

The Impact of Strategic Direction as a Dimension of Strategic Leadership on Achieving Sustainable Tourism Development

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Abstract :

This study aimed to examine the relationship between strategic orientation and sustainable tourism growth, with a particular focus on the economic, social, and environmental aspects of sustainability. The researcher used a descriptive analytical method to collect data from a sample of managers at the Iraqi Tourism Authority.

The results showed that strategic orientation has a beneficial effect on various dimensions of sustainable tourism development. Furthermore, the study indicated that leaders at the Iraqi Tourism Authority wish to strengthen the aspect of strategic orientation and advance the development of sustainable tourism. However, certain areas require improvement, such as community engagement and environmental sustainability.

In summary, this study provides valuable insights to policymakers and tourism sector managers, highlighting the importance of fostering a positive organizational culture to promote sustainable tourism development

Keywords: Strategic direction, sustainable tourism development, Strategic Leadership

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Introduction:

Strategic leadership plays a crucial role in enhancing organizational sustainability by guiding visions, setting strategic objectives, and balancing internal and external factors. Given the evolving landscape and challenges facing the tourism industry, there is a growing need to adopt innovative approaches to strategic leadership, particularly in the context of sustainable tourism development. This study focuses on examining the impact of strategic direction—a key dimension of strategic leadership—on promoting sustainable tourism development within the Iraqi Tourism Authority. Strategic direction involves the ability to discern different paths and make informed decisions based on a thorough analysis of internal and external factors, thereby contributing to the achievement of sustainable tourism development goals in the environmental, social, and economic dimensions.

However, this research is drawn from an unpublished master's thesis titled "Strategic Leadership and Its Impact on the Development of Sustainable Tourism: An Exploratory Study of the Opinions of a Sample of Managers from the Iraqi Tourism Authority"

The study was divided into three sections:

- Section One: Research Methodology
- Section Two: The Theoretical Aspect of the Study
- Section Three: The Practical Aspect

Followed by a set of conclusions and recommendations, and then a list of the most important sources and references

Section 1: Research Methodology

1-1 Research Question

The tourism industry is a vital sector that contributes significantly to the economic and social progress of many countries around the world. However, this industry is increasingly facing formidable challenges stemming from fierce competition, technological advancements, and environmental concerns. Consequently, it is imperative to design and implement sound tourism strategies to ensure the sector's long-term sustainability.

Strategic leadership plays a central role in the formulation and execution of effective tourism strategies. In the context of sustainable tourism development, the dimension of strategic orientation emerges as a crucial aspect of strategic leadership that requires special attention. The dimension of strategic orientation concerns the extent to which leaders focus on forward-looking initiatives and proactively engage in identifying future trends while designing corresponding strategies to address them.

Based on the foregoing, the research question is as follows:

Does the strategic orientation dimension, as one of the dimensions of strategic leadership, affect the achievement of sustainable tourism development within the Iraqi Tourism Authority?

2-1 Significance of the Research

The significance of this research lies in the following:

1. Highlighting the principles underlying the study's variables, particularly the strategic orientation dimension and its impact on the development of sustainable tourism.
2. Highlighting the important role played by the strategic orientation dimension in promoting sustainable tourism development within the Iraqi Tourism Authority.
3. Providing practical guidance to decision-makers within the Authority on how to effectively

integrate the strategic orientation dimension into their leadership strategies to achieve results in sustainable tourism.

4. Make a valuable contribution to existing knowledge on the correlation between strategic leadership and the development of sustainable tourism, thereby laying the a foundation for future research in this field.

1-3 Research Objectives:

It is clear that all research is based solely on the objectives it seeks to achieve. Consequently, our current research aims to:

1. Assess the presence of the strategic orientation dimension within the Iraqi Tourism Authority.
2. Assess the level of integration of the dimensions of sustainable tourism development (environmental, economic, and social) within the Authority.
3. Investigate the influence of the strategic orientation dimension on the combined dimensions of sustainable tourism development (environmental, economic, and social) within the Iraqi Tourism Authority.

4-1 Research Hypothesis:

The research hypothesis plays a crucial role in guiding the researcher and shaping the data collection and analysis process. It is an initial hypothesis that is tested and analyzed throughout the research, with the aim of confirming or refuting its validity. Thus, the research hypothesis can be defined as:

H0—There is a significant correlation and influence between the strategic orientation dimension and the development of sustainable tourism

H1—There is no significant relationship or effect between the strategic orientation dimension and the development of sustainable tourism

5-1 Research Methodology

To thoroughly examine the research problem, its solutions, and its hypotheses, the researcher employed a descriptive analytical methodology. This method involves meticulously defining the key research variables and then subjecting them to statistical analysis. By employing this approach, the researcher can better understand the interconnections between variables and identify potential factors that may impact the study's results.

6-1 Scope of the Study:

We can define the scope of the study as follows:

1. Geographic scope: The geographic scope was determined by the Iraqi Tourism Authority.
2. Human scope: The human scope of the study includes (directors general, department heads, and lower-level officials).
3. Timeframe: The study was conducted between 2023 and 2024.

7-1 Reasons for selecting the Iraqi Tourism Authority as the research site:

The decision to select the Iraqi Tourism Authority as the research site is based on several key factors. First, the nature and objectives of the study align with the mission of the Iraqi Tourism Authority, which plays a crucial role in promoting and guiding sustainable tourism. Second, the Authority has successfully overcome significant challenges, transforming from a deficit-generating entity into a profitable, revenue-generating organization. This ability to effectively manage internal obstacles underscores the need to support the Authority's continued success and its participation in external initiatives aimed at fostering the development of sustainable tourism.

1-8 Research Tools

The researcher employed a combination of theoretical and practical methods to collect data and information related to the research topic. The tools used for the theoretical aspect included the latest Arabic and foreign sources, theses, research papers, articles, journals, and the World Wide Web. This ensured that diverse and accurate sources were utilized in drafting the theoretical aspects of the research.

For the practical aspect, the researcher relied on official files and documents regarding the organizational structure, divisions, and number of employees of the Iraqi Tourism Authority. Additionally, a questionnaire was used as the primary tool to collect information on the research sample and measure the variables. The questionnaire items were designed to be research-compatible after being reviewed by several experts. Personal interviews were also conducted to enhance the practical aspect of the research.

A five-point Likert scale was adopted to formulate the questionnaire items, with scores ranging from 1 to 5. Scores between 1 and 2 indicated disagreement, while a score of 3 represented a neutral response. Scores between 4 and 5 indicated agreement, as shown in the following table. The choice of this scale allowed for the accurate measurement of responses.

Five-point Likert scale grading table

I very much disagree 1	I do not agree 2	Neutral 3	I agree 4	Very agreed 5
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9-1 Research Population and Sample:

The research population encompasses all components relevant to the study's subject matter. Selecting the appropriate research population is crucial for testing hypotheses and ensuring the validity of the results. In this study, the researcher chose to focus on the Iraqi Tourism Authority for practical research purposes. After reviewing the authority's records, which included community readiness lists and organizational structures, the research population was identified, and additional information regarding the authority's achievements and specific characteristics was gathered. Subsequently, the researcher distributed 103 questionnaires to members of the authority (the primary target group for the survey), including the director general, department directors, and division heads. Of these, 98 questionnaires were completed and returned, with 5 missing and 9 deemed unsuitable for statistical analysis. Consequently, the research sample consists of 89 questionnaires, as illustrated in the table below:

Table showing the number of forms distributed, returned, uncollected, valid, and invalid

Number of questionnaires statistically analyzed	The number of questionnaires cannot be analysed	Number of questionnaires received	Number of unreturned questionnaires	Number of questionnaires distributed
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89	9	98	5	103
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Source: Prepared and worked by the researcher

Table showing the distribution of questionnaires analyzed statistically by position within the Iraqi Tourism Authority

%3.4	3	Director general
%20.1	18	Head of the Department
%76.5	68	Division official
%100	89	the total

2-Section Two: The Theoretical Aspect of the Study

1-2-Strategic Direction:

The process of determining the strategic direction of organizations is, without a doubt, the primary task of senior management in tourism organizations (Hamdan et al., 2015: 121), as the concept of strategic orientation is one of the modern concepts in the field of management and aims to determine the desired future for the organization and the objectives it seeks to achieve (Al-Khatib, 2020: 37). It should also be noted that strategic direction depends on the views of the inspirational leader, as the strategic leader is able to clarify their personal perspective and involve their subordinates in it, thereby securing their support for the strategic vision. This direction is a characteristic of the leader and a shared understanding among all. (Al-Farhad, 2020: 18) Strategic orientations are also considered one of the necessary inputs and requirements that fuel the strategic mindset and interact with the strategic situations the organization faces, and consequently, Its strategic direction is represented by members of senior management. Board of Directors. It aims to develop a clear strategic vision for all administrative levels (Saleh et al., 2021: 151), and strategic direction is expressed in the form of a short statement that explains where you want the organization to be in the future, or senior management's vision for the organization's future (Jahid, 2022: 151 (Abdul, 2022: 53) stated that this is how organizations coordinate and allocate their resources to achieve their objectives. Meanwhile, (Jahid et al., 2022: 402) argues that the objective of strategic direction is to maintain the organization's competitive advantage in the long term, thereby sustaining superior performance. This involves understanding the organization's internal environment, analyzing its strengths and weaknesses, understanding the external environment, identifying the opportunities and challenges it faces, and formulating a set of strategic alternatives that help the organization achieve its objectives (Abdel Naeem, 2023: 174)

, as it is important to define the strategic direction of modern organizations in general, including those in the tourism sector. In particular, one of the primary and fundamental tasks of strategic leadership

(Safaa et al., 2023: 151) is to develop a long-term strategic vision spanning five to ten years, during which it seeks to achieve the strategic objective for which the organization was created (Qaib, 2023: 5) To achieve this, the organization's vision and plan must be detailed, clear, and precise for all employees, with the aim of ensuring its successful implementation. It is important that everyone participates in formulating the vision to ensure a process of interaction and participation, and to enhance knowledge exchange and learning by strengthening relationships (Rahmoun, 2023: 187). It should be noted that the effectiveness of strategic leadership lies in determining the future direction in an integrated manner, upon which various other organizational activities depend. This includes setting objectives for different departments, choosing the appropriate strategy, developing practical plans, allocating resources, and other activities that contribute to the organization's success. (Al-Ammar et al., 2023: 460)

A successful strategic leader is one who possesses a strategy for leadership and control, which is key to harnessing the energy and capabilities of employees to achieve the best results and bring about real change within the organization. This leader clarifies the organization's vision and direction for employees, enables them to make meaningful contributions to creativity, and supports them in performing tasks that align with their abilities, attitudes, and knowledge. There is a set of qualities possessed by this strategic and managerial leader, as mentioned by (Al-Khatib, 2020: 37), which are:

A-The ability to inspire enthusiasm among employees

B-Setting ambitious goals

T-Honesty and integrity

H-Sincerity

C-Prompt completion

And - a sincere desire for others' success

From the above, we conclude that strategic direction aims to define the organization's desired future and the objectives it seeks to achieve, through an understanding of the internal and external environment and the formulation of strategic alternatives. Developing a strategic direction is an essential task of strategic leadership and includes the development of a long-term strategic vision. The organization's vision and plan must be detailed, clear, and precise to ensure their proper implementation, and it is important that everyone participates in formulating the vision.

Strategic direction also depends on the perspective of the inspiring leader and is based on the strategy of leadership and control, which is key to leveraging employees' capabilities and achieving the desired results. A strategic leader must be able to inspire enthusiasm among employees, set ambitious goals, be loyal and committed, and demonstrate integrity. They must have a sincere desire for others' success and a commitment to achieving superior performance. Strategic direction defines the organization's future vision, sets goals, and formulates strategic alternatives. This strategic direction also requires cooperation and effective communication with work teams and motivating them to achieve success and excellence.

Based on the above, we define strategic direction as (the future vision the organization seeks to achieve, and the decisions it makes to move toward that vision after analyzing its internal and

external environments, in accordance with the resources and capabilities it possesses).

2-2 Development of Sustainable Tourism

Tourism plays a very important economic role, as it is the fastest-growing industry in the world in the 21st century. However, this growth has not been without its challenges, as it has led to major environmental problems, including environmental crises and disasters that have negatively impacted life on Earth, such as the loss of biodiversity. Biological and climatic changes, excessive energy exploitation, and the scarcity of natural resources due to their irrational use (Tawfiq, 2020: 3)—which must be addressed and resolved in order to achieve short- and long-term sustainability (Muhanna, 2006: 15) through the development of sustainable tourism, considered one of the basic concepts of tourism and comprising various programs aimed at achieving continuous and balanced expansion of tourism resources, increasing quality, and streamlining the productivity of various tourism services (Zain Al-Din, 2016: 12). Its primary aim is to provide permanent and secure livelihoods that reduce resource depletion, environmental degradation, and social imbalances (Salama, 2020: 4).

The characteristics of sustainable tourism development are as follows:

1. Sustainable tourism operates within resource constraints, minimizing environmental impacts, using clean energy efficiently, managing waste, and reusing resources. (Isawa, 2019: 14)
2. Relying on the participation of local residents in operations, planning, and decision-making, as this helps build local residents' trust in the project and the governing authority and establishes strong ties between the community and the relevant institutions. (Badraddin, 2021: 39)
3. Social justice is achieved through the local community's participation in decision-making and an understanding of its needs, as well as through equal opportunities for all, the protection of local culture, and the promotion of sustainable development in local communities. (Nadia, 2022: 110)
4. Improve quality of life through sustainable tourism activities in the areas of health and education, and become more efficient and effective (Al-Alami et al., 2023: 753)

3-2 The Impact of Strategic Direction on Sustainable Tourism Development:

Strategic leadership in tourism organizations encompasses an essential dimension known as strategic direction, which plays a fundamental and significant role in achieving sustainable tourism development. This involves integrating sustainable development goals into the organization's vision, strategies, and operations, as well as engaging stakeholders. By adopting sustainability goals, tourism organizations can contribute to the long-term sustainability of tourism and its positive impacts. Furthermore, proactive and adaptable approaches are essential for organizations to achieve sustainable tourism development through their strategic orientation.

3- The third theme: practicality

1-3 Analyzing the strategic orientation dimension

The results of the descriptive analysis revealed the strategic orientation dimension. This dimension had an overall arithmetic mean of (3.746) and a standard deviation of (0.647). The coefficient of variation for this dimension was also recorded as (17.3). The percentage of agreement was (74.9%), while the percentage of disagreement was (25.1%). It is clear from the sample's responses overall that they tend toward a high level of agreement on all questions related to this dimension. The Tourism Authority's leadership seeks a flexible, adaptable, and balanced approach between strategic objectives and available capacities, in addition to clear strategic visions to address opportunities, threats, strengths, and weaknesses, as the Authority operates within a strategic framework that aims to make tourism a development activity that generates income and opportunities. the work. It aims to stimulate the

the contribution of tourism to gross domestic product, through a range of measures designed to achieve these objectives, including increasing the number of visitors for religious, archaeological, and nature-based tourism. The second measure: increasing the tourism supply (the number of tourism facilities), raising the standard of tourism services, strengthening the role of the private sector, and encouraging domestic and foreign investment, in coordination with regions and governorates that are not organized into a region, and by providing direct and indirect employment opportunities, where the local community benefits from tourism. The economy and commercial and cultural exchanges will flourish, in addition to following a plan aimed at reducing expenditures, maximize revenues, and make optimal use of the Authority's resources and properties, and work to strengthen Iraq's position in the international community by promoting tourism, facilitating the entry of tourists into Iraq, and encouraging investment in the tourism sector (Achievements of the Authority of the tourism: 2023). The results also indicated that the highest score was recorded for the question regarding "a flexible and adaptable vision," with an average score of (4.034) and a high level of agreement, with a standard deviation of (0.859). The coefficient of variation for this question was (21.3), with a percentage of agreement (80.7%) and a percentage of disagreement (19.3%). This was also confirmed during the personal interviews conducted by the researcher, and this question ranked first in terms of relative importance. The lowest value pertains to the question regarding "strategic alternatives for dealing with environmental emergencies," with a mean value of (3.618) and a good level with a standard deviation of (0.971). The coefficient of variation for this question was (26.8), with a percentage of agreement (72.4%) and a percentage of disagreement (27.6%). This question ranks fifth in terms of relative importance. In an interview with the director of the public relations and media department, it was explained that the Authority had clear visions for capitalizing on opportunities but faced challenges in managing threats. Similarly, the director of the hospitality services department highlighted the significant impact of political instability on the tourism sector, despite the competent

leadership of

the Authority. The director of the Department of Tourist Vacations emphasized the crucial role of security, political stability, and infrastructure in enabling tourism activities. In addition, the head of the Audit and Monitoring Department pointed out that the tourism sector in Iraq lacks security and adequate infrastructure, making it dependent on allocations from the Iraqi budget.

Given the above perspectives, the researcher posits that strategic orientation represents the future vision that an organization strives to achieve, guiding decision-making following a thorough analysis of internal and external environments and leveraging its available resources and capabilities.

Table: Descriptive Statistics for the Strategic Orientation Dimension

Answer direction	Order of questions	Disagreement rate	Agreement rate	Coefficient of variation	standard deviation	Arithmetic mean	Paragraphs Managers at the Tourism :Authority are keen to have	
I agree	1	19.3	80.7	21.3	0.859	4.034	A flexible and renewable vision	1
I agree	3	26.5	73.5	23.8	0.876	3.674	Clear strategic perceptions to deal with opportunities, threats, strengths and weaknesses	2
I agree	2	25.4	74.6	23.1	0.863	3.730	Consensus between the strategic goals to be achieved and the available capabilities	3
I agree	4	26.5	73.5	24.2	0.889	3.674	The ability to make strategic decisions in light of its strategic vision	4
I agree	5	27.6	72.4	26.8	0.971	3.618	Strategic alternatives to deal with emergency environmental events	5
		25.1	74.9	17.3	0.647	3.746	The middle in general	

Source: Prepared by the researcher based on the results of the SPSS V.28 program

2-3 Analysis of the dimensions of sustainable tourism development as a whole:

Overall, the sustainable tourism development variable has an arithmetic mean of (3.760), which is a good level, with a standard deviation of (0.732) and a coefficient of variation of (19.5). The percentage of agreement on this dimension is (75.2%), while the percentage of disagreement is (24.8%). This indicates a lack of dispersion in the sample's responses and underscores the importance of the sustainable tourism development variable,

because the regional development process begins with an in-depth scientific study of the current situation in the target region, including economic, social, and environmental aspects. A development strategy is being formulated based on this study, with an emphasis on striking a balance between meeting the needs of tourists and preserving natural resources. This strategy will be implemented through a set of plans and projects, with the aim of strengthening tourism infrastructure and improving the services available in the region. Progress is monitored and results are evaluated regularly to ensure the continuity of development and achieve sustainable benefits for the local community. This process is reinforced by ongoing communication and interaction with members of the local community and stakeholders, where their needs and feedback are heard and incorporated into the decision-making process. We also collaborate with local and international partners to exchange experiences and resources and achieve development objectives more effectively. These joint efforts aim to achieve sustainable growth, economic and social development, and improve the well-being and quality of life of local residents in the target area.

The table below summarizes the dimensions of the sustainable tourism development variable as follows:

The results showed that the highest overall arithmetic mean was found in the (environmental dimension), reaching (3.811), which is a good level with a standard deviation of (0.855) and a coefficient of variation of (22.4), in terms of the percentage of agreement. Agreement on this dimension reached (76.2%), while the percentage of disagreement was (23.8%), with this dimension ranking second in terms of relative importance compared to the dimensions of the sustainable tourism development variable. The results indicate that the Authority seeks to preserve the environment and reduce the negative effects resulting from tourism activity through the optimal use of environmental resources within the tourism community. This dimension is one of the most important dimensions of sustainable tourism development through the promotion of a culture of environmental protection by enforcing relevant laws and implementing regulatory procedures for tourism facilities to implement standards that help reduce environmental problems.

The results indicated that the lowest overall arithmetic mean was found in the social dimension, as it stood at 3.679, which is a good level, with a standard deviation of 0.860 and a coefficient of variation of 23.4, since the percentage of agreement on this dimension reached 73.6%, while the percentage of disagreement reached (26.4%). The percentage is (26.4%), as this dimension ranks third in terms of relative importance compared to the dimensions of the sustainable tourism development variable. The results indicate that the Authority seeks to control and reduce the negative effects of tourism on society, to preserve the antiquities, heritage, and culture of this society, and to involve it in the planning and implementation of sustainable tourism development processes, as well as to encourage tourism project developers to...

Invest in citizens' input in the planning and implementation of their projects, in addition to preserving the original cultural heritage, customs, and traditions of local communities to support tourism

activities.

Summary table of the dimensions of the sustainable tourism development variable

Dimensional arrangement	Disagreement rate	Agreement rate	Coefficient of variation	standard deviation	Arithmetic mean	Dimensions of the sustainable tourism development variable	
1	24.2	75.8	18.9	0.717	3.791	Economic dimension	1
2	23.8	76.2	22.4	0.855	3.811	Environmental dimension	2
3	26.4	73.6	23.4	0.860	3.679	Social dimension	3
	24.8	75.2	19.5	0.732	3.760	Sustainable tourism development	

Source: Prepared by the researcher based on the outputs of the SPSS V.25 program

3-3 Testing the research hypothesis

There is a significant correlation and effect for the strategic orientation dimension in the development of sustainable tourism.

$$\text{Yes} \hat{=} 1.515 + 0.599 (X)$$

The following table shows the calculated value of F for the dimension of strategic development orientation, as recorded (33.938). It is higher than the tabulated (F) value of (3.95), which provides sufficient support to accept the alternative hypothesis and reject the null hypothesis, i.e., (there is a significant effect of the strategic orientation dimension on the development of sustainable tourism). This indicates that the more the Authority seeks to make decisions that enable it to achieve these objectives after studying the internal and external environments, and in accordance with the resources and capabilities at its disposal, in order to achieve complete integration and harmony among its units, departments, and divisions, and taking into account objectivity and realism when formulating its future vision.

This is all the more true given that it contributes to the development of sustainable tourism, since the correlation coefficient (R) between the strategic orientation dimension and the development of sustainable tourism is (0.530) and indicates the existence of a relationship between them, as shown by the value of Adj(R²) that the strategic orientation dimension explains a percentage of (27%) of the variables involved in the development of sustainable tourism, since the value of (t) extracted for (β) reached a value of (5.826). This is higher than the tabulated t-value of 1.990 at the 0.05 significance level. This indicates that the significance of (β) is proven, since the magnitude of its effect reaches (0.618) and is at a high level. It is clear from (β) that a one-unit increase in the strategic orientation dimension will increase sustainable tourism development by (59%).

Table Analysis of the impact of the strategic orientation dimension on sustainable tourism development

the decision	P	Effect size	(t)	(F)	Adj (R2)	(R2)	(R)	Independent dimension			Sustainable tourism
Accept the alternative hypothesis	0.000	0.618	5.826	33.938	0.272	0.281	0.530	1.515	(α)	Strategic direction	
		big						0.599	(β)		
Tabular (F) value = 3.95 /// Tabular (t) value = 1.990 /// Sample size = 89											

Source: Prepared by the researcher based on the outputs of SPSS V.28

Conclusions and Recommendations

Conclusions:

1- The Tourism Authority's emphasis on a clear strategic direction aims to highlight the central role of the tourism sector and to align strategic objectives with available resources.

2- The Tourism Authority's emphasis on sustainable tourism development is evident in its efforts to ensure that the tourism sector serves as a significant source of national income, promotes social well-being, preserves societal customs and traditions, and fosters environmental awareness among stakeholders.

3- The focus is on the economic dimension, as the Tourism Authority's strategic direction aims for the tourism sector (public, mixed, and private) to make a substantial and transparent contribution to the gross domestic product. It also seeks to position tourism as a development activity that generates income and employment opportunities.

4- The research indicates a strong emphasis on the environmental dimension, as the Tourism Authority's strategic direction has prioritized environmental considerations and strives to raise environmental awareness among stakeholders.

5- The research reveals that the strategic leaders of the Iraqi Tourism Authority have adopted the social dimension, albeit to a lesser extent than the other dimensions.

6- The research demonstrates a significant impact and correlation between strategic orientation and the development of sustainable tourism, with a correlation coefficient (R) of 0.530. This indicates a relationship between the two, as evidenced by the value of Adj (²R), suggesting that strategic orientation explains 27% of the variance in sustainable tourism development. Consequently, as the Authority improves its strategic orientation, it positively influences the development of sustainable tourism.

Recommendations

1- Enhance engagement by adopting the strategic direction of the Iraqi Tourism Authority and involving employees in the process of setting goals and defining the vision, which must be documented through a set of mechanisms, including:

A - Organizing interactive sessions and workshops between the Authority's management and employees to discuss the Authority's vision and how to implement it in cooperation with employees.

B - Organizing courses and training centers to develop employees' skills and enhance their capabilities to contribute to the achievement of the set objectives.

C - Objectives must be commensurate with the Authority's capabilities and aligned with internal and external stakeholders.

D - Establish mechanisms to improve and monitor employee performance and provide constructive feedback to help employees consistently improve their work and contribute to advancing the Authority's strategic direction.

2- We recommend that the management of the Tourism Authority and international organizations involved in sustainable tourism share their experiences through the following mechanisms:

A - Hold regular meetings to exchange knowledge and experiences between the Iraqi Tourism Authority and international organizations interested in sustainable tourism.

B - Organize interactive workshops and seminars that facilitate the exchange of experiences and ideas among leaders.

T - Organize capacity-building programs and business forums in collaboration with international organizations to enhance participants' understanding of sustainable development concepts in the tourism sector.

D- Organize exploratory trips and field visits to facilitate the exchange of knowledge and experiences with international organizations.

C- Provide opportunities to participate in international conferences and events to present experiences and exchange ideas.

3- We recommend strengthening cooperation between the Iraqi Tourism Authority and stakeholders in sustainable development to ensure the integration of efforts by following these steps:

A - Strengthen ongoing communication and cooperation between the Iraqi Tourism Authority and stakeholders in sustainable development, draw on the expertise of specialized professors at universities, and involve them in planning the sustainable tourism development process.

B - Organize periodic meetings and joint workshops to exchange experiences and knowledge, develop joint plans, and design joint training programs for employees of the Authority and other entities to enhance understanding and cooperation.

T- Form joint working committees to study common problems and challenges and collaboratively develop appropriate solutions.

D- Utilize social media and modern technologies to facilitate communication and the exchange of information among stakeholders, including the local community.

C- Organize joint events and conferences to exchange ideas and experiences and improve understanding among stakeholders.

H- Foster partnerships between the public sector, the private sector, and civil society to promote sustainable development in the tourism sector.

4- During the interview, an official from the Tourism Authority suggested that the Tourism Authority would revert to its previous status—that is, it would become an independent ministry—because he noted that tourism had declined when it was merged and became an authority. He stated that tourism would improve if it became a fully independent ministry, or as he sees it. It should be an independent body reporting to the Prime Minister, like other independent bodies.

Note: I used the website <https://www.deepl.com/ar/translator> for translation purposes only. Please note that the translation was reviewed by a human and its accuracy was verified.

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