourage adopting governance in the companies of the private sector.
- 11- To implement defending campaigns, and hold conferences specialized in carrying out some machinery & smart electronic governance, and wise administration implementations.
- 12- To hold a national conference with cooperation of commerce chamber, industry, and vocational unions, and representatives of the private sectors to encourage building mechanisms that attract private sector companies from the international and regional countries.

Forming the strategy Coalition , partnerships, and networking

Depending on the analysis and diagnosis of the present situation of Public Aid Organization, and the concise analysis of stakeholders in the recent years within the implementation of the past strategy, it's possible for the new strategy to be based on coalitions, partnerships, and the networking that are adopted by Public Aid Organization as a future method for working with groups of stakeholders within a clear strategic vision on the following basics.

- The essential interest which is connected with message and agenda of each group of the stakeholders.
- Its attitude towards the programs and projects that are carried out by the organization and are connected with its participation/ rejection/ ability / wishes in taking any of the initiatives to enhance it.
- The possible essential contribution in the programs and activities of organization.
- What does it expect from its participation in the programs and projects of the organization, the (income) that they expect from participations?
- To describe its authorities and how it affects the programs, projects, and activities of the organizations.
- The importance of participating with it , which are;
 - ✓ The essential ones: the process of preparing and implementing the programs and projects will fail without being participating by it.
 - ✓ The important ones: the process of preparing and implementing the programs and projects will be limited without it, and its application will difficult without it.
 - ✓ The secondary ones: it's good to get its participation.

Highlighted by the previous basics, and taking benefit from the results of analyzing the attitudes of the stakeholder groups, these groups can be classified

according to their current attitudes and their future attitudes to the following categories;

- Category groups whose partnership represent (essential) importance now and in the future , because all indications confirm the continued adoption of participation and networking, as well as presenting technical and financial support to implement the organizations programs and projects, where these basic groups' interests correspond with achieving & sustaining this partnership to send it in a form of strategic agreements. To continue to finance joint projects, building capacities and knowledge. These groups are currently and in the future, including the following;
 - Regional and international organizations.
 - Decision makers by relevant programs, projects, and the activities that prepared and carried out by the organization.
 - Category groups whose partnership represent (essential & important) now and in the future. It's the biggest and the widest group of the stakeholder groups. Projections indicate that most of these groups adopt common positions with the organization, which reflected the interests of this class in the common interests with the organization which is likely to significantly continue the communication and work with them. The interests of this group are reflecting the common interests to participate in the success of the implementation of projects and events by finding reliable professional partners to them to achieve efficient implementation of sustainable development programs. Examples of this group;
 - Technical Cooperation Service Providers.
 - Non-financial service providers.
 - Financial service providers.
 - Organizations and research centers.
 - Political parties.
 - Local and international universities
- Category groups whose partnership represent (secondary) partnership now and in the future , for its limited roles that might be participated with.in addition to that, there are so weak and limited contributions presented because of the short term

visions about the importance of civil society organizations and their role in social development. All vision is typically focused on profits or losses instead of the preference of the public interest. Examples of the category;

- Local institutions and organizations
- Organizations related to labor sectors.
- Media & press institutions.
- Clergymen
- Tribes.

The strategic paths of partnership, coalition, and networking, relationships with stakeholders that are adopted by this strategy are like the following;

- promoters and committed volunteers (essential players): are the stakeholders who have the highest effect who is the partnering with fundamental and high, We must adopt the strategy directly involved and detailed in all stages of the drafting and/or the implementation of the strategy and its improvement to ensure that we fully and clearly get their support to achieve strategic success.
- Passive and irresolute individuals: they are high impact stakeholders with low importance, although they do not represent strategic players, but the partnership with them is "important" for the clarity of their influence in the preparation, adoption and implementation of programs and projects and organized events. They might support the organization if it managed to transcend their hesitation and their passivity, or they might oppose or resist the Organization's success, so we must adopt the strategy to keep them informed and taking their views into account and avoid conflict with them.
- complainers and sycophants: they are low impact stakeholders with high importance, partnering with them may be "secondary" although they represent a relatively high importance to the Organization, but at the same time their influence is weak, which means the need to adopt a strategy of practices and efforts to make sure that their needs or aspirations to be considered in drafting and/or the implementation of the strategy, and adopt some initiatives toward them to benefit from their participation.
- Rebels and rivals: they are stakeholders with low impact with low importance, it is not expected to involve them directly in the formulation and implementation of the strategy, and they do not require the

Organization to adopt a strategy or special mechanisms or arrangements (over/or not exceeding the strategies directed towards the general public).

Mechanisms for the implementation of the strategy

Mechanisms for the implementation of the strategy

The strategy implementation mechanisms are defined as follows;

1. A Board of Trustees of the Organization forms a strategy group in accordance with the regulations and conditions defined by the Council, where this team is considered as guidelines to oversee the approval stages of the strategy, and following up its implementation stages and propose amendments required in light of evaluating the implementation processes, this team is accountable to the Board of Trustees and associated with it.
- 2- the strategic team explain and clarify the strategic implications in every detail for each staff (at Headquarters and offices) without exception, to be understandable and clear to everyone, especially the vision, mission and objectives and axes, and emphasize the role and responsibility of all employees to contribute to the process of implementing, each one will do that by his position and duties.
- 3- at the beginning of each year, the strategic group begins to examine all activities (programs and projects) contained in the strategic axes and approved within the work plan for that year, and determine the priorities to be adopted and implemented, and the dates and times to start, and the final list displayed on the Board of Trustees for approval.
- 4- the strategic team annually distribute work among its members, and define the roles of each member, in accordance with a clear division of work is consistent and compatible with the contents and the strategic axes, so that each team member group becomes a general supervisor of the activities (programs and projects) in axis/axes that are within the specific responsibility, and at the same time be referenced directly on the execution of such activities.

5- the strategic group and its members should be given the necessary powers to supervise and follow up on the implementation of the strategy and core competencies to make decisions related to assign staff duties within working groups, providing the necessary supplies to accomplish implementation processes, provided that it's done with the highest coordination with the directors and officials of the Organization and its offices in the provinces, without prejudice to normal work duties and personnel departments and offices.

6- Each member of the strategic group forms joint task teams and specialized personnel in the Organization and the supporting actors, consultants and experts representatives for supporters and others, and each team accomplish specific activity or effective that fall within the scope of its responsibilities, and to specify the duties and functions of the team members, as well as following the stages of completing the activity in accordance with the agreed mechanisms with the staff, that correspond to the plan of action.

7- Each team is preparing detailed action plan to implement the mandated activity, supervised by a member of the strategic group. Then the work plan is presented for discussion and approval by the strategic team.

8- Implementation of the action plan must include every activity details of the primary and secondary steps, as well as the time schedule for completion of each step of such steps.

9- Each working group determines detailed procedures to implement each step of the completion of the activity or event.

10- Each working team is allocating the tasks to team members and the role of each member in the implementation process by the supervision of a member of the strategic group, after selecting primary and secondary steps and procedures to accomplish the activity and must be done in writing and clearly understood by all team members.

11- the members of each working group are chosen by consultation and collective discussion, two key aspects of work are specified :first; requirements of the activity or the event in every detail, including making sure funding is available before implementation to get as far away as possible from any obstacles that may appear during execution, second: check the availability of capacity and capabilities required to carry out the process of implementation

team members efficiently, where sometimes leads the discussions and create necessities to diagnose certain weaknesses in the abilities and skills of the team members responsible for the implementation process, which require presenting the recommendation to the strategic group for the necessity of providing the training required.

12- Adopt the principle of teamwork between team members and the collective responsibility for the implementation and fostering a spirit of cooperation and partnership.

Strategic evaluation and monitoring mechanisms

Strategic evaluation, monitoring mechanisms, operations are determined by the following;

- 1- The strategic team prepares forms for the periodical follow up and to evaluate the strategy and the implementation processes, which should include these three types;
 - (a) A monthly follow up sample divided by the weeks of each activity under the annual work plan.
 - (b) A quarterly follow up sample (every three months) for each axis of the strategic axes.
 - (c) Annual and biannual follow up form, for all the axes contained in the strategy (and submit these two reports to the Board of Trustees for review and approval).
- 2- Each work team administrator is responsible for completing an activity or event under the strategic axes has to fill a form no (a) per month, and each team member of the strategic axis has to fill the form (b) quarterly, and the strategic team has to collectively fill the form (c) half-yearly and yearly.
- 3- the strategic group examines and assesses follow up reports monthly, quarterly and annual in the regular meetings of the organization or in urgent cases as determined by the Panel to identify in detail the stages and steps of implementation activities.
- 4- the strategic group takes the necessary decisions to support the implementation processes or modifications after studying and assessing

the implementation processes through the follow up reports. This is done to overcome or correct distortions according to his powers in coordination with the teams.

- 5- the strategic group will hold a general meeting every three months with all working teams to discuss follow-up reports and brief him on the progress of implementation activities and events, and offering guidance and counseling and listen to opinions and proposals and identify any obstacles in a free, direct and democratic way, and to create an atmosphere for meaningful discussion, evaluation efforts and honor the distinguished and urged others, promote teamwork and public responsibility.
- 6- The strategic group raises follow up reports of the completion of the annual & biannual activities and events, to the Board of Trustees and attend meetings where these reports are discussed. The Board will review and evaluate them and see how the implementation, support and backup, and to take the necessary decisions when the situation calls for a decision from the Board outside the powers of the strategic group.
- 7- the strategic team will organize half-yearly and annual seminars for all employees in the Organization – after the approval of the Board of Trustees for follow up reports – in which reviews the achievements of the implementation activities and strategic axes according to the biannual and annual reports. It will also listen to the views and suggestions and notify all employees of the importance of the role of each of them in the improving and the implementation of the strategy.
- 8- Strategic Group prepares reports for achievements (abbreviated total: Executive summary) submitted to the Board for review and approval, for the purpose of sending to supporters and funded, partners and allies, to brief them on the work and achievements of the Organization, it is also possible to hire these reports for publishing.
- 9- the strategic group to make recommendations and proposals relating to the Organization's strategy to the Board of Trustees of regarding some modifications, or reconsider the priorities identified therein, or adjustment in its aims, or add a new axis, or excluding an axis, or other proposals and recommendations affecting the formulation of the strategy. The Board of Trustees has to examine and discuss in order to make appropriate decisions about them, provided that the recommendations or proposals backed by convincing justifications.

- 10- The strategic group makes recommendations and proposals relating to the Organization's strategy to the Board of Trustees by making some modifications, or reconsider the priorities identified therein, or adjustment in its aims, or add a new axis, or excluding an axis, or other proposals and recommendations that affect the formulation of the strategy, and on the Board of Trustees has to examine and discuss this and to take an appropriate decision, provided that the recommendations or proposals backed by convincing justifications.
- 11- The strategic group prepares comprehensive report at the end of the fifth year, a report that contains an overall and detailed assessment about everything completed within five years of the strategy with the identification of the most important areas of development of the adoption and implementation of the strategy and the main challenges, to become that portal report to prepare the subsequent strategy.