

National Development Plan

2024 - 2028



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National Development Plan

2024 - 2028

May 2024

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3	Mr. Abdul Zahra Wahid / Director of the Government Media and Communications Department Minister's Office/Ministry of Planning
4	Mr. Hussein Imad Ali Kashkoul / Head of the Planning Team Strategist in the Reform Management Cell / Prime Minister's Office.
5	Dr. Ammar Jaafar Mahdi / Department of Economic and Financial Policies / Ministry of Planning
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7	Ms. Israa Abbas Hamid / International Cooperation Department / Ministry of Planning
8	Ms. Suhair Fadel Abbas / Administrative and Financial Department / Ministry of Planning
9	Ms. Nour Abdel Zahra / Sector Planning / Ministry of Planning
10	Ms. Baraa Ali Karim / Sector Planning / Ministry of Planning
11	Mr. Mohamed Salah Hassoun / Minister's Office / Ministry of Planning
12	Mr. Mohamed Hassan Sabaa / Minister's Office / Ministry of Planning
13	Ms. Buthaina Mohammed Karim / Office of the Technical Undersecretary / Ministry of Planning
14	Mr. Farid Fayez Abdul Amir / Office of the Technical Undersecretary / Ministry of Planning
15	Mr. Ali Hussein Jari, Sector Planning Department / Ministry of Planning
16	Ms. Sarab Faisal Ahmed / Sector Planning Department / Ministry of Planning
17	Mr. Ali Talib Abdullah / Department of Regional and Local Development / Ministry of Planning
18	Ms. Malak Shawqi Abdullah / Office of the Administrative Undersecretary / Ministry of Planning

Speech of the Deputy Prime Minister and Minister of Planning

Iraq is making firm strides on the path of sound development, despite the circumstances that have derailed development from its basic paths. There are many difficult challenges that the country has faced during the past two decades, especially the security deterioration and the war against terrorism, which led to a clear structural defect in the joints of the economy, the repercussions of which were the deepening and entrenchment of unilateralism and economic rentierism. Perhaps this situation led to an economic exposure, which came as a result of the absence, or lack of diversity and the acquisition of Oil occupies the largest space in budget resources and forms the gross domestic product.

Over the past years, the Ministry of Planning has been keen to develop more development plans and policies, through which it sought to raise the level of development performance. Perhaps the most important of these are the three five-year development plans (2010-2014), (2013-2017), and (2018-2022). These plans have contributed, in one way or another, to drawing paths and achieving a number of goals in the face of difficult and complex circumstances.

Today, the National Development Plan (2024-2028) comes to set a development path based on a vision that relies on utilizing the available capabilities of the state and the private sector, acquiring knowledge in its technical and scientific development, and building a social market economy system, while adopting administrative reform policies, and strengthening international cooperation paths. All of this comes based on Iraq's Vision 2030, and the general and sectoral strategies, plans, and policies, in addition to the ministerial curriculum, treaties, and agreements. International.

As this plan begins its first pages, we are hopeful that it will achieve the goals it was intended for, in light of its general framework, which focuses on programming development action through innovative means in managing the development process to move forward in achieving what we aspire to, in accordance with the methodology of integration and priorities, and taking into consideration the impact of international variables, at a time when the world is witnessing many events and disturbances, wars and conflicts, which could cast their shadows. On the Iraqi scene, with population growth, it has become a concern in many aspects related to human life.

Therefore, the plan writing team became certain that innovation is the solution, by providing strong impetus within the framework of major programs that should be adopted to quickly absorb the stages of transformation to ensure communication and the ability to build incentives for sustainable growth while reducing the social costs resulting from the entire development process.

There is no doubt that there will remain challenges in the path of the development plan, and these challenges have not escaped the attention of those concerned. They have worked to develop effective and feasible treatments and solutions for each one of them, in accordance with the basic principles upon which the plan is based. At the forefront of these principles are citizenship, law enforcement to achieve justice, decentralization and sustainability, empowerment and equal opportunities.

We hope that Iraq will witness economic growth and developmental movement in the coming period, leading to good results that are in line with human capital, the available potential and economic diversity, which can change many details of the Iraqi reality, so that people can ultimately enjoy a happy life.

Prof. Dr. Mohammed Ali

Tamim, Deputy Prime Minister

Minister of Planning

Chairman of the Higher Committee for the Preparation of the Plan

Baghdad/May/2024

Thanks and appreciation...

After more than a year and a half of intensive and systematic work, this national strategic document was completed with the active and serious participation of ministries, non-ministerial entities, governorates, representatives of the private sector, civil society organizations, and academic experts, and with the management and guidance of the Ministry of Planning and strenuous efforts to adapt to changes at home and abroad to reach this model.

For all the above work, we must express our gratitude and appreciation to everyone who contributed and participated in preparing this document, foremost among them the Minister of Planning, Professor Dr. Mohamed Ali Tamim, Chairman of the Supreme Committee for Preparing the Plan, for the sound guidance and flexibility he granted to the Technical Committee and the sectoral teams, which had a significant impact on the completion of the plan at the level it is at now.

Thanks and appreciation are extended to the Prime Minister for his continuous support and sponsorship of the plan's implementation stages, from beginning to end and final stage, and to the team of advisors working in his office, the General Secretariat of the Council of Ministers, the ministries, non-ministerial entities, the governorates, representatives of the private sector, civil society organizations, academic experts, representatives of professional unions and syndicates, and their representatives on the plan preparation committees for their effective and fruitful cooperation throughout the plan preparation period.

The Ministry also extends its sincere thanks to the United Nations Development Program (UNDP), especially the Director of the Governance and Economic Diversification Department, Ms. Mahab Madani Abdel Qader, and the United States Agency for International Development for its partnership in producing this document. We also cannot fail to appreciate the efforts made by national experts for their distinguished scientific contributions and their effective role, especially the drafting team (Prof. Dr. Imad Abdel Latif Salem, Prof. Dr. Hassan Latif Kazim and the professors The honorable Prof. Dr. Adnan Yassin Mustafa, Prof. Dr. Wafaa Jaafar Al-Mahdawi, Prof. Dr. Kamel Bashir Al-Kanani, Prof. Dr. Qusay Aboud Al-Jabiri, Dr. Alaa El-Din Jaafar, Professor Qusay Ibrahim Khalil) and international experts (Dr. Atef Al-Shabrawi Ibrahim, Dr. Mouloudi Ben Mohammed).

The Ministry also expresses its deep pride and appreciation for the efforts exerted by the heads and members of the technical, preparatory and sectoral committees of the plan and all the Ministry's employees who contributed in one way or another during the stages of preparing the plan. Thanks are extended to the rapporteur of the Higher Technical and Preparatory Committee in the Department of Economic and Financial Policies.

We hope this document will constitute a comprehensive and interconnected development program, complementing the path to achieving Iraq's Vision 2030, to enhance development planning at the sectoral, local, regional, and national levels to achieve sustainable development.

God is the Grantor of success

Dr. Maher Hammad Johan

Undersecretary of the Ministry of Planning for Technical Affairs

Chairman of the Technical Committee for the Preparation of the Plan

Baghdad/May/2024

Entrance:

Development planning is one of the most important tools countries use to achieve sustainable development and comprehensive progress for their citizens. In this context, Iraq's National Development Plan 2024-2028 represents a development framework aimed at directing efforts and resources toward achieving specific, ambitious goals. This plan features a new approach based on programming development action, whereby development efforts are summarized and consolidated into specific programs that facilitate planning, implementation, monitoring, and evaluation processes. The goal is to improve the efficiency of development processes and enhance transparency and accountability. By adopting development action programming, Iraq will be able to analyze data more accurately and make decisions based on reliable information, contributing to achieving tangible and sustainable results.

The National Development Plan 2024-2028 represents a significant opportunity to achieve a long-awaited economic renaissance, long awaited by both the elite and the public, for a number of reasons, including the unfavorable conditions that previously prevented the implementation of a comprehensive and sustainable development process. Iraq appears to be at a crossroads these years, as a result of the serious focus on achieving development and adopting new approaches under a government that supports development initiatives, foremost among which are the development path, new cities, and strengthening governance mechanisms, among others.

The Ministry of Planning has worked on preparing this plan according to a participatory approach in which most of the stakeholders were represented, in the stages of preparing the plan, and in enriching the dialogue regarding its contents since the completion of the first draft. It was presented to various governmental and academic activities and local and international experts, and the voice of various segments of society was heard, including vulnerable groups, to benefit from feedback and employ it in improving

Plan tracks and priorities.

The plan is based on a set of fundamental principles, including sustainability, social justice, innovation, and partnerships with the private sector and civil society, with a focus on improving service infrastructure and those linked to the productive sectors that the plan has chosen as its primary path (agricultural, industrial, and tourism), enhancing education and health, empowering young men and women, and protecting vulnerable groups in society.

Successful implementation of the National Development Plan requires concerted efforts among various government agencies at the national and local levels, the involvement of the private sector, non-governmental organizations, and volunteer work, in addition to the support of the international community. Through this plan, Iraq seeks to achieve a qualitative shift in its development process, paving the way for a better, more prosperous, and more stable future.

Plan writing framework:

The current plan begins by assessing achievements (the developmental harvest of the past five years) and identifying the challenges facing Iraq in the areas of security, construction, and prosperity. A section of the plan is devoted to clarifying strategic options for future economic, spatial, and human development with the aim of achieving a secure, prosperous, and sustainable society. However, implementing and monitoring strategies requires institutions and actors in the field of development, an issue addressed by the plan in the final section (programming development action).

The Ministry of Planning has worked on preparing this plan according to a participatory approach in which most stakeholders were represented in the stages of preparing the plan, and in enriching the dialogue regarding its contents since the completion of the first draft, as it was presented to various governmental and academic bodies and local and international experts, and the voices of various segments of society were heard, including vulnerable groups, in order to benefit from feedback and employ it in improving the course of the plan and its priorities.

The current National Development Plan provides an assessment of the national/local development trajectory in Iraq, taking into account the capacities and potential to meet the 2030 Sustainable Development Goals set to ensure a long, healthy, and creative life, promote well-being at all ages, ensure inclusive and equitable quality education and enhance lifelong learning opportunities, build resilient infrastructure, promote inclusive and sustainable industrialization, foster innovation, and reduce inequality across the country.

The plan's slogan was chosen based on the immediate challenges and development trajectory facing all aspects of life in the country: reducing disparities and gaps and achieving balanced spatial development. The diverse changing circumstances, inherited social, economic and spatial structures, and development dynamics over the past few decades have led to disparities in economic development, infrastructure, employment, poverty, incomes, and quality of life across all regions of Iraq.

The implementation model of this plan, based on its slogan "Programming development action through innovative means," focuses on the integration of the objectives of the ministries and the implementing agencies that implement them within the tasks of each agency as general objectives of the plan with the general directions of the state.

In the government program, plans and approved strategies, and the formulation of this mixture through focused programs that the state seeks to achieve during the next stage, which is more like a model of program and performance budget, as each party seeks to achieve its goals according to its specialization, and then it contributes to achieving general programs for the state, with reference to the fact that the initial title included (the time of uncertainty) to express the circumstances surrounding the period of implementing the plan internally and externally and the difficulty of predicting the situation, and it was raised to remove the obsession of frustration that may Accompanying implementation.

The National Development Plan seeks to achieve a set of basic objectives. These objectives constitute the quantitative indicators of the plan in the economic and social dimensions, in addition to reflecting the expectations of planners regarding the various variables. As a basic objective of the plan, an annual growth rate of (3%) was initially targeted based on the data and reality of the circumstances witnessed by the world and its economic repercussions on Iraq. This is a conservative scenario, but it is closer to reality. However, in light of discussions with experts and specialists and in order to create a state of motivation The potential growth potential of each sector was studied, and a target annual growth rate of (4.25%) was set. This is a more optimistic scenario, in addition to the fact that it represents almost double the population growth rate, which constitutes a more acceptable rate, as it represents a real net growth rate of about (2.5%) after excluding the population growth rate. The plan also targeted a group of targets at the level of each of the sectors that make up the plan, with the aim of bringing about economic and structural transformations in the economy. Iraqi, which contributes to reducing the percentage of oil's contribution to the gross domestic product by (25%) from its current contribution percentage at the end of the plan's life.

This plan came as the fourth phase of the national development plans starting in 2010, which represents a state of integration and interconnectedness to achieve Iraq's 2030 vision for sustainable development, with its objectives and programs that overlap and align with the state's development trends and priorities in this phase, starting with the governance of effective development institutions, passing through economic reform programs, reforming the business environment for the private sector, digital transformations, and reducing development gaps.

Improving human capital and dealing with the repercussions of climate change.

The development plan faces a number of major challenges, including ongoing and emerging ones, the most important of which are economic, institutional, environmental, and socio-behavioral challenges.

The plan addresses the perspective of "comprehensive development," which is not limited to economic growth, innovation, and productivity, but also includes the fundamental goals of human and social development and sustainability. It also attempts to combine a quantitative approach to measuring both economic capabilities/complexities and sustainable development paths for regions based on their economic and cultural diversity and historical development in skills development, in addition to other considerations.

The challenges facing the path of development and opportunities for prosperity, particularly human development, have continued significantly in Iraq. Like the rest of the world, these challenges have negatively impacted not only people's lives at the micro level, but also had social and economic repercussions at the macro level. In times of uncertainty, it seems that these challenges will remain for some time, adding new vulnerabilities to people's lives, all of which will also impact Iraq's future human development journey. Overcoming these challenges requires strategies and institutions not only for the current phase, but also to ensure that future generations deserve to live in a new world with new realities. The challenges remain great, as do the opportunities. Strategies, plans, and institutions will have to seize these opportunities while minimizing constraints.

Human development has remained a focal point of Iraq's development agenda. The National Development Plan (2018-2022) and the Fourth Five-Year Plan (2024-2028) place significant emphasis on human resources development. The plan document strongly emphasizes improving human development indicators as a means of supporting GDP growth through a healthy and skilled workforce, as well as reducing poverty through productive employment. The human development programme is based on enhancing the basic growth objectives and alleviating poverty.

To improve income status and address poverty issues, the program specifically includes: building a knowledge-based economy, a comprehensive health system and health insurance for all workers in the formal sector, affordable health insurance, and food security for all.

The plan also emphasized the importance of investing in human development priorities.

Increasing social spending is not enough; it is essential to invest in basic social services if we are to reduce development gaps. Within the framework of resource allocation, there are policy considerations, as effective services require the ability to bear costs and adapt, and services must be of high quality.

It is important to note the relative stability in Iraq, coupled with the hard work and economic and social policies of the government, which have placed Iraq on a relatively advanced path, resulting in an increase in life expectancy at birth, reaching approximately 74 years, and a decline in maternal, infant and under-five mortality rates, as well as enrollment rates at all levels of education. The plan is based on a set of fundamental principles, including sustainability, social justice, innovation, partnerships with the private sector, civil society, and volunteer work, with a focus on improving the service infrastructure and those related to the productive sectors that the plan has chosen as its primary path (agricultural, industrial, and tourism), strengthening education and health, empowering youth, and protecting vulnerable groups in society.

The plan includes a number of national priorities that respond to the main challenges. These are ongoing paths since the previous development plan, and constitute solid government directions to lead the plan's paths (with a comprehensive framework that supports economic diversification and improving the various tools of financial, monetary and trade policies, human and social development, improving human capital, capacity building, employment and the workforce, positive adaptation to climate change and bridging development gaps, enhanced spatial development

To achieve comparative advantage and rural development, governance and good governance, digital transformation and automation of systems, improving the business environment for the private sector, benefiting from global partnerships and attracting foreign investment, in addition to the new programs addressed by the plan, such as innovation, volunteer work, and economic diplomacy, which will have a significant positive impact on shaping the future path and sustaining development in a dynamic manner.

Addressing gaps is one of the main objectives of the current development plan. However, strategies and policies for addressing gaps are less clearly defined within the framework of comprehensive macroeconomic policies, such as monetary or trade policies, and require more targeted interventions for low-income groups, social protection measures for vulnerable and vulnerable groups, and so on.

The plan also addressed addressing climate change and ensuring environmental sustainability. The Iraqi government recognized that climate change poses a critical challenge to sustainable development and societal stability, and a significant obstacle to achieving the sustainable development goals set out in Iraq's Vision 2030. The plan's sections, along with the latest national policy documents, covered climate change and environmental degradation issues, as well as the measures the government intends to take to address their harmful effects. Some important goals and programmes have been formulated to assess and address the impacts of climate change.

The plan model did not neglect the issue of decentralization within the state's orientations, but the unstable circumstances of the governorates (during the plan preparation phase) led to a subsequent focus on these orientations through completing the planning work and developing annexes at the level of each governorate that focus on the basic paths of the plan and formulating common goals that are included in the programs of the main plan, while granting flexible options to the implementing bodies to ensure the achievement of the programs. The plan adopted the cross-cutting programs as general guidelines and did not go into the details of those Documents, however, represent general and common policies in all objectives.

Iraq has committed to sustainable development. Twenty years ago, Iraq was among the signatories, along with 189 heads of state and government, to the Millennium Declaration (MDG), which resulted in the Millennium Development Goals. Iraq has also included the Sustainable Development Goals in its four five-year development plans and is committed to the slogan "Sustainable Development Goals 2030 - Lanterne"

Leaving No One Behind, and the plan included, in an important part of it, support for investment in sustainable development goals.

The plan focused on a set of major programs (programming development action) that respond to the implementation of the plan's objectives, while identifying a set of priority issues to guide the course of these programs. Based on national priorities and the most important issues, e-governance, innovation, and volunteer work represent important additions to the plan's implementation paths. The government program was also adopted as an additional and fundamental guide for these programs, taking into account the impact of international variables with the greatest impact:

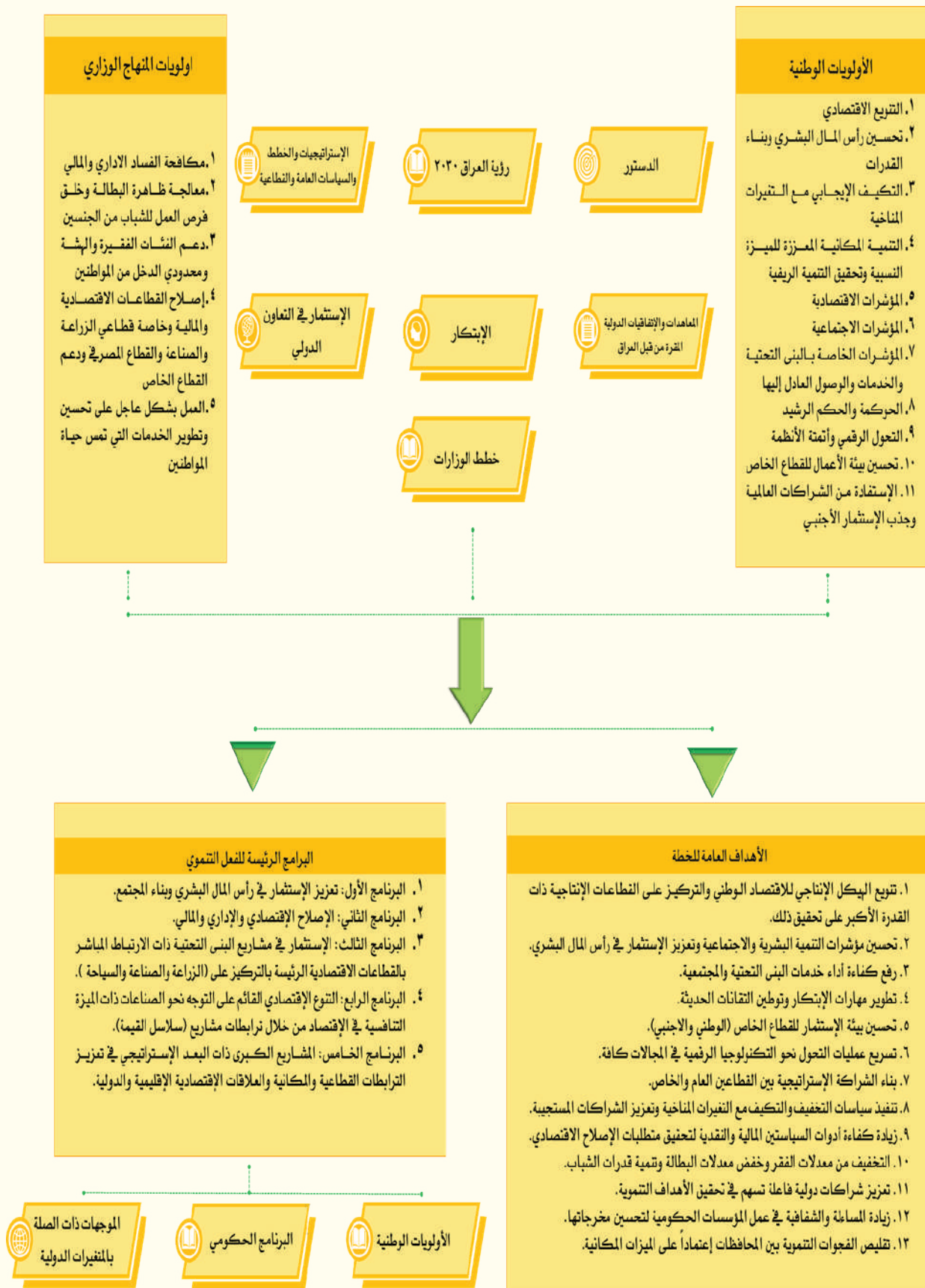
Program One: Enhancing Capital Investment Human and community building.

The second program: economic and administrative reform And financial.

The third program: Investment in infrastructure projects Infrastructure directly related to the main economic sectors, with a focus on (agriculture, industry and tourism). The fourth program: economic diversification based on Moving towards industries with a competitive advantage in the economy through linkages of projects (value chains).

The fifth program: major projects with a dimension Strategic in strengthening sectoral and spatial links and regional and international economic relations.

Model of the plan's paths and future directions



Chapter One

General Framework of the National Development Plan

2024-2028

(1-1) Plan slogan

Development action programming

"With innovative means"

Plan

Development

National
2024
2028

25

2-1: Moving Forward in a Turbulent World

This plan comes in an unprecedented context of international challenges in the wake of the repercussions of the COVID-19 pandemic, and the local, regional, and international circumstances and changes. This has led to an increase in the degree of uncertainty at the global level, amid a highly transformative international environment. This requires awareness of important factors, including:

1. Greater impact of international variables:

The plan comes at a critical juncture, one that encompasses complex and largely ongoing internal challenges, along with new developments brought about by the various political, economic, and social changes of the past five years. It also addresses the increasingly influential challenges of the external environment, represented by the trajectory of the global economy and energy, geopolitical and climatic changes, and their impacts and repercussions on the overall development process. These challenges, taken together, represent a set of constraints that the plan must address.

2. Comprehensive population growth and movement:

The demographic transition, migration and displacement with their various causes and forms, the high population growth rate and its relationship to the labor market, unemployment, and accelerating technological changes will continue to dominate the growth landscape at its targeted rates, linked to the extent to which the plan responds to these challenges.

3. New threats:

Irresponsible activities and their repercussions on human security, through their negative impact on the environment, the creation of violent conflicts, the creation of crises and various threats, both health and social, coupled with the irresponsible use of technology, knowledge and innovation, remain among the most important factors causing the instability the world is experiencing and its repercussions on the path of future development plans.

4. Innovation is the solution:

Typical interventions will not be effective in responding to the above variables, which requires innovation in policies, plans and programs, and providing a strong push or pushes within the framework of major programs adopted by the plan, to absorb the stages of transformation quickly, ensuring communication and the ability to build incentives for sustainable growth while reducing costs.

Social impacts resulting from the development process.

3-1: Why the National Development Plan 2024-2028?

Because it represents:

1. The fourth phase of the national development plans, starting from Since 2010, it represents a state of integration and interconnectedness to achieve Iraq's Vision 2030 for sustainable development, with its objectives and programs that overlap and align with the country's development trends and priorities at this stage, starting with the governance of effective development institutions, through economic reform programs, reforming the business environment for the private sector, digital transformations, reducing development gaps, improving human capital, and dealing with the repercussions of climate change.

2. A document to complete the development path over the years Next five.

3. Reclaiming the path of development and recovery with its sectoral dimensions And the spatial framework within the framework of a national agenda after emerging from the internal and external health, economic and social crises, similar to the world that has witnessed a major deviation in the past five years from achieving the goals of the sustainable development agenda, within the framework of A comprehensive national agenda through: Changing stereotypical solutions with innovative solutions and tools to overcome the stumbling block in implementing previous plans.

Creating flexibility in responding to risks, shocks, and developments at various external and internal levels to enhance stability and ensure security.

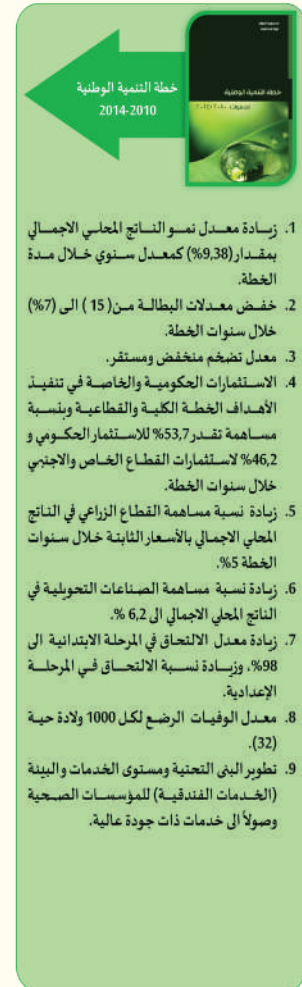
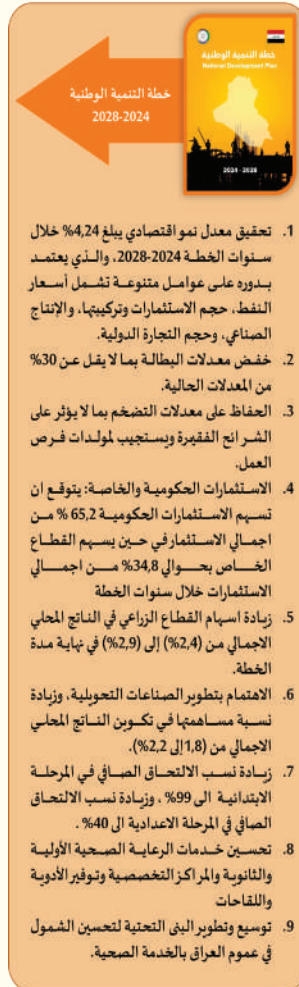
Moving towards growth-enhancing paths that diversify the economy and increase the non-oil sector's contribution to GDP, through effective partnerships with the private sector in a stimulating business environment capable of absorbing the growing workforce and providing new sources of funding for development, independent of public spending.

Improving human and social development indicators, good governance, protecting vulnerable groups and alleviating poverty.

Strengthening development planning at the sectoral, local, regional and national levels to achieve sustainable development.

4. Optimal use of the state's available capabilities The private sector and the acquisition of knowledge in its technical and scientific development, which makes the investment compass point towards the material public services sector (infrastructure) and the productive sectors, and which achieves sustainable development and improves the quality of human life.
- Continuing to adopt the goal of building a market economy system Social as an approach to economic management.

- Continuing administrative and financial reform policies.
- Strengthening international cooperation paths and employing Economic diplomacy and international development partnerships to maximize national interests and exploit the state's political weight to serve the development process.



4-1: Challenges

The development plan faces a number of major challenges, including ongoing and emerging ones, the most important of which are:

1-4-1: Economic challenges:

Rentier economy and imbalanced GDP structure.

Non-job-generating economic growth.

Inefficient private sector.

Trade exposure and over-reliance on ester.

The expansion of the informal sector in the economy.

Deterioration of the investment climate (local and foreign) and the business environment.

Weak response of fiscal and monetary policy tools to local and international economic variables.

Imbalance in the structure of the state's general budget and the decline in the efficiency of government investment spending.

Low labor productivity and the spread of unproductive employment in the public sector.

2-4-1: Institutional challenges:

Weak institutional performance of the state.

Exacerbating problems of financial and administrative corruption. Lax compliance with applicable laws.

Outdated systems and work methods, poor adherence to digital technology and innovation, functional stagnation, and the need to restructure the apparatus.

Governmental.

3-4-1: Environmental challenges:

Climate change and its consequences.

Deterioration of environmental quality.

The worsening water crisis and its repercussions on food security.

4-4-1: Social Behavioral Challenges

Low human capital indicators. Weak targeting of vulnerable groups.

Prevalence of negative social phenomena.

Slow development in human and social development indicators.

The expansion of the vulnerable groups and the weakness of the mechanisms targeting them.

4-1-: Other challenges

Weak localization of demographic variables in development policies.

The widening of development gaps (multidimensional poverty, weak commitment to the principle of equal opportunities,

Spatial disparity between governorates and between urban and rural areas.

The paths of development plans and strategies are affected by political and security tensions and their impact on implementation paths.

Poor utilization of international support programs in implementing development plans that respond to national priorities.

The unresponsive role of development partners. Incomplete implementation of previous development plans.

1-: Assumptions of the National Development Plan

- 1.The continuation of economic instability and exposure to Iraqi economy to shocks.
- 2.The continuation of the state of relative political instability And security.
- 3.The continuation of instability in the international economy Crude oil prices fluctuate in global markets.
- 4.Commitment to integrated macroeconomic policies.
 - Limited international support due to local circumstances And international crises.
 - Relying on oil revenue as a driver of government investment And in ascending proportions.
 - The possibility of social crises and shocks is increasing. Health, climate and environment.

1-: Basic principles and characteristics of the plan

The plan is based on a number of the following general principles:

(Citizenship, law enforcement to achieve justice, Decentralization, Sustainability, Empowerment and Equality opportunities)

To take paths and characteristics that are: realism, participation, flexibility, and innovation.

1-: Pillars of preparing the plan

The development plan is based on the following:

1- -1: The Constitution

The Constitution stipulates a wide range of human rights, especially social and economic rights, which require serious work to ensure that all Iraqis enjoy them and to ensure that no one is left behind.

1- -2: Iraq Vision 2030

Iraq's vision states: "Empowered people in a secure country."

A unified society, a diverse economy, and a sustainable environment, enjoying justice and good governance." Therefore, it is based on the dimensions of development that respond to our priorities and goals in reaching a human being who is the target and means of development, and an economic system with a orientation towards a diverse social market characterized by a high degree of stability in its macroeconomic indicators, while providing a safe and sustainable environment for the current generation and future generations, in a way that achieves a sustainable improvement in the quality of people's lives, and ensures sustainability in patterns of Production and consumption, and reducing the repercussions of environmental degradation.

1- -3: General and sectoral strategies, plans and policies

This plan is based on a number of national and sectoral documents that form the intellectual and practical basis for the National Development Plan, by providing analytical and forward-looking frameworks for various problems, and proposing a wide range of programs and solutions that are currently being implemented (such as the Population Policy, the Education Strategy 2022-2031, the Poverty Alleviation Strategy 2024-2028, and the Private Sector Development Strategy 2014-2030).

1- -4: Ministerial curriculum

The current government has adopted a set of priorities within the ministerial program documents that were voted in favor of by Parliament, which focused on sectors that affect the daily lives of citizens, and within the framework of key directions, including: continuing the approach of economic reform, combating financial and administrative corruption, addressing the phenomenon of unemployment and creating job opportunities for young people, supporting the poor and vulnerable groups, reforming the economic and financial sectors, especially the agricultural, industrial and banking sectors, supporting the private sector, and improving services. These priorities are: It is in line with the priorities of the government programmes of successive governments, with a greater focus on variables.

1- - : International treaties and agreements ratified by Iraq

Which constitutes a commitment from the government towards society Internationally, foremost among these commitments is the 2030 Sustainable Development Agenda, which Iraq was among the countries that adopted. International economic and trade treaties and agreements.

The Paris Agreement on Climate Change and Iraq's pledge to achieve a number of national contributions.

The Global Compact for Migration (GCM), which represents a political commitment to implement the Global Compact for Safe, Orderly and Regular Migration and to include the issues of migration and internal displacement in development plans.

1- - : Innovation

The plan adopts innovation as one of the fundamental pillars for achieving its objectives at the level of economic and social policies, production, and the provision of public services, as a guiding path for all means of achieving the objectives, and in several paths, including:

Institutionalizing innovation in terms of organization, culture, and implementation, and providing the appropriate environment to achieve the best outcomes. Innovation in economic and social policies to enhance the development process. Bringing about intended positive changes in the economy and society.

Increasing the volume of innovations and introducing them into the production of goods and services in the public and private sectors.

Adopting modern applications in providing public services and shifting towards automation and the use of artificial intelligence.

1- - : Investing in international cooperation

The plan focuses on the importance of investing in international relations and international support in all its forms (loans, grants, technical support, etc.) by mobilizing and directing these efforts further, aligning them with the state's orientations and basic programs. International cooperation can be invested in the national development plan through:

Exchanging knowledge and successful experiences in various economic, social, and environmental fields. International aid and grants are used to finance infrastructure improvement projects, enhance health and education, develop the agricultural sector, and promote environmental sustainability.

Encouraging partnerships between the public and private sectors and international organizations to contribute to providing funding and technical expertise for development projects.

Attracting more foreign direct investment outside the oil sector.

8-1: General objectives of the plan

1. Diversifying the productive structure of the national economy and focusing on the productive sectors with the greatest capacity to achieve this.
2. Improving human and social development indicators And enhancing investment in human capital.
3. Improving the efficiency of infrastructure and community services.
4. Developing innovation skills and localizing modern technologies.
 - Improving the investment environment for the private sector (national And the foreigner).
 - Accelerating the transformation process towards digital technology In all fields.
 - Building strategic partnerships between the public and private sectors And private.
8. Implementing mitigation and adaptation policies Climate and strengthening responsive partnerships.
 - Increasing the efficiency of fiscal and monetary policy tools To achieve the requirements of economic reform.
10. Alleviating poverty rates and reducing rates
 - Unemployment and youth capacity development.
11. Strengthening effective international partnerships that contribute to achieving Development goals.
12. Increasing accountability and transparency in the work of institutions
 - Government to improve its outputs.
13. Reducing development gaps between governorates
 - Depending on the spatial features.

1-: Methodology for preparing the plan

The plan was based on two basic methodologies:
Prepare it as follows:

1. Programming development action and reducing the list

The priorities and targets that can be expressed in specific, monitorable and verifiable indicators can be focused on five main programmes with targeted programmes.

2. Participatory planning: This plan adopts a cultural dimension. It provides a framework for dialogue on the issues, problems, and challenges facing Iraq, to promote a development culture based on a participatory approach to preparing the plan, in preparation for the transition to a bottom-up planning model.

To the top through:

Expanding the circle of government institutions participating in the preparation process.

Opening up to private sector institutions in the development planning process, and learning about their vision and the role they aspire to play.

Involving local communities in the planning process, monitoring development needs, and expressing them in local and spatial development plans.

Giving a role to non-governmental organizations and providing them with appropriate representation to enable them to play an effective role in enhancing the plan's transparency, supporting human rights perspectives, complementing development efforts, and facilitating community dialogue.

Integrating volunteer work into the implementation process of the development plan in Iraq.

Benefit from academic expertise and create permanent platforms for dialogue.

Openness to the international community

Figure (1): Participatory and the new planning model



10-1: Plan Implementation Structure

The plan's methodology deals with the variables of reality over different time periods and deals with them flexibly according to...

Figure (2): Plan implementation structure



Long-term strategic perspective (Figure 2).

The plan focused on a group of main programs.

Responsive to the implementation of the plan's objectives, with the identification of a set of priority issues to guide the course of these programs, based on national priorities and the most important issues. The government program was also adopted as an additional and fundamental guide for these programs, taking into account the impact of international variables with the greatest impact:

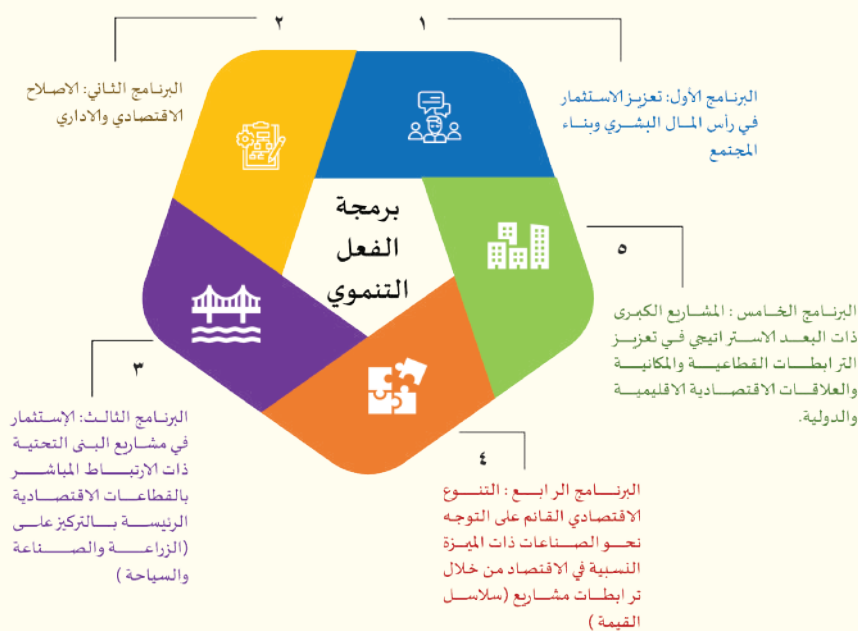
- 1. Main programs for development action** The first program: Enhancing investment in human capital and community building.

The second program: economic, administrative and financial reform.

The third program: Investing in infrastructure projects directly linked to key economic sectors, with a focus on agriculture, industry, and tourism. The fourth program: Economic diversification based on a focus on industries with a competitive advantage in the economy through interconnected value chain projects.

Fifth Program: Major projects with a strategic dimension in strengthening sectoral and spatial links and regional and international economic relations.

Figure (3): Development action programming



2. Programs directed towards development action:

A. National priorities

Economic reform and growth rate program. Governance, digital transformation, and automation of financial and administrative systems and services program.

Business Environment Reforms Program for the Private Sector. A program responsive to mitigation and adaptation policies to mitigate climate change and its impacts.

Social protection, poverty alleviation and human capital improvement program.

Program to reduce development gaps between governorates and achieve rural development.

for Government program

The government program plan adopted a cross-cutting path.

The proposed basic programmes, in order to align with them and ensure consistency in their outputs, as indicated by the plan, include a group of programmes that overlap with the priorities of the ministerial curriculum.

T. **Guidelines related to international variables** Among the most important guidelines that Iraq adheres to:

The 2030 Sustainable Development Agenda and its seven goals

Ten goals and objectives that seek to address a wide range of social, economic and environmental issues.

International agreements necessitated by these changes, particularly climate agreements and commitments, most notably the Paris Agreement, which set ambitious national plans to reduce emissions and provide financial and technological support to developing countries.

Social sustainability, transition to a green economy, and response to climate crises.

Achieving climate justice and distributing the burden of adapting to climate change fairly among countries.

International cooperation in various fields, especially achieving sustainable development and promoting human rights.

Plan

Development

National

2024

2028

31

11-1: Plan targets

The National Development Plan seeks to achieve a set of basic objectives. These objectives constitute the plan's quantitative indicators in the economic and social dimensions. They also reflect planners' expectations regarding various variables, as shown in Figure 4:

Figure (4): Plan targets



12-1: National Priorities

The plan includes a number of national priorities that respond to major challenges. These are ongoing paths since the previous development plan, and constitute solid government directions to guide the plan's paths, namely:

1. Economic diversification: Oil continues to dominate It accounts for most of the country's exports and constitutes more than 90% of the federal general budget resources, despite the fluctuations in its prices and returns. The process of accumulating physical capital and developing human capital largely depends on the revenues of crude oil exports, placing restrictions on these processes, weakening their ability to sustain, and making the national economy suffer from the pressures and challenges imposed by oil rents. The economy became uncompetitive, the business environment was not encouraging, and the productivity of projects decreased, in light of the high costs of commercial business at home and across borders. The trend was towards diversifying the Iraqi economy. This is evident in all previous development plans, as they all stipulated it. This trend was highlighted through the call to: strengthen economic reform paths, develop the private sector and make it an effective partner in the sustainable development process, strengthen the forward and backward links of the oil economy with the national economy, emphasize diversification goals in the public spending process, and enhance the competitiveness of the Iraqi economy. Therefore, the plan's context, with its various axes and targeted programs, will take into account the issue of gradually breaking these traditional rentier constraints, leading to the achievement of the goal of diversifying the national economy. By adopting a new approach within the framework of the development plan based on targeting impactful investment and attracting local and foreign private investments in areas that have an impact on achieving sustainable development goals in selected sectors according to their importance in achieving the goals and their direct and indirect impact on social welfare and sustainable development.

2. Improving human capital and capacity building: Human development indicators remain below aspirations and in need of improvement, as indicated by national and international reports. This reflects a failure to exploit the opportunities offered by this resource, as well as the potential for harnessing its basic elements—such as education, health, income, capacity development, and innovation. This requires placing human capital enhancement and capacity development as the primary drivers of the plan.

3. Positive adaptation to climate change: imposes Climate change is an existential challenge in Iraq through rising temperatures, intensifying drought, and a shortage of water available for drinking and agriculture. Relevant local and international reports indicate that there is a negative interaction between climate change and development in Iraq. They warn of the consequences of not responding quickly to the repercussions of climate change, and emphasize the need to strengthen the capacities of the public and private sectors and the need for more investment in infrastructure and the economy to support the ability to adapt positively. This comes in parallel with Iraq's commitments under the Paris Agreement, as contained in the Nationally Determined Contributions (NDC), which in turn aim to reduce greenhouse gas emissions in Iraq and adapt to the effects of climate change, within the framework of a just energy transition, especially for developing and oil-exporting countries.

4. Spatial development that enhances comparative advantage and achieves rural development: As long as the governorates remain It suffers from spatial disparity in the field of development, which is reflected primarily in the following main indicators:

A. Economic indicators: related to average income

Individual, family, average expenditure, and the variation in attraction indicators for the service and production sectors.

B. Social indicators: represented by sectors

Education, health, social protection and multidimensional poverty.

C. Indicators of infrastructure and services
And fair access to it.

Governance and good governance: The achievement of governments Positive results in governance indicators are one of the main criteria for the quality of governance and levels of good governance, which relates to decision-making processes and their implementation in the best possible ways. This requires a commitment to the key elements of governance, namely: the rule of law, human rights, and access to justice; public participation; services responsive to community needs; political stability and societal peace; integrity, transparency, accountability, and the fight against corruption; effective and efficient institutional performance; and administrative decentralization and local governance.

Digital transformation and systems automation: If it was The previous plan (2018-2022) had emphasized this aspect within the paragraph of good governance. This plan seeks to activate this path and focus on it, because the implementation paths in Iraq are still at the beginning of the road on the one hand, and because the government program

He emphasized the adoption of e-government mechanisms and the need to accelerate their pace during the next phase, given the improvement in services provided to citizens, the enhancement and simplification of procedures, the enhancement of institutional performance efficiency, and the reduction of opportunities for corruption and bureaucracy.

Improving the business environment for the private sector: It is considered Improving the business environment is one of the main approaches to activating the role of the private sector and increasing its contribution to the gross domestic product, as there are still many restrictions that hinder the development of this sector, including: the low efficiency of government institutions related to the work of the private sector, the multi-dimensional costs of corruption borne by the private sector, the obsolescence of the legislative environment and its slow adaptation to changes and its emptying of its content through the restrictions imposed on it by existing laws (such as the law (Investment, for example), or the mechanisms of working with instructions and controls that are supposed to facilitate their implementation (compliance mechanisms) with financial and banking systems that are not keeping pace, and the low level of trust between the private sector and government partners.

8. Benefit from global partnerships and attract investment

Foreigner: There is a great awareness of the importance of international partnerships in supporting national development approaches. Therefore, Iraq has engaged in efforts to achieve the 2030 Sustainable Development Agenda and cooperate with international organizations in various fields to support development endeavors in the country. Partnerships are an important tool for achieving Iraq's national development plan. It can provide numerous benefits, such as financing and foreign direct investment, transfer of knowledge and expertise, enhancing stability and security, creating job opportunities, and improving Iraq's image internationally.

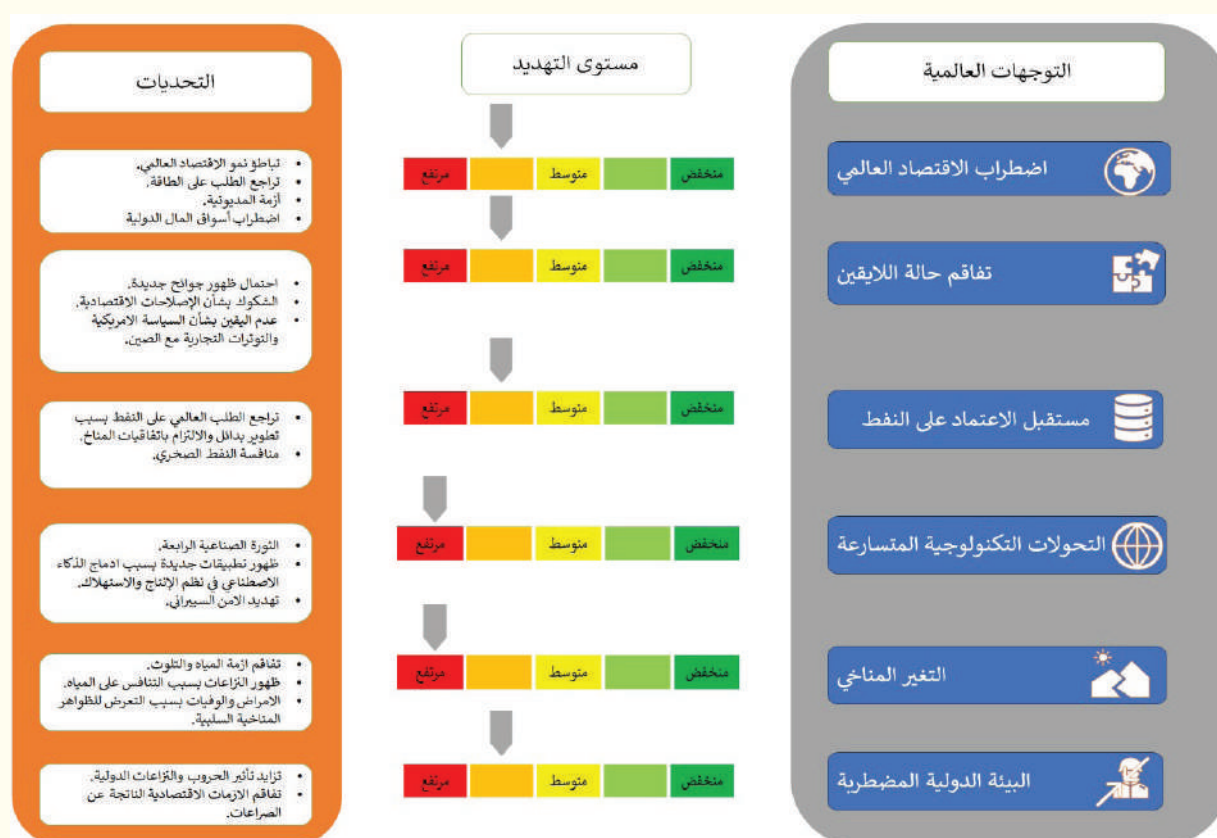
13-1: Global variables

The process of shaping national orientations to be responsive to global changes, dealing with them positively, and adapting to their repercussions will be one of the effective guidelines for charting the course of the plan. The various international variables and the uncertainties associated with them have become more influential in the local environment, due to the global organic interconnectedness politically, economically, technologically and culturally, and the speed of the impact of any external variable or emergency on the national situation (pandemics, climate change, economic and financial crises and technological changes), whose repeated emergence and crossing of borders have caused varying pressures across regions, countries and local communities, which requires the design of...

Responsive policies that are appropriate to the nature of these repercussions and have the capacity to contain their effects and adapt to them positively.

Among the most pressing global variables are global economic forecasts, increasing uncertainty, doubts about the future of oil, rapid technological transformations, climate change and environmental sustainability, and a turbulent international environment. Although it is difficult to accurately predict how these factors will specifically impact Iraq's future, overall, the impact of these factors depends on the planner's ability to adapt and take the necessary measures to enhance economic and social sustainability in the face of mounting challenges. However, the general trends of influence can be expected as shown in Figure (5):

Figure (5): Global trends and their challenges for the national development plan



14-1: Development Performance of the National Development Plan 2018-2022

1-14-1: Population and Labor Force

The population growth rate for all plan years reached (2.5%), as the estimated population of Iraq, including the governorates of the Kurdistan Region, according to population projections, reached about (42.3) million people in 2022, after it was (38.1) million people in 2018. The unemployment rate for the age group (15) years and over, which represents the working age, reached about (16.5%) compared to (13.8%) in 2018. In addition, the unemployment rate for the age group (15-24) years reached about (35%). As for the unemployment rate among adults aged (25) years and over, it reached (11.2%) according to the results of the Labor Force Survey for the year 2021.

2-14-1: Economic growth and average per capita GDP

The targeted GDP growth rate was 7%, but the growth rate of GDP at constant prices during the plan period was less than 1%. Economic activities also varied in their rates.

The achieved growth is compared to the planned growth, as some commodity sectors (agriculture, oil, industry, transportation and communications, social development services) achieved positive growth rates, but they were less than the targeted growth rate, while the growth rates for the remaining sectors were negative during the plan period 2018-2022.

On the other hand, the National Development Plan has expected 2018-2022 The average per capita GDP growth rate was 4.5% annually, according to the targeted levels. However, the achieved per capita GDP growth rate did not reach the plan's expected rate of -2.1%, as the continuing economic, political and social crises and the repercussions of the Corona pandemic had the greatest impact on this.

3-14-1: Fiscal Policy

The National Development Plan 2018-2022 was developed. A set of objectives related to diversifying public revenues and increasing the proportion of investment expenditures. However, it is noteworthy that oil revenues continued to dominate during the plan period, as the proportion of oil revenues ranged

During the plan period, between a minimum of 88.6% in 2020 and a maximum of 95.3% in 2022. As for government spending, the actual spending data indicates an increase in the percentage of operating expenses at the expense of investment expenditures, as the percentage of operating expenditures rose from 82.9% in 2018 to reach 90% in 2022, and thus the fiscal policy was unable to achieve the minimum limit of changing the structure of all public spending in favor of investment expenditures. Investment.

4-14-1: Monetary Policy

Record inflation rate during the plan period

An average of 2.4%, despite the impact of the devaluation of the Iraqi dinar during the Corona pandemic from 1182 dinars/dollar to 1450 dinars/dollar, and the increase in the inflation rate from 0.4% in 2018 to 0.6% in 2020 and to 6.1% in 2021, then decreased to 4.9% in 2022 as a result of the Central Bank continuing to cover imports through the foreign exchange selling window.

14-1-: Trade Policy

By following up on foreign trade data, it appears that there is a clear development in the level of imports during the period 2018-2022, as imports increased from \$53.7 billion in 2018 to \$75.4 billion in 2022, with a compound growth rate of 8.9%. As for exports, Iraq's exports increased from \$97.6 billion in 2018 to \$133.9 billion in 2022, at a compound growth rate of 8.2%. Oil exports accounted for more than 95% of total exports, due to the continued imbalance in the structure of the gross domestic product (GDP), the weak contribution of commodity sectors, especially agriculture and industry, to the GDP, and the continued dominance of the oil sector over this product.

14-1-: Private sector

And by following up on the percentage of private sector contribution in Gross Domestic Product (GDP) Despite the impact of the COVID-19 pandemic on both the public and private sectors, the private sector's contribution to GDP increased from 27.3% in 2018 to 29.1% in 2022. The private sector also achieved a positive compound growth rate of 1.8% during the same period.

14-1-: Sectoral development

Agriculture and Water Resources Sector: I reached the highest The agricultural sector's contribution to GDP at constant prices was (4.8%) in 2020, while in 2018 it recorded the lowest contribution rate, reaching (2.51%). Therefore, this indicator is still far from achieving the planned percentage at the end of the plan, which amounted to (5.2%).

Energy sector (oil and gas) The plan targeted National Development 2018-2022 Raising the oil production ceiling to (6.5) million barrels/day at the end of the plan. By monitoring the relevant indicators, we notice a fluctuation in the quantity of crude oil production, as in 2020, it recorded a noticeable decrease in the quantities of crude oil production, reaching (3,671) million barrels/day, after it was (4,288) barrels/day in 2019, due to the impact of the Corona pandemic and its consequences, and adherence to the decisions of the OPEC organization. The judge decided to reduce oil production and then it rose to reach (4,453) barrels/day in 2022.

Electricity sector: Total energy production index witnessed Electricity production during the plan years witnessed a significant increase, reaching (11,934) megawatts in 2018, reaching (16,195) megawatts in 2022. Despite this increase, the total electrical energy production remained far from what was planned in the national development plan, which amounted to (20,869) megawatts at the end of the plan.

Manufacturing and mining sector (except Oil): The production value of industrial facilities reached The large extractive and transformational (6410) billion dinars in 2018. The industrial sector's output continued to rise to reach (8884) billion dinars in 2021. On the other hand, the value of actual sales of large industrial establishments fluctuated, and its highest value was (9121) billion dinars in 2021. As for the added value of large industrial establishments, it reached its highest level of (3490) billion dinars in 2019, but it declined to (3241) billion dinars in 2020, as a result of the effects of the Corona pandemic and its consequences, and it rose again to reach (3391) billion dinars in 2021.

Transport, communications and storage sector

Transport activity: From following up on the verified data For the transport activity, we find that the plan years witnessed an increase in the number of cargo ships (departing) from Iraqi ports, as it reached (1199) ships in 2022 compared to 2018, which reached (995) ships. As for the cargo ships arriving (loaded) to Iraqi ports, they decreased from (2044) ships in 2018 to reach (1699) ships in 2022. As for the air transport activity, there was a fluctuation in the indicator of the number of passengers (arriving (Departures) transported on Iraqi Airways aircraft and to all Iraqi airports, as it reached (4,177,577) passengers in 2019, while the lowest value for this indicator was in 2020, with (786,032) passengers. As for the railway activity, the lengths of the railway lines operating in Iraq did not witness a noticeable improvement, as they recorded (2,893) km during the years (2018 - 2022).

Communication activity: Fixed phone lines witnessed (Switching capacity) showed a clear fluctuation as it rose to 2243 thousand lines in 2021 after it was 2021 thousand lines in 2018, but it returned to decline to 2038 thousand lines in 2022. As for communication towers, the number of these towers rose to (383) towers in 2022 after it was 340 towers in 2018.

Storage activity: Through the indicators of the activity Storage: It is noted that there has been a decrease in the deficit rate of strategic storage capacities from (77.5%) in 2020 to reach (50%) for the years 2021 and 2022, with a decrease in the storage capacity of grain silos, as it decreased from 1,884 thousand tons in 2020, to reach 1,644 thousand tons for the year 2022. The lost storage capacity in the governorates affected by terrorism also increased from 526 thousand tons in 2018 to reach 590 thousand tons in 2022.

8-14-1: Water and Sanitation

It reached the highest average per capita share of potable water. The average per capita share in Iraq was (395) liters per day in 2022, while the lowest per capita share was (340) liters per day in 2019. Therefore, this indicator exceeds the planned value of (250) liters per day. The percentage of the population served by potable water distribution networks throughout Iraq also rose to (86.2%) for the year 2022 after it was (82.6%) in 2018. The indicator of the percentage of the population served by sewage networks (exhaust, shared) also witnessed a slight increase, as this percentage reached (37.4%) in the year 2021 after it was (34%) for the year 2018.

14-1:- Housing

The estimated cost index for housing activity fluctuated during the plan years, as it rose from (1.8) trillion dinars in 2018, to reach (2.9) trillion dinars in 2021, then fell back to (1.6) trillion dinars in 2022. The index of the value of construction materials used in building construction also witnessed a noticeable fluctuation, as it decreased from (875.2) billion dinars in 2018 to reach (346) billion dinars in 2020.

10-14-1: Culture, Tourism and Antiquities Sector

Cultural activity: Some institutions still Cultural and artistic circles suffer from neglect, and some of them suffer from problems related to poor management. However, the number of cultural and artistic festivals, conferences, and seminars increased from 440 activities in 2018 to 626 activities in 2021, then decreased again to 115 activities in 2022. This is due to the failure to approve the 2022 budget and the scarcity of financial allocations, which negatively impacted all indicators.

Tourism and Antiquities Activity: The Iraqi government has succeeded in recovering thousands of artifacts that were smuggled and borrowed over different periods. In August 2021, Iraq announced the recovery of 17,321 artifacts smuggled to the United States, other artifacts smuggled to Japan, 7 artifacts to the Netherlands, and one artifact smuggled to Italy, in the largest recovery operation in the country's history. In December 2021, the Gilgamesh Tablet, one of the oldest literary works in history, was recovered after being stolen from Baghdad and smuggled to the United States in the 1990s. The Iraqi government also recently announced the return of 6,000 artifacts in 2023, which had been loaned by Britain 100 years earlier, marking the second-largest such repatriation in Iraq's history.

The number of external participations (meetings and conferences) of the Tourism Board with other countries decreased from 12 participations in 2018 to 10 participations in 2022. The number of participations of the Tourism Board in exhibitions and markets within Iraq also decreased from 4 participations in 2018 to 2 participations in 2022.

11-14-1: Spatial Development

Through studying the development reality of the governorates

The spatial gaps in public services persist, with the percentage of the population not served by drinking water ranging from a low of 3.1% in Najaf Governorate to a high of 37.8% in Dhi Qar Governorate. The percentage of the population not served by a sewage network connected to treatment plants ranged from a low of 9% in Baghdad Governorate to a high of 98.2% in Diyala Governorate. The illiteracy rate for those aged 10 years and above reached its lowest level of 8% in Anbar Governorate and its highest level of 22.1% in Maysan Governorate.

In the field of rural development, the results of the survey showed that:

Rural Development 2016-2023 The number of villages in the governorates not organized in the region reached 10,343 villages. The governorates that contained the highest numbers of villages were in Diyala (1,315) villages, Nineveh (1,254) villages, and then Dhi Qar (1,147) villages.

12-14-1: Human and Social Development

human development

A- Education

Pre-university education:

Net enrollment rate for primary education

A decrease of (92.5%) in 2022 after it was (94%) in 2018, and the net enrollment rate in the secondary stage witnessed an increase during the plan years, as it reached (70.8%) in 2022 after it was (58%) in 2018. As for the indicator of the number of private primary schools, it witnessed a noticeable increase during the plan years, as it rose from (1366) schools in 2018 to reach (1655) schools in 2022. The number of students in private primary schools also reached (262,371) students, and it increased to reach (276,953) students in 2022. On the other hand, we notice from following the indicators of the number of kindergarten schools (government and private) that there is a clear decrease, as it reached (1,259) schools in 2018, and decreased to reach (1,188) schools in 2022. The number of primary schools (government and private) witnessed a noticeable increase, as it reached (17,235) schools in 2018 and increased to reach (18,631) schools in 2022.

University education:

By monitoring indicators that achieve the sector's goals

Education in the National Development Plan 2018-2022 We note that there is a positive improvement in the number of research papers published in reputable scientific journals within the Scopus and Clarivate database, as it rose to (21041) research papers in 2021 after it was (1978) research papers in 2019, while the number of research papers published in private universities and colleges rose to (3214) research papers in 2021.

B- Health sector

The number of government hospitals increased by (11%) in 2022 compared to 2018, while the number of private hospitals increased by (7.04%) for 2022 compared to 2018. On the other hand, we find that there is a fluctuation in the number of primary health care centers, as 2019 recorded the highest number of (2808) centers, while 2021 recorded the lowest number of (2693) centers due to the conversion of a number of them into specialized centers to treat those infected with the Corona pandemic. While the bed occupancy rate index did not reach the target in the plan of (76), on the contrary, we find that this index decreased from (57.2) in 2018 to (45.4) in 2021.

C- Women

By following up on the development performance indicators for women during the plan period, we note that women obtained (97) seats in Parliament in 2021 out of (329) seats, representing (29.4%) of the total seats. On the educational side, there is a problem that appeared in the education enrollment index, which is represented by the decline in the enrollment rate for females. The enrollment rate for females in the primary stage, aged (6-11 years), reached 91.9% in 2021. However, the enrollment rate for females in the intermediate stage, aged (12-14 years), reached 56.6%. As for the enrollment rate for females in the preparatory stage, aged (15-17) years, it reached 36%. While the university enrollment rate for females aged (18-24 years) reached 16.9%.

D- Youth

The number of young people attending cultural, social, and sports forums decreased from 350,700 in 2019 to 252,200 in 2022. The number of youth sports and entertainment centers also decreased from 292 centers in 2019 to 257 centers in 2022.

E - Social development

By following up on social development indicators, we find:

A set of development indicators, the indicator of amounts spent on the social care network continued to rise to reach (3.7) trillion dinars for the year 2022 after it was (1.9) trillion dinars in 2018. The number of social care units also witnessed a noticeable decrease from (95) care units in 2018 to reach (39) care units for the period (2020-2022). On the other hand, the indicator of the number of beneficiaries of the social care network salaries recorded a noticeable increase during the plan years, as it rose from (1,141,383) beneficiaries in 2018 to reach (1,617,257) beneficiaries in 2022.

13-14-1: Sustainable Development

By following up on specific goals and indicators

With sustainable development, we note that there is an increase in the amount of wastewater generated for treatment plants and units by 3,281,810 (m³/day) in 2021, while it was 2,820,000 (m³/day) in 2018. The indicator of the amount of treated wastewater in treatment plants and units also witnessed an increase, reaching 1,965,230 (m³/day) in 2022, after it was 1,550,330 (m³/day) in 2018. It was also found that there was an increase The percentage of treated wastewater to generated wastewater was (73.7%) in 2022, while it was (55.0%) in 2018 in all of Iraq.

Chapter Two

Population and labor force

1-2: Demographic indicators

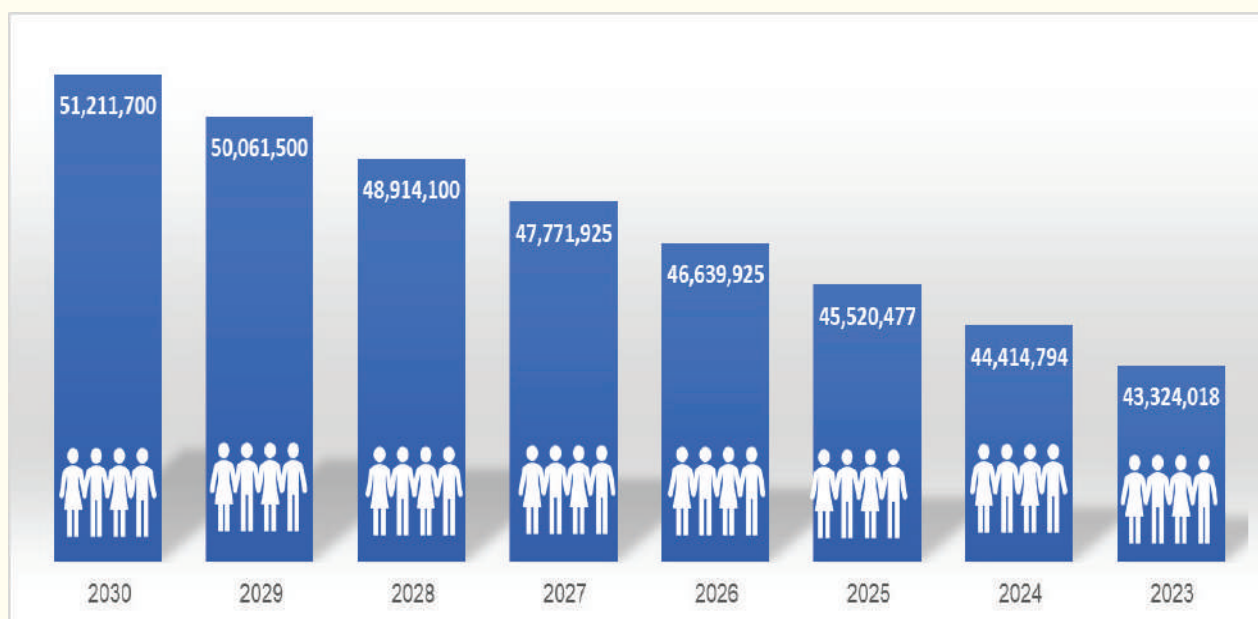
Iraq is characterized by a young population with high fertility rates. Despite the noticeable gradual decline in these rates, and the demographic change that has begun to appear in the steady increase in the working-age age groups, it remains one of the countries with the highest population growth in the world.

The population growth rate decreased during the years of the previous development plan 2018-2022 from 2.6% to 2.5%, with an annual increase rate of approximately 840,000 people. According to population projections, the population of Iraq (including the governorates of the Kurdistan Region) is estimated at about 42.3 million people in 2022, after it was 38.1 million people in 2018. Population projections indicate that the population of Iraq will increase during the years of the plan and beyond until In 2030, as shown in Figure (6), the population will increase from 44.4 million people in 2024 to 48.9 million people in 2028, with an expected growth rate of (2.4%). This increase requires the localization of the demographic variable in all sectoral plans, programs and policies, and an increase in investment in human capital.

The working-age population (15 years and over) reached 26 million people, of whom 10.3 million people are in the labor force, including 8.6 million working in the public and private sectors, compared to 1.7 million unemployed. The unemployment rate for the age group (15) years and above, which represents the working age, reached (16.5%), and this rate rises among females to (28.2%), i.e. about double the rate of males (14.7%), while the unemployment rate for the age group (15-24) years reached (35%) and adults aged (25) years and above (11.2%) according to the Labor Force Survey for the year 2021.

The total workforce in the government sector reached 4,074,697 employees working in central financing institutions according to the General Budget Law for the year 2023, and the number of workers in the private sector and registered in social security, according to official data, reached 370,470 workers for the year 2023. The economic participation rate for the age group 25 years and above is (45.8%), which is higher than its rate in the youth category (15-24 years), which constituted (26.5%). The economic participation rate for males reached (86.6%) compared to (13.4%) for females, which indicates the possible opportunities when investing in the energies of women in Iraq.

Figure (6): Iraq's population size for the period 2023-2030



2-2: Main challenges

The continued high population growth rate, due to high fertility rates, will place increased pressure on resource consumption, the provision of infrastructure, and the provision of comprehensive services to all residents.

The ongoing population movement is exacerbating urban overcrowding, negatively impacting the services provided by the state in urban areas, and leading to the emergence of slums, in addition to other negative social problems.

The phenomenon of early marriage and pregnancy continues, along with high divorce rates.

The continued postponement of the general population census, which was supposed to be carried out every ten years. The last comprehensive population census was conducted in 1987, while the 1997 census did not include the Kurdistan Region.

The high rate of youth unemployment, especially in poor governorates, with the highest unemployment rate for youth (15-24 years) reaching 49.3% and 48.3%, respectively, in Dhi Qar and Muthanna governorates. The expansion of the informal sector in the economy, with the percentage of workers in the informal sector reaching 68% of the total workforce.

The number of child and juvenile workers in the Iraqi governorates (except for the Kurdistan Region) reached (632) working children and juveniles for the year 2023, and this number is very small, but the number is much larger in the informal private sector, while the number of inspection tours reached (275) according to the statistics of the Ministry of Labor and Social Affairs for the year 2023.

3-2: National Population Policy Document

The plan adopts the strategic objectives of the updated National Population Policy Document (2023), which are as follows:

To bring about quantitative and qualitative changes in the lives of the population to achieve sustainable development in accordance with Iraq's Vision 2030, and to achieve justice and equal opportunities, while achieving population growth rates that are consistent with the requirements of economic growth and social development, maintaining a balanced age structure, and achieving progress in the characteristics of the population and in their stability and well-being.

To achieve a significant and rapid decline in maternal, infant and under-five mortality rates, improve fertility and population growth patterns, and enhance the population's educational and health needs, thus improving family conditions.

Economic and social and achieves significant progress in empowering youth.

4-2: Main objectives

1-4-2: Population: Targeted Objectives:

Achieving harmony and balance between demographic and economic indicators.

Enhancing an enabling environment for the population to benefit from the demographic opportunity.

Ensuring a positive relationship between population and environmental activities, thus limiting the negative impacts of population activities on the environment, and the negative impacts of the environment on the population.

Ensuring the rapid safe return and stability of all displaced persons who wish to return.

2-4-2: Workforce and Employment: Targeted Objectives

Reducing unemployment rates and providing decent, sustainable job opportunities for youth, including women.

Creating a regulated, protected labor market that promotes economic growth.

Developing the skills and knowledge of the workforce to enhance production and productivity levels.

Transforming into a digital labor market that responds to the jobs and professions of the future

Chapter Three

1-3: National Development Plan Estimates 2024-2028

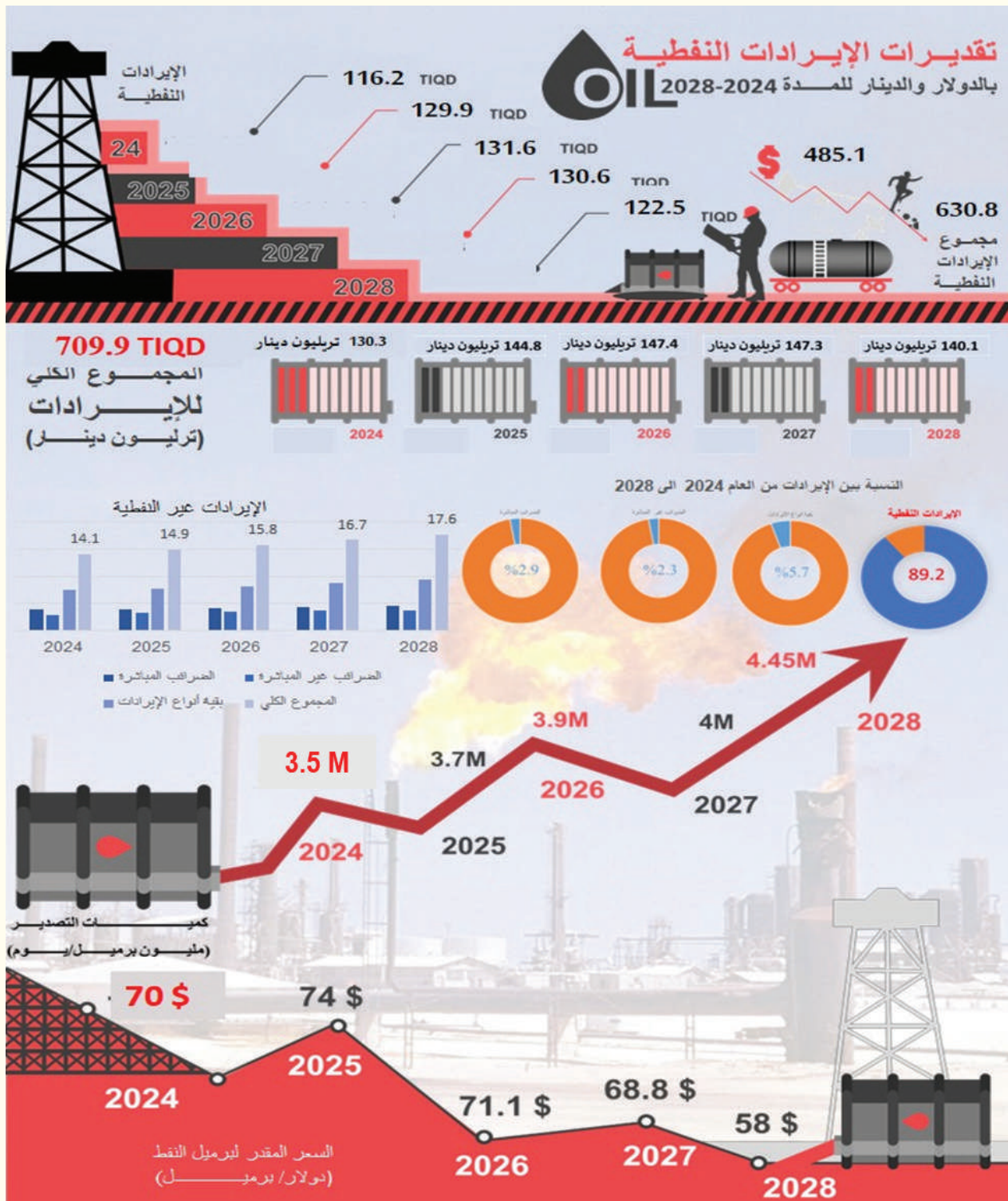
The National Development Plan 2024-2028 sets estimates
For the oil revenues that the government is expected to
obtain during the plan period, adopting an exchange
rate of 1300 dinars/dollar, as it is expected to reach

Oil revenues during the plan period will reach
630.8 trillion dinars, while non-oil revenues will
reach 79.1 trillion dinars. Therefore, total oil and
non-oil revenues during the plan period will reach
709.9 trillion dinars.

Plan
Development
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2024
2028

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Figure (7): Oil revenue estimates 2024-2028



Targeted economic growth

The National Development Plan 2024-2028 aims to achieve:

An economic growth rate of 4.24% for the gross domestic product (GDP) (using 2022 as the base year), based on the fact that this rate is commensurate with the available human and material capabilities and existing challenges, taking into account the state of uncertainty and the performance of economic activities for the previous period. The focus was on

Targeting key sectors: agriculture, industry, and tourism, as well as physical and service infrastructure activities, is outlined in the plan's general framework. Therefore, GDP is expected to increase from KWD 214,474.1 billion in 2022 to KWD 264,037 billion in 2028, and the contribution of non-oil activities is expected to rise from 39.7% in 2022 to 42.6% in 2028.

Table (1): GDP and target growth rates at constant prices for the years 2024-2028

(billion dinars)

Activities	2022	growth Target%	2024	2025	2026	2027	2028
Agriculture	5046.2	9	5500	5995	6535	7123	7764
Mining and quarrying	130128.9	3.2	134299	138602	143043	147627	152358
Crude oil	129424.5	3.2	133566	137840	142251	146803	151501
- Other types of mining	704.4	4	733	762	792	824	857
manufacturing industry	3916.3	8	4230	4568	4933	5328	5754
Electricity and water	1148.6	7	1229	1315	1407	1506	1611
Construction	6534.5	8	7057	7622	8232	8890	9601
Transportation	19197.3	6	20349	21570	22864	24236	25690
commerce	15023.8	4	15625	16250	16900	17576	18279
Money and Insurance	11505.6	4.8	12066	12654	13271	13917	14596
- Banks and insurance	1485.3	4	1545	1607	1671	1738	1807
- Ownership of residential buildings	10020.3	5	10521	11047	11600	12180	12789
Services	21972.7	5.3	23126	24341	25619	26965	28383
- Development services	16494.1	5	17319	18185	19094	20049	21051
Social							
- Personal services	5478.6	6	5807	6156	6525	6917	7332
Non-oil activities	85049.5	5.7	89915	95076	100553	106366	112536
Output by activities	214474.1	4.24	223481	232917	242804	253169	264037

Investments required to achieve the goal of product growth

The required investments were estimated to achieve the rate of The targeted growth of 4.24% during the plan implementation period amounts to a total of 241.1 trillion dinars, of which the government sector contributes approximately 157.3 trillion dinars, representing approximately 65.2% of the total required investments, while 83.8 trillion dinars come from private sector investments, which will constitute 34.8% of the total required investments. The crude oil sector will receive the largest share of capital formation, which will reach 27.4%, followed by the housing ownership sector and social development services, which will receive 22.5% and 20.8% of the formation.

The water and electricity sector will account for 8.6% of capital formation, while the manufacturing sector will account for 7.8%, and the remaining sectors will have varying percentages of capital formation.

In light of the expected growth rate of the gross domestic product The target is 4.24% at constant prices, which is higher than the annual population growth rate estimated at 2.5%. The average per capita GDP is expected to increase at a compound annual growth rate of 1.7%. The average per capita GDP for the year 2022 (at constant 2007 prices) reached approximately 5,077 thousand dinars and is expected to reach 5,398 thousand dinars in the year 2028.

Table (2): Average per capita share during the plan years (2024-2028)

year	Target GDP (billion dinars)	Estimated population (one thousand people)	Average per capita share (one thousand dinars)
2024	223481	44414	5031
2025	232917	45520	5116
2026	242804	46639	5206
2027	253169	47771	5299
2028	264037	48914	5398

2-3: Macroeconomic Policies

3-2-1: Fiscal Policy

Estimates of total oil revenues were made during The duration of the National Development Plan 2024-2028 is based on a general declining trend in the price of a barrel of oil, as the average price of a barrel of oil is expected to decrease from \$70/barrel in 2024 to \$58/barrel in 2028. With an increase in export quantities from 3.5 million barrels/day in 2024 to 4.45 million barrels/day in 2028, it is expected that total oil revenues during the plan period will reach

485.1 billion dollars. Based on an exchange rate of 1300 dinars/dollar, the total oil revenues during the plan period are estimated at 630.8 trillion dinars, as shown in Table (3).

Table (3): Estimates of oil revenues in dollars and dinars over the years

Plan 2024-2028

years	Estimated price per barrel Oil (\$/barrel)	Export quantities (million barrels/day)	Oil revenues (billion dollars)	Oil revenues (trillion dinars)
2024	70	3.5	89.4	116.2
2025	74	3.7	99.9	129.9
2026	71.1	3.9	101.2	131.6
2027	68.8	4	100.4	130.6
2028	58	4.45	94.2	122.5
the total			485.1	630.8

Planned non-oil revenues

Non-oil revenues were estimated on the basis of:

The revenues achieved during the first four months of 2024 and their weighting to the remainder of the year. The estimated estimates of non-oil revenues for the rest of the plan years were also calculated on the basis of the proportionality of their growth rate with the growth rate of output for non-oil activities, which was estimated.

In the plan, which amounts to 5.73%, based on that, it is expected that the total non-oil revenues during the plan period will reach (79.1) trillion dinars, of which (21) trillion dinars are direct taxes and (16.8) trillion dinars are indirect taxes, while it is expected that the total of the remaining types of non-oil revenues will be (41.3) trillion dinars, as shown in Table (4).

Table (4): Estimates of non-oil revenues for the period 2024-2028 (trillion dinars)

years	direct taxes	indirect taxes	Other types of revenue	Total
2024	3.8	2.9	7.4	14.1
2025	4.0	3.2	7.7	14.9
2026	4.2	3.4	8.2	15.8
2027	4.4	3.6	8.7	16.7
2028	4.6	3.7	9.3	17.6
the total	21.0	16.8	41.3	79.1

Total revenue estimate

Total revenues are expected to reach 709.9 trillion dinars during the plan period, while the percentage of revenues will decline. Oil from 89.2% in 2024 to 87.4% in 2028.

Table (5): Oil and non-oil revenues and total revenues during the plan period 2024-2028

years	Oil revenues (trillion dinars)	Non-revenue oil (trillion dinars)	Total revenue (trillion dinars)	Revenue ratio Oil to total Revenue (%)
2024	116.2	14.1	130.3	89.2
2025	129.9	14.9	144.8	89.7
2026	131.6	15.8	147.4	89.3
2027	130.6	16.7	147.3	88.7
2028	122.5	17.6	140.1	87.4
the total	630.8	79.1	709.9	

Key challenges for fiscal policy

Fiscal policy faces a set of challenges.

This weakens their ability to address structural imbalances in the GDP structure, limiting their effectiveness in achieving their primary objectives, including: enhancing GDP growth rates, ensuring economic stability, meeting public needs, redistributing national income, and other objectives. Among the most prominent of these challenges are:

The persistence of structural flaws in the structure of the state's general budget, whether related to the structure of public revenues and the dominance of oil revenues, or related to the structure of public expenditures and the dominance of the expansionary path of current expenditures over investment expenditures.

The continued fragility of the state's general budget, due to global and local uncertainty, coupled with structural imbalances in the state's general budget, limits its ability to achieve its development goals. The continued imbalance in the structure of the gross domestic product (GDP) and its impact on the structure of the state's general budget.

The weak ability of fiscal policy to address structural imbalances in the structure of GDP.

Institutional and procedural challenges that limit the ability to design financial budgets in accordance with modern methods, which limits its ability to implement its objectives.

Low efficiency of public expenditure spending due to weak governance procedures.

Slow completion of public finance digitization procedures.

Increasing financial burdens required to address the serious repercussions of climate change, such as water scarcity and global warming.

Objectives and means of achieving financial policy

First objective: Ensuring a stable financial plan that supports sustainable development paths and works to correct the government spending structure.

Means of achieving the goal

1. Develop work with multi-year budgets.
2. Restructuring public spending in the interest of expenditures
Investment and sustainable development programmes.
3. Adopting an efficient financial policy that works to stimulate
The national economy and restructuring of the gross domestic product, with an emphasis on investment in infrastructure activities, especially those that support commodity production sectors.
4. Strengthening the role of national legislative and oversight institutions
In order to increase the level of transparency and accountability in all stages of budget implementation.

The second objective: increasing non-oil revenues and correcting the imbalance in the structure of public revenues.

Means of achieving the goal

- 1.Reforming the tax and customs revenue system
Legal and procedural aspects.
- 2.Completion of the second amendment project to the Income Tax Law No. (113) of 1982, as amended and in effect.
- 3.Implementation of the comprehensive electronic tax system project.
- 4.Improving methods of collecting non-oil revenues.

The third objective: developing and reforming the state's financial management.

Means of achieving the goal

- 1.Working to improve public financial management and implementation E-governance rules.
- 2.Implementation of the Integrated Financial Management Information System (.) IFMIS
- 3.Completion of the implementation of the unified treasury system (For the unified treasury account as a first stage (RTGSC) by applying the Real Time Gross Settlement System (TSA).
- 4.Automation of approved procedures for customs authorities
Through the implementation of the ASYCUDA system and the activation of its associated systems to cover all customs centers, benefiting from international cooperation.
- A gradual and deliberate shift from item budgeting To balance programmes and performance to enhance sustainable development trends.

Fourth objective: Completing the process of rescheduling domestic public debt, governing external borrowing, and directing it towards investment.

Means of achieving the goal

- 1.Relying on national bonds to finance any deficit
Possible
- 2.Increase the balance of sovereign guarantees in foreign currencies.
- 3.Working to increase domestic debt repayment rates And scheduling previous treasury transfers.
- 4.Prioritizing external borrowing for projects Investment and service projects that have high economic and social feasibility, especially impact investment projects and those related to sustainable development goals, which have a short payback period.

Fifth objective: Optimal use of financial allocations directed towards achieving the social dimensions of fiscal policy.

Means of achieving the goal.

- 1.Improving the level of financial support for the strategy
Alleviating poverty and working to improve the level of targeting of the covered groups.
- 2.Improving the targeting efficiency of those covered by the programs Social protection.
- 3.Strengthening the role of development funds for the poorest governorates
And work to ensure the efficiency of spending through it.

Goal Six: Directing fiscal policy to be more conducive to achieving sustainable development goals and responding to climate change.

Means of achieving the goal.

- 1.Integrating Sustainable Development Goals into Planning
Public finance and directing public investments towards sectors that enhance the achievement of objectives.
- 2.Stimulating green and impactful investments, and increasing opportunities
Financing environmental projects.

2-2-3: Monetary Policy

Monetary policy has been subjected to the Covid-19 pandemic.

19) To the requirements of fiscal policy, as the monetary authority was forced on December 19, 2020, under pressure from the state's general budget deficit, the unbalanced appreciation of the national currency relative to foreign currency, its impact on the productive sectors, and currency smuggling, to reduce the value of the Iraqi dinar against the dollar from 1182 dinars/dollar to 1450 dinars/dollar. This decision had an impact on the market exchange rate, which rose as an annual average from 1,196 dinars per dollar in 2019 to 1,482 dinars per dollar in 2022. This had clear inflationary effects, in addition to its role in increasing inflationary expectations. Compared to 2020, the inflation rate rose from 0.6% in 2020 to reach 4.4% by 2023. This had significant impacts on the standard of living of individuals. and poverty levels. This measure also stimulated speculation on the dinar, which led to an increase in the gap between the official and market exchange rates (signalling the return of work to many local productive sectors that provided many job opportunities).

The Central Bank of Iraq later changed

Another, but opposite, change in the value of the Iraqi dinar against the dollar, decreasing it to 1,300 dinars/dollar, the rate adopted by the federal general budget for the years 2023-2025. On the other hand, an expansionary trend in monetary policy appears to be taking place, as it is noted that the narrow money supply increased from 77.8 trillion dinars in 2018 to 146.5 trillion dinars in 2022, at a compound growth rate of 17%. The money supply-to-GDP ratio also rose from 36.5% in 2018 to 69% in 2022, under the influence of the continued increase in public spending levels. On the other hand, the expansionary nature of monetary policy is evident through monitoring credit levels, which rose from 38.5 trillion dinars in 2018 to reach 60.6 trillion dinars in 2022. However, financial depth remains limited, as credit provided to the private sector is equivalent to only 9.14% of oil GDP and 21.4% of non-oil GDP, which is much lower than its counterparts in the Middle East and North Africa (1).

Main challenges for monetary policy

Monetary policy faces a set of challenges.

It can be summarized as follows:

The high level of uncertainty that the world is witnessing, which negatively affects the general level of prices and economic growth.

The limited ability of monetary policy to influence the market exchange rate and the lack of clarity of its procedures in this regard.

The continued growth of the money supply as a result of the adoption of an expansionary spending policy, which has a clear impact on the inflation rate.

Continuing to implement the open import policy, which leads to imposing significant pressure on the exchange rate of the Iraqi dinar.

The limited role of specialized banks in financing private sector investments in the development field, which contradicts the economic policy orientations calling for giving the private sector a significant role in development activities.

The negative impact of high interest rates on credit granted by banks on private sector investments in the national economy. Reduced savings mobilization as a result of low interest rates, including real interest rates.

On savings, weak confidence in the banking system and its increase in the bank credit granted, which leaves negative effects on productive activity.

Objectives and means of achieving monetary policy

The first objective: Supporting and achieving monetary and financial stability.

Means of achieving the goal

1. Protecting the financial system by promoting the use of Technical systems in the field of combating money laundering, in addition to establishing frameworks and procedures that banks and financial institutions must take as a precaution to prevent the occurrence of this type of crime.
2. Enhancing financial inclusion by improving services The banking sector by improving access to banking services to all segments of society.
3. Managing financial stability by enhancing monitoring Cross-border risks through the development of a crisis management strategy, the expected risks of climate, political and economic changes, and the management of reserves and foreign investments.
4. Developing and improving methods for analyzing private data Monetary policy, which enhances the efficiency of its decisions.

Second objective: Maintaining inflation rates within limits that stimulate economic activity, generate employment opportunities, and are not harmful to vulnerable groups.

Means of achieving the goal

1. Adopting an interest rate that encourages savings.
2. Taking measures to facilitate the compliance process Facilitating the procedures for opening documentary credits and customs and tax collection procedures. **Third objective: Enhancing the governance of the banking sector and financial institutions.**

Means of achieving the goal

1. Developing and strengthening control, supervision and compliance with standards Banking sector.
2. Restructuring and reconsidering government banks In the work of private banks to be able to support investment and enhance development levels.

3. Automating all banking activities and building a network Electronic between banks throughout Iraq.

4. Continuing to develop the bank's technical infrastructure The Central Bank and its branches, in addition to developing the infrastructure in the banking sector by adopting the best international practices, and in accordance with the frameworks and standards of central banks.

- Enhancing and developing information security and cybersecurity And data protection.

Fourth objective: Enhancing bank credit to stimulate productive sectors, with a focus on small and medium enterprises.

Means of achieving the goal

1. Encouraging the establishment and development of financial institutions Specialized in financing small and medium enterprises.
2. Providing innovative financial tools such as financial leasing Letters of guarantee and bonds for small and medium enterprises.
3. Developing modern and effective bankruptcy laws to protect Creditors' rights and facilitating the restructuring of distressed companies.
4. Providing training and workshops to improve efficiency Bank employees in assessing loan risks and providing appropriate financial services to small and medium enterprises.
 - Establishing information centers to provide accurate data And updated on the financing opportunities available to small and medium enterprises.
 - Organizing training programs to develop administrative skills And technical for entrepreneurs.
 - Establishing business incubators and accelerators to support ideas And emerging projects.
8. Benefit from the experiences of other countries in development Small and medium enterprises sector.
 - Providing incentives to institutions that adopt technology Modern in its production and administrative processes.

3-2-3: Trade Policy

Trade policy suffers from the repercussions of imbalances. Structural in its terms and resulting from the imbalance in the production structure, which causes an imbalance in the structure

The state's general budget. Imports increased from \$53.7 billion in 2018 to \$75.4 billion in 2022, a compound growth rate of 8.9%. Meanwhile, exports increased from \$97.6 billion in 2018 to \$133.9 billion in 2022, a compound growth rate of 8.2%, with oil exports dominating other goods, accounting for 95% of them.

Key Challenges of Trade Policy

Trade policy in Iraq faces many challenges.

The difficulties and challenges that cast their shadows on the commercial sector are represented by the following:

Flooding the market with imported goods and services and the inability of local products to compete.

Lack of clarity in the general framework of trade policy, and the lack of a strategic plan for foreign trade that is consistent with macroeconomic policies.

The clear imbalance in the production structure in favour of the oil sector, which is reflected in an imbalance in the structure of foreign trade.

Iraq continues to be affected by global crises and the impact of global value chains, threatening its strategic imports.

Failure to activate the legal and regulatory frameworks that regulate commercial activity.

Shortcomings in commercial financing and the complexities of bank guarantees.

Deficiencies in insurance activities that enhance trade exchange operations.

Administrative and financial corruption and commercial fraud. Weak and inaccurate database of Iraqi trade exchange.

Objectives and means of achieving trade policy

The first objective: protecting local and emerging industries from foreign competition and confronting dumping policies.

Means of achieving the goal

1. Adopting a set of laws and legislation and taking Measures to protect local goods and markets against foreign competition.
2. Implementing special temporary protection measures for industries Emerging activities such as imposing customs duties on imports, or setting a maximum import quota during a specific period of time.
3. Adoption of a system of multiple preferential exchange rates

For primary or intermediate inputs to production and granting subsidies.

4. Control import procedures and ensure that goods are subject to Imported to standardization and quality control procedures.
 - Developing governance and control methods at ports Customs and emphasis on digitizing customs taxes.
 - Unifying customs procedures at border crossings All of them, including the Kurdistan Region's ports, by implementing the provisions of Cabinet Resolution No. 13 of 2019, which regulates the relationship between the center and the region with regard to border crossings, customs, and inspection.
 - Granting benefits and cash facilities that give The national product has a better competitive position.
8. Providing appropriate subsidies to compensate for losses Achieved, especially for products that do not generate profit.

The second objective: establishing a trade policy based on a set of objectives that support correcting the imbalance in the trade balance.

Means of achieving the goal

1. Adopting a trade policy that supports economic activity And integrated with monetary and fiscal policies.
2. Ensuring effective coordination between ministries of trade, Planning, Finance, and the Central Bank of Iraq to formulate, implement, and monitor trade policy.
3. Building an accurate database for foreign trade Detailed at the federal level of Iraq.

The third objective: Protecting the economy from external fluctuations that occur outside the scope of the economy, such as cases of deflation and inflation.

Means of achieving the goal

1. Determine the quantities that can be imported Especially non-essential goods.
2. Granting licenses to import a specific commodity during A specific period of time.
3. Supporting insurance activities in various trade paths Foreign Affairs.
4. Entering into regional and international trade agreements to secure

Alternative markets and strengthening economic relations.

3-3: The private sector and improving the investment environment

This plan deals with the private sector, as it is

It is a fundamental and important topic in it, but it did not devote a special axis to it, but rather integrated it into its main axes, to achieve clarity in the role and function, and to formulate guiding policies and objectives.

This section will present the main topics related to the work and role of the private sector within the overall macroeconomic framework of the plan, and will present and analyze the guiding objectives and the means of achieving them. The details related to all of this are distributed throughout all other axes, to the extent that the matter relates to the economic role of the private sector (at the sectoral-developmental level), or at any other level that the plan deems necessary to address, analyze, or refer to.

1-3-3: Key Indicators

The private sector in Iraq possesses significant financial and human capabilities, but it is unable to utilize them in areas of work, activities, and fields that maximize its benefits on the one hand, and "sustainable development" on the other. This is due to many reasons that we will mention in the context of the general presentation of this topic.

The private sector's output increased from 57.9 trillion dinars in 2018 to 62.3 trillion dinars in 2022. Thus, the private sector's contribution to the gross domestic product (with oil) increased from 27.3% in 2018 to 29.1% in 2022, which is still a modest percentage and does not match the existing and available capabilities of the private sector, as shown in Table (6).

Table (6): Development of the GDP of the public and private sectors at constant prices and the contribution rate
Private sector during the period 2018-2022 (trillion dinars)

years	Public sector	private sector	Gross Domestic Product Total	Sector contribution rate private(%)
2018	154.3	57.9	212.3	27.3
2019	158.5	65.6	224.1	29.3
2020	137.3	59.0	196.3	30.1
2021	137.3	61.8	199.1	31.0
2022	152.1	62.3	214.5	29.1
Compound growth rate (%)	0.35-	1.8		

2-3-3: The investment environment for the private sector

The private sector operates in an unfavorable investment environment. Iraq scored 44.7 out of 100 in the World Bank's Doing Business Index for 2020, ranking 172nd globally out of 190 countries included in the index.

The private sector operates within the framework of inefficient management and organisational systems with overlapping objectives and orientations, and is incapable of engaging constructively with government departments relevant to its work and core competencies.

Private sector professional organizations and associations operate within an environment that has emptied these "organizations" of their content, connotations, and primary objectives. These "organizations" have become part of the prevailing disorganizational conditions, and even benefit from them. They sometimes work (directly and indirectly) to sustain them, which has caused severe and multifaceted harm to the private sector, on the one hand, and to government efforts aimed at activating this sector's role in the economy and development, on the other.

In an effort to mitigate the negative repercussions of this reality, the Iraqi government has formed a public body for the private sector, comprising representatives of professional unions, industrial federations, chambers of commerce, and all economic sectors and specializations within its framework, as well as a select group of experts, academics, and entrepreneurs. The body will subsequently work to elect the "Private Sector Development Council," headed by the Prime Minister.

The formation of the Private Sector Development Council is a step in the right direction, especially if this council (after its formation) is able to achieve its assigned goals.

3-3-3: Impactful Investing in Goals

Sustainable development

Impact investing can help encourage

Diversifying the country's economic activity and investment landscape, while unleashing international private capital focused on sustainable development goals. As part of efforts to create a conducive environment for such targeted investments, the current plan relies on describing the country's current impact investing landscape and identifying impact investing opportunities to attract international and local investors. Perceptions of high risks and limited access to market information are among the main barriers to investments in LDC and developing country contexts, so increasing access to information and building a pipeline of bankable projects remain essential to mobilize private sector momentum towards financing the SDGs in Iraq.

The Sustainable Development Goals Investors Map

A unified methodology prepared by the United Nations Development Programme (UNDP) in Iraq in collaboration with the UNDP Istanbul International Centre for Private Sector Development (ICPSD) has selected seven sectors (2) according to business, policy, and development priorities. The list of priority sectors for Iraq includes food and beverages, education, renewable resources and alternative energy, transportation, infrastructure, healthcare, and extractive and mineral processing industries. The map reviewed the intersection of sustainable development needs and public policy priorities, to select the sector in addition to its importance in providing critical areas of impact-driven intervention for the private sector.

2 were selected after a study by the Istanbul International Center for Private Sector Development (ICPSD) of the United Nations Development Programme in coordination with government agencies (Ministry of Planning, National Investment Commission, Central Bank of Iraq, and others).

Mapping Sustainable Development Goals Investors
Iraq has ten Investment Opportunities Areas (IOAs) with business and impact qualifications aligned with the four business criteria (fundamentally marketable, specific, large or large enough, and significant market position) and impact management criteria (do no harm, stakeholder suitability, and contribute to development solutions). In addition to these vital private sector investment areas, it also considers IOAs.

Emerging investment agreements are distinguished from investment opportunities (IOAs) due to the absence of a standard or proven business model policy. The SDG Investor Map in Iraq identifies three such emerging agreements that speak to a strong national development need, are part of public policy, but have yet to be proven in the market. Figure (8) illustrates the concept of emerging IOAs in terms of classifying the different influential business models in the country.

Figure (8): Classification of investment opportunities (IOAs) and their impact on achieving sustainable development goals



4-3: Main challenges:

The investment environment is unfavorable for the private sector due to problems related to difficulty in obtaining credit, resolving insolvency cases, weak documentary compliance for foreign trade in terms of time and costs, the lack of adequate protection for investors, and problems related to the difficulty of starting projects, among other issues. This hinders the private sector's ability to play a sustainable and effective role in all areas.

The private sector's weak ability to create the capital accumulation necessary to develop small and medium-sized enterprises and transform them into large projects and (institutions), or its unwillingness to create and use this accumulation at all, which would allow it to achieve higher rates of fixed capital formation, leading to the achievement of (necessary and sufficient) growth rates for the gross domestic product.

The absence of a specific and clear approach within which government policies related to the macroeconomy are formulated gives the private sector the pretext upon which to rely to justify its weak role and effectiveness, and the decline in its ability to establish projects that help diversify the economy and create solid and sustainable sources of income generation.

Weak investment in industries related to value chains, which allows for gradual and efficient import substitution.

The absence of a real and effective partnership on the basis of which the process of managing and organizing activities, projects, companies, policies, and directions between the public and private sectors is organized.

Weak compliance with applicable laws related to the practice, regulation, protection, and support of private economic activity, lack of seriousness in implementing policies related to strengthening partnerships between the public and private sectors, and weak commitment to implementing national strategies aimed at developing the work of the private sector.

The limited application of Labor Law No. 37 of 2015 and Workers' Retirement and Social Security Law No. 18 of 2023, without harming workers and employers in the private sector, and the establishment of the National Authority for Small and Medium Enterprises and the provision of a database, will overcome many of the obstacles facing the private sector in this regard. The high costs of transitioning from the informal sector to the formal sector in the economy (for both workers and employers) compared to the resulting gains (as stipulated in the provisions and articles of Retirement and Social Security Law No. 18 of 2023). The rise in these costs has

This pushes workers and employers to fail to comply with the provisions of this law, weakening the impact of policies and procedures aimed at expanding inclusion and hindering the transition to a formal sector in the economy. The enormous pressures exerted by the public sector on the private sector, with its current characteristics, features, and nature—as the sector of higher wages, guaranteed job stability, greater benefits, generous incentives, and unlimited support.

Weak incentive systems that help transfer private capital invested abroad to investment within Iraq, and weak capacity and desire to invest in projects that help achieve sustainable development goals.

Limited private sector engagement in impactful investment, especially in sustainable development goals.

Professional organizations and “unions” of the private sector operate within an environment that has emptied these “organizations” of their content, connotations, and main objectives. These “organizations” have become part of the prevailing conditions of disorganization, and even benefit from them, sometimes working (directly and indirectly) to sustain them. This has caused serious and multifaceted damage to the private sector, on the one hand, and to government efforts aimed at activating the role of this sector in the economy and development, on the other. Other.

3-: Main (guiding) objectives

For the private sector

First goal: Improving the business and investment environment.

Means of achieving the goal

1. Enhancing security and political and economic stability.
2. Ensuring compliance with applicable laws relevant to the work The private sector, reconsidering those that are no longer appropriate, and establishing an appropriate legal framework for issues not covered by existing laws that require the enactment of new laws... management, investment, operation, protection, guarantees, incentives, empowerment, and facilitation, and related to investment protection, the provision of guarantees, and other matters that enhance ease of doing business indicators.
3. Governance of all relevant institutions and entities In the private sector.
4. Improving basic infrastructure and initiating By building what is not available, and completing the construction of industrial cities and science parks at the governorate level.

- Providing maps of impactful investment in development goals Sustainable and potential opportunities for investment in the most important sectors.

The second objective: Supporting small and medium enterprises (enterprises), and working to transform them into larger, more capable enterprises and projects (in terms of size, production, operation, and fixed capital formation).

Means of achieving the goal

1. Exploiting the opportunities available for these projects (Institutions), distributed according to the sub-sectors of the main sectors targeted in this plan (agriculture, industry, tourism) and based on the indicative focus areas for developing these institutions, which are detailed in the Private Sector Development Strategy 2014-2030, as shown in the table below:

Table (7): Opportunities available to small and medium enterprises distributed according to sub-sectors.

Based on the priorities of the National Development Plan (2024-2028)

Main sectors Targeted	Targeted sub-sectors	Indicative focus areas in small business development and intermediate
Industry	1.construction materials industry 2.Food industries * 3.metal industries 4.mechanical industries 5.pharmaceutical industries 6.chemical industries and petrochemicals 7.Non-oil mineral mining and processing 8.Electronic and electrical industries	Exploitation of natural and human resources (especially in sub-sectors 1, 2, 5, 6) Import substitution potential (for all) Product diversification (especially in 1, 2, 5, 7) Geographic expansion/diversification (especially in 1, 5, 6) Upgrading the technology used, increasing productivity rates, marketing, and distribution (for all) Reducing production costs (for all) Technical Standards and Criteria, Quality Control, Quality Assurance and Certification (for all) Integration with public companies and the mixed sector (for all), and participation in the restructuring and privatization of public companies, strategic partnerships Environment, Research and Development
Agriculture and industries agricultural	1.intensive agriculture 2.Livestock and poultry 3.fishing	Import alternatives Sectoral links (forward and backward) Upgrading the technology used, increasing productivity rates, marketing, and distribution (for all) Environment, Research and Development, Resource Recycling/Recovery, Technical Standards and Criteria, Quality Control, Quality Assurance and Certification (for all)
Tourism	All relevant sub-sectors	Human Resources Quality of Service and Certification Promotion and advertising Strategic partnerships

2. Providing preferential incentives to encourage the transition from projects Small and medium enterprises into large projects, through the owners of these projects using the surplus capital achieved in these projects to complete the transformation process and develop these projects into larger industrial establishments in terms of size, production, operation and competitiveness.

Third goal: Achieving the requirements of a true partnership between the public and private sectors.

Means of achieving the goal

1. Transforming the issue of partnership with the private sector from a mere "Concept" and "Slogan" into an executive program binding on all parties concerned with this issue.
2. Completing the necessary legal framework to accomplish this.
3. Develop policies and plans, and take action Ensuring that this is achieved at all levels and fields.
4. Adopting a serious privatization policy, based on: Data obtained by studies related to restructuring public companies in Iraq, and choosing the best method for accomplishing it.
 - Achieving a better understanding of the privatization process and defining In all its details, and not allowing its political exploitation.
 - Adopting a gradual approach and precise time frames, To facilitate the transition from government operation and management of public companies to private sector operation and management.
 - Designing necessary and sufficient incentive systems for employees And investors, to facilitate the completion of this process, including the plans, policies and procedures required to employ the surplus workforce resulting from the commencement of this process.

Fourth objective: Developing and implementing an integrated and realistic strategy for import substitution.

Means to achieve the goal:

1. Supporting projects related to value chains (dates, Poultry, dairy...), starting with the least expensive and technical parts.
2. Designing an incentive system to support the sector's transformation process The private sector should move from the commercial sector to the agricultural and industrial sector, and gradually reduce the severity of the imbalance.

Structural changes in private sector activities, using monetary, fiscal and trade policy tools.

3. Building industries based on exploiting comparative advantage For the governorates.

4. The use of efficient control and protection systems is on the rise. Its performance level, with the progress made in the implementation of projects related to this subject, makes the profitability of imports less than the profitability of producing and selling locally manufactured goods.

Fifth objective: Stimulating the private sector and enhancing the response of local investment agencies to invest in projects and activities related to achieving sustainable development goals.

Means of achieving the goal

1. Building and designing enabling policies that support Areas of local investment in activities related to achieving sustainable development requirements (such as the use of agricultural systems that rely on little water).
2. Promoting investment maps (including what they entail) Investment opportunities directed towards specific sectors and activities, in order to encourage foreign investors and international supporters to work in this field, provided that this is based on an in-depth analysis of the feasibility of these opportunities in accordance with national priorities.
3. Building the capacity of local investment agencies to respond To direct investment towards sectors related to sustainable development goals.
4. Reproducing impact investment maps for objectives Sustainable development at the local level.

Sixth Objective: Enhancing the private sector's social responsibility and fulfilling its obligations towards its wage earners.

Means of achieving the goal

- 1.Incorporating social responsibility requirements into laws The regulatory instructions and standards that private sector companies must adhere to with regard to their employees and society as a whole.
- 2.Providing positive incentives to private sector companies that Committed to social responsibility practices such as providing a healthy and safe work environment and training employees.
- 3.Conducting independent audits to verify the extent of Private sector companies' commitment to social responsibility standards.
- 4.Strengthening social dialogue with representative organizations For the private sector and to create an open dialogue platform for workers who do not have representative organizations.

Chapter Four

The human and social development axis focuses on the sectors of education, health, social protection, poverty, youth, women, and volunteer work.

1-4: Education Sector 4-1-1:

Education Indicators

The net enrollment rates for the primary stage (6-11 years) reached (95%) during the academic year (2022/2023), while the net enrollment rate in the intermediate stage reached (67%), and the preparatory stage (36%), while the net enrollment rate in vocational education reached (1.4%).

School dropout is one of the most important challenges facing the educational process in Iraq, as the number of students who dropped out of primary school reached (200,703), secondary school (149,594), and vocational education (5,343) for the academic year 2022/2023.

Pointing out the existence of a significant shortage in the number of schools and school buildings to cover the actual need, despite the increase in their numbers when compared to the population growth rates.

The number of literacy centers in Iraq reached (1299) centers for the academic year 2022/2023, while the number of students in literacy centers reached (66406) male and female students, while the number of accelerated education schools reached (411) schools, and the number of students in them was (30806), while the number of adolescent schools reached (90) schools, in addition to the presence of (50) schools that are not designated for adolescents, but they contain sections for adolescents.

The net enrolment rates in higher education (preliminary studies) (government and private) reached (24%).

The number of universities that have postgraduate programs reached (30) universities for the academic year 2022/2023, and the number of postgraduate students accepted into higher education reached 20,452 students for the academic year 2022/2023, of whom 54% were females.

2-1-4: Main Challenges

A - Challenges of the education sector

- 1.Continued reliance on traditional teaching methods.
- 2.The curricula's inability to keep pace with cognitive and scientific developments Modern.
- 3.The great shortage of school buildings in all The governorates.
- 4.Weakness of programs for preparing and qualifying educational staff.
 - Lack of focus on early childhood development.
 - High dropout rates.

- Unsustainability of informal education.

8.Weakness of the approved testing and evaluation methods.

- Limited use of teaching methods in teaching Qualification and training.

10.Weak educational guidance and health care in general Schools.

11.Students' reluctance to enroll in vocational education.

12.Lack of services designed for people with disabilities and special needs in educational institutions.

13.Weak administrative governance in the education sector.

B- Challenges of the higher education sector

1.Limited capacity of public universities And the civil service.

2.Weakness in keeping pace with global developments in systems Education and e-governance.

3.Weak funding for research in universities.

4.Weak links between the university and production institutions And the private sector.

- Weak legislation that supports the establishment and operation of Technology parks.

- Weakness of measurement and evaluation centers according to methodologies Institutional work.

- Unfavourable competition between public education And the private sector at the expense of the quality of education.

8.Focusing students on academic paths at the expense of Technical paths.

3-1-4: Trends and objectives of the education sectors

Development trends in the education sector

Improving the educational and pedagogical reality of childhood in Iraq

Improving the quality of public education and expanding its comprehensiveness.

Increasing vocational education outcomes.

Improving and sustaining education and services provided to people with disabilities and special needs

Effective governance in the management of educational and teaching institutions

Goals and means of achieving them**First goal: Early childhood development.****Means of achieving the goal**

1. Increasing the number of kindergartens in all governorates With 96 schools.
2. Expanding the establishment of undergraduate studies departments in Universities care about early childhood.
3. Adopting enhanced curricula for the early inculcation of authentic values Citizenship, humanity, tolerance and respect for others.
4. Adopting teaching methods based on the analytical approach Dialogue and deepening knowledge.
 - Ensuring care and mental health for children, especially in Displacement areas and poor governorates.
 - Development of specialized educational and pedagogical staff In early childhood.
 - Providing financial, material and human requirements For institutions that sponsor early childhood.

The second objective: ensuring good and comprehensive education at all levels of public education (formal and non-formal) and rehabilitating and developing the infrastructure.

Means of achieving the goal

1. Providing sustainable infrastructure through:
 - Rehabilitation, development and construction of school buildings and infrastructure and the transition to green buildings.
 - Building 3,000 schools, including 96 kindergartens.
 - Construction of 1,100 12-class primary schools.
 - Construction of 550 18-class primary schools.
 - Construction of 1,254 18-class secondary schools.
2. Developing all educational staff according to the latest Modern teaching methods and patterns, and developing the capabilities of school administrations.
3. Partnership with the private sector by attracting Private sector investments to establish low-cost schools.
4. Expanding literacy and adult education programs and developing Its own curricula.
 - Increasing the number of buildings for literacy centers and schools Accelerated education in 700 schools.

The third goal: increasing school enrollment rates and reducing dropout rates.

Increase net enrollment rates in kindergartens to 15% in the target year.
 Increase net enrollment rates in primary education to 99%.
 Increase net enrollment rates in the intermediate stage to 70%.
 Increase net enrollment rates in the preparatory stage to 40%.
 Increase net enrollment rates in vocational education to 4%.

Means of achieving the goal

1. Amendment to the Compulsory Education Law No. (118) of 1976 to ensure the continuity of compulsory education to the intermediate stage and related legislation.
2. Comprehensive awareness of girls' and adolescents' education And poor children.
3. Linking education with conditional incentives to protection programs Social.
4. Launching enhanced student health policies (health School feeding) with a focus on the poorest and most remote areas.
 - Interest in psychological, educational and health guidance centers School at all levels of general education.
 - Strengthening family-school ties and innovation Electronic applications for follow-up and communication.

Fourth objective: Developing approved curricula, testing methods and evaluation

Means of achieving the goal

1. Developing the capabilities of educational staff in modernization Curricula, assessment methods and tests.
2. Application of electronic technologies and teaching methods Modern and use of educational and pedagogical illustrative means in formal and informal education.
3. Greening curricula (supporting development) (sustainable).
4. Developing the student's self-cognitive functions.
 - Supporting educational laboratories according to a motivational approach Innovation and creativity.
 - Cultural exchange and participation in tests International.

- Developing evaluation and assessment methods in the institution Educational and training.

8. Developing the capabilities of authors, designers and staff Educational in updating curricula.

- Developing educational platforms and digitizing curricula to provide... Educational resources and interactive activities.

Fifth objective: Increasing the efficiency of administrative governance.

Means of achieving the goal

1. Strengthening integration paths at the central level Local and activate the boards of directors.
2. Effective application of performance evaluation methodologies The institutional one.
3. Effective application of administrative governance principles.
4. Digitization of management systems in educational institutions And facilitate the exchange of information.

Sixth goal: Ensuring the provision of high-quality vocational education that meets the needs of the labor market.

Means of achieving the goal

1. Updating curricula and keeping pace with market requirements work
2. Improving student enrollment rates in education Professional
3. Developing workshops that meet educational needs (training (practical) allocated to it.
4. Supporting innovative student projects within the framework of education Professional
 - Increasing the number of vocational schools, workshops and laboratories And the establishment of innovation centers.

Seventh goal: Ensuring the provision of quality, comprehensive and sustainable education for people with special needs.

Means of achieving the goal

1. Increasing the number of teaching staff with disabilities Qualifications in the field of special education.
2. Increase the number of inclusive classes.
3. Providing infrastructure that takes into account people with disabilities and needs Private in educational institutions.

4. Allocate sufficient resources and ensure the provision of equipment Necessary for people with special needs.

Development trends for the higher education sector:

Empowered, advanced and sustainable higher education institutions.

High quality education that keeps pace with the latest national and international standards.

Promoting sound scientific research aimed at solving societal and labor market problems.

Achieving alignment between education outcomes and labor market needs.

Digital governance for the higher education sector.

Goals and means of achieving them

The first objective: Aligning the inputs and outputs of the educational process with the capabilities of institutions and the needs of national development.

Means of achieving the goal

1. Implementing a clear policy for admission to universities Taking into account the needs of national and sustainable development.
2. Establishing and developing the digital university admission portal in accordance with For artificial intelligence systems.
3. Expanding the admission system in technical education.
4. Creating a balance between the number of enrolled students In undergraduate and graduate studies, and in technical and academic specializations, in accordance with development requirements and in line with the requirements of the labor market.
 - Linking the innovations of colleges, departments and programs Postgraduate studies with global trends, taking into account spatial and demographic dimensions and development gaps.

The second goal: to raise the enabling capacity of university education institutions and enhance their efficiency and effectiveness.

Means of achieving the goal

1. Completion of projects prepared for universities, including: New/young universities from the state's general budget.
2. Expansion, rehabilitation and construction of buildings and infrastructure For universities and colleges according to quality standards and the shift towards green buildings.

3. Developing teaching staff and leadership The university.

4. Updating the mechanisms and criteria for selecting university leaders And administrative.

- Effective implementation of institutional excellence standards and digitization Supervision and evaluation.
- Use of information technology in management systems University supervision and evaluation.
- Strengthening integrity, transparency and accountability measures.

The third goal: Creating a generation of graduates that keep pace with global trends and market needs.

Means of achieving the goal

1. Establishment of technical colleges/institutes and specializations Rare in public and private education according to the regulations.
2. Updating academic curricula and training programs Reinforcing the principles of sustainability.
3. Developing and establishing technology incubators and parks Job fairs linked to labor market needs.
4. Strengthening industrial consulting and motivating the field of work With ministries and institutions.
 - Developing technical education and encouraging enrollment in it.
 - Empowering the rehabilitation, employment and follow-up departments Graduates are provided with accredited training programs in accordance with labor market requirements.
 - Using modern technologies in teaching and evaluation And the test.

Fourth goal: Raising the quality of scientific research and enhancing innovation, thus contributing to strengthening the knowledge economy.

Means of achieving the goal

1. Developing scientific research systems and establishing centers Specialized in innovation and scientific research in public and private universities.
2. Improving the accreditation of Iraqi academic journals Increasing the percentage of publication in reputable national and international magazines and journals.
3. Adopting modern methods in evaluating and supporting research Scientific and solid.

4. Increasing reliance on scientific research outputs to solve problems Facing ministries, institutions and society.

- Accreditation of digital university libraries And the hypothetical.
- Encouraging scientific research aimed at enhancing development Sustainable and environmental improvement.
- Enhancing financial allocations for scientific research in General budget.

Fifth goal: Creating universities with high social responsibility.

Means of achieving the goal

1. Supporting centers that provide services to the community and protection Environment in universities such as (environmental research centers, community research centers, community service centers).
2. Intensifying volunteer work and community participation In universities.
3. Expanding guidance and counselling activities and supporting the branches Psychological counseling in universities.
4. Activating solidarity funds for poor students.

2-4: Health sector

1-2-4: Health indicators

The number of residents served by each health center increased from 17,567 citizens/center in 2018 to 19,079 citizens/center in 2022, due to the population growth, which was proportionally greater than the increase in the number of health centers. The indicator of the number of people served by secondary and tertiary health care centers witnessed a slight decrease for each government hospital from 164,073 people/hospital in 2018 to 163,806 people/government hospital in 2022. The indicator of neonatal mortality per 1,000 live births decreased in 2022 to reach (14.2) compared to (14.5%) in 2018. As for the indicator of infant mortality per 1,000 people of the population, it increased from (19.5%) In 2018, the target was (19.8%) in 2022, while the target was (14%), which is a negative indicator due to many reasons, including low health awareness, early marriage, lack of interest in the health and nutrition of pregnant mothers, and others. As for the mortality index of children under five per 1000 people, it did not change, as the rate stabilized at (24.1) cases between 2018 and 2022. As for life expectancy at birth, it rose to reach (75.3) years in 2022. Compared to (70.8) in 2018, this reflects a relative improvement in

Health services provided to citizens. The percentage of children under five at risk of malnutrition decreased to (12%) in 2022, compared to (13%) in 2018.

The rate of birth defects (congenital malformations) per 1,000 live births increased in 2022 to (3.3) compared to (3.2) in 2018. The coverage rate of the DPT3 vaccine increased from (72%) in 2018 to reach (92%) in 2022, compared to the target value of 90% for the previous plan. Although Iraq achieved significant coverage in the DPT3 vaccine (the triple vaccine) for the year 2022 compared to the year 2018, it is considered among the top ten countries in the world in terms of the number of children who have not received the triple vaccine, according to UNICEF. Which highlights the urgent need to reach communities of unvaccinated children.

The incidence rate of tuberculosis infections per 100,000 population decreased from (19) in 2018 to (17) in 2022, compared to the target (16.1 per 100,000 population).

There has been a significant increase in the number of HIV infections and deaths, as it rose from (107) cases and (6) deaths in 2018 to (430) cases and (31) deaths in 2022. This requires improving methods of dealing with the causes of infections and deaths, represented by poor awareness, lack of sexual education, misuse of medical equipment, the spread of drug abuse and addiction, and others.

Premature deaths from major non-communicable diseases for the age group (30-less than 70 years)/ 1000 population, as the data of the annual health reports reflected an improvement in premature deaths from non-communicable diseases, and the value of the indicator reached (2.8) in 2022 after its value was (3.1) in 2018, while the year 2020 recorded the highest value of (3.6) as a result of the association of this year's deaths with the pandemic. The decline in the index in 2022 reflects the increased government efforts made to mitigate the repercussions of the pandemic. The maternal mortality rate per 100,000 live births decreased from (35.4) deaths in 2018 to (28.0) deaths in 2022 (achieving a positive result for the same year of (32) deaths). The percentage of births supervised by specialized staff increased from (92.7) births in 2018 to (96.0) births in 2022, while the target was (98.0). The percentage of women hospitalized in abortion units in the Gynecology and Obstetrics Department decreased by (-58.9%) in 2022, becoming 7.4% compared to 2018, when it was 18%.

2-2-4: Main challenges

Despite the availability of human resources in Iraq, major challenges remain in the field of health workers, including doctors and nursing staff, the imbalance in staff distribution, and insufficient training. Furthermore, there is evidence of a decline in the level of educational outcomes for medical and health staff, in addition to unsuitable working conditions for maintaining competencies.

Limited efficiency of the health system, insufficient and outdated infrastructure of health institutions, poor coverage of the overall need for health institutions for medicines, vaccines, modern medical equipment, services, laboratories, radiology equipment, and medical equipment for immunodeficiency. Limited specialized health services.

The small number of health centers, especially in remote areas, and the unsuitability of infrastructure to provide privacy for the provision of services, especially early childhood development.

Poor coverage of health institutions for diseases related to mental health.

High rates of communicable and non-communicable diseases due to limited use of health protection methods. Delayed implementation of the Citizens' Health Insurance Law.

3-2-4: Health sector trends

Developing the health sector with advanced and well-equipped health institutions capable of providing various health services with high efficiency and providing medicines and vaccines in a reliable and sufficient manner.

Possible, qualified and sufficient medical, health and nursing staff according to international standards.

Building a comprehensive health information system that keeps pace with global developments.

Strengthening partnership with the private health sector.

Goals and means of achieving them

The first objective: Expanding and developing the infrastructure to improve coverage of health services throughout Iraq.

Means of achieving the goal

1. Expansion in the establishment of public hospitals And specialized to ensure comprehensive coverage throughout the country.
2. Increase the number of primary health care centers that provide Family planning services.

3. Increasing the number of health centers operating with a health approach Family in health circles.

4. Completion of stalled projects included in the budget State General (100, 200, 300 and 400) beds.

- Establishment of hospitals included in the general budget For the state (100, 200 and 400 beds).
- Developing specialized centers such as cancer centers and centers Cardiovascular surgery at adequate and sustainable levels.

Second objective: Improving primary and secondary health care services and specialized centers, providing medicines and vaccines, and facilitating the implementation of Health Insurance Law No. 22 of 2020.

Means of achieving the goal

1. Expansion of health services in hospitals Health centers, care centers and specialized centers.

2. Adding specialized units and devices to Main hospitals in all governorates (hemodialysis and diagnostic devices).

3. Providing medicines and vaccines and improving services Vaccination within the expanded immunization program.

4. Improving the efficiency of specialized health unit services Caring for pregnant women, mothers and children and providing health and psychological support.

- Ensuring the provision of medical supplies and equipment Services, materials and laboratory diagnostic tests for primary and secondary health care.
- Opening specialized health units for pregnant women Mothers and children, especially in villages and remote areas, and providing health and psychological support.
- Establishing special centers for health research and development and supporting Innovation in providing health services.

8. Implementation of the electronic system for project management Health insurance, issuing electronic health insurance cards, and taking biometric fingerprints for health insurance subscribers.

- Contracting with approved and licensed insurance companies By the competent authorities to provide health services optionally to Iraqis and mandatory for foreign visitors and residents.

Third goal: Improving the health prevention system to reduce the rates of communicable and non-communicable diseases.

Means of achieving the goal

1. Increase access to vaccines.

2. Supporting prevention in the field of AIDS and hepatitis Viral and sexually transmitted infections and improving services for people living with HIV, viral hepatitis and those infected with sexually transmitted infections.

3. Maintaining a gradual reduction in the incidence of tuberculosis in Iraq, especially among the poor.

4. Ensuring sufficient and sustainable quantities of blood Its efficient and safe components for patients with thalassemia, tumors and other diseases, according to the main and secondary blood groups in the sub-centers.

- Developing protocols and work guides in the field of health Psychology and addiction.

Fourth goal: Improving the capabilities of medical, health and nursing staff.

Means of achieving the goal

1. Developing and supporting medical specialists Through an efficient incentive system.

2. Adopting international standards in determining the need for Medical, health and nursing staff.

3. Building an efficient distribution system for medical and health personnel Nursing care takes into account the population size and geographical distribution of health institutions.

4. Establishing rare specialized medical programs In educational institutions and their inclusion in scholarship programs.

- Support the holding of international medical conferences.
- Supporting creative medical and health staff.

Fifth goal: Health sector governance.

Means of achieving the goal

1. Implementation of the e-governance system.

2. Activating comprehensive health monitoring programs.

3. Digital governance of private sector activities in

Health sector.

4. Updating and developing the database of patients
Specialized units and centers.
 - Building a unified record of warehouse storage systems Medicines, vaccines, equipment and medical supplies.
 - Build a complete, shareable patient record.

Sixth goal: Activating the role of the private sector in improving the level of medical and health services.

Means of achieving the goal

1. Expanding investment opportunities in the health sector
Private
2. Completing joint operation models for hospitals
The new big one is done.
3. Providing special standards to ensure quality in services
Provided by the private health sector.
4. Ensuring effective private sector participation in
implementation Health insurance law.
 - Encouraging volunteer work for medical staff And health in poor, fragile and post-conflict areas through voluntary campaigns to treat patients, provide medicines and support low-income families and families with disabilities and special needs (mobile clinics).

3-4: Social Protection

4-3-1: Key Indicators

The poverty rate at the level of Iraq reached (20.05%) according to the data of the Poverty Monitoring and Assessment Survey for the year 2018, which showed that there is a disparity in poverty rates between the governorates, as the southern regions still indicate a rise in poverty rates affected by many economic, social and political factors.

Increasing the spending ceiling on social protection, as the spending rate reached 3.03% of the general budget for the year 2023, after it was 2.02% for the year 2018. The number of families covered by the social protection network headed by a man according to the coverage categories for the last batch for the year 2023, as their total amounted to (1,455,864) families, i.e. 63% of the total number of families, as for families supported by women, the data showed that the number amounted to (546,748) families, i.e. approximately 37%, which shows that the total The total amounted to (2,002,612), an increase of 75% over the year 2018. This is due to an increase in

The comprehensiveness, targeting, and impact of the COVID-19 pandemic, the war against the terrorist ISIS gangs, and the depreciation of the Iraqi dinar against the dollar. However, the percentage of households headed by a woman is a small percentage, which indicates the need to develop targeting methods to reach women, especially with the increasing effects resulting from climate change, which cast their shadows on large population groups of women, who had the largest role in the agricultural sector in particular, and in comparison with the data related to the year 2018, where the total amounted to (1,141,383) households, where the number of households headed by a man amounted to (703,102) at a rate of 62%, while The number of families headed by women reached (438,281) at a rate of 38%.

Social Security: The total number of beneficiaries in the private sector reached (109,313) workers, distributed over (105,477) males and (3,836) females, while the number of beneficiaries of all types of retirement salaries from the above law reached (19,627) beneficiaries for the year 2022. The results of the National Disability Survey for the year 2016 (except for the governorates of Nineveh, Anbar and the Kurdistan Region) indicate that the number of people with disabilities in Iraq is (1,357,063), and the number of disabled males reached (776,721) constitute (57.2%) of the total number of people with disabilities, and (5.9%) of the total number of males. The number of women with disabilities reached (580,342), constituting (42.8%) of the total number of people with disabilities, and (4.5%) of the total number of women.

2-3-4: Main Challenges

The multiplicity of official bodies that deal with people with disabilities leads to the lack of accurate and reliable data on their numbers.

Inaccurate targeting of social protection programs. Low funding for the social protection sector in the state's general budget in previous years. Poor levels of services provided to people with disabilities and special needs, and weak implementation of Law No. 38 of 2013 on the Protection of People with Disabilities.

The outdated infrastructure of orphanages, homes for the elderly and people with disabilities, their small numbers, and their poor geographical distribution.

Increasing numbers of orphans, stranded people, and homeless people.

Increasing numbers and types of people with disabilities.

The decline in awareness and knowledge of disability integration programmes by institutions, society and families has resulted in the growth of social stigma and the alienation and exclusion of these people.

3-3-4: Trends

Improving the targeting of the social safety net and raising the efficiency of the system.

Integrating people with disabilities and special needs into public life and the labor market.

Increasing and improving social care services for vulnerable groups such as orphans, the elderly, juveniles, the stranded, and the homeless.

Goals and means of achieving them

The first objective: achieving an efficient, sustainable, and responsive social safety net system for vulnerable groups.

Means of achieving the goal

- 1.Completion and implementation of the protection system reform strategy Social to ensure access to the target groups and to achieve sufficiency and sustainability of benefits.
- 2.Amending Social Protection Law No.11 of 2014, in accordance with the pillars and objectives of the Social Protection System Reform Strategy.
- 3.Developing the capabilities of workers in the protection network Social.
- 4.Encouraging productive families and supporting handicraft industries And heritage.
 - Providing loans to income-generating projects in particular For the poor
 - Support, rehabilitation and development of vocational training centers.
 - Strengthening the role of inspection committees to monitor the implementation of Retirement and Social Security Law in the Private Sector.
- 8.Improving targeting criteria for inclusion in the network Social protection.
 - Launching the unified registry strategy.

10.Digitizing protection services Social.

Second goal: Greater linkage between reforming the ration card system and social protection.

Means of achieving the goal

- 1.Optimal utilization of the ration card system Covering basic commodities in terms of quantity and quality.

- 2.Improving targeting in the ration card system And directing it towards the poor classes.

3.Inclusion of poor social classes in quotas Additional.

- 4.Providing subsidized sales outlets for social groups The poor

Third goal: ensuring the integration of people with disabilities and special needs into public life and the labor market.

Means of achieving the goal

- 1.Launching the National Policy for Empowering People with Disabilities In Iraq and support its implementation financially and legally.
- 2.Amending the Law on the Care of People with Disabilities and Special Needs Special No. 38 of 2013 and issuing instructions for its clear implementation.
- 3.Obligating ministries and entities not affiliated with the Ministry The private sector shall implement Article 16/ First of Law No. 38 of 2013 (allocating jobs for people with disabilities and special needs, not less than 5% of its staff).
- 4.Securing financial allocations for the Disabled Care Authority And special needs to fulfill its obligations.
 - Establishing, developing and rehabilitating rehabilitation centers and institutes Operational activities concerned with people with disabilities and special needs, opening forums and centers for people with disabilities, holding operational workshops, and supporting products and handicrafts for people with disabilities.
 - Participation of persons with disabilities in decision-making Decisions related to their lives.
 - Implementing the educational integration policy for people with disabilities Disability, especially children on the autism spectrum.
- 8.Increasing the number of workers and specialists, training them and developing them Their skills to deal with this category.
 - Facilitating access for people with disabilities and special needs To public services and give them priorities that ensure their effective integration into public life and support and marketing the products of productive families with disabilities and special needs.
- 10.Enhancing opportunities to participate in social activities Political, cultural and environmental.

Fourth goal: Providing appropriate shelter institutions that enhance living with dignity.

Means of achieving the goal

1. Increasing the number of nursing homes and ensuring a decent standard For their lives (old age with dignity).
2. Improving the reality of health services, especially for the elderly Providing them with medicines and medical supplies.
3. Providing and supporting psychological and social rehabilitation services Activating the role of guide and researcher for the elderly, orphans and youth.
4. Launching and implementing the National Policy for the Elderly.
 - Increase financial allocation for shelters.
 - Adopting educational and awareness campaigns on the importance of care The elderly, orphans, juveniles, and reducing violence and abuse.
 - Improving services provided in various nursing homes Events, orphans and the stranded.

8. Developing the capabilities of workers in social care homes Shelter.

- Holding operational workshops and supporting products and businesses Manual.

10. Involving inmates in public works programs.

11. Preparing a comprehensive program for volunteer work in the role of Different care

4-4: Poverty Reduction

4-4-1: Key Indicators

The percentage of material poverty in Iraq reached (20.05%) for the year 2018, and there is a disparity in poverty rates between the governorates, as Muthanna Governorate witnessed the highest poverty rate in Iraq at (52.1%), followed by Diwaniyah Governorate at (47%), then Maysan (45.4%), while the central and northern governorates witnessed lower poverty rates than in the southern regions, as shown in Table (8).

Table (8): Poverty rates by governorate for the year (2018)

Governorate	poverty rate	Governorate	poverty rate
Sulaymaniyah	4.5	Anbar	17
Erbil	6.7	Saladin	17.9
Kirkuk	7.6	Wasit	18.7
Dohuk	8.6	Diyala	22.5
Baghdad	9.9	Dhi Qar	33.9
Babylon	11.1	Nineveh	37.7
Najaf	12.6	Maysan	45.4
Karbala	13.8	Diwaniyah	47.7
Basra	16.2	Al-Muthanna	52.1
The poverty rate in Iraq is 20.05			

Source: Poverty Monitoring and Evaluation Survey 2018/Statistics and Geographic Information Systems Authority.

2-4-4: Main Challenges

The main challenges related to poverty are embodied in a set of indicators that were addressed within the plan's axes, which are as follows:

High unemployment rates in poor areas and female-headed households.

The shortage of schools, especially in poor and remote areas, results in high rates of school dropout and illiteracy. Poor coverage of basic health services in remote and poor areas.

High illiteracy rates and low cognitive achievement among the poor.

The concentration of the poor in informal settlements in urban centers creates chronic poverty hotspots.

Poverty continues to be linked to displacement, despite the return of millions of displaced persons to their liberated areas.

The conditions accompanying climate change constitute a challenge for

Achieving the goals of the development plan, as areas affected by climate change have witnessed migration from their residential areas to urban areas due to their exposure to the loss of livelihoods and their lack of access to basic services such as drinking water.

3-4-4: Main objectives

The National Development Plan adopts strategic outcomes.

Poverty alleviation and its activities:

The first result: Higher and sustainable income for the poor
And economic empowerment for poor women.

The second result: Improved health status of the poor.

The third result: Improve education for the poor.

Fourth conclusion: Adequate housing and a responsive environment
To the challenges that threaten the lives of the poor.

Fifth conclusion: Effective social protection
For the poor

The sixth result: Confronting the repercussions of change
Climate and food security for the poor.

The seventh result: Emergency response activities.

4-: Youth

Expected trends in the population age structure indicate

In Iraq, the proportion of young people is expected to increase over the next two decades in light of the high fertility rates, as the age group of young people aged (15-29) years constitutes about (27.4%) of the population in Iraq according to estimates for the year 2024. The total population estimates for the year 2024 reached (44.4) million people and it is expected to rise to (48.9) million people in the year 2028, compared to the year 2018, when the total population of Iraq reached (38.1) One million people, which means that the percentage of youth represents (27.4%) for the year 2028. The percentage of males is (51.3%) compared to (48.7%) for females for the year 2024, according to estimates by the General Authority for Statistics and Geographic Information Systems. This poses serious challenges to the government in its ability to provide educational and employment opportunities for large numbers of young people. This requires a shift towards diversifying the country's economy, diversifying sources of income, and focusing on productive trends and the digital economy, rather than the consumer trends that characterized the previous phase. The working-age population (15-64) is expected to increase by 2028 to approximately 56.46% of the total population. Thus, youth will remain the largest segment of Iraqi society and the largest proportion of the population, especially those who are economically active, which represents a promising demographic development opportunity if it is properly invested in. Table (9) below shows the development of demographic indicators for Iraqi youth for the period 2018-2028.

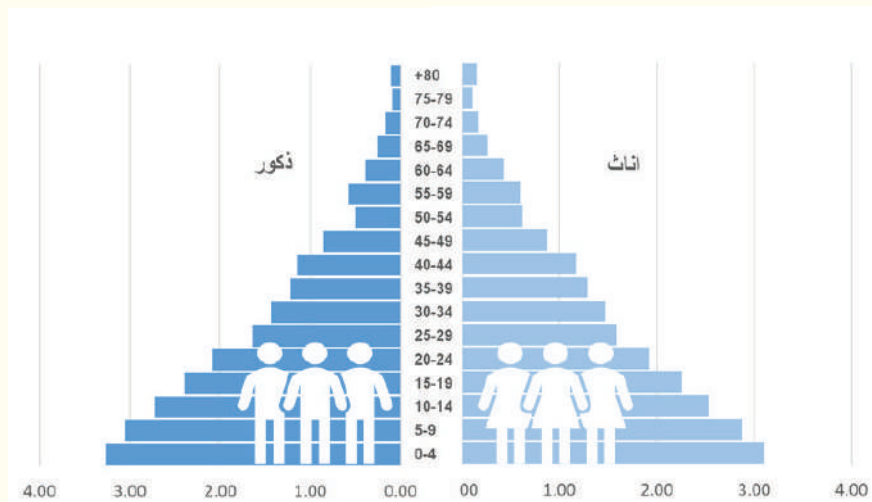
Table (9): Development of demographic indicators of the Iraqi population for the period (2018-2028)

Indicator	2018	2024	2028
Total population size	38,124,182	44,414,800	48,914,100
Number of males	19,261,253	22,439,402	24,712,548
Number of females	18,862,929	21,975,392	24,201,529
Population percentage from (0-14) years	40.47	40.47	40.47
Population percentage (15-29) years	27.4	27.4	27.4
Population percentage (15-64) years	56.46	56.46	56.46
Population percentage (65 and over)	3.07	3.07	3.07

Source: General Authority for Statistics and Geographic Information Systems population estimates.

The population pyramid (Figure 9) indicates the reality of the age structure of the population of Iraq, indicating that Iraqi society is still It is one of the societies characterized by the youth of its population, and the percentage of children, boys and young people among the population is high, as more than (68%) of the population of Iraq today is under the age of thirty.

Figure (9): Population pyramid in Iraq 2023



It is not expected that the plan years 2024-2028 will witness a change in the age structure of the population, which means the opening of the demographic window, as the percentage of the population group (15-64) will reach 56.46% during the plan years, which indicates the economic vitality of the Iraqi population, which requires an increase in investments that generate job opportunities and enhance sustainable development paths to achieve economic prosperity. The population category (0-14 years) will constitute 40.47% of the total population during the plan years, which requires attention to childhood, especially early childhood.

The demographic window represents a real opportunity for Over the next two decades, society must seize it urgently, as they do not represent a problem or a burden to the development process, but rather they are a basic resource for solving development problems, and through youth it is possible

Achieving advanced development steps to ensure prosperity and sustainable stability for them and for society in general, if it places at the top of its urgent priorities the empowerment of its youth and reliance on them to push the wheel of the development process forward, and given the circumstances and challenges witnessed in the past years, most notably weak political and security stability, health, economic and social crises, accompanied by youth movements and demands for political participation and the provision of job opportunities, in addition to weak economic policies and a low standard of living. The provision of services, the exacerbation of fragility, and the high rates of poverty and unemployment have placed Iraqi youth in the face of real challenges, especially as Iraq is on the verge of entering the demographic dividend phase in its population situation. Therefore, a population policy was developed that aims to benefit from the demographic dividend, which is reflected in the improvement of human capital.

And economic growth.

4- -1: Main indicators

Demographic indicators:

The age group of the population aged (15-29) years constitutes about (27.4%) of the population in Iraq according to 2024 estimates.

The percentage of males is (51.3%) compared to (48.7%) for females in 2024.

The productive working-age population aged (15-64) represents approximately 56.46%.

Economic activity indicators:

The results of the Labor Force and Unemployment Survey in Iraq 2021 showed that the economic activity rates for youth aged (15-24) years amounted to (33%).

The total unemployment rates for the year 2021 reached about (16.5%), which rises among females to (28.2%) compared to (14.7%) among males, and the difference in economic activity rates continued to be large between males and females in favor of males, reaching (68%) compared to (10.6%) for females.

The public sector remains the most attractive sector for young graduates, while the private sector was more attractive to young people with lower educational levels. The percentage of unemployed people with a secondary school certificate reached (14.9%), rising among females to (36.2%) compared to (13.5%) for males. Among those with a secondary school certificate, the percentage of unemployed people reached (14.1%), rising among females to (41.6%) compared to (12.8%) for males. Among university graduates, the unemployment rate reached (18.8%), rising to (28.9%) among females compared to (13.8%) among males.

Social indicators:

Statistics from the Ministry of Interior and the Supreme Judicial Council for the years (2020, 2022, 2021) respectively indicate that the highest percentage of drug use among addicts was in the age group of (18-30) years among other age groups, at a rate of (46.3%, 49.1%, 55.5%) for the years indicated respectively. Data from the Supreme Judicial Council indicate that (113) suicide cases were recorded in the year 2020, while this number witnessed an increase in the year 2021 by (196) suicide cases, and this increase continued in the year 2022 by (253) suicide cases.

Iraq is still lagging behind in youth development according to the 2020 Global Youth Development Index (YDI), as we find it ranked 169th in the field of education, and in

In the field of employment opportunities 154, in the field of equality 156, in the field of health 118, in the field of security and peace 176, and in the field of political participation 159.

4- -2: Main challenges

The most important challenges facing Iraqi youth are the following:

Increasing youth unemployment rates and lack of job opportunities in the formal and informal labor market.

The spread of drugs and psychotropic substances, the deterioration of the value system among young people, and the increase in social diseases.

The weak role of youth and sports institutions capable of absorbing and developing young people.

Weak political participation in decision-making and a sense of good citizenship.

4- -3: Main objectives

The first goal: Building generations of youth protected from negative phenomena and social ills, armed with authentic values and a sense of belonging that enhances participation in the political process and decision-making.

Means of achieving the goal

1.Strengthening value systems and community cohesion
Enhancer of human security.

2.Promoting peaceful coexistence and dialogue programmes.

3.Fortified cultural, educational and scientific activities for systems
Values among youth.

4.Holding dialogue seminars and expanding the base of interaction
Family to enhance communication and bridge the gap between generations.

- Raising the level of cultural and social awareness Among young people, promoting authentic values and rejecting foreign values.

- Activating the role of the media in mitigation and prevention
One of the social phenomena and diseases among juveniles and youth.

- Supporting and caring for the mental health of young people, especially in
Poor areas and areas of return of displaced people.

8.Strengthening the oversight role of state agencies to confront
Social challenges and the work of organizations that promote alien values.

Second objective: Enhancing youth participation in the political process and decision-making.

Means of achieving the goal

1. Developing empowering capacities for enhanced youth For their participation in dialogue and decision-making.
2. Supporting young community leaders to play roles Development that enhances the stability and sustainability of society and activates the Youth Parliament.
3. Developing institutes, centers and institutions for preparing leaders And administrative development.
4. Strengthening the role of accountability institutions and consolidating Transparency
 - Activating the role of civil society organizations and associations Youth and unions to develop young leaders and enhance participation.
 - Providing a legislative environment and work systems that support the participation of Youth in the political process and decision-making.

The third goal: Providing institutions that care for youth and stimulate creativity and innovation, develop capabilities, and invest energies.

Means of achieving the goal

1. Establishing and rehabilitating infrastructure for sports clubs Youth forums and the establishment of model camps.
2. Activating youth sports development programs Cultural and skills improvement.
3. Upgrading popular stadiums and youth five-a-side Supporting sports and cultural activities run by youth.
4. Improving the management of youth centers and forums and developing The capabilities of its employees and enhancing its programmes and activities.
 - Preparing a national program to support innovation among youth And create awards to encourage creativity.

4-: The developmental role of women

4- -1: Main indicators

The rates of early marriage have increased according to indicators of the Integrated Survey of Social and Health Conditions of Women in Iraq for the year 2021, as the percentage of women reached

Those who married before the age of 18 (25.5%) and women who married before the age of 15 (5%). The average age of women at divorce in the age group ranging between (15-19) years was 15.6%. Available data shows an increase in the percentage of women's participation in voting in the 2021 House of Representatives elections, as it reached 40% of the total number of voters, which amounted to 9,629,601, while the percentage of women voting in the 2018 House of Representatives elections was 38.6%. This increase comes despite the decline in the general participation rate. Voter turnout reached 43.5% in the 2021 elections, compared to 46% in the 2018 elections. Data on the situation of rural women, according to the 2021 Integrated Survey of Social and Health Conditions of Women, indicate the following: The enrollment rates of rural girls are low at all levels of education. The enrollment rate of girls in primary school, aged 7-11 years, reached 88.5%, while the net enrollment rate for intermediate school, aged 12-14 years, reached 41.8%. The enrollment rates of females in preparatory school decreased to 22.1%, while the rate of females enrolled in university reached 11.1%, which is a very low percentage. The rate of early marriage in rural communities has risen to more than 29% before the age of 18. It also indicates a general decline in fertility rates among rural women and an increase in the number of women giving birth with the assistance of a doctor.

The percentage of working women in rural areas reached approximately 6.3%, compared to 10.3% of working women in urban areas. Based on indicators of women's employment in rural areas, we find that most women work in agriculture and fishing at 52%, followed by work in education at 19.7%, followed by service activities at 14.7%.

4- -2: Main challenges

There are a number of challenges facing the empowerment process.

The Iraqi woman can be defined as follows:

The limited economic contribution of women in general and rural women in particular, in addition to the increasing phenomenon of unemployment among women.

Illiteracy among rural women is high due to the low enrolment rates of girls in primary education and the high dropout rates.

The low status of rural women in social organization, their confinement to traditional roles, their deprivation of many of their legal and legitimate rights, and the many household burdens that fall on the shoulders of rural women, which do not allow them to go out and participate in activities.

The spread of the phenomenon of early marriage.

The impact of cultural and social factors on women's assumption of senior positions or positions.

Increased incidence of violence against women.

Low participation in the labor market, especially in the private sector, and limited efforts to increase this participation.

The entrenchment of male dominance in society, the specific customs and traditions that empower women, and the limited awareness of their rights.

4- -3: Main objectives

First goal: Achieving broader financial inclusion for women to enhance access to employment opportunities.

Means of achieving the goal

1. Adopting financial policies that support women's work, especially Poor women in the private sector.
2. Providing a suitable work environment for women and girls and providing Legal protection for practicing work in the private sector
3. Simplifying the procedures for granting soft loans to women Poor women to start their own businesses.
4. Establishing clinics to provide legal advice For women, with a focus on poor areas, in the field of obtaining loans and registering businesses.
 - Raising awareness of the importance of providing women and girls With digital skills for their digital integration and providing greater opportunities in the field of work in the private sector
 - Developing work networks and communication through building Strong professional relationships for women in the labor market and effective communication to promote their projects.

Second goal: Improving the economic and social conditions of rural women

Means of achieving the goal

1. Improving education levels in rural areas to overcome the problem Enrollment, dropout, illiteracy, and ensuring their access to educational and health centers.
2. Providing programs to develop the capabilities of rural women to Using modern technologies in agriculture and animal husbandry to improve their economic returns.
3. Reducing the phenomenon of early marriage in Iraq

In general and in the countryside in particular.

4. Develop policies that facilitate women's access (with a focus on (Poor rural women) to important resources, information and methods for dealing with climate change and adapting to the resulting risks.
 - Building and updating a database annually on the reality of women Rural women in Iraq to facilitate the work of decision-makers and policy makers in order to improve the social and economic reality of rural women.
 - Designing awareness programs for rural families To enhance the social status of women.

Third goal: Enhancing women's participation in decision-making and leadership roles.

Means of achieving the goal

1. Providing educational and training programs specifically for women To develop her leadership and administrative skills.
2. Organizing awareness campaigns to enhance community understanding of the importance of Women's participation in decision-making.
3. Supporting NGOs and women's associations Which works to promote women's rights and empower them.
4. Encouraging flexible work policies that allow women Balancing work, personal life and leadership aspirations.
 - Collecting data and statistics related to participation Women in various fields to analyze gaps and take corrective measures.

4- : Voluntary work 4- -1:

Main indicators

Religious occasions remain the largest volunteer campaigns in Iraq. In 2021, the number of visitors to the holy city of Karbala on the occasion of the Arbreen of Imam Hussein (peace be upon him) reached 16,327,542 visitors, both male and female. They were served by 11,328 volunteer service organizations in the fifteen governorates excluding the Kurdistan Region. In 2017, the Ministry of Youth and Sports implemented 40 volunteer activities targeting 5,605 young people (3,655 males and 1,950 females). These voluntary initiatives included various social, cultural, artistic and scientific fields.

In 2018, the Ministry of Youth and Sports adopted the National Youth Volunteering Strategy. The strategy's framework consists of two objectives: First: Improving

Increasing volunteer work opportunities, both quantitatively and qualitatively, contributes to the personal and social development of young people and increases their effective participation in society. The second goal is to increase the involvement of young women and men in volunteer work.

Direct and indirect social networks among volunteers have been active, creating what could be considered social capital to help Syrian refugees in Sulaymaniyah. Volunteers have been involved in building and renovating refugee camps, maintaining cleanliness and good facilities, providing advice, and conducting seminars and campaigns for refugees, all of which have caught the attention of researchers.

While the pandemic represented an opportunity for the spread of volunteer work of various types, the Department of Non-Governmental Organizations organized a national campaign to confront the effects of the Coronavirus during the period from March 22 to December 25, 2020, under the name "Iraqi Giving." Over 287 days, 920 non-governmental organizations provided humanitarian support to 5,655,585 citizens across all Iraqi governorates through 64,000 volunteers from their staff of both genders and of different ages. Voluntary initiatives were distributed into four types: relief supplies (11,645 initiatives), medical protection supplies (7,299 initiatives), awareness campaigns (2,370 initiatives), and providing medical supplies (373 initiatives). The liberated areas witnessed the launch of extensive volunteer campaigns to remove rubble, help rebuild destroyed homes, remove war remnants, and launch campaigns to advocate for women's issues and domestic violence.

4- -2: Main challenges

Weak legislation regulating volunteer work, as there is no specific Iraqi legislation regulating volunteer work.

Poor integration of volunteer work into development plans and programmes.

Lack of financial and moral support for volunteer work, as volunteer organizations do not receive sufficient financial and moral support from governmental or civil society agencies.

Lack of awareness among some governmental and civil society organizations of the importance of volunteer work and the developmental returns it can achieve.

Lack of public awareness of the importance of volunteer work. According to the National Youth Survey in Iraq 2019, only 12% of young men and women aged (15-30) years indicated their participation in volunteer work.

The lack of comprehensive databases documenting volunteer work in Iraq.

4- -3: Main objectives

First objective: Completing the legal and institutional framework for volunteer work.

Means of achieving the goal

1. Accelerating the legislation of the voluntary work law in Iraq
2. Unifying the institutional frameworks that sponsor work Volunteering

Second goal: To enhance community understanding of the importance of volunteer work and its positive impact on society, with a focus on youth.

Means of achieving the goal

1. Launching public awareness campaigns on the importance of work Voluntary.
2. Holding workshops on mechanisms for integrating individuals into Volunteer work.
3. Establishing interactive forums that encourage discussion about Positive experiences of volunteers.
4. Adding vocabulary to curricula at all levels Early study to enhance understanding of volunteering and community assistance and build a culture of volunteer work.

Third goal: Providing volunteer opportunities that meet the interests and talents of youth and women, and enhance their personal and professional development.

Means of achieving the goal

1. Conducting surveys and interviews with youth and women To understand their interests and talents. This information can be used to design volunteer opportunities that suit their needs and interests.
2. Providing diverse and innovative volunteer programs that suit Different age groups and interests can be covered by these programs, including social work, education, environment, culture, sports, and more.
3. Providing vocational training opportunities for youth and women in Specific areas in which they wish to develop their skills, such as leadership skills, personal development, communication, and time management.
4. Strengthening partnerships and cooperation with non-governmental organizations

Government agencies, educational institutions, and the private sector to provide diverse, high-quality volunteer opportunities that contribute to the development of youth and women.

- Providing support and guidance to youth and women during Involving them in volunteer work, including guiding them to choose appropriate programs and supporting them in achieving their personal and professional goals.
- Encouraging youth and women to assume leadership positions In volunteer teams, and developing their leadership and communication skills.
- Effective use of social media To promote volunteer opportunities and share positive stories and experiences of volunteers.

Fourth goal: Cooperating with educational institutions, non-profit organizations, and companies to provide volunteer opportunities and support young people in their participation in volunteer activities.

Means of achieving the goal

1. Communication and institutional cooperation by establishing relationships Institutional partnerships with schools and universities to identify their needs and cooperate in developing volunteer programs that meet the needs of students and youth.

2. Organizing awareness events in schools and universities To encourage students to participate in volunteer activities and introduce them to their importance and benefits.

3. Encouraging schools and universities to communicate with The local community to identify its needs and provide the necessary support for local volunteer projects.

4. Providing the financial support and necessary resources for implementation Volunteer activities and providing opportunities for young people to participate in them effectively.

Fifth goal: Motivating public sector employees to provide voluntary community services.

Means of achieving the goal

1. Linking job performance evaluation to service performance Community volunteering.
2. Encouraging initiatives submitted by employees in The framework for volunteer work and the formation of teams and groups for charitable work related to the institution's function.

Chapter Five

Sectoral development

- 1: Agriculture and Water Resources Sector

- 1-1: Main indicators

The agricultural sector's contribution to GDP fluctuated from 2.51% in 2018 to 4.85% in 2020 and 2.35% in 2022 (due to the sharp decline in oil prices), and subsequently the decline in the value of oil sector production compared to the relative importance of non-oil sectors, in the years in which its contribution increased, in addition to the agricultural sector's exposure to the effects of climate change and the scarcity of water available for agriculture. As for the cultivated area, it has witnessed an increase from 4,436 million dunums in 2018,

To 15,141 million dunums in 2020, and to 11,224 million dunums in 2022, as shown in Table (10).

The total production of agricultural crops amounted to (6863) thousand tons for the year 2022, and the total production of grains increased by (39%) for the year 2022 compared to the year 2018. The wheat crop is one of the most important strategic crops, and its actual production amounted to (2.6) million tons in the year 2022.

Production quantities of most animal products increased in 2022 compared to 2018 for (red meat, white meat, milk, wool, hair, hides, table eggs, and fish), with the exception of river fish.

Figure (10): Contribution of the agricultural sector to the gross domestic product (%)

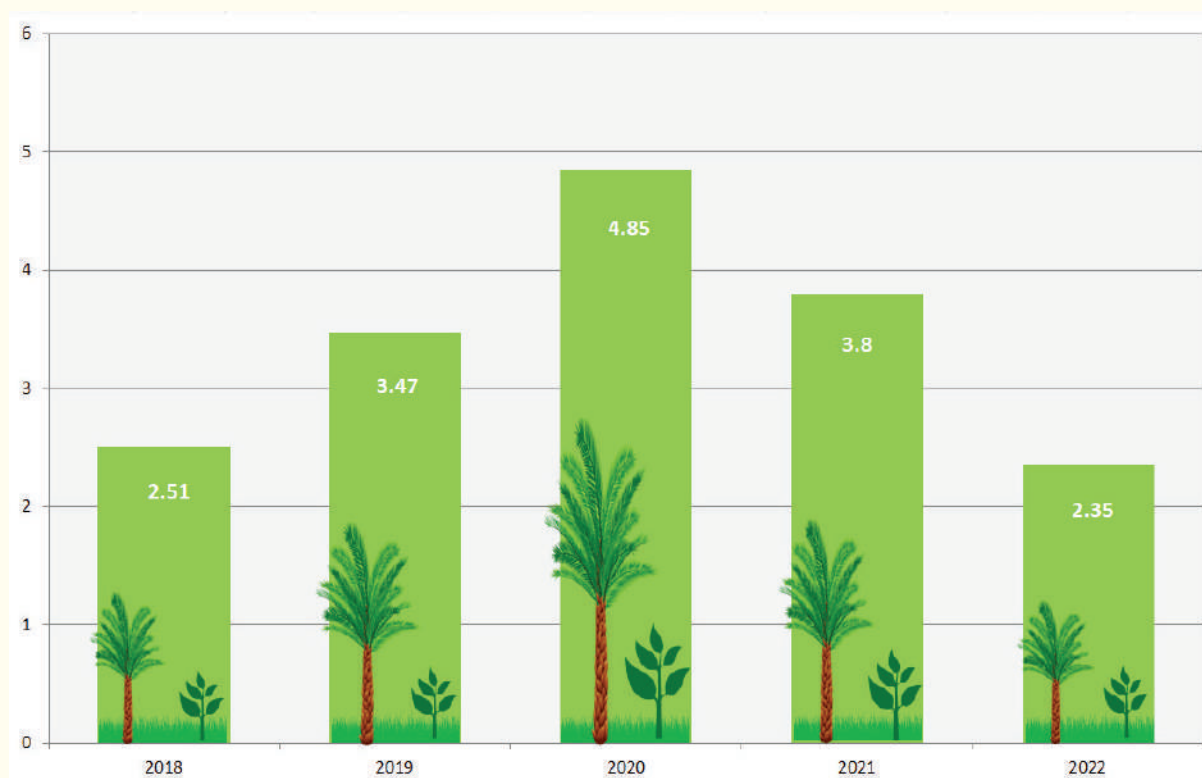


Table (10): Cultivated areas and revenues of the Tigris and Euphrates rivers for the years (2018-2022)

year	2018	2019	2020	2021	2022
Cultivated area ^(*) (million dunums)	4,436	12,047	15,141	14,425	11,224
Percentage of cultivated area to suitable area For agriculture %	15.8	43	54.1	51.5	40.1
Total revenues of the Tigris and Euphrates rivers (billion m ³)	33.20	93.51	49.67	31.24	25.50

(*) Total cultivated areas include both irrigated and rainfed areas.

- 2-1: Main Challenges Challenges facing agricultural development

Climate changes facing the world and affecting Iraq, as the period (2011-2021) was characterized by fluctuations in the amount of rainfall from one year to the next, and the years (2020 and 2021) witnessed a significant decrease in the amount of rainfall for all governorates from their natural rates.

The decline in agricultural productivity has resulted in a deficit in meeting Iraq's food needs, and consequently in the inability to meet food security requirements.

The agricultural sector's heavy reliance on imported supplies has led to high production input costs, as well as water scarcity and the spread of salinity, which has negatively impacted agricultural operations management.

The weak investment environment in the agricultural sector, the limited size of private capital invested in the agricultural sector, as well as the low allocation and financing for the agricultural sector, which is not commensurate with the financial needs necessary for the development and advancement of the agricultural sector.

Agricultural ownership is fragmented as a result of inheritance factors and the small size of agricultural units and holdings, which have affected the determination of crop composition and the use of mechanization and modern agricultural technologies, in addition to urban encroachment on agricultural lands without legal deterrents.

Weak agro-industrial integration (agricultural, processing and food industries).

The deterioration of natural pasture productivity, the spread of desertification, sand dune encroachment, and dust storms, which have negatively impacted the agricultural sector.

Local agricultural production is exposed to the challenges of epidemics, diseases and endemic (endemic) jungles.

The weakness of the agricultural sector database, which represents the basis for developing development plans.

Water resources challenges

Declining volume and quality of water imports: (declining water imports, deteriorating water quality and high salinity levels in the Tigris and Euphrates rivers, failure to reach binding international agreements with neighboring countries

Water-sharing countries share water imports and ensure a fair water share based on the principle of harm-sharing between upstream and downstream countries. Water imports have decreased as the previous plan years faced major challenges in the decline in annual water revenue, especially for the years (2018, 2021, 2022), where they amounted to (32.96), (31.18), (25.51) billion m³, respectively, and are in continuous decline as a result of irrigation projects.

Water resources in Iraq are negatively affected by climate change, leading to a decrease in water supplies to the Tigris and Euphrates rivers and a water scarcity that has reached the point of drought. Irrigation water waste is high due to the high rate of field losses and transportation due to the use of traditional irrigation methods and the limited use of modern irrigation techniques and closed-drain irrigation.

Weak investments in water resources projects to keep pace with developments in irrigation projects in upstream countries and to raise the efficiency of existing irrigation projects.

Poor coordination between government departments regarding water management at the ministries, governorates and regional levels, which leads to non-compliance with the agricultural plan.

Excessive groundwater withdrawal and random well drilling without the approval of the Ministry of Water Resources. Failure to adhere to the annual agricultural plan, which is developed based on water storage and water imports. Weak institutional and legislative systems to limit violations and encroachments on rivers and irrigation networks, lack of water guidance, and weak community awareness of water issues.

The Iraqi geography is subject to seismic aftershocks, which may affect the dams and barriers being built in the future.

Table (11): Targeted performance indicators for the Ministry of Water Resources (2024-2028)

Performance indicators	2022	2024	2028
Area of arable land (million dunums)	28	28	28
Rehabilitation of irrigation projects (one thousand dunums)	5292	5474	5474
Total irrigation efficiency (%)	39	46	53
Field irrigation efficiency (%)	55	61	66
Water transmission and distribution efficiency (%)	70	76	81

Table (12): Target performance indicators for the Ministry of Agriculture (2024-2028)

Crop name (product)	2022	2024	2028
Table eggs (million eggs)	3956	4164.3	4614.6
White meat (1000 tons)	131	137.9	152.9
Red meat (1000 tons)	101	106.3	117.8
Milk (1000 tons)	543	571.6	633.3
Fish (1000) tons	72	75.8	84
Wheat (million tons)	2,764	2,921	3,253
Barley (1000 tons)	144.4	152.6	170.5
Shell (1000 tons)	150	158.6	174
Yellow corn (1000 tons)	496.1	524.3	585.5
Tomatoes (1000 tons)	630.1	664	741.5
Potatoes (1000 tons)	273.6	289.1	3231.9

- 3-1: Main objectives

Goal 1: Achieving sustainable food security

Means of achieving the goal

1. Developing a development strategy to achieve food security, Through optimal utilization of natural, human and financial resources to increase production and achieve better food security at the household level, thus reducing the phenomena of poverty and unemployment.
2. Establishment of agricultural insurance companies and associations And specialized companies concerned with the sector's activities

Various agricultural processes such as mechanization, marketing, transportation and post-harvest operations.

3. Developing infrastructure for the agricultural sector.

4. Securing capacities for the strategic storage of crops The basics are achieved by including new projects that keep pace with the development in storage technologies, and in a manner that suits the geographical nature of Iraq, taking into account the increase in population growth, to avoid any emergency, and rehabilitating most of the old silos and introducing modern methods and techniques into them, in addition to rebuilding the silos destroyed as a result of military operations.

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- Protecting local products and supporting agricultural producers By imposing duties on imported agricultural products and placing part of the proceeds in a special fund to support agricultural producers.
- Adopting the establishment and creation of agricultural-industrial complexes Integrated and modern.
- Developing the banking sector and providing banking facilities And customs to stimulate the private agricultural sector.

The second objective: Securing the annual demand for water and achieving a balance between uses in the fields (agricultural, industrial, municipal) under conditions of water scarcity.

Means of achieving the goal

1. Efficient management of water resources in terms of planning And implementation.
 2. Optimal utilization of water resources through improvement Field irrigation efficiency, increasing water transport efficiency using lined and tube canals, and using modern irrigation and water harvesting techniques.
 3. Updating a solid database on quantities and types Water availability and future needs, and work to build an information base and analyze data that helps in evaluating water resources.
 4. Emphasizing the importance of the role of water users' associations In organizing water quotas and sprinklers to reduce water waste and achieve the rational and efficient use of water resources.
- Removal of encroachments on the main river channels And adherence to water quotas for the governorates.

Third goal: Working to provide sustainable water resources in Iraq.

Means of achieving the goal

1. Reaching binding agreements with upstream countries The participating countries and the establishment of mechanisms for continuous monitoring (quantity and quality) of the water coming from the upstream riparian countries.
2. Sustainable use of groundwater only Annually renewable groundwater storage.
3. Continuous monitoring of water (quantity and quality) coming from Upstream riparian countries and preventing their pollution

And hold the negligent accountable.

4. Establishing laws and enacting the necessary legislation in order to Preserving the sustainability of water resources (to limit the spread of pollutants, unplanned groundwater withdrawal, irrigation waste, non-compliance with water quotas, and encroachment on irrigation networks).
- Investing in the development of non-traditional resources For water

Fourth goal: Enhancing the capacity to adapt to the impacts of climate change.

Means of achieving the goal

1. Focus on rehabilitation, maintenance and operation Storage facilities such as dams and reservoirs constructed in Iraq.
 2. Interest in diversion irrigation dams and dams The small ones in the middle and south should be maintained to withstand potential water waves (floods).
 3. Storing rainwater by constructing small dams For the purposes of water harvesting and groundwater recharge in the Western and Eastern Desert regions.
 4. Utilizing purified sewage water for various purposes. Irrigation to obtain water with specifications that comply with national and environmental legislation, after conducting the necessary studies that demonstrate its technical and economic feasibility.
- Addressing the problem of salt tide in the Shatt al-Arab.
 - Development and dissemination of tolerant agricultural crop varieties To drought and salinity and has a short life cycle.
 - Emphasizing community participation of organizations (Governmental or civil) and media and educational institutions in water guidance.

- 2: Oil and Gas Sector

- 1-2: Sectoral indicators

Oil: The average production of crude oil (including the Kurdistan Region) reached about (4,612) million barrels/day in 2022, distributed for export at a rate of (3713) thousand barrels/day, i.e. (81%) of production, and prepared for refineries at a rate of (704) thousand barrels/day, i.e. (15%) of production, and prepared for power stations at a rate of (195) thousand barrels/day, i.e. (4%) of production.

Gas: The actual production rate of raw gas for the year 2022 is (3012) mcf/day, distributed as follows: Burned gas is at a rate of (1399) mcf/day, i.e. (46%) of production, invested gas is at a rate of (1613) mcf/day, i.e. (53%) of production, and dry gas is at a rate of (1246) mcf/day, i.e. (41%) of production.

Refining capacities: The total actual refining capacity of Iraqi refineries actually reached during the year 2022 about (704) thousand barrels/day out of (1028) thousand barrels/day as design capacity, where the average commodity imports of the most important oil products for the same year amounted to about (5299.9) million dollars, distributed as follows: gasoline at about (3873.9) million dollars, white oil at about (159.3) million dollars, and gas oil at about (1266.7) million dollars.

- 2-2: Main challenges

Changing the supply and demand rates for crude oil and export determinants through OPEC (and OPEC Plus) decisions, and the resulting urgent challenges to prices and demand in global markets, with reference to the possibility of a (relative) increase in the costs of producing oil extracted through licensing round companies in the event of any sharp decline in oil prices.

Delay in developing the infrastructure for extraction and production systems, projects to enhance field productivity, and export crude oil, with limited export outlets.

Failure to update oil and gas reserve maps. Significant growth in the consumption of key petroleum products, such as gasoline and diesel.

The aging of operating refineries, the operation of northern refineries at rates lower than their design capacities, and the failure of investment projects in the refining sector, which led to a gap between oil products and the nature of demand and a decline in the quality of oil products.

Delays in implementing new crude oil pipeline networks to connect the northern and southern regions. Low storage capacity. Inadequate infrastructure for gas collection, compression, and processing. Significant growth in dry gas consumption for power plants, inconsistent with gas investment plans. Delays in implementing dry gas and liquid gas pipelines to match the expected increase in gas production from gas projects currently under construction, due to a lack of funding.

Weakness in the management of financial resources for investment projects, which affected the financing of these projects and thus delayed their implementation.

Failure to enact important laws and legislation in the field of oil and gas.

- 3-2: Main objectives

The first goal: Gradually increasing crude oil production to reach (0) million barrels per day, taking into consideration the production limits set by OPEC.

Means of achieving the goal

- 1.Continuation of service contracts within licensing rounds
Determining spending on extraction projects by reviewing these contracts.
- 2.Developing the fields of national effort through projects Drilling operations, reclaiming development wells, establishing the necessary production facilities, and crude oil transport networks within the fields.
- 3.Establishment of reservoir support projects (water injection) For oil fields to supply and direct water to producing fields through the joint seawater project.

The second goal: increasing the crude oil export capacity to (2,) million barrels per day.

Means of achieving the goal

- 1.Developing existing ports and establishing new ports available It has all the environmental and safety requirements and a sustainable energy.
- 2.Establishing and developing crude oil transport lines and developing The naval carrier fleet.
- 3.Finding new export outlets for crude oil.

The third objective: raising the storage capacity of crude oil in export warehouses to (40.1) million barrels.

Means of achieving the goal

- 1.Expansion and development of crude oil storage depots
Current.
- 2.Establishing new warehouses such as the Nasiriyah warehouse And the completion of the Faw warehouse.

Fourth goal: Increase natural gas production by (0.42) cubic meters per day and reduce gas flaring to its lowest levels, to be approximately (400) cubic meters per day.

Means of achieving the goal

1. Increase investment in the field of associated gas And the heat.
2. Creating new capacities for gas manufacturing within New oil and gas field development facilities are being developed at rates commensurate with the quantities of gas produced.
3. Exploration and development of free gas reserves, which It ensures independence from oil production and flexibility in meeting needs.

Fifth objective: Rehabilitating and developing dry gas and liquefied gas pipeline networks to accommodate the increase in dry gas and liquefied gas quantities planned under new gas investment projects.

Means of achieving the goal

1. Rehabilitating the current gas pipeline network to increase its capacity Operational.
2. Implementation of strategic gas pipelines to accommodate large quantities The gas planned to be produced in light of the increase in natural gas production in the targeted production to meet the gas needs of local consumers.

The sixth goal: Self-sufficiency and export of derivatives, reaching a refining capacity of (12) thousand barrels per day.

Means of achieving the goal

1. Upgrading existing refineries and adding refining capacities New.
2. Activating the private investment law in oil refining Raw.

3. Establishing giant refineries with modern technology near Export ports.

4. Establishing the necessary systems and mechanisms to rationalize consumption Petroleum products.

- Supporting the role of the private sector in management and operation Oil facilities or some of their accessories, in refining activities, distribution of petroleum products, and construction and maintenance works.

Seventh goal: Enhancing the storage capacity of petroleum products to secure a storage capacity sufficient for 30 days for petroleum derivatives, as the target is to reach a storage capacity of (10.2) million barrels.

Means of achieving the goal

1. Completion of the construction of petroleum derivatives warehouses Current.

2. Expanding and improving the network of petroleum derivative pipelines Measurement systems.

Eighth objective: Preserving the environment from pollution and addressing environmental problems resulting from oil and gas activities in existing facilities.

Means of achieving the goal

1. Commitment to international standards in the fields of health Health, Safety and Environment (HSE) through internationally accredited systems, including the use of environmentally friendly technologies.
2. Raising environmental awareness and building a database about The effects of oil pollutants and the establishment of an integrated system for environmental monitoring and follow-up of this activity and addressing all environmental impacts that have not been addressed to date.

Table (13): Performance targets for the oil and gas activity (2024-2028)

the goal	index Measurement	value Primary 2023	Target value according to plan implementation years				
			2024	2025	2026	2027	2028
Oil production quantity Raw	million barrel/ day	4.2	4.4	4.6	4.8	5.6	6.5
Export capacities	million barrel/ day	3.4	3.5	3.7	3.8	4.3	5.25
Storage capacities for crude oil	million barrel	37.2	37.2	38	38	40.1	40.1
natural gas production (Free + Accompanying)	A scoundrel /day	3000	3100	3200	3600	4000	4250
Increasing refining capacities	one thousand barrel day	700	800	800	900	1100	1250
Ensure the presence of gas supplies Free on the run tall	Mqmq/ day	200	300	500	900	1200	2000
Enhancing treasury capacities For petroleum derivatives	million barrel	9.65	9.8	9.8	10.27	10.27	10.27

Plan

Development

National
2024
2028

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- 3: Electricity sector

- 1-3: Production and transportation indicators

and distribution

Production:The annual energy production rate reached Electricity (15483) megawatts during the year 2022 compared to the annual production rate of (12086) megawatts for the year 2018, an increase of (28%). This is less than the planned amount of (20869) megawatts. This led to an increase in imported electrical energy in 2018 from (534) megawatts to (661) megawatts in the year (2022).

Consumption:The per capita energy consumption rate Productivity has increased from (2742) kilowatt/hour in 2018 to (3347) kilowatt/hour in 2022, an increase of 22% of the planned (4041) kilowatt/hour due to large excesses on the distribution networks.

Transportation:Current transport lines suffer from bottlenecks. As the electrical loads exceed the capacity of the transmission network, accordingly, many projects were completed in this sector, which included a number of secondary stations (400 and 132) kV, and transmission lines (400

132 kV and 132 kV cables. The added capacities in the transmission networks in the year (2022) amounted to (6,633) MV, meaning a total length of the transmission lines added to the national network amounted to (858.4) km.

Distribution:Loads grow rapidly and significantly In this sector, there are a number of factors, including splits in residential units, excessive use of energy-inefficient electrical appliances, the clearing of agricultural land and its conversion into residential units, illegal encroachments on the electrical grid, the lack of systematic maintenance, and weak accountability mechanisms and effective laws against violators.

- 2-3: Main challenges

The absence of integrated management of the energy sector, which is interconnected between the Ministries of Oil, Electricity, Finance, and other relevant ministries.

High rate of load growth and increase in demand for electrical energy.

The lack of suitable fuel for production stations, which reduces the efficiency of these stations and increases their maintenance costs.

The negative impact of water scarcity on the operation of hydroelectric plants.

Government weakness in managing and organizing contractual files.

Inefficient thermal insulation of buildings, weak collection systems, and a mismatch between the selling price of electricity units and the cost of production.

High rates of encroachments on the electrical grid and high rates of non-technical losses.

Lack of cooperation by relevant state institutions in preventing the import of inefficient electrical appliances, despite relevant Cabinet decisions.

- 3-3: Main objectives

First objective: Regulating the integrated management of the energy sector

Means of achieving the goal

- 1.Updating the integrated energy strategy to include:
All aspects of the sector such as oil, gas, electricity and renewable energy.
- 2.Raising the level of coordination and integration between ministries Oil, electricity, finance, planning and trade

And water resources to ensure the integration of efforts.

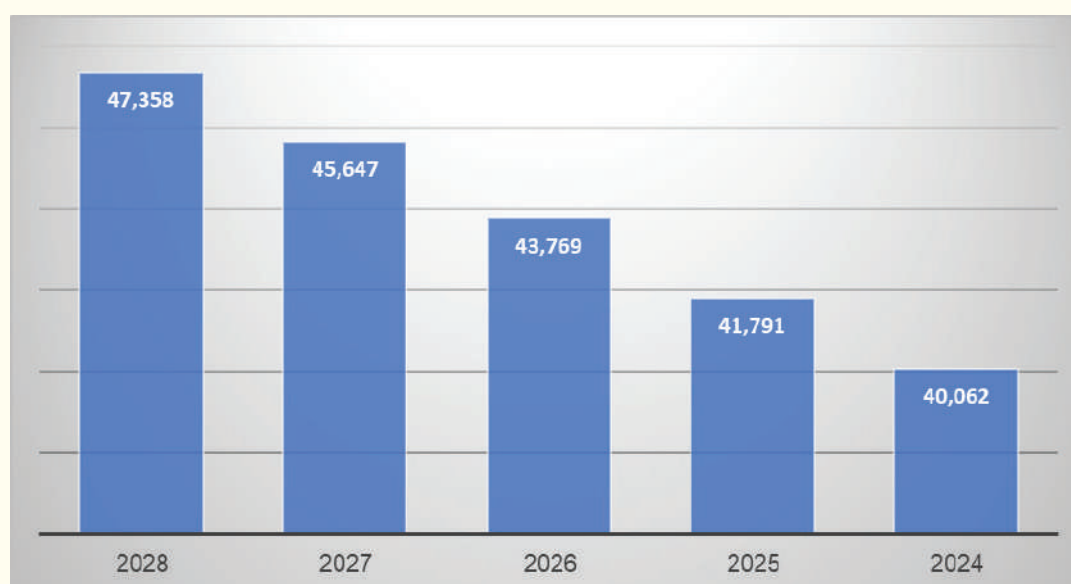
- 3.Providing an attractive environment for local and international investments In the energy sector, providing incentives for investment in renewable energy and clean technology projects.
- 4.Adopting modern technologies to increase the efficiency of production processes
And energy distribution.
- Developing renewable energy projects such as solar energy Solar and wind energy to reduce dependence on oil and gas.
- Implementing programs to rationalize energy consumption and improve Efficient use and public awareness of the importance of rationalizing energy and its effective use.

The second goal: Increasing the generating capacity of the system and providing other capacities to reach (8, 3, 4) megawatts in 2028. And expanding renewable energy projects.

Means of achieving the goal

- 1.Establishing new generation projects and converting stations Gas generation from simple cycle to combined cycle.
- 2.Supporting the establishment of private investment projects in the sector Production, renewable energy projects, and expansion and rehabilitation projects for operating stations.
- 3.Completion and completion of electrical interconnection projects with countries The neighborhood.

Figure (11): The development of expected electrical energy loads for the period 2024-2028



Third objective: Increasing the capacity of transmission networks to absorb energy produced by power plants and transfer it to distribution networks.

Means of achieving the goal

1.Extension of high and extra high voltage transmission lines.

2.Establishment and installation of new secondary stations (fixed) (Mobile) for high and ultra high voltage.

3.Rehabilitation and expansion of secondary stations for high voltage And the superior.

4.Rehabilitation and increase of transmission line capacity.

Table (14): Line lengths and design capacities of the (added) transformer stations in the transmission networks Electricity for the period (2024-2028)

Line lengths and design capacities	2024	2025	2026	2027	2028
Lengths of 400 KV transmission lines added to the national grid (km)	460	720	3730	1270	10
Length of 132 KV transmission lines added to the national grid (km)	4510	3900	2540	1570	730
Transmission network capacity (400 MVA)	20,000	17,000	21,000	14,000	1000
Transmission network capacity (132 MVA)	4320	9540	13140	6840	3960

Fourth objective: Increasing the capacity of distribution networks to absorb energy exported from transmission networks and supply it to consumers, and increasing the average hours of supply to consumers to reach 24 hours by 2028.

Means of achieving the goal

1.Establishment of new secondary station projects (fixed) (Mobile) for medium effort.

2.Establishing feeder projects for both voltages (medium And the coitus.

3.Rehabilitation of operating secondary stations and rehabilitation of feeders Operator and equipment of distribution transformers.

Means of achieving the goal

1.Addressing violations and converting aerial networks to Floor

2.Expanding the application of service and collection contracts In cooperation with the private sector.

3.Implementation of smart meter systems and application Electronic payment of electricity bills.

Fifth objective: Reducing the percentage of technical and non-technical losses, increasing the percentage of energy reported compared to actual energy consumed, and increasing the amount of collection and its percentage of the amount of energy reported in accordance with the targets.

Figure (12): The percentage of losses (technical and non-technical) for the period (2024 - 2028)

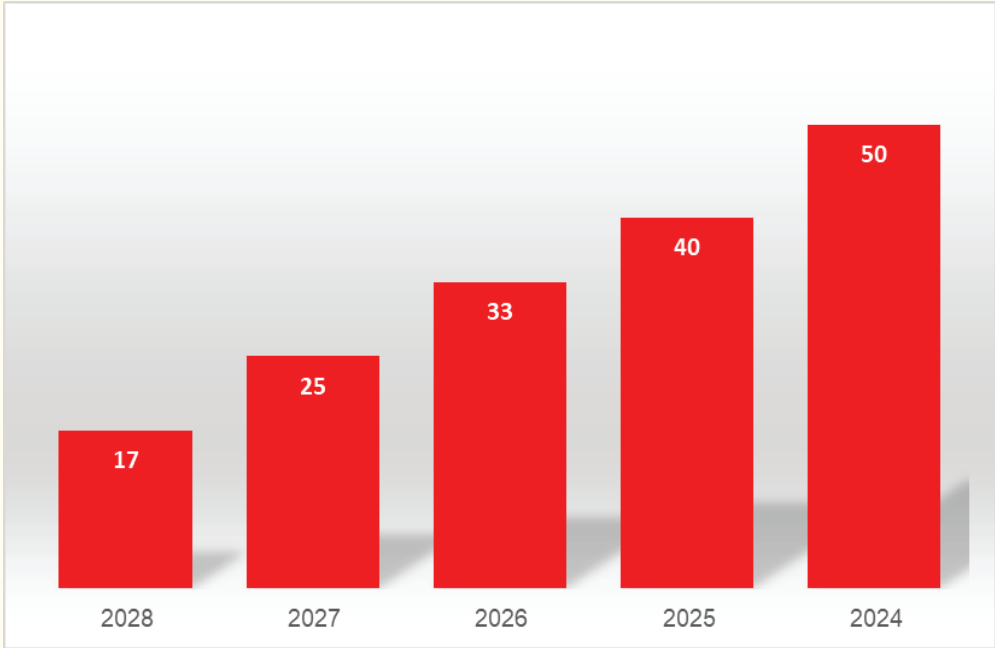


Figure (13): The ratio of energy read to energy consumed

Actual for the period (2024-2028)

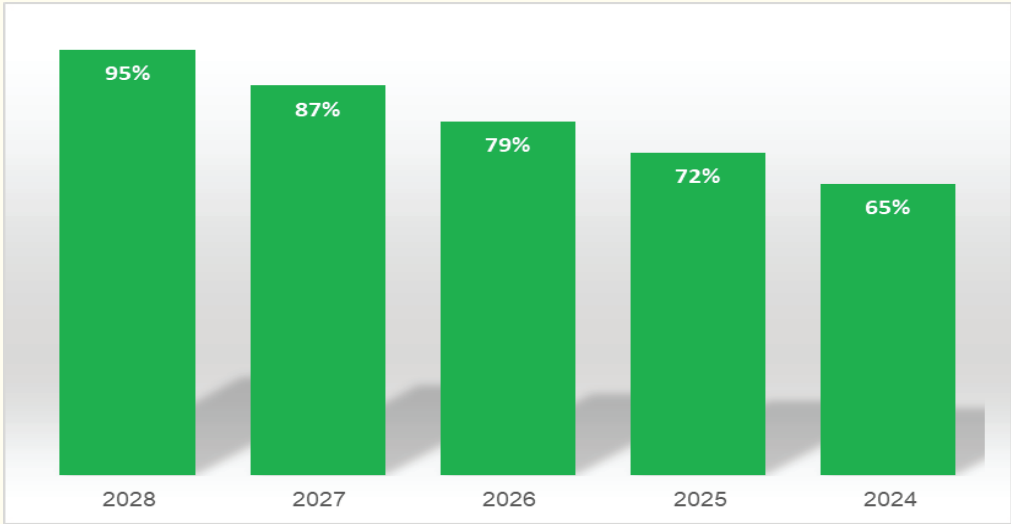


Table (15): The percentage of collection from the amount of energy read for the period (2024 - 2028)

	2024	2025	2026	2027	2028
Collection amount (trillion dinars)	, 3	, 4	,	, 10	, 18
Amount of energy read	4.1	,	2,	11.4	3, 1
Percentage of collection from the amount of energy read (%)	8%	88%	1%	4%	%

- 4: Manufacturing and mining industry

- 1-4: Main indicators

The value of the manufacturing sector's contribution to the gross domestic product for the year 2021 at current prices amounted to (1477.1) billion dinars.

The contribution of this sector to the GDP (with oil) amounted to 2.29%.

The value of the mining sector's contribution to the gross domestic product, excluding oil, was (39.8) billion dinars in 2021.

- 2-4: Main challenges

The deterioration of the business and investment environment in Iraq and the resulting costs, obligations and administrative complications that do not help in practicing economic activities, especially industrial ones, in the various project construction stages, starting from the establishment, through work permits, registration and various sectoral approvals from the relevant environmental, real estate and customs institutions, and ending with the settlements related to the completion of these projects, both tax and administratively.

The decline in the economic performance of public companies operating in this sector and the modest results resulting from the merger processes of these companies, while most of their problems remain, represented by the sagging of staff, weak productivity, and the obsolescence of equipment, which has deprived them of the ability to provide the industrial sector with the appropriate incentive to work and partner with the private sector.

Limited implementation of laws protecting Iraqi products, and the continued flooding of local markets with cheap products.

The existence of many laws and regulations that hinder the work and development of the industrial and private sectors, and the failure to implement the Consumer Protection Law and the Competition and Anti-Monopoly Law.

The limited role of small and medium enterprises, as the process of developing small and medium industries faces many obstacles, the most prominent of which are: low government support in terms of financing, the deterioration of the business environment, the spread of bureaucracy, and suspicions of corruption.

The lack of specialized centers in the public and private sectors to train businessmen and provide specialized incubators for business development.

The industrial cities and zones project still suffers from poor funding and supervision.

The weakness of industrial financing, the limited opportunities for industrial financing, and the inability of the banking sector to meet investment needs in the industrial sector, which led to the reluctance of businessmen and investors to invest in private industrial projects. The limited role of foreign investment in the sector

In the industrial sector, the business environment has failed to attract foreign direct investment, and these investments are directed towards projects and fields that lack sustainability and focus on rapid profitability. The problems associated with the work and nature of the current institutional framework (governmental and private), which represents the main tool for managing the industrial sector.

Market distortions, lack of competitiveness, and weak interconnectedness within local value chains and their weak interconnectedness with global value chains. This sector's activities lack any connection with marketing, sales, maintenance, and logistics activities related to technological and research aspects. The relationship between the local private sector and its foreign counterpart, whether through partnerships or other forms, still does not go beyond very simple agreements and has not taken a clear, organized, and practical form. The weakness of the infrastructure supporting industry in the areas of energy supply (electricity, oil, and gas) and other sectors such as transportation and knowledge infrastructure, and the existence of many problems related to the infrastructure related to standards, measures, and quality.

- 3-4: Main objectives

First objective: Enhancing the role of the private sector in developing and growing industrial production, generating new job opportunities, and building partnerships with the public sector.

Means of achieving the goal

1. Providing economic policy tools to change the structure The industrial sector is for the benefit of the private sector, contributing to the transition to a market economy.
2. Gradual elimination of obstacles facing The industrial system in general, and the growth of the private sector in particular, especially those related to the financial and legal aspects.
3. Implementation of the National Development Plan and Development Strategy
The private sector and the framework of partnership with the public sector.
4. Supporting the building of efficient and effective professional organizations that lead Industrial sector.

Second goal: Strengthening the sustainable manufacturing system, confronting climate change, and providing the requirements for sustainable industrial development.

Means of achieving the goal

1. Providing the requirements for sustainable industrial development.
2. Supporting responsive manufacturing activities and patterns Sustainable development.
3. Strengthening environmental governance and addressing changes The choice
4. Adapting to climate change and reducing emissions For gases.
 - Increase the creation of green (environmentally friendly) jobs In the industrial sector.

The third objective: Providing an attractive environment for foreign investment in the manufacturing and mining industries (non-oil).

Means of achieving the goal

1. Establishing large industrial companies with joint capital between The public and private sectors, through diverse partnerships, invest in the natural resource base to build value chains by implementing energy-intensive industries such as petrochemicals, nitrogen fertilizers, iron, steel, aluminum, cement, and bricks, which are characterized by high added value and competitive costs and prices.
2. Encouraging strategic partnerships with investors Competent foreigners and locals.
3. Creating opportunities for economic partnership between companies National industrial and foreign industrial companies, provided that the partnership is by equal international parties.

Fourth goal: Reducing the number of workers in the public sector and transferring the surplus to the private sector.

Means of achieving the goal

1. Restructuring of loss-making industrial establishments.
2. Providing opportunities for partnership between the public and private sectors In economically feasible projects.
3. Creating incentives for early retirement in industrial establishments

The loser.

- : Transportation, communications and storage sector

The domestic product of the transportation, communications and storage sector amounted to (19,470,074) million dinars in 2022 (at constant 2007 prices), achieving a growth rate of (2.64%) during the period 2018-2022, and constituting (8.95%) of the gross domestic product in 2022. The private activity contributes (94%) of the formation of The output in this sector.

- - 1: Transport sector and port activity

The transport sector consists of six activities: port activities, maritime transport, air transport, railways, passenger transport, and land transport.

Iraq has five major commercial ports: Umm Qasr North Port, Umm Qasr South Port, Khor Al-Zubair Port, Abu Flous Port, and Al-Maqal Port. Iraq also has two oil ports and four terminals for oil exports.

The quantity of goods imported through Iraqi ports amounted to (17,898,438) tons in 2018, increasing to (19,851,255) tons in 2022.

The quantity of goods exported through Iraqi ports, excluding oil, increased from (10,455,915) tons in 2018 to (11,065,504) tons in 2022.

Main challenges

Failure to implement the Maritime Authority Law, which enables ports to operate more broadly and efficiently. Iraqi ports must be inspected to ensure they meet all the safety and security requirements of the International Maritime Organization (IMO) under the main objectives.

Lack of interest in keeping pace with developments and transferring modern technology in the field of port operation and management, and the low level of qualification of the staff working in this activity.

Competition from the ports of neighboring countries and countries geographically close to Iraq, especially with regard to prices and services, has had a negative impact on the quantities of goods received by Iraqi ports.

Limited testing laboratories for food and goods affiliated with the Ministry of Trade and Health in Basra Governorate.

Weak transport and railway lines connecting ports to transport cargo to and from Iraq's governorates, reducing truck congestion. Large quantities of sediment and silt washed from the Arabian Gulf accumulate in our shipping lanes leading to ports.

The completion of the Grand Faw Port project has been delayed.

Main objectives

The first goal: to increase the capacity of Iraqi ports and exploit the available, untapped capacities.

Means of achieving the goal

- 1.Completion of the Grand Faw Port project.
- 2.Deepening, digging and furnishing the navigation channels leading to For ports, salvage sunken ships and remove sediments from navigation channels.
- 3.Improving the performance efficiency of the General Company for Iraqi Ports Introducing modern electronic systems in the field of management and operation.

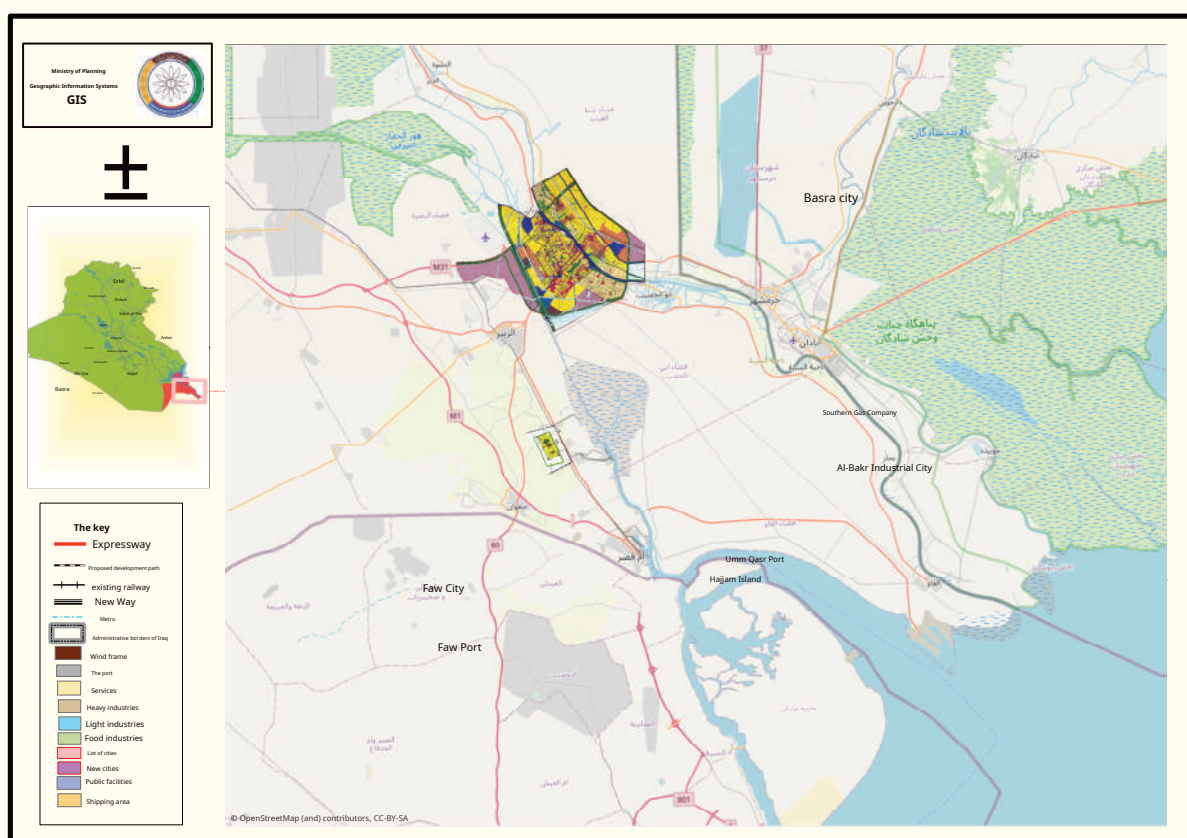
- 4.Updating and strengthening the fleet of naval units that Providing marine services to ports.
- Preparing marine services requirements for ports Oil and LNG terminal in Khor Al Zubair, and digging and furnishing the navigation channels leading to the ports.
- Contracting with an international consulting company to provide Consultations and proposals to enhance the efficiency and performance of the General Company for Iraqi Ports, enabling it to compete with companies in neighboring countries.

Frame (1): Grand Faw Port

The port is located on the Al-Faw Peninsula in the Ras Al-Bisha area, south of Basra Governorate, with a total area of 54 square kilometers. Its initial production capacity ranges between 20-45 million tons annually, while its planned capacity is estimated at (99) million tons annually, to be one of the largest ports overlooking the Arabian Gulf and the tenth in the world, and is prepared for the purpose of transporting goods - transit through Iraq to Europe and Asia. It represents a qualitative shift in its geopolitical importance, linking Iraq to the world by restoring its importance as a location linking the East and the West. Its construction will change the global maritime transport map and is a strategic project linking the East to Europe via Iraq, Turkey and Syria, through what is known as the Dry Canal.

The port is of strategic importance to Iraq in particular and to the region in general through trade exchange, import and export, and the transport of goods between countries. Therefore, its importance in stimulating economic activity has a wide-ranging impact, resulting in significant financial returns that benefit both the private and public sectors. It is one of the projects emphasized by the government program, as "the Faw Grand Port Project cannot be viewed in isolation from the development road project in all its details, as the two projects represent a single system that represents a future pillar of the Iraqi economy." "Any agreement or vision for operating the Faw Port after its completion must take into account the requirements for operating the development road," the statement said. The development road aims to connect the Faw Port in oil-rich southern Iraq to Turkey, transforming the country into a transit hub and "a connecting point serving" Iraq's neighbors and the region, promoting stability and economic integration with Arab and regional countries.

Map (1): Location of the Grand Faw Port



Second objective: Enhancing the role of the private sector in implementing, operating and providing services to existing ports and their waterways. Means of achieving the objective

- 1.Strengthening partnerships between the public and private sectors In the areas of developing the infrastructure necessary for port operations, and operating and providing port services such as docking, mooring, and operating container berths.
- 2.Attracting foreign investments and stimulating them to work in This activity.
- 3.Benefit from the expertise of consulting companies Specializing in port activities.

- - 2: Maritime transport

activity Key indicators

Iraq owns (7) ships, five of which are coastal ships for external transportation, two are internal ships for supplying fuel and water, and one is internal for transportation.

Iraq has 6 ships in 2022.

The total tonnage of Iraqi ports reached (789) thousand tons in 2018, and decreased to (303) thousand tons in 2022.

Main challenges

The high costs required to establish a modern, integrated maritime fleet and develop the current fleet. Weak infrastructure supporting maritime transport activity. Failure to join regional maritime memoranda of understanding (MOUs), such as the Riyadh-Indian Ocean Understanding. Failure to implement the National Carrier Law and the Iraqi Maritime Authority Law.

The limited role of the private sector in maritime transport that meets national and international maritime security and safety requirements.

Main objectives

Goals and means of achieving them

The first objective: to increase the quantity of goods transported by the General Maritime Transport Company by 10%.

Means of achieving the goal

- 1.Securing the necessary investments to increase the number of ships Working in the field of maritime transport for the transport of goods.
- 2.Improving and raising the skills and capabilities of the carrier's workers

National.

3.Joining regional memoranda of understanding The Navy

Second objective: Supporting the role of the private sector in the field of maritime transport.

Means of achieving the goal

- 1.Providing the services and facilities needed for transportation Private in national waters.
- 2.Involving the local and foreign private sector in joint operations in maritime transport activities.

- - 3: Air Transport

Activity Key Indicators:

There are six international airports in Iraq, and the total number of aircraft is (43) aircraft, of which (19) aircraft are out of service and (24) aircraft are operational.

The number of passengers (arriving + departing) transported on Iraqi Airways aircraft to all Iraqi airports was (2,043,878) passengers in 2022 compared to (3,968,020) passengers in 2018.

Main challenges

The weakness of the material and financial capabilities of national institutions, the weakness of the administrative and technical staff, and the lack of the necessary expertise and capabilities to manage and operate this activity at a level that meets international requirements.

Failure to meet the requirements of the International Civil Aviation Organization (ICAO) regarding the installation of aviation communications systems and the lack of financial resources to secure them.

The completion of most projects included in the federal investment budget tables for civil aviation activities has been delayed for technical, contractual, and financial reasons, resulting in projects exceeding the proposed implementation deadlines. Failure to activate the joint operation system and partnership with the private sector to manage and operate this activity. The Civil Aviation Authority's weakness in performing its oversight role by ensuring effective oversight of air safety for all air service providers in the country. Iraqi Airways has not met the requirements of the European Aviation Safety Agency (EASA) to obtain a license to operate in European airspace and airports, which has led to its ban from flying to Europe since mid-2015.

Incomplete aviation security and safety infrastructure at Iraqi airports.

Main objectives:

The first goal: to raise the status of civil aviation at the regional and international levels.

Means to achieve the goal

- 1.Improving the efficiency of the national carrier's performance to keep pace with International standards by building alliances with reputable international companies operating in this field.
 - 2.Governance of the air transport sector and compliance with standards International Civil Aviation Organization (ICAO)
 - 3.Raising the level of national training institutions To meet international standards.
 - 4.Passing the Civil Aviation Authority's audit of the organization The International Civil Aviation Organization (ICAO) and then the European Aviation Safety Agency (EASA) at specific times to pave the way for lifting the European ban on Iraqi aviation.
- Iraqi Airways completes all IOSA audit requirements and European ban lifting requirements to obtain TCO certification within a specific time period.

Second objective: Modernizing the infrastructure for air transport activity.

Means of achieving the goal

- 1.Rehabilitation and development of basic infrastructure at airports, And adding new buildings.
 - 2.Activating joint operation through concluding agreements Partnership with regional and international entities specialized in air freight.
 - 3.Completion of the implementation of contracts for the purchase and maintenance of fleet aircraft National Transport and Shipping.
 - 4.Licensing of Iraqi Airports and Navigation Services Air according to national and international standards.
- Passing all airlines that have obtained the certificate Iraqi International Air Transport Association (IOSA) AOC
- Passing all ground service providers in

Iraqi Airports Audit (ISAGO).

Third objective: Developing the level of services provided to aircraft.

Means of achieving the goal

- 1.Hiring specialized companies for management And operating ground services and other services.
- 2.Activating air transit for cargo aircraft and developing The necessary infrastructure.
- 3.Providing competitive ground services at airports.

Fourth objective: Supporting the role of the private sector in the field of air transport.

Means to achieve the goal

- 1.Adopting the partnership approach with the private sector to establish New airports and rehabilitation and development of existing airports.
- 2.Involving the private sector in the operation of facilities Airport services on an investment basis.

- - 4: Passenger Transport

Activity Key Indicators

The private sector dominates this activity, while the role of the public sector has declined significantly.

The trend towards using small-capacity means of transportation instead of buses, and the irregularity of traffic lines and times within cities.

The number of buses of the General Company for Delegation Passenger Transport reached (434) buses during the year 2022 compared to (640) buses in the year 2019, and the number of passengers by the company's buses decreased from 13.9 million passengers in the year 2019 to 7.2 million in the year 2022, which implicitly indicates the expansion of the private sector's activity in this field.

Main challenges

A private sector that does not keep pace with developments in modern technologies, management methods, public safety requirements, and environmental conservation.

Low efficiency of the government administrative and operational apparatus responsible for the activity.

Weak governance of the sector's activities, and the overlap and intersection of public and private sector orientations. Delay in launching comprehensive transport plan projects (metro/ suspended train/public transport lines - rapid transit...).

Main objectives

The first objective: Improving the efficiency of passenger transport activity and enhancing the role of the private sector in it.

Means of achieving the goal

1. Governance of the activity and ensuring its management and operation by Private sector.
2. Encouraging the private sector to establish joint-stock companies Especially for transportation between and within cities, on a competitive basis with the public sector.
3. Developing the efficiency of work, management and organization of institutions Related to private transport.

Second objective: Initiating the implementation of comprehensive transportation projects and securing their requirements through partnerships and investment.

Means of achieving the goal

1. Comprehensive Transportation Plan Update.
2. Implementation of the Baghdad Metro project through investment.
3. Implementing rapid transport projects between governorates And inside it is the beginning of the rapid transport project between Najaf and Karbala.

Third objective: Enhancing the role of public transportation and supporting it through administrative and operational partnerships with economic efficiency.

Means of achieving the goal

1. Operation 100 new transportation lines in partnership with the private sector in Baghdad, with two shifts, and providing buses to operate on the new lines.
2. Updating the passenger transport fleet within cities and beyond Among them are modern buses that meet environmental requirements and the aspirations of the target groups.

-- : Land transport activity of goods by sea

Key indicators

The number of private sector trucks increased from 920,844 in 2018 to 1,129,847 in 2022.

The number of trucks operating under the umbrella of land transport reached (836), of which (436) are owned by the General Company for Land Transport.

The quantity of goods transported by trucks owned by the General Company for Land Transport was (447) thousand tons in 2022.

Quantity of goods transported by non-owned trucks

The General Company for Land Transport (667) thousand tons in 2022.

The weight of imported goods transported by railways and land transport reached 19.8 million tons in 2022.

Main challenges

The obsolescence of the current road networks and the lack of roads or lanes dedicated to truck traffic, especially within cities.

Failure to join international transport agreements, failure to activate agreements with neighboring countries, and the lack of strategic routes for international freight transport. The activity lacks governance mechanisms to regulate its work, and there is a lack of accurate data to reflect this activity. A large number of the General Company for Land Transport's fleet of trucks is obsolete, and the administrative and operational apparatus is backward and flabby.

The lack of commercial exchange areas within the borders of large cities and the determination of movement times in them.

The lack of areas for trade exchange with neighboring countries outside Iraqi territory.

Main objectives

First objective: Enhancing the role of the private sector in implementing the comprehensive transportation plan in the short and long term, and activating its real participation with the public sector.

Means to achieve the goal

1. Enabling the private sector to adopt governance mechanisms To manage and coordinate the activity.
2. Establish a mechanism and timeframe for the participation process with The public sector and ensuring the rehabilitation of its sector assets.
3. Encouraging the establishment of joint-stock or private companies for transportation Goods, as well as evaluating the current status of existing joint-stock companies.

The second goal: transforming Iraq into one of the strategic routes for international freight transport.

Means of achieving the goal

1. Investing in the establishment of development roads and expansion His future paths.
2. Joining and activating international transport agreements Agreements related to neighboring countries.

Third goal: Improving the work environment and investment in land transport activity

Means of achieving the goal

1. Establishing commercial exchange areas within Iraqi territory Or within the common borders with the neighborhood.
2. Establishing trading areas around major cities.
3. Improving and developing road networks for transportation Goods and the creation of roads or special paths for the movement of trucks with appropriate specifications.

-- : Railway activity main indicators

The public sector is the only entity operating in this field.

The total length of the railways is (2893) km. No additional railway lengths were added throughout the previous plan.

The number of passengers decreased from 529,000 in 2018 to 143,000 in 2022. The volume of cargo transported decreased from 425,000 tons in 2019 to 238,000 tons in 2020.

Main challenges

The absence of strategic freight transport routes that are compatible with the progress made in this field (in terms of speed and capacity) for transporting goods and passengers.

Weak administrative, technical and technological apparatus, with significant sagging in the number of staff and the absence of central control and monitoring systems.

Non-standard crossings and encroachments on railway lines and their intersections with main roads within cities, and the negligence in removing them. The tracks and property of the General Railway Company are exposed to tampering and encroachment by some citizens, as well as to encroachments on railway lines and prohibited areas.

The age of the company's operating units and trucks, and the lack of spare parts needed to maintain moving units, lines, signals, and other equipment. Reluctance to engage in rail transportation due to poor services provided in this activity, the age of most of the operating moving units (cars, locomotives, trucks), and the lack of spare parts necessary for maintenance.

The complete disappearance of the signalling system on all lines and the decline in the efficiency of the communications system have led to a decline in the efficiency of train operation and a decline in the level of safety in their operation.

There is no role for the private sector in managing and operating this activity.

Main objectives

First objective: Modernizing and developing the railway system and increasing its operational capacities (to be compatible with the capabilities of the Port of Fao and the development path).

Means of achieving the goal

1. Complete the duplication of single lines including: Completion of the southern line and implementation of new axes with high specifications.
2. Equipping the railway network with modern trains New vehicles and trucks, and rehabilitation of existing ones.
3. Updating the communications and signaling systems in the network Current railways, including the satellite communications system, are currently under implementation.
4. Expanding and connecting railway sub-networks In vital facilities (refineries, silos, customs, power stations, etc.).

The second objective: to raise the level of service provision in the railway activity.

Means of achieving the goal

1. Increase the speed of passenger trains to be 100 km/h for the first stage and 120 km/h for the second stage.
2. Providing specialized service units And efficient.

Third objective: Establishing strategic routes for transporting goods and passengers internally and externally.

Means of achieving the goal

1. Investment in railway construction in Framework of the development road project and expansion of its future paths.
2. Completion of linking the ends of the current lines to the port of Fao Fishkhabur crossing will be the first path of the development road.
3. Direct construction of rapid transit lines for passengers Internally and externally, using modern transportation systems through partnership and investment with the private sector, starting with the establishment of the Najaf-Karbala line.

Means to achieve the goal

1. Contracting with specialized companies to manage and operate Railway lines.
2. Building effective partnerships with the private sector to implement and manage Operating railway lines and integrated services that support the activity of transporting goods and passengers.

Fifth objective: Restructuring the General Railway Company and the activities of the railway transport sector and protecting its assets.

Means of achieving the goal

1. Providing the necessary consulting services for restructuring This activity is based on the principle of economic efficiency and modern standards for service provision.
2. Development and advancement of the working engineering and technical staff In the field of railways and development and modernization of the Railway Institute.
3. Protecting the system's property from violations And hold violators accountable.

-- : Roads and Bridges Activity

Key indicators

The road length index of all types increased from (42,643) km in 2018 to (45,990) km in 2021.

The number of bridges increased from (644) bridges in 2018 to (659) bridges in 2021.

Main challenges

The lack of traffic control and the operation of weigh stations led to transport vehicle owners exceeding the standard permitted axle weights, causing significant damage to road network facilities and paving layers.

Inadequate periodic maintenance of road and bridge networks, which led to the worsening of damage and the destruction of most of the road network and many bridges.

The emergence of many conflicts and violations with other services (electrical cables, communications, lighting poles, water pipes and sewers), which would add significant additional costs to remove these conflicts and violations during implementation due to the lack of actual plans (as implemented) (AsBuilt) for many projects. As well as the need

To the expropriations and encroachments that occur on the prohibited areas and paths of the road network, due to the change in land use over the years and the lack of coordination between the relevant departments to prevent encroachments. Laxity in activating the work of Roads Law No. 35 of 2002 and its amendments.

Main objectives

First objective: Increasing road lengths and the number of bridges to complement internal and alternative routes and enhance connectivity with international routes.

Means of achieving the goal

1. Preparing and implementing a comprehensive plan to develop the road network, With a focus on local and international connectivity.
2. Completion of linking the internal paths and roads of the regions Remote and rural.
3. Completing the connection of international and alternative roads and diversifying sources Financing in partnership with the local and foreign private sector.
4. Cooperation with neighboring countries to develop transit roads To borders and strengthen regional connectivity.

Second objective: Building a modern and integrated maintenance system for the road and bridge network.

Means of achieving the goal

1. Providing detailed information to help build a plan Integrated maintenance in this activity and the establishment of a road assets management system (HDM4).
2. Adoption of standard guidelines for road maintenance Supervising maintenance and the special guide for implementing paving layers using asphalt mixtures using modern methods (SuperPave) in implementing the maintenance system.
3. Development of a performance-based maintenance contract management system Which contributes to ensuring the continuous maintenance and rehabilitation of roads at the lowest possible costs (PBMC).
4. Work on completed weighing stations, activate them and work To complete the remaining part of it to limit the excess of standard weights that would destroy and damage the paving layers and to benefit from the financial returns resulting from its operation in developing the road network.
 - Preparing a comprehensive study for maintenance, operation and investment Roads using the tariff system and starting with experimental models (Traffic Road No. 1).

Third objective: Implementing the traffic control system in an integrated and accurate manner.

Means of achieving the goal

1. Developing and implementing the latest information technology systems And communications (ICT) using an integrated system that relies on the transfer of information using optical cable, with the use of an integrated system of devices and cameras to monitor the movement of vehicles and monitor their weights during movement and speed and identify the registration plate directly to detect illegal plates with the use of the messaging system and the operation of a traffic control center.
2. Strict enforcement of the traffic fines system On violators.
3. Intensifying advertising campaigns, directives and programs Awareness and education for road and bridge network users.

Fourth objective: Improving the level of service provided to road and bridge users.

Means of achieving the goal

1. Rehabilitation of road and bridge networks and construction of corridors The second is for main roads, in addition to increasing the length of the road network of all types, main, secondary and border.
2. Rehabilitation and increase the number of bridges crossing rivers and roads Expressways, main roads, crossing bridges and traffic distribution.
3. Completion of the first phase of the bottleneck relief projects In the capital and major cities and the construction of ring roads.

Fifth objective: Building partnerships with the private sector to manage and finance investment in this activity.

Means of achieving the goal

1. Diversifying funding sources through partnerships with Local and foreign private sector.
2. Activating the laws in force under which taxes are collected Funds in the name of the Roads and Bridges Department, including Law No. (40) of 2015 imposing fees on vehicles for the purposes of maintaining streets and bridges, and Traffic Law No. 8 of 2019.

- - 8: Storage Key

indicators

The number of regular silos for storing wheat is (36) silos with a total storage capacity of (1,944,000) tons, including the silos that were disabled and damaged as a result of terrorist acts.

The strategic storage card deficit ratio decreased from (77.5%) in 2020 to (50%) in 2021 and 2022.

The number of wheat grain storage silos damaged as a result of terrorist acts that have not been rehabilitated to date is (7) silos, and the lost storage capacity as a result amounted to (528,000) tons. The storage capacity entering service was estimated at (1,644,000) tons in 2022.

Main challenges

The deficit in storage capacities and their failure to meet the requirements of strategic storage, where the deficit to provide strategic storage for a period of (6) months amounts to (1,141,000) tons, i.e. a total deficit rate of (41%) with the age of the existing silos and the resulting lack of storage in proper ways. The large material losses resulting from the irregular storage process in the banks and yards.

Weak technical capabilities of the workforce and outdated administrative methods for implementing and operating silos. Limited role of the private sector in storing strategic crops, weak participation in silo-related investment projects, and the absence of legislation encouraging this.

Main objectives

First objective: Providing additional capacities to secure strategic storage capacities for basic crops.

Means of achieving the goal

1. Including new projects that keep pace with the development taking place in Storage techniques and their spatial distribution as needed.
2. Reconstruction and rehabilitation of silos Outdated and damaged as a result of military operations and the introduction of modern methods and techniques.
3. Developing the technical capabilities of the working staff Improving administrative methods in implementing and operating silos.

Second objective: Increasing the private sector's contribution to the management, maintenance and operation of silos.

Means of achieving the goal

1. Encouraging the private sector, especially mill owners To establish storage capacities with capacities commensurate with the mill's production capacity to enhance grain storage capacities.
2. Adopting a partnership approach to project management and operation List and completion of projects under implementation.

- - : Communications activity

Key indicators

The Ministry of Communications is responsible for providing telecommunications services throughout Iraq. Its responsibilities include controlling infrastructure such as optical cables and other telecommunications equipment. It provides its services through partnerships with private sector companies. Citizens obtain mobile phone services through three approved companies. The Ministry collaborates with the Communications and Media Commission to manage this sector and issue licenses. The Ministry of Communications is seeking to launch the fourth national mobile phone license, which will operate with fifth-generation technology after selecting an international operator.

The number of switchboards reached (283) switchboards in 2021, and these switchboards were supported by fiber optic (FTTH) networks.

The number of fiber optic service subscribers reached (129) thousand subscribers in 2021.

The number of mobile phone lines for companies operating in Iraq, including the Kurdistan Region, reached (40.7) million lines, while the telephone density per 100 people reached (98.8) for the year 2021. As for the number of wireless phone lines for companies operating in Iraq, excluding the Kurdistan Region, it was (644.8) thousand lines for the year 2021. The number of telephone service offices in Iraq reached (176) offices in the year 2021, including (56) offices in Baghdad Governorate and (120) offices distributed In the remaining governorates, the total number of international postal parcels reached (12,047) parcels, including (8,814) postal parcels and (3,233) outgoing postal parcels for the year 2021.

The number of post offices reached (259) offices in 2021. The optical cable network covers most of the Iraqi territories, with approximately 8,500 km, and through it, Internet services are provided through private sector companies and mobile phone companies represented by: submarine cables, the national optical transmission project (DWDM), the Internet International Gateways Project (IGW), the Voice International Gateways Project (IGW), the network project

Data Transfer (PDN).

Main challenges

Overlapping roles between the parties involved in managing and monitoring communications activities, and the failure to establish the terms governing their work, which results in multiple decision-making bodies and a lack of clarity in work policy.

Encroachment on telecommunications projects through deliberate sabotage of FTTH infrastructure by some affected tower owners and competing companies, as a result of weak coordination between government agencies, especially municipal departments in the governorates, the Baghdad Municipality, the Ministry of Electricity, the Ministry of Housing, Construction, Municipalities, and Public Works.

Incomplete infrastructure for the activity.

Slow pace of keeping pace with rapid developments in communications technology.

Poor quality and high cost of services provided to citizens.

Weak implementation of security measures for the communications network.

Main objectives

The first objective: to improve the efficiency of performance in this activity, and to ensure that the service reaches everyone.

Means of achieving the goal

1. Increase investment in the telecommunications sector.
2. Covering all geographical areas and ensuring access All segments of society, including those with limited income.
3. Bridging the gap between what is available and what is not The service is provided on a commercial basis only and in line with the country's development needs and keeping pace with developments in the communications sector.
4. Expanding the use of communications applications and technology Multiple information to provide electronic services to citizens.
 - Developing the infrastructure of the Ministry of Communications and focusing on Optical cable connection projects and improving the security aspects of communications.

The second objective: Governing the communications activity and achieving a safe environment for it.

Means of achieving the goal

1. Defining the roles of the various stakeholders With activity
2. Agreeing on general principles for policy formulation and decision-making

The decision in this activity.

3. Expedite the enactment of important relevant laws In this sector.
4. Securing the requirements for developing security systems in The field of communications and electronic protection (cyber security).
- Building human resources capacities and adapting them to Modern digital skills.

Third objective: Keeping pace with the rapid development of the communications and information technology sector and meeting the demand for services at competitive prices and quality.

Means of achieving the goal

1. Supporting the private sector and providing a competitive environment Suitable and attractive for him to come out with the best data.
2. Securing the requirements of optical cable service projects And expand its reach to all regions.
3. Activate communication quality systems.
4. Improving the infrastructure situation through:
Establish a redundant optical cable network.

Expanding the optical transmission network to fill the gap resulting from increasing demand.

Expansion of the International Gateway (IGW) system.

- : Digital transformation

Institutions are turning to digital technology in managing their businesses, services and activities, in order to achieve the two elements of responding to service requests remotely and the possibility of submitting the request at any time and any place. This also contributes to simplifying administrative procedures and using inter-communication between institutions to ensure the completion of the service and its provision to its requester without the need for more than one review, in addition to providing the elements of accuracy and objectivity in completing transactions and eliminating bureaucracy and enhancing trust between Citizen and government.

The importance of digital transformation is highlighted by the quality, effectiveness, and speed of public service delivery to individuals and the cost savings it brings. Digital transformation is a priority for strengthening state capabilities.

This plan seeks to provide government services to all segments of society so that the services have high digital accessibility that rises to the level of international indicators, and in line with Goal (16) of the Sustainable Development Goals.



-- 1: Main indicators

National digital centers and platforms

National Data Center: who provides infrastructure

A solid platform for hosting applications and platforms related to services provided by government institutions, whether to citizens or the government.

Ur Government Portal for Electronic Services:

It is the official digital services platform of the Republic of Iraq. It is a single point of access for all services provided by official institutions, and represents the nucleus for launching the e-government project. Below are the statistics extracted from it:

National Card: The number of those who obtained it reached

About (40) million citizens, with the aim of creating a unified central database for civil status.

The information security and data sharing policy and standards document provides the framework for regulating the work of IT.

Information in government institutions. Most governmental and non-governmental institutions have moved towards digital transformation of their internal activities or those provided to citizens, but at varying rates, and the transformation process needs to be accelerated.

International indicators

According to the 2023 report issued by the United Nations Economic and Social Commission for Western Asia (ESCWA), there has been an improvement in the e-government services maturity index.

The total number of services provided according to this indicator amounted to (37) services distributed over (10) sectors, which are (transportation, traffic, police, trade and industry, education, health, interior, municipal affairs, labor, electricity and water, justice, joint government affairs).

Table (16): Ur Gateway Indicators

Description	Standard for 2022	Standard for 2023
Total value of the index	18%	25%
Number of services provided	27	37
Service availability and development	20.83%	29.81%
Reaching the audience	17.15%	23.93%
Level of open data availability	35%	49.47%
Open Data Submission Format	33%	48.89%

-- 2: Main challenges

Inadequate infrastructure, regulatory frameworks, and enabling factors supporting digital transformation. Weak legal frameworks and specialized legislation supporting digital transformation, and the need to enforce existing laws.

The lack of human resources in state institutions of digital skills and knowledge in the field of modern digital technologies.

Weak implementation of the information security policy document and standards.

Security concerns, data privacy, and the lack of protection of communications and information systems from threats targeting them.

-- 3: Main objectives

First goal: Developing an environment that supports digital transformation.

Means of achieving the goal

1. Providing infrastructure to support digital transformation (Software, hardware, communications).
2. Issuing laws and legislation that support the transformation Digital and activate the effective ones
3. Building human resources capacities and adapting them to Modern digital skills

Second goal: Enhancing cybersecurity

Means of achieving the goal

- 1.Implementation of security policies and standards The information is not available.
- 2.Providing modern technologies to protect systems and networks Digital threats.
- 3.Developing the capabilities of specialized staff to use Cyber security applications.
- 4.Establishing and monitoring rules and measures for information security And supervise it.

Third goal: Developing the performance of government institutions and services provided to citizens.

Means of achieving the goal

1. Digital health:

Increasing the capacity of health information systems

Data governance helps overcome obstacles to timely response to epidemics.

2. **Digital education:** Use of technology and media Digital in the educational process.

3. Social protection and digital social security:

Providing digital tools and modern technologies To accelerate social security reform.

4. **Building and linking shared government records and providing open government data.** From Through the development of an integrated system that links and unifies information and data records between various government agencies.

Automation of financial management processes.

- : Buildings and Services Sector

- - 1: Housing activity

This activity is implemented by the private sector and is managed by:

By the Ministry of Construction and Housing, in addition to the investment efforts of the National Investment Authority, the activity includes serviced lands, housing, complexes, and residential cities with infrastructure. Public projects are financed from the federal budget for residential complexes and low-cost housing for the poor, in addition to providing financing to citizens by the Housing Fund and the Real Estate Bank. The data indicates the existence of a gap in the availability of

Housing: There is a need to provide more housing units. The previous plan aimed to establish approximately 900,000 housing units, a large percentage of which has been achieved, in addition to funding that covers half of the need for housing units.

Key indicators

The number of licenses granted to build new housing units (16,143) in 2018 increased to (28,495) in 2022. The number of completed projects reached (26) projects in 2022 with an estimated number of housing units (12,488) units.

The number of loans granted by the Housing Fund increased from (6427) loans in 2018 to (31903) in 2022.

The number of informal housing units reached (624,864) units until 2022, while the number of informal housing units reached (544,837) units until 2017 (there is no data for 2018). The highest number was in Baghdad Governorate, with (148,514) units, at a rate of 23.8%.

There is a group of projects from different parties that, upon completion, will contribute to providing (667,951) housing units by the year 2023.

Main challenges

The housing shortage is worsening. The problem of housing units being fragmented into small areas is exacerbated, leading to increased pressure on infrastructure services.

The multiplicity of government agencies involved in the land and housing sector makes it difficult to formulate housing policies. Limited financing capabilities are available to finance the construction of low-cost housing complexes for low-income individuals.

Delays and failure to complete basic infrastructure projects for residential areas, as there are still unserved or partially served residential areas.

The large number of encroachments and the construction of housing units on agricultural and unserved lands has created large informal settlements that lack basic services and housing conditions and constitute a burden on other city services, especially in the capital, in addition to the damage they cause to the vegetation cover surrounding the cities.

Traditional buildings that do not take into account environmental considerations and climate change, and the failure to use efficient building materials for insulation.

Main objectives

The first objective: to alleviate the housing deficit and expand options for all segments of society, including those with limited income and the poor.

Means of achieving the goal

1. Completion of existing and future housing projects Its completion in 2027, amounting to (312) projects, which will provide (279,803) housing units, in addition to what will be added by the other new cities, amounting to (18) cities.
2. The state's commitment to establishing housing units for the poor And limited-income people, and allocating a number of these units to these categories.
3. Increase the number of loans granted through the Fund Housing and real estate banking.
4. Encouraging private residential investment outside city centers Which provides housing units at affordable prices.
 - Providing infrastructure services for the lands that have been Its secretion within the basic design of cities and distributed with original documents.

The second objective: Improving the quality of buildings to suit environmental characteristics and climate changes.

Means of achieving the goal

1. Introducing modern technologies and building materials to ensure Quality, speed of implementation, and its compatibility with climate change by adopting the principles of sustainability and thermal insulation.
2. Encouraging regional and international partnerships with relevant parties Related to benefit from their experience in this field.
3. Tightening technical oversight of private housing projects And the public.

The third objective: Addressing the situation of slums from both the organizational and service aspects.

Means of achieving the goal

1. Processing and converting slums into regular settlements Able to provide services in more than one way.
2. Providing basic services to slum areas And organizing them in a way that does not compromise the urban system, and calculating the size of these services to ensure that they do not negatively impact regular housing areas.
3. Benefit from international experiences in treatment The problem of slums.

- 2: Drinking Water

Key Indicators

Baghdad

The percentage of the population served by pure drinking water in 2022 reached 100% for all regular inhabited premises, which is the same percentage as in 2018, despite the population increase.

The average per capita share of potable water in Baghdad reached 462 liters per day in 2022, while it was 350 liters per day in 2018. The Baghdad Municipality estimated the loss rate at 25% for the year 2022, while this rate was 29% until 2017. The design capacities of water projects operating in the city of Baghdad amounted to (4,430,520) m³/day, while the amount of water produced amounted to (30,478,792) M³/Day 2022.

The number of operating liquidation projects is (13) projects, (5) on the Karkh side and (8) on the Rusafa side in 2022.

The number of water complexes established to supply residents of areas far from purification projects (99) water units with different capacities distributed on both sides of Karkh and Rusafa, where their production capacity ranges between (50 - 200) m³ / hour for one complex for the year 2022, while the number of complexes (57) until the year 2017. The length of the lines transporting pure water in Baghdad amounted to (1,129,235) km for the year 2022.

The number of raw water stations is (5) stations with a production capacity of (842,409) m³/day for the year 2022, which is the same number as for the year 2018.

Governorates

The percentage of the population served by potable water networks reached 86.2% in 2022, with 93% in urban areas and 71% in rural areas, while the percentage of the population served was 82.6%, with 90% in urban areas and 65% in rural areas, in 2018.

The amount of water produced in 2022 from water projects, water complexes, RO desalination plants, water production plants built on wells, and solar-powered plants amounted to 16,155,064 m³/day, while the amount of water produced from water projects and water complexes up to 2017 amounted to 7,043,739 m³/day, excluding Nineveh Governorate and Kurdistan Region.

The per capita share of drinking water in the governorates ranges between (156-539) liters/day for the year 2022, while the per capita share ranged between 110-460 liters/day until the year 2017, except for Nineveh Governorate and the Kurdistan Region.

Main challenges

Incomplete coverage of potable water.

High loss rates due to network breakdowns, bypassing, interference with other services, and poor maintenance.

The huge waste of drinking water resulting from misuse by citizens.

The lack of an integrated system for managing and regulating production, maintenance, purification, and distribution operations to ensure optimal system performance and improve efficiency. The absence of legislation and laws that deter violators of various types (water networks, land encroachments, etc.), and the failure to modify and activate existing ones.

Low water levels and pollution of water sources due to the concentration of pollutants.

The lack of any role for the private sector in this activity and the lack of experience in implementing specialized works for water projects.

Main objectives

The first goal is to ensure the provision of potable water.

According to international specifications, ensuring full coverage for everyone.

Means of achieving the goal

- 1.Implementing new projects to increase the quantity and quality of water According to population growth rates.
- 2.Extending water networks to unserved areas, and renewing Existing pure water distribution networks and improving distribution mechanisms.

The second objective: raising the efficiency of production and distribution systems.

Means of achieving the goal

- 1.Adopting an integrated management system and organizing operations Production, maintenance, treatment, distribution, and tariffs ensure optimal system performance and improve employee efficiency, keeping pace with contemporary developments in water project management and implementation technology.
- 2.Participation of station management with the private sector to ensure Management, maintenance and operation of long-term facilities as well as collection.

Third objective: Reducing the loss rate to 10% compared to the base year.

Means of achieving the goal

- 1.Providing modern standards for all subscribers to control To reduce waste and loss of pure water and optimal use of water by using a progressive tariff system.
- 2.Implementation of special provisions, laws and legislation With those who transgress on public networks.

- - 3: Sanitation

Key Indicators

Baghdad

The percentage of people served by sewage networks until the end of 2022 reached (95%) in the areas located within the basic design of the city of Baghdad, while it was (90%) until the end of 2016. The number of residential premises fully covered by sewage services reached (440) premises and (21) premises partially covered for the year 2022, while the number of premises not connected to sewage networks reached (33) premises, in addition to (27) premises not covered by sewage services.

The number of substations is (386) stations distributed in the municipality's districts with vertical and submersible pumping systems until the year 2022.

The length of the sub-network is (6,369,993) km, of which (1,048) km are sanitary, (556,997) km are rainwater, and (4,764,546) km are shared until the year 2022.

The number of wastewater treatment projects is (5) projects, two of which are on the Karkh side with a design capacity of (405) thousand m³/day, and three on the Rusafa side with a design capacity of (625) thousand m³/day, and the current deficit exceeds (35%) until the year 2022.

Governorates except the Kurdistan Region

The percentage of the total population served by sewerage and rainwater networks reached 28.3% in 2022.

The length of heavy water networks is 10,343,895 meters in 2022.

The length of the rainwater networks is 8,984,608 meters in 2022.

The number of sewage disposal stations reached (66) stations until the year 2022, while it was (30) until the year 2017.

The number of substations with vertical and submersible pumping systems is 863 stations in 2022. The quantity of untreated water is 207,850 m³/day in 2022, while it was 203,550 m³/day until 2017.

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The transmission lines are within the networks and according to their type, whether rain or heavy, their diameters range between (315 - 2000) mm.

Main challenges

There is a significant deficit in treatment units and networks in city centers, districts, and sub-districts, with increased loads on sewage networks exceeding their design capacity due to the fragmentation of residential units.

The obsolescence and inefficiency of the main and substations, sewage networks, and poor maintenance have had a negative impact on their performance and the resulting leaching, which has had a negative impact on the water networks.

Citizens randomly violate the network connections, especially the connections to the rainwater networks.

Main objectives

The first goal: to cover the entire service in Baghdad and increase the percentage of those served in the governorates.

Means to achieve the goal

- 1.Rehabilitation and expansion of existing stations.
- 2.Completion of ongoing projects.
- 3.Implementing new projects.

The second goal: Distributing treated water into rivers that meets standard specifications.

Means of achieving the goal

- 1.Improving the performance of main and substations and ensuring Providing its operational requirements.
- 2.Obligating laboratories and hospitals to install units Special treatment for it and not disposing of its waste in sewage and rainwater networks until after it has been treated.
- 3.Removing encroachments on rainwater networks.

- 8: Culture, Tourism and Antiquities

- 1-8: Culture

Key indicators

The first phase of the revitalization of the old city centers of Baghdad, Basra, Mosul, and Najaf recently began. This represents a serious step towards reviving the heritage assets of Iraqi cities and preserving their cultural heritage. The decline in the performance of cultural activities over the years

The previous five.

The number of cultural and artistic festivals, conferences and seminars decreased from (440) in 2018 to (115) in 2022.

The number of cultural books printed by the Ministry of Culture decreased from (120) in 2018 to (93) in 2022. The number of exhibitions and publications for children reached (39) in 2022, after it was (78) in 2018.

The number of projects of the Ministry of Culture is (44) projects for the year 2023, at a total cost of (507,381) million dinars.

Main challenges

Lack of comprehensive data documenting various cultural activities.

The weakness of the promotional and media aspect of Iraqi culture and the exploitation of modern technology in promoting and disseminating cultural activities and events, and the lack of support allocated to this aspect.

The lack of experience of local companies in implementing specialized projects in the artistic and cultural field has led to project delays and, consequently, weak infrastructure, especially in the governorates.

Weak private sector contribution to financing and implementing cultural projects.

Lack of interest in young graduates of institutes and colleges who have talents in all artistic fields, and the failure to embrace them, with many of them dropping out of the country.

The lack of strategies that address Iraqi culture and its development within an integrated framework to highlight the national culture.

Main objectives

The first goal: to secure the requirements for building a solid, inclusive Iraqi culture that is open to the world.

Means of achieving the goal

- 1.Building multidimensional cultural systems that work With modern methods, capable of attracting young talents and enhancing cultural communication between generations.
- 2.Rehabilitation of facilities and assets for heritage revival Private cultural, and support for related popular industries.
- 3.Reviving and managing traditional and folk industries in a way that... An investment that preserves the cultural and civilizational heritage so that it is accessible to all, ensuring its sustainability and reviving the cultural heritage.
- 4.Qualifying departments concerned with cultural activities in Baghdad and the governorates.

The second objective: Enhancing investment in cultural activities.

Means of achieving the goal

1. Issuing laws to facilitate investment procedures In cultural activity.
2. Increasing the private sector's contribution to establishing and financing Cultural projects.
3. Stimulating small and medium enterprises Concerned with cultural activity and providing the necessary support for it as an important element in promoting and introducing Iraqi culture.
4. Benefit from successful international experiences in the field of Cultural investment.

Third objective: Completing ongoing or suspended infrastructure projects.

Means of achieving the goal

1. Completing legal procedures related to problems Implementation and completion of cultural projects.
2. Developing the performance of the staff supervising project implementation.

- 2-8: Tourism Key indicators

The number of sites affiliated with the Tourism Authority is (17) sites (offered for investment).

The number of mixed sector hotel companies is (14) companies.

The number of hotels and tourist accommodation complexes reached (776) in 2022.

The number of licenses granted to travel and tourism companies reached (122) licenses for the year 2022.

The total number of visitors arriving to Iraq for tourism increased to (4,222,839) visitors in 2022, compared to (299,668) visitors in 2021.

Main challenges

The neglect suffered by various types of public sector tourism facilities. The weak qualifications of tourism personnel in all aspects of activity.

The inability of the Travel and Tourism Companies Regulation Law No. (49) of 1983 to keep pace with developments and respond to changes occurring in tourism activity.

The difficulty of the procedures for granting entry visas for incoming tourism, and the complexity of the procedures for granting licenses to foreign companies wishing to invest in the tourism sector.

Delay in implementing memoranda of understanding and executive programmes in the tourism sector.

Main objectives

The first objective: to enhance the developmental role of tourism activity.

Means of achieving the goal

1. Developing infrastructure for tourism activity.
2. Launching the electronic visa project to increase the number of Tourists
3. Developing complementary services for tourism activity And its development.
4. Developing tourism plans and supporting sustainable tourism Two-way and development of mechanisms for organizing low-cost flights.
 - Implementing the e-governance project and linking all Tourist facilities and travel and tourism companies in it.
 - Amending laws to suit the needs of the sector.
 - Developing domestic tourism and exploiting comparative advantages For the governorates and their connection to the tourist seasons.

Second objective: Enhancing the role of the private sector in tourism investment.

Means of achieving the goal.

1. Providing facilities and incentives to increase investment Specialized in tourism activity.
2. Completing the legal framework supporting tourism investment.
3. Supporting an innovative private sector for tourism activities And governance of its activities to enhance its performance.

- 3-8: Effects

Key indicators

The number of archaeological sites announced reached (7664) sites. (3613) sites, while the unannounced ones are (4051) sites.

Main challenges

Some cities and archaeological sites, such as the city of Nimrud and many archaeological landmarks in Nineveh and other archaeological sites, were almost completely destroyed due to vandalism. The limited number and expertise of Iraqi archaeological and technical personnel in all relevant fields.

The loss of the complete archives of many archaeological sites, especially in Nineveh Governorate, as they were destroyed by terrorist organizations.

Lack of interest in attractive archaeological sites and their exposure to extinction due to poor maintenance operations.

Main objectives

The first objective: Preserving Iraq's historical and cultural heritage, and rebuilding and restoring archaeological and cultural landmarks.

Means of achieving the goal

- 1.Rehabilitation of archaeological sites.
- 2.Strict application of applicable laws and regulations To preserve antiquities.
- 3.Coordination between executive tourism agencies
Academic institutions (tourism colleges and institutes) and research centers specialized in the tourism sector to develop, organize and manage tourism to achieve sustainable tourism development in Iraq.
- 4.Increase the number of archaeological excavations.
 - Increase efforts to recover smuggled and borrowed antiquities.
 - Establishing archaeological museums in all governorates to highlight Its civilized face.

The second objective: increasing investment in supporting infrastructure and encouraging partnerships in its management and financing.

Means of achieving the goal.

- 1.Encouraging private investment (local and foreign) To implement, finance and manage tourism-attracting projects in these areas.
- 2.Establishing infrastructure to support tourism activity Specializing in antiquities.

The third objective: Enhancing the technical and administrative capabilities of workers in the archaeological sector.

Means of achieving the goal

- 1.Using foreign expertise and archaeological missions.
- 2.Resuming excavation projects to uncover antiquities covered
- 3.Developing the capabilities of sector workers and motivating them To join studies in specialized colleges.

Chapter Six

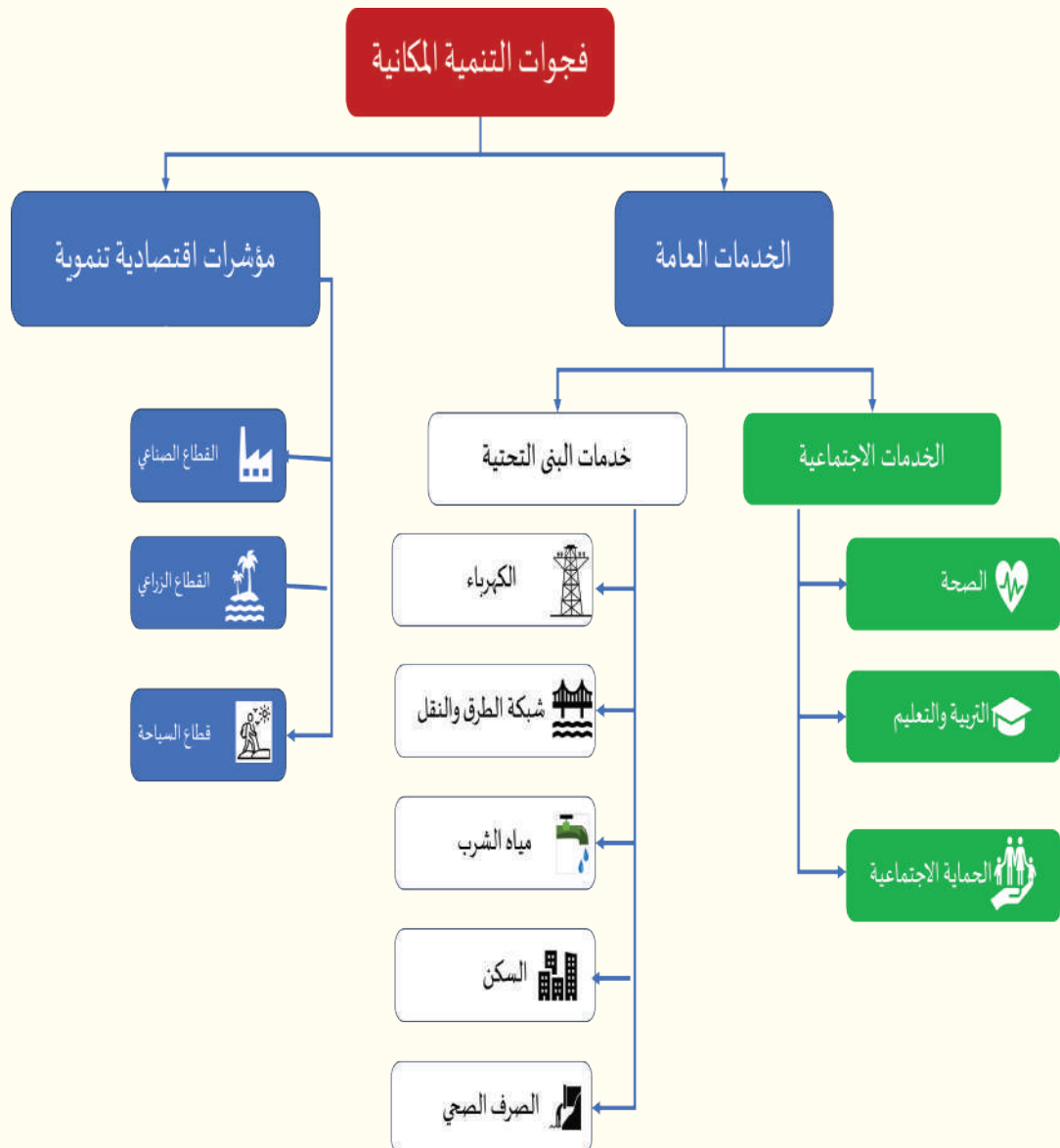
- 1: Main indicators

- 1-1: Spatial development gaps

Through studying the development reality of public services and economic activities in accordance with planning standards. It is clear that there are development gaps that reflect the mechanisms of spatial concentration of development action in

Iraq. This requires planning intervention to reallocate investment between governorates in a manner that is consistent with the level of spatial gaps in development, as shown in Figure (14).

Figure (14): Spatial gaps in development



The development gap in public services

Water and sanitation shortage:

The highest percentage of the population not served by drinking water in 2021 was in Dhi Qar Governorate, with a percentage of (37.8%) of the total population in the governorate, then in Salah al-Din and Babil Governorates, with percentages of (37%) (30.5%), respectively, then came the governorates of Qadisiyah, Muthanna and other governorates.

As for the population not served by the sewage network connected to treatment units in 2020, the highest percentage was in Diyala Governorate (98.2%), then Nineveh Governorate (97.7%) and the rest of the governorates, respectively.

Deficit in education services:

The illiteracy rate for 2021 reached (12.3%) at the level of Iraq, and the highest of these rates were in the governorates of Maysan, Muthanna and Dhi Qar at rates (122%, 18.4%, 15.7%) respectively, then the rest of the governorates at lower rates.

The highest deficit in kindergartens in 2020 was in the governorates of (Baghdad, Nineveh and Basra), with numbers reaching (3596, 2089, 1518) respectively.

The deficit in primary schools for the year 2023 in Baghdad Governorate reached (1426) schools, followed by Basra Governorate (829) schools, then Nineveh Governorate (531) schools, and according to the standard (360) students per school. The highest deficit in secondary schools reached in Baghdad Governorate (523) schools, followed by Basra Governorate (330) schools, and according to the standard (360) students per school.

Health sector deficit:

The highest hospital deficit for the year 2021 was in Baghdad Governorate (71) hospitals, then Nineveh (58) hospitals, then Basra (41) hospitals, according to the standard (one hospital / 50,000 people). The highest deficit in specialized health centers for the year 2023 was in Baghdad Governorate (493), Basra (137), and Nineveh Governorate (119) specialized health centers. The highest shortage of doctors in 2023 was in the governorates of Nineveh (1304) doctors, then Basra Governorate (827) doctors, then Dhi Qar Governorate (788) doctors.

As for the malnutrition index for the year 2018, the highest number of children under 5 years old was in Baghdad Governorate (8040) children, then Nineveh Governorate (4888) children, then Basra (4386) children.

Deficiency in the road network:

The per capita share of the total number of roads and streets reached About (1.84 m/person) of paving, which is much less than the international standard, which is (12 m of paving per person), and at the governorate level, we find that most of the governorates are less than the international standard by a large difference, except for the governorates of Anbar, Wasit, Salah al-Din, Muthanna and Maysan, which indicated a simple increase of between three and four meters per person of paving.

- 2-1: Development performance gap

industrial activity

Indicator analysis showed weak industrial activity.

In all governorates, industrial processes largely use imported raw materials. These indicators also reflect the extent of disparity between governorates in their industrial activity.

agricultural activity

The cultivated areas amounted to about (15,141) million dunums, representing a percentage of (54.1%) of the total arable areas in 2020, then decreased to reach (14,425) million dunums and a percentage of (51.5%) of the total arable areas in 2021 and continued to decrease to reach (11,224) million dunums and a percentage of (40.1%) in 2022, and the cultivated areas were concentrated in the governorates of (Nineveh, Wasit, Salah al-Din, Kirkuk).

The non-cultivated agricultural areas in 2020 amounted to about (6.9 million dunums), and the non-cultivated areas were concentrated in the governorates of (Wasit, Al-Qadisiyah, Dhi Qar and Diyala).

tourism activity

The number of workers in the hotel and tourist accommodation complexes activity amounted to about (6099) workers working in (1424) hotels and tourist facilities, distributed in most of the Iraqi governorates (2018). The tourist facilities were concentrated in the governorates of (Karbala, Baghdad and Najaf) at a rate of 46.5%, 26.0%, 17.4% respectively.

The number of guests who used hotels and tourist accommodation complexes reached (5,777,602) tourists, and they were concentrated in Karbala, then Baghdad, and then Najaf.

- 3-1: Rural Area Indicators

Number of villages and their populations

The number of villages in the governorates reached (10343) villages, and the governorates that contained the highest numbers of villages were Diyala (1315) villages, Nineveh (1254) villages, and Dhi Qar (1147) villages, and the smallest number of villages was in Karbala Governorate, which amounted to only (288) villages. As for the population of the villages, there is a large variation. In its lower limits, the population of some villages reaches only (10) people, while in contrast, we find that some of them have a population exceeding (20,000) people. It also became clear that the total number of villages with a population exceeding (1,000) people has reached (1,854) villages in (11) governorates, forming approximately (31%) of the total.

Villages of these governorates.

There is a clear disparity between the rural areas of the governorates in the percentages of workers in agriculture, as it was shown that the governorates that fall within the acceptable range are (Najaf, Dhi Qar, Anbar, Babylon, Qadisiyah, and Salah al-Din), while the governorates that indicated a defect in the structure of workers were (Karbala, Basra, and Muthanna), which are lower than the indicated range by a clear difference, and the governorates (Wasit and Maysan) were higher than that range.

Cultivated area in the countryside of the governorates

There is a sharp disparity in the spatial distribution of cultivated areas according to the governorates for the year 2023, as it was more than (50%) of the total cultivated area in Nineveh Governorate, which contained (1254) cultivated villages, while the rest of the governorates had low percentages that did not reach (8%) despite the high number of villages, as is the case in Diyala and Dhi Qar.

Spatial distribution pattern of villages in Iraq

The pattern of rural settlements spread takes on the following patterns:

Diverse, with the widespread or scattered pattern prevalent as is the case in the northern governorates, then the longitudinal pattern along the rivers, then the clustered or gathered pattern in the rest of the governorates.

Services in the countryside

There is a huge deficit in most of the indicators for all

Governorates, in addition to the clear spatial disparity between one governorate and another, except for what is related to the indicator of connection to the public electricity grid, as the majority of villages are connected to it, and to a lesser extent to the paved roads leading to the villages, as well as with regard to the availability of the water share.

Table (17): Service coverage indicators for some governorates according to the rural development survey (%)

Governorate	drinking water from the network	General	Water from stations	RO desalination	Health center	pharmacy	primary school	high school, (medium)	grid electricity General	Paved road To the village	Within the project	Reclamation and drainage of the land* For agriculture	Water share is available	sanitation (public network)
Anbar	70.0	27.7			73.2	93.6	47.3	98,	18.4	24.1	4.3	68.0		
Babylon	94.1	76.4				92.9	99.6	27.6	9.8	21.7	24.8	55.5		
Karbala	79.5	74.3			97.8	99	16		58.7	11.5	21.5	71.9		
Wasit	86.2	15.9				64.3	98.7	13.5	84.9	8.5	35.7	51.4		
Saladin	52.0	23.0				86.7	99.7	47.1	99.7	33.2	24.2	61.9	5.4	
Najaf	87.8	34.9			90		99.2	21.1	62.2	22.9	8.4	86.1		
Al-Qadisiyah	92.2	45.2			56		98.8	10.7	56.3	10.7	16.7	67.7		
Al-Muthanna	83.8	18.2			70		98.9	12.5	67.5	9.1	5.6	48.9		
Dhi Qar	84.8	14.4				64.7	96.2	23.1	63.8	10.4	20.4	20.5		
Maysan	84.9	7.3			75	97.3	7.4		58.2	11.2	6.2	56.9		
Basra	37.5	15.1			93		98.2	73.5	31.4	23.4	98.2	81.5		

* Soil reclamation projects for cultivation, in addition to the establishment of drainage channels to rid agricultural lands of salinity.

Irrigation methods in the countryside

The predominant method of irrigation in the countryside was by pumps, at a rate of (66%) of the total cultivated villages, followed by rain water at a rate of (17%), while the other methods were at lower rates.

The largest cultivated area was by the rain irrigation method, representing (55.7%) of the total cultivated area in the villages, followed by the area cultivated by pumps, which represented (30.6%).

- 4-1: Administrative Divisions Index

The total number of administrative units in the (18) governorates reached (602) administrative units, including 172 districts and 430 sub-districts. The number of newly established units from 2014 until the beginning of 2023 (the period during which the work of establishing administrative units and organizing the administrative structure was resumed) reached (83)

administrative units: (47) districts and (36) sub-districts, in addition to the establishment of Halabja Governorate (in process of obtaining official approval). Indicators of spatial urban sprawl (type of sprawl) The current spatial development axes are limited to two main axes, namely the extension of the Tigris and Euphrates rivers and the extension of main roads, the most important of which are the expressway (1) and the expressway (2) and other roads in the governorates and between neighboring governorates. This has been reflected in the presence of a population concentration in major cities such as Baghdad, Nineveh, and Basra, and in the centers of other governorates, as well as in the concentration of various economic activities along these axes.

The longitudinal extension of these axes is predominantly from north to south, with the absence of transverse axes from east to west or from west to east. The longitudinal pattern in spatial development is reflected in the trends of spatial distribution of economic activities and the extension of services of various types, and the resulting population movement and trends of growth and development of human settlements, both urban and rural, concentrated in three decades: Mosul in the north, Baghdad in the center, and Basra in the south.

The rest of the Iraqi cities are interconnected in a hierarchical sequence between themselves on the one hand and between them and these three nodes on the other hand.

These cities constituted a local attraction for the governorate center and a regional attraction within dominant urban centers.

- 2: Main challenges

There is a gap between and within governorates in terms of basic public services such as health, education, water, cultural, entertainment and marketing centres.

The disparity and weakness of economic indicators at the spatial level for various activities (industrial, agricultural, and tourism), with weak private investment in most governorates. Spatial polarization and the resulting high costs due to negative savings, especially in major urban centers.

The weak contribution of the agricultural sector to rural development, as one of the components of local economies, and its vulnerability to climate change.

The longitudinal extension of development axes and the absence of transverse axes linking governorates and urban and rural centers.

Increased population pressure in city centers, resulting from increased population numbers or the displacement of additional numbers from districts, sub-districts, and governorates.

The weak capacity of planning cadres in the governorates to develop a local and regional planning vision with neighboring governorates to establish development axes and the ongoing changes in the administrative apparatus as a result of the changing political situation of governorate administration. Failure to exploit the comparative advantages of the development axes and poles available in the desert region, lakes, marshes and border cities, despite their possession of many natural resources and advantages.

The economic indicators vary due to the weakness of private investment in the governorates and the lack of integrated economic centers or cities (industrial or agricultural).

The spread of slums and the lack of realistic solutions is reflected in the worsening of this phenomenon from one year to the next.

The absence of legal legislation, including the Urban Planning Law, to implement rural development plans. The unrealistic nature of existing legislation makes implementation difficult, and the responsible administrative bodies are sometimes not identified. Desertification and desertification due to climate change and the receding rain line.

Urban challenges include the ineffectiveness of urban master plans, overlapping administrative boundaries, encroachment on land use, urban sprawl on green spaces and city edges, the spread of slums, and fragmentation of residential and agricultural land ownership.

The absence of binding legal legislation to implement rural development plans, and the unrealistic nature of the legislation in force.

Its contradiction with reality makes it difficult to implement, given the lack of specification of the administrative bodies responsible for this sometimes.

- 3: Main objectives

The first objective: Improving the reality of basic services and infrastructure in the governorates of Iraq and reducing disparities between governorates, at the level of a single governorate, and at the rural and urban levels, thus achieving equitable distribution of the fruits of development.

Means of achieving the goal

- 1.Reducing disparity in services between and within governorates Through a methodology for analyzing gaps and priorities in services and infrastructure according to available financial resources, relying on planning standards.
- 2.Achieving justice in allocations and financing between Governorates and within them, in distributing allocations and funding, by increasing reliance on the level of deprivation, in addition to population size, in order to bridge the development gap.
- 3.Continuing the methodology of bridging development gaps using Allocations of specialized funds (the Social Fund for Development, the Reconstruction Fund for the Poorest Areas, the Liberated Areas Fund, the Reconstruction Fund for Sinjar and the Nineveh Plains, and the Reconstruction Fund for Dhi Qar) and strengthening them with new documented data from surveys and the general population census.

Second objective: Achieving comprehensive spatial development in accordance with the principle of economic efficiency and social justice, relying on optimal exploitation of comparative advantages at the level of economic activities (agricultural, industrial, and tourism).

Means of achieving the goal

- 1.The best investment of potential and advantages in Governorates, with a focus on projects that maximize resources, such as border crossings, the Greater Faw, gas refining, solar and wind energy, food industries, and agricultural and industrial localization.
- 2.Investing in development potential and comparative advantages Available in medium and small cities.
- 3.Encouraging local and foreign investment in general Governorates and directing it according to capabilities and advantages.
- 4.Exploiting the potential available in the Iraq Fund

For development.

- Enhancing the investment opportunities that may be available in Exploitation of the desert environment in the southwestern region of Iraq.

- Establishment and development of industrial cities.

- Implementation of strategic projects (airports, regions (Free zones, main transportation hubs, refineries, power plants, border crossing projects, railways, dams, etc.) according to the time frame planned for them.

Third objective: Creating new, non-traditional development axes to achieve optimal exploitation of spatial advantages and ensure the distribution of the fruits of development.

Means of achieving the goal

- 1.Activating and developing border crossings.
- 2.Activating and developing the desert area and the desert of the island.
- 3.Activating and developing the Lakes region.
- 4.Achieving the strategic development path with a focus on Creating a new transverse development axis linking the east of Iraq to its west.
 - Construction of the desert road in western Iraq.
 - Establishing joint economic cities with countries Neighborhood: Cities and urban expansions
 - Establishing and completing strategic projects with impact Location (Greater Faw Port...).
- 8.Strengthening the transverse development axes in the spatial structure

Frame (3): The desert road in western Iraq

The establishment of the desert highway aims to be a development axis to revive the development potential of the desert environment in western Iraq. Intensifying efforts to create an axis of movement extending from Safwan in Basra to the city of Rutba in Ramadi, extending deep into the western desert of Iraq, by establishing what we can call a “**Desert Road**” which extends from Safwan - Al-Busayyah - Al-Salman - Al-Shabaka - Al-Nukhayb - Al-Rutba and Al-Nukhayb - Rawah.

This strategic project will constitute a major turning point in changing the characteristics of the spatial structure in the western desert of Iraq in linking the existing human settlements as an axis of movement between them on the one hand and between them and the urban centers on the axis of the Euphrates River on the other hand, where Salman, Al-Nukhaib and Rutba form development nodes within a network of branching movement and linking between the depth of the desert and the urban centers on the edges of the alluvial plain on a main road extending from Safwan in Basra Governorate to the city of Rutba in Anbar Governorate, passing through Al-Busayyah - Al-Salman - Al-Shabaka - Al-Nukhayb, where it branches in two directions, the first at kilometer 160 towards Rawah and the second at Rutba towards Al-Qaim.

The presence of this network of roads contributes to creating a kind of spatial organization in linking the ties Western Sahara and its impacts in its three dimensions: local, regional and national:

1. On **Local level** The impact of this is evident in connecting the desert environment together and overcoming the neglect and indifference experienced by the local population by providing settlements that provide the necessities of life, ensuring smooth movement and mobility, and providing their requirements, far from the randomness of their settlements and migrations.
2. On **Regional level** It will achieve a connection between the human settlements located deep in the desert and the urban centers on the eastern axis of the Euphrates River. This vast network, as much as it contributes to reviving this desert environment, will be reflected in subsequent development indicators, over time periods that may be long or short, depending on the will for change, through activating the potential and specificity of the desert environment, including what the desert road represents in its extension from south to north between the governorates of Basra and Anbar, and between the axis of the Euphrates River in the east and the international borders with Saudi Arabia in the west, and what contributes to reducing isolationism and addressing the gap Geostrategy in western Iraq.
3. On **National level** It will appear in the later and perhaps distant stages, through the emergence of a longitudinal development axis, alongside the Tigris and Euphrates axes, in linking the south of Iraq with its north on the one hand, and creating a kind of spatial balance in the flexibility of the functional relations between Iraq's southern and western outlets with each of Saudi Arabia, Jordan and Syria, in addition to its spatial connection towards Nineveh and the role that it can play in the expected strategic project “Development Road” that links Iraq with Turkey and then Europe

Fourth goal: Achieving sustainable rural development that improves economic, social and service conditions and restores balance between urban and rural areas.

Means of achieving the goal

1. Providing basic services to villages (water and electricity) health and education).
2. Extending safe and connecting roads between rural areas and regions Urban and vital facilities.
3. Increasing economic projects and activities and spreading them in Rural areas according to comparative advantage.
4. Providing detailed information about the reality of villages.
 - Selection of villages nominated for development (for mother villages) And its inclusion in municipal services.
 - Organizing village administration.
 - Better investment in human and natural potential And support the development of social concepts that support it.

Fifth objective: organizing the structures of the settlements Humanity and the establishment of sustainable cities to reduce structural imbalances in population distribution.

Means of achieving the goal

1. Study and approve expansion plans for existing cities And new cities to facilitate supervision, follow-up, and provision of services, and to prevent overlap between the administrative boundaries of the districts and sub-districts on the one hand, and between the expansions of existing cities and some new cities on the other hand, and to work on implementing the approved new cities.
2. Selection of expansion sites for existing cities and new cities The new one, according to the administrative boundaries of its affiliated units, and to draw up a clear economic policy for it that is consistent with the living conditions of the population.
3. Finding attractive development nuclei in new cities To encourage housing and achieve economic independence for these cities.
4. Implementation of ring roads and roads linking cities The near future and new cities.
 - Stopping the expansion of provincial centers, especially Baghdad To achieve balance in human settlements.

Chapter 6 Send

- 1: Key indicators of

environmental sustainability

Iraq ranked (169) with a score of (27.8) out of 180 countries for the year 2022 according to the Environmental Sustainability Index for Environmental Performance Assessment (EPI), which is a very low ranking and requires great efforts to improve the environmental reality in Iraq.

Iraq's contribution to CO2 emissions is very low, at around 0.6% of global production.

The amount of greenhouse emissions that were inventoried in the national report submitted to the United Nations under the Paris Agreement amounted to (72,658) gigagrams of CO2 equivalent for the year 1997.

There is a clear deficit in Iraq's ecological footprint after 1980, as the biological productivity (biological capacity) reached 0.8/global hectare per capita, and the ecological footprint was 1.3, and the gap is (-0.8) in 1980, compared to 0.3, 1.7, and (-1.4) respectively for 2022. The amount of removed waste amounted to (17.3) million tons/year, and its percentages were as follows: regular waste (64.3%), rubble (demolition and construction waste) (33.3%), and scrap (2.4%) of the total waste.

Industry is the main source of hazardous waste, as the monthly average quantity of solid hazardous waste generated by the Ministry of Industry is (33.3) kg/month.

The amount of solid waste generated by slaughterhouses amounted to (31671.8) tons/year.

The total area of dangerous areas contaminated with war waste amounted to approximately (6048) million m², of which the area of open areas, in which the danger still exists, amounted to (2232.9) million m², while the area of closed areas from which the danger was removed amounted to (3328.6) million m², while the area of lands in which work is still in progress amounted to (486.6) m².

A portion of wastewater is discharged directly into water sources without treatment. The percentage of safely treated domestic and industrial wastewater flowing was 60.5% in 2020.

The number of sanitary landfill sites reached (221) sites, (72) of which have obtained environmental approval in all governorates except the outskirts of Baghdad, Karbala and Salah al-Din. And (149) of which do not have environmental approval in all governorates except Babylon.

The waste recycling rate did not exceed (10%) of the regular waste quantity for the period 2016-2020.

The number of regular waste sorting and recycling plants in 2021 reached (4) plants, with two plants under construction in the Baghdad Municipality and one plant located in the district of

Al-Mahmoudiyah / Al-Yusufiyah District, while the fourth factory is located in Dhi Qar Governorate.

The number of regular transfer stations for the year 2021 is (20) stations. As for the irregular transfer stations (temporary collection sites), it reached (70) stations, while the number of random waste dumping sites reached (37) sites.

climate change

Temperatures recorded a significant increase at rates exceeding global averages in all cities, reaching their highest levels in Basra, Mosul, and Baghdad, topping the list of highest temperatures worldwide.

The period (2011-2021) was characterized by fluctuations in rainfall amounts, but the years (2020 and 2021) witnessed a significant decrease in rainfall amounts below their normal rates in all governorates.

The total area of desertified and desertified lands amounts to approximately 50% of the total area of Iraq, which constitutes a serious threat to its food security. This percentage varies between the governorates.

The total area of the marshes (submerged and non-submerged) is about (5560) km², and the rates of marsh submergence fluctuated during the period 2018/2022 between 57.4% in 2018 and 26.85% in 2022.

The area of natural and artificial forests amounted to (2.2) million dunums, representing (1.6%) of Iraq's area in 2020, compared to (3.1%) of Iraq's area in 2018.

The governorates of southern Iraq (Dhi Qar, Maysan, Qadisiyah, Muthanna, and Basra) witnessed the displacement of approximately (10,516) families in these governorates due to drought and desertification, from January 2019 until November 2022.

The governorates north of Baghdad—Nineveh, Kirkuk, Salah al-Din, and Diyala—as well as Anbar—Kabisa, Ankur, and Rahaliya—were affected by this phenomenon. Diyala Governorate was also exposed to the risk of drought and water shortages, with water levels declining significantly since 2020.

Water imports have declined from (40.69 billion m³) in 2016-2017 to (25.5 billion m³) in 2021-2022, noting that the year 2019 is exceptional due to the rains and the arrival of large quantities of water (floods) and its storage in dams and reservoirs. The renewable reserve of groundwater in Iraq is estimated at about (5) billion m³ annually, of which (930) million m³ are in the Western Desert region. However, the exploitation of this water in Iraq is still limited, as the exploitation rate in this region does not exceed (0.2%) only.

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The number of wells implemented by the Ministry of Water Resources during the year 2018 amounted to (1061) wells, while in the year 2019 the number of wells implemented amounted to (865) wells, i.e. a decrease of (11.5%).

- 2: Main challenges

Low ecological footprint.

Low efficiency of integrated water resources management coupled with low water imports.

Desertification, declining vegetation cover and gradual shrinkage of forest area.

Increasing waste quantities due to the lack of treatment plants, sanitary landfills and recycling.

Treatment plants do not cover the quantities of heavy water in sewage networks and there are no recycling stations.

Deterioration of biodiversity and shrinkage of the area of marshes and lakes due to water scarcity.

Increased air pollution due to greenhouse gas emissions. Lack of a comprehensive database on everything related to the environment.

- 3: Main objectives

First objective: Enhancing response to requirements

Environmental sustainability and climate change.

Means of achieving the goal

1. Directing human and material capabilities to respond Effective response to environmental and climate changes at the local and national levels and in accordance with the sectoral activities linked to the place.
 2. Implementing international agreements and strengthening partnerships To respond to environmental risks and climate change.
 3. Completion of national documents related to the topics Environment and climate change and transforming them into plans, programmes and executive projects.
 4. Developing national capacities to respond to developments Cognitive and international, including negotiating teams at the international level.
- Spreading environmental awareness related to environmental sustainability And climate change.

- Integrated water management and drinking water security Agriculture, industry and sanitation using modern technologies.

- Investing in the development of non-conventional water resources.

8. International cooperation to implement special international agreements In the climate.

The second goal: reducing desertification and land degradation.

Vegetation cover and the effects of climate change on agricultural activity.

Means of achieving the goal

1. Reducing the degradation of agricultural lands and vegetation cover And work to rehabilitate no less than 35% of the degraded lands during the plan years.
2. Improving and developing field agricultural practices, including: It achieves the principles of adaptation to confront climate change.
3. Completion and expansion of sand dune stabilization projects. Less than 15%.
4. Replanting green belts and preserving them Its sustainability. Within the controls for preparing basic city plans.

Third goal: Waste management Danger

Means to achieve the goal:

1. Developing the infrastructure for waste treatment Dangerous.
2. Develop and implement national policies and systems for management Regular waste, construction and demolition waste, and hazardous waste.
3. Encouraging waste sorting and recycling Less than 25% of the normal amount of waste.

Fourth goal: Preserving biological diversity

And reducing the effects of climate change.

Means of achieving the goal

1. Preserving reserves and the ecosystem in Iraq Reaching a percentage of no less than 17% of the country's total area.
2. Supporting biodiversity and protecting ecosystems And restore them in a sustainable manner (especially in supporting agricultural productivity, soil fertility, and water quality and supply).

Fifth goal: gradual shift towards reducing Greenhouse gas emissions 1-2% of emissions to contain global warming to less than 2 degrees Celsius.

Means of achieving the goal

- 1.Reducing use and controlling emissions sources Greenhouse gases (stop flaring associated gas and reduce emissions of methane and other greenhouse gases).
- 2.Increase the use of clean energy and technologies No, clean.
- 3.Gradual shift from generating sectors For a fixed source.
- 4.Shifting towards smart buildings and cities sustainable

Goal 6: Providing environmental data

Means of achieving the goal

- 1.Calculating the Iraq Environmental Index.
- 2.Developing the capabilities of specialists in environmental fields And environmental statistics.
- 3.Use of modern technologies and information systems in Collecting and analyzing environmental data.
- 4.Providing national environmental data to calculate indicators Iraq's various sectors and developing the capabilities of environmental statistics specialists to use modern technologies and information systems in presentation and analysis.

Chapter Eight

The eighth chapter of the plan, in accordance with its preparation methodology, adopts a framework for guiding development action to achieve the plan's objectives in its various sectors through a set of basic programs that reflect priority directions and can move Iraq's development path forward with realistic steps aimed at implementing the desired change process and achieving the standards of economic efficiency and social justice. This complements the path of the National Development Plan 2018-2022 in "laying the foundations of an effective development state with social responsibility."

Program One: Enhancing Investment in Human Capital and Community Building

This program embodies a strategic priority direction of this plan, aiming to build a comprehensive and diverse society that relies on the development of human capital as a basis for sustainable development. National investments and efforts are enhanced towards improving the health level, expanding education and training opportunities, and providing economic and social opportunities for all segments of society.

Subprograms	Suggested activities	Implementing agency
Orientation: Development begins with childhood		
Developing an enhanced enabling environment for early childhood development	Development and establishment of nurseries and kindergartens in All governorates	Ministry of Education
	Ensuring care and mental health for the child, especially in Displacement areas and poor governorates	Ministry of Health, Ministry of Education / Educational Guidance
	Developing specialized educational and pedagogical staff In early childhood	Ministry of Education
	Early inculcation of authentic values and citizenship, stimulating creativity, and encouraging volunteer work among children.	Ministry of Education, Ministry of Culture, Ministry of Planning, international organizations, civil society organizations
	Establishing undergraduate departments in universities concerned with early childhood	Ministry of Higher Education, Ministry of Planning
	Supporting educational laboratories according to the innovation stimulation approach And creativity	Ministry of Education, Ministry of Planning, international organizations
Orientation: A stimulating environment for developing the educational process		
Providing a stimulating environment for students to increase enrollment and advancement rates According to the level and quality of the learner	Amendment to Compulsory Education Law No. (118) of 1976 And the Literacy Law No. (23) of 2011	Ministry of Education/Executive Agency for Literacy
	Classifying schools according to the concept of green education and sustainable development to provide an attractive and stimulating classroom environment.	Ministry of Education, Ministry of Planning, Organizations International, civil society organizations
	Launching policies that enhance student health (school health, school nutrition) with a focus on regions remote and poorest	Ministry of Education, Ministry of Planning, international organizations
	Comprehensive awareness of girls' and adolescents' education and poor children	Ministry of Education
	Strengthening family-school ties and creating applications Electronic follow-up and communication	Ministry of Education

Subprograms	Suggested activities	Implementing agency
Developing the educational process by: Ensures transition from style Indoctrination to participatory style (Interactive)	Developing the capabilities and skills of the educational family	Ministry of Education, Ministry of Planning, international organizations
	Developing educational platforms and digitizing curricula to provide... Educational resources and interactive activities	Ministry of Education, Ministry of Planning, Organizations International
	Applying modern teaching methods and using Educational and pedagogical illustrative means	Ministry of Education
	Cultural exchange and participation in international tests	Ministry of Education, Ministry of Planning, international organizations
	Greening Curricula (Supporting Development) sustainable)	Ministry of Education, Ministry of Planning, Organizations International, civil society organizations
	Developing the student's self-cognitive functions	Ministry of Education/Child and Family
Orientation: Higher education that keeps pace with developments, responds to the needs of society and the labor market, and encourages competitiveness and innovation.		
Update admission policies and regulations and patterns of higher education	Develop a clear policy for university admissions Iraqi and focusing on technical education	Ministry of Higher Education and Scientific Research
	Establishing and developing the digital university admission portal in accordance with Artificial intelligence techniques	Ministry of Higher Education and Scientific Research
	Creating a balance between the number of students enrolled in undergraduate and graduate studies and technical and academic specializations in accordance with development requirements and in line with Labor market requirements	Ministry of Higher Education and Scientific Research
Achieving a qualitative leap in academic specializations And the graduate's specifications to meet Labor market needs	Establishing technical colleges/institutes and rare specializations In public and private education according to the regulations	Ministry of Higher Education, Ministry of Planning
	Updating academic curricula and training programs Promoting sustainability principles	Ministry of Higher Education, Ministry of Planning international organizations
	Developing standards for new specializations and programs Academy of Undergraduate and Graduate Studies	Ministry of Higher Education, Ministry of Planning
	Developing incubators, technology parks, and exhibitions Jobs	Ministry of Higher Education, Ministry of Planning, international organizations
	Strengthening industrial consulting and engaging the field of work With ministries and institutions	Ministry of Higher Education and Scientific Research
	Raising awareness of the importance of moving towards technical education	Ministry of Higher Education, Ministry of Planning, international organizations
Activating social responsibility In universities	Supporting centers that provide services to the community and protect the environment in universities, such as (Environmental Research Center, Centers Community research, community service centers	Ministry of Higher Education and Scientific Research
	Activating solidarity funds for poor students	Ministry of Higher Education and Scientific Research
Adopting modern methods in evaluating and supporting sound scientific research	Improving the accreditation of Iraqi academic journals	Ministry of Higher Education and Scientific Research
	Enhancing financial allocations for scientific research in General budget	Ministry of Finance, Ministry of Planning, Ministry of Education Higher Education and Scientific Research
Orientation: Vocational education responsive to the labor market		
Improving the reality of vocational education catalyst for societal trends and the labor market	Increasing the number of vocational schools and establishing and developing workshops Laboratories and the establishment of innovation centers	Ministry of Education, Ministry of Planning, international organizations
	Updating vocational education and training curricula and programmes and keeping them in line with the requirements of the contemporary labour market.	Ministry of Education / Ministry of Labor and Social Affairs Social

Subprograms	Suggested activities	Implementing agency
Orientation: Comprehensive and improved health care		
Improving primary, secondary and tertiary health care services and providing pharmaceutical	Intensifying awareness activities regarding prevention and disease control	Ministry of Health
	Ensuring comprehensive drug coverage for all Governorates and health institutions	Ministry of Health
	Improving hemodialysis services throughout Iraq	Ministry of Health
	Improving mental health, rehabilitation and treatment services Addiction and the development of protocols and work guides	Ministry of Health
	Implementation of Health Insurance Law No. 22 of 2020 To improve health services	Ministry of Health
	Strengthening maternal, child and pregnancy care services Family planning, especially in poor areas And remote	Ministry of Health
Improving the health prevention system Providing vaccines	Supporting prevention of AIDS, viral hepatitis, and sexually transmitted infections and improving services for people living with HIV Human and viral hepatitis and infected people sexually transmitted infections	Ministry of Health
	Ensuring sufficient and sustainable quantities of blood and its components, efficient and safe, for patients with thalassemia, tumors and other diseases, according to blood groups. Main and secondary in sub-centers	Ministry of Health
	Maintaining a gradual reduction in the incidence of tuberculosis in Iraq	Ministry of Health
	Improving vaccination services within the national program For immunization	Ministry of Health
Keeping pace with the capabilities of medical staff Health and nursing developments Global	Supporting creative and innovative medical and health staff	Ministry of Health, Ministry of Higher Education and Research Scientific, Ministry of Planning
	Allocating seats for specialized medical specialties Rare within the scholarship policy	Ministry of Health, Ministry of Higher Education and Research Scientific, Ministry of Planning
	Achieving global standards and indicators in medical and health specialties, in accordance with population growth.	Ministry of Health, Ministry of Higher Education and Research Scientific, Ministry of Planning
	Working with the electronic reference card	Ministry of Health, Ministry of Higher Education and Research Scientific, Ministry of Planning
	Updating the database of thalassemia patients Cardiovascular and digestive system	Ministry of Health, Ministry of Higher Education and Research Scientific, Ministry of Planning

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Subprograms	Suggested activities	Implementing agency
Increasing private sector involvement in providing health services And improve its level	Improving the quality of private health institutions	Ministry of Health
	Activating voluntary health services for the private sector	Ministry of Health
	Completing hospital co-operation forms The new big one is done	Ministry of Health
	Contracting with private sector service providers on a regular basis to provide health insurance services. For the insured	Ministry of Health, Ministry of Finance, Insurance Companies
Trend: We will not forget people with disabilities		
Improving the economic reality Social and quality of life for people with disabilities and needs Private	Simplify procedures and facilitate access to services To provide infrastructure that is accessible to people with disabilities	Ministry of Labor and Social Affairs, Ministry Planning and Ministry of Finance
	Enhancing opportunities to participate in social events political, cultural and environmental	Ministry of Labor and Social Affairs Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Health, Secretariat Baghdad and provincial offices
	Encouraging registration under Health Insurance Law No. 22 of 2020	Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Health/Secretariat Baghdad and provincial offices
	Establishing, developing and rehabilitating rehabilitation centers and institutes Operational concerned with people with disabilities and needs Private	Ministry of Labor and Social Affairs
	Granting privileges and priorities to people with disabilities and needs Specialized to ensure their effective integration into life Public	Ministry of Labor and Social Affairs
	Increasing the number of inclusive classes and increasing the number of qualified teaching staff in the field of Special education	Ministry of Education
Orientation: Consolidating community building		
Strengthening community cohesion Preserving culture and values Authentic	Early inculcation of the values of citizenship and belonging from the earliest stages First for socialization	Ministry of Education, Ministry of Labor and Social Affairs, Civil Society Organizations
	Promoting community solidarity	Ministry of Labor and Social Affairs, civil society organizations, endowments offices, Authority Media and Communications
	Preserving the family unit by limiting the influence of foreign systems that threaten the social fabric	Ministry of Culture, Tourism and Antiquities, Authority Media and Communications, Ministry of Labor and Social Affairs Social
	Raising the cultural and social level of families and youth, promoting authentic values, and immunizing against values. An alien to society	Ministry of Education, Ministry of Culture, Tourism and Antiquities, Ministry of Youth and Sports, Ministry of Higher Education and scientific research
	Cultural, educational and scientific curricula and activities that strengthen ethical systems and reinforce the values of tolerance and acceptance. The other among young people	Ministry of Education, Ministry of Culture, Tourism and Antiquities, Ministry of Youth and Sports, Ministry of Higher Education Scientific research, endowment offices

Subprograms	Suggested activities	Implementing agency
Reviving Iraqi culture Sober and spread it in society	Comprehensive cultural awareness using modern methods that attract Youth and talents aiming to revive heritage and authentic Iraqi culture	Ministry of Culture, Tourism and Antiquities
	Rehabilitation of facilities and assets for heritage revival Promoting cultural activities through investment Public and private	Ministry of Culture, Tourism and Antiquities, Authority National For investment
Orientation: Revitalization		
Social and economic rehabilitation For inmates of reform and juvenile detention centers and the convicts	Involving inmates in public works programs	Ministry of Labor and Social Affairs, Ministry of Justice, Ministry of Construction, Housing and Municipalities Public Works, Ministry of Culture
	Conduct operational workshops and support products and businesses Handmade	
	Providing psychological and social rehabilitation services	
Orientation: Flexible, responsive and sustainable social protection (from support to empowerment)		
Improving the quality of services provided In private residential institutions Vulnerable groups such as the elderly, children, orphans and the needy and the homeless	Increase financial allocation for shelters	Ministry of Labor and Social Affairs
	Supporting psychological and social counseling for vulnerable groups	Ministry of Labor and Social Affairs
	Developing the capabilities of workers in social care homes And the shelter	Ministry of Labor and Social Affairs
Develop network system elements social protection	Completing and implementing the social protection system reform strategy to ensure access to target groups To achieve sufficient and sustainable benefits	Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Commerce, international organizations, House of Representatives
	Developing the capabilities of workers in the protection network Social	Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations, House of Representatives
	Improving targeting criteria for inclusion in the network social protection	Ministry of Labor and Social Affairs
	Amendment to Social Protection Law No. 11 of 2014 According to the pillars and objectives of the system reform strategy social protection	House of Representatives, Ministry of Labor and Social Affairs Social
A flexible protection system that responds to the transition from dependency to empowerment and productivity	Providing loans for income-generating projects, especially for the poor.	Ministry of Labor and Social Affairs
	Strengthening the role of inspection committees to monitor the implementation of the retirement and social security law in the private sector.	Ministry of Labor and Social Affairs
	Supporting and marketing the products of poor productive families, especially those with disabilities and special needs.	Ministry of Labor and Social Affairs
Orientation: A productive and protected workforce		
Design and implementation of works programs Public	Create and activate a responsive public works platform For vital labor-intensive projects	Ministry of Finance, Ministry of Housing, Construction, Municipalities and Public Works, Ministry of Planning, Ministry of Labor and Social Affairs, Bank Central/Engineering and Service Effort/ Reconstruction and Development Funds
	Localizing the skills of expatriate workers to develop the capabilities of the workforce National work in public works programs	
	Establishing guidance and monitoring mechanisms to evaluate the program and its role in reducing high unemployment rates, graduating from the social safety net, and reducing poverty rates. Among young people and women in particular	

Subprograms	Suggested activities	Implementing agency
Activating the mechanisms of transformation towards organized economy	Updating legislation that supports and encourages the transition to a regulated sector, adopting effective mechanisms for implementation and compliance, and enabling access to justice in the workplace.	Ministry of Labor and Social Affairs, Ministry of Finance, Ministry of Agriculture, Ministry of Industry and Minerals, Ministry of Trade, Ministry of Planning, Cooperative Sectors, International Organizations, Union Trade unions
	Proceed with the implementation of the private sector development strategy In its remaining stages	
	Follow up on the completion of company and employee registration via the unified registration platform, with a call to reduce the percentages. Taxes imposed	
	Providing financial and logistical benefits to small and medium industries and handicraft industries to ensure Spatial and category coverage (youth and women)	
	Investing state-owned lands in the establishment of Projects Founded by young men and women	
	Strengthening national capacities under the umbrella of a general employment policy framework to reduce the suffering of workers in the informal sector, improve their working conditions, and enhance Their skills and production in an effort to expand social security coverage in the light of the future organized economy	
Target: Reducing the transmission of poverty		
Increase public investment directed to the most vulnerable areas poverty	Providing financial allocations to implement the strategy Poverty Alleviation III	Ministry of Planning, Ministry of Finance, Ministry of Labor and Social Affairs, international organizations, governorates, religious endowments offices
	Supporting reconstruction funds for the poorest governorates	Ministry of Planning, Ministry of Finance Reconstruction Fund Reconstruction of the poorest governorates, administrations Local in the poorest governorates
	Updating poverty databases and conducting surveys Specialized	Ministry of Planning, international organizations
Attention to social dimensions for fiscal policy	Ensuring the provision and sustainability of the necessary allocations Poverty Reduction Strategy	Ministry of Planning, Ministry of Finance
	Ensuring the provision and sustainability of the necessary allocations for programs social protection	Ministry of Planning, Ministry of Finance
Orientation: Aware, fortified and committed youth		
Improving social reality And the families of the youth are encouraged For their ability to face challenges Cultural and intellectual invasion	Improving the organizational capacity of cooperative sectors to promote decent work and enhance rights at work To increase productivity	Ministry of Youth and Sports, Ministry of Health, Ministry of Planning, National Security Advisory
	Supporting and caring for the mental health of young people, especially in Poor areas and areas of return of displaced persons	Ministry of Youth and Sports, Ministry of Health, Ministry of Planning, National Security Advisory
	Fortified cultural, educational and scientific activities for systems Values among youth.	Ministry of Youth and Sports, Ministry of Health, Ministry of Planning, National Security Advisory
	Holding dialogue seminars and expanding the base of family interaction to enhance communication and bridge the gap between generations.	Ministry of Youth and Sports, Ministry of Health, Ministry of Planning, National Security Advisory

Subprograms	Suggested activities	Implementing agency
Preparing young leaders	Developing enhanced youth empowerment capacities To participate in dialogue and decision-making	Ministry of Planning, Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Activating the Youth Parliament	Ministry of Planning, Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Developing institutes, centers, and institutions for preparing leaders and administrative development	Ministry of Planning, Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Supporting young community leaders to play development roles Enhances community stability and sustainability	Ministry of Planning, Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
Developing sports club activities And cultural youth forums that keep pace with global developments Enhancing innovation and investment Energies	Establishing and rehabilitating infrastructure for sports clubs and youth forums and establishing model camps	Ministry of Youth and Sports, Ministry of Finance, civil society organizations
	Upgrading popular and youth five-a-side stadiums and supporting the sports and cultural activities managed by them. youth	Ministry of Youth and Sports, Ministry of Finance, civil society organizations
	Preparing a national program to support youth innovation And create awards to encourage creativity	Ministry of Youth and Sports, Ministry of Finance, civil society organizations
	Strengthening the role of accountability institutions and consolidating transparency	Ministry of Youth and Sports, Ministry of Finance, civil society organizations
	Providing a legislative environment and work systems that support participation Youth in the political process and decision-making	Ministry of Youth and Sports, Ministry of Finance, civil society organizations
Orientation: Empowered and Participating Women		
Improving women's access to Labor market and provision of facilities The financial resources needed for sustainability Financial inclusion for them	Providing loans and financial and in-kind grants to finance women's projects, especially women in poor areas.	Supreme Council for Women, Ministry of Finance, Ministry of Planning, Central Bank of Iraq, international organizations
	Providing facilities and positive discrimination for women to register Companies and businesses	Ministry of Commerce, Ministry of Labor and Social Affairs Social
	Activating mechanisms for women's transition from the informal sector to work Regulator to organized sector	Ministry of Labor and Social Affairs
Strengthening the developmental role of women rural	Strengthening the capacities of rural women, developing their agricultural projects, and encouraging their traditional handicraft industries Focusing on poor areas	Ministry of Agriculture, Ministry of Environment
	Establish a discriminatory policy in favor of women in grants agricultural loans	Ministry of Agriculture, Ministry of Environment
	Developing effective, flexible, and climate-responsive adaptation mechanisms to protect economic activities For women	Ministry of Environment, Ministry of Agriculture, Ministry of Planning
Orientation: Instilling the values of volunteering		
Spreading the culture of volunteer work among Community groups	Launching awareness campaigns about volunteer work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Holding workshops on mechanisms for integrating youth into Volunteer work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Establish interactive forums that encourage expertise Positive for volunteers	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Conduct surveys and interviews with young people and women to understand their interests and talents. This information can be used to design volunteer opportunities that suit them. With their needs and inclinations	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society

Subprograms	Suggested activities	Implementing agency
Create a conducive work environment Voluntary	Building the legal and institutional framework for volunteer work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Encouraging initiatives presented by employees within the framework of voluntary work and linking job performance evaluation to performance Voluntary community services and the formation of teams and groups for charitable work related to the job The institution	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Partnerships with local NGOs working in specific areas such as education, health, The environment provides diverse and stimulating volunteer opportunities. For youth	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Providing and organizing the necessary financial support and resources (from governmental and private sources) to implement activities. Voluntary	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Optimal utilization of youth energies in universities And outside to participate in volunteer work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Ministry of Higher Education and Scientific Research, Civil Society Organizations civilian
	Establishing voluntary community service centers	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
	Providing volunteer work opportunities for the elderly and retirees, ensuring that they benefit from their experience in various fields and transfer their knowledge and expertise. For new generations	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs Organizations civil society
Orientation: Basic services that cover and address spatial gaps		
Directing financial allocations in proportion to the level of deprivation Development gaps in the governorates Iraq	Implementation of drinking water projects (1212) projects	Governorates in coordination with the relevant ministries
	Implementation of sanitation projects (637) projects	Governorates in coordination with the relevant ministries
	Implementation of health sector projects (692) projects	Governorates in coordination with the relevant ministries
	Implementation of education sector projects (2547) projects	Governorates in coordination with the relevant ministries
Promoting rural development and providing Services	Implementing a rural development survey in Baghdad governorates Kirkuk and Diyala	Ministry of Planning, Authority Statistics and Systems Geographical information
	Implementing rural development strategies for each governorate	Ministry of Planning, Governorates
	Including villages nominated for development in municipal services By opening a municipal department for these villages	Ministry of Planning, Ministry of Justice, State Council
	Issuing a law regulating village management	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Water
Alleviate the deficit Housing and building quality improvement And its sustainability	Completion of the existing housing projects that are expected to be completed in 2027, numbering (312) projects. Which will provide (279,803) housing units.	Ministry of Construction, Housing, Municipalities and Public Works Public
	Increase the number of loans granted through the Fund Housing and Real Estate Bank	Ministry of Construction, Housing, Municipalities and Public Works Public
	Introducing modern building technologies and materials to ensure Quality, speed of implementation, and its compatibility with climate change, based on the principles of sustainability and thermal insulation.	Ministry of Construction, Housing, Municipalities and Public Works Public
	Tightening technical oversight of private housing projects and the public	Ministry of Construction, Housing, Municipalities and Public Works Public

Subprograms	Suggested activities	Implementing agency
Expanding the level of drinking water supply and improving its quality according to priorities and gaps unit on Governorate level	Implementing new projects to increase the quantity and quality of water According to population growth rates	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Water
	Extending water networks to unserved areas, renewing existing clean water distribution networks and improving mechanisms. distribution	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Water
	Adopting an integrated system to manage and organize production, maintenance, refining, distribution and tariff operations in order to ensure optimal performance of systems and improve management efficiency for workers to keep pace with contemporary developments in technology. Water projects management and implementation	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Water
	Providing modern standards for all subscribers to control On waste and reduce the loss of pure water And the optimal use of water	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Water
Expanding sanitation services and maintaining sustainability Environmental Priorities Unit Gaps at the level Governorates	Completion of ongoing projects and implementation of new projects	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Sewerage
	Improving the performance of main and substations and ensuring Providing its operational requirements	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Sewerage
	Obligating laboratories and hospitals to install their own treatment units and not to dispose of their waste into sewage and rainwater networks until it has been treated.	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Sewerage
	Removing encroachments on rainwater networks	Ministry of Construction, Housing, Municipalities and Public Works General / General Directorate of Sewerage
Completion of the Ministry of Culture's ongoing infrastructure projects Or stopped	Completing legal treatments related to implementation problems And completion of cultural projects	Ministry of Culture, Tourism and Antiquities
	Developing the performance of the staff supervising project implementation	Ministry of Culture, Tourism and Antiquities
Increasing the generating capacity of the electrical system and providing Other capabilities to cover higher Desired pregnancy rate	Converting gas-fired power plants from simple cycle To the vehicle	Ministry of Electricity
	Renewable energy projects	Ministry of Electricity
Increasing the capacity of the electrical system's transmission networks to absorb the energy produced from Power plants and transmission to Distribution networks	Projects to rehabilitate and increase the capacity of transmission lines	Ministry of Electricity
	Rehabilitation and expansion projects for secondary stations	Ministry of Electricity
Increasing the capacity of the electrical system's distribution networks to absorb the energy exported from Transport networks and equipping them to consumers and increasing the rate Preparation hours	Establishment of new secondary stations (fixed and mobile)	Ministry of Electricity
	Distribution transformer equipment	Ministry of Electricity

Program Two: Economic and Administrative Reform

This programme represents the general and main framework and cornerstone for achieving all the plan's objectives, as it is the necessary and governing condition for achieving the comprehensive and sustainable development process.

Subprograms	Suggested activities	Implementing agency
Orientation: An investment-friendly environment		
Improving the business environment and investment	Strengthening the role of the law, including providing adequate protection for local and foreign investors and enforcing the law in the matter. Lands designated for investment	General Secretariat of the Council of Ministers, Ministry of Planning, Private Sector Development Council, National Investment Commission
	Preparing the necessary legal framework to facilitate the work of the private sector in all economic activities, including reviewing laws that hinder private sector activity.	General Secretariat of the Council of Ministers, House of Representatives, Ministry of Planning, Private Sector Development Council, National Investment Commission
	Providing adequate support to regulatory institutions	General Secretariat of the Council of Ministers, Private Sector Development Council, National Investment Authority, Federal Supreme Audit Office, Federal Integrity Commission
	Simplify administrative and routine procedures and activate digital procedures in activities. Investment	General Secretariat of the Council of Ministers, Ministry of Planning, Private Sector Development Council, National Investment Commission
	Expanding the provision of loans to local and foreign projects, with the provision of facilities appropriate credit	Ministry of Finance, Central Bank of Iraq, Private Sector Development Council, Commission National Investment
	Insolvency and Restructuring Program Debt structuring for local projects or foreign	Ministry of Finance, Central Bank of Iraq, Private Sector Development Council
	Implementing projects according to the best forms of partnerships between the public and private sectors	General Secretariat of the Council of Ministers, Private Sector Development Council, Ministry of Finance, National Investment Commission
	Improving the economy's infrastructure, including energy, water, and road supplies. Fast	Ministry of Planning, Ministry of Construction, Housing, Municipalities and Public Works, Ministry of Resources Water, Ministry of Electricity, National Authority For investment
	Activating the provisions of the Iraqi Investment Law No. 13 of 2006 and its amendments, especially those related to Chapter Three (Advantages and Guarantees) and Article 27, first, of the law, related to The possibility of resorting to international arbitration to resolve disputes arising from the application of the law Investment	House of Representatives, Ministry of Foreign Affairs, Private Sector Development Council, National Authority For investment

Subprograms	Suggested activities	Implementing agency
Orientation: Prudent fiscal policy		
Correcting the spending structure The year	Limiting increases in expenses Current account for investment expenses	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Review the government appointment system and establish the basis for appointment based on need. Actual ministries	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
Switch to a budget Programs and Performance	Developing an accounting and financial system that is compatible with Program and Performance Budgeting	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Develop a computer program to deal with Program and performance budget data	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Develop guidelines on budget details Programs and Performance	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Develop programs to develop the capabilities of employees to deal with program budget and performance in Preparation and implementation stages	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
Trend: Digitization of government services		
Government services Smart, secure and comprehensive To improve service Customers	Developing plans and policies towards transformation Digital	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Communications
	Providing infrastructure to support digital transformation (software, hardware and equipment, communication)	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Communications
	Issuing the necessary laws and legislation for the transformation Digital	House of Representatives, General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Interior, Ministry of Justice, Ministry of Communications
	Establishing centers and complexes to provide services comprehensive smart	General Secretariat of the Council of Ministers / National Data Center, all service ministries
	Automating and improving the quality of services provided by sectoral entities so that they are of digital access	The General Secretariat of the Council of Ministers, the Ministry of Planning, the Ministry of Health, the Ministry of Education, the Ministry of Labor and Social Affairs, the Ministry of Higher Education and Scientific Research, the Ministry of Transport, the Ministry of Commerce, Ministry of Communications
	Developing human resources skills and In line with digital transformation plans	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Communications
	Providing financial allocations to sectoral entities in line with their plans. For digital transformation	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Finance, Ministry of Communications, Federal Board of Supreme Audit

Subprograms	Suggested activities	Implementing agency
Digital transformation And expand the provision of Electronic services For citizens	Digital transformation in land transport services travelers and private transportation	General Secretariat of the Council of Ministers, Ministry of Transport
	Digital transformation of health sector activities Private and public	General Secretariat of the Council of Ministers, Ministry of health
	Digitization of health supervision	General Secretariat of the Council of Ministers, Ministry of health
	Building a unified record of warehouse systems For warehouses of medicines, vaccines, equipment and medical supplies	General Secretariat of the Council of Ministers, Ministry of health
	Governance of Digitization of Education Information Systems Higher education, supervision and evaluation Data trading	General Secretariat of the Council of Ministers, Ministry of Education, Ministry of Higher Education and Research Scientific
	Digitizing protection service delivery processes Social	General Secretariat of the Council of Ministers, Ministry of Labor and Social Affairs
	Protecting, monitoring and supervising data and systems from hacking using modern technologies	General Secretariat of the Council of Ministers
	Developing a social and family database Economical for people with disabilities	General Secretariat of the Council of Ministers, Ministry of Labor and Social Affairs
	Creating a digital platform to employ women and market their products, with a focus on: Women in the poorest areas	General Secretariat of the Council of Ministers, Ministry of Labor and Social Affairs
Orientation: Structural reforms		
System development Skills and competencies For the workforce in government sector	Training and qualification of sector employees and workers Government in the field of data management, projects, problem solving and advancement With communication skills	Training centers in ministries, Ministry of Education Ministry of Higher Education and Scientific Research, Ministry of Industry and Minerals, Ministry of Planning, Ministry of Labor Social Affairs, International Organizations
	Enhancing effective leadership and business skills collective	
	digital literacy	
	Approval and implementation of the strategic plan for improvement Labor force productivity in the sector Governmental	
Improving performance educational institutions Higher education to achieve achieve its goals effectively and efficiency	Effective implementation of institutional excellence standards Digitization of supervision and evaluation	Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Planning, Secretariat General Authority for the Council of Ministers / Institute of Preparation Leaders, Integrity Commission
	Developing university leadership and staff The teacher	

Subprograms	Suggested activities	Implementing agency
Bank restructuring Government and Re Consider work private banks	Addressing the problem of accumulated receivables and debts as they appear in the banks' balance sheets	Ministry of Finance, Central Bank of Iraq
	Developing and strengthening control, supervision, and compliance mechanisms with international banking standards.	Ministry of Finance, Central Bank of Iraq
	Taking the necessary measures to analyze credit and manage the investment portfolio in banks In line with its banking activities	Ministry of Finance, Central Bank of Iraq
	IT infrastructure development In government banks and automating all banking activities	Ministry of Finance, Central Bank of Iraq
	Strengthening and developing information security and security Cyber and Data Protection	Ministry of Finance, Central Bank of Iraq
	Carry out appropriate administrative streamlining in a manner that is consistent with modern developments in work. banker	Ministry of Finance, Central Bank of Iraq
	Continuing to work with companies specializing in banking reforms, including Ernst & Young, and taking measures to restructure banks after the procedure. Financial review of government banks	Ministry of Finance, Central Bank of Iraq
Strengthening the relationship Partnership between The three authorities	Participation of parliamentary committees and the judiciary in policy formulation and development planning	Ministry of Planning
	Holding workshops and seminars with committees Parliamentary Committee for Development Policies	Ministry of Planning
	Create a discussion forum	Ministry of Planning
Support and create projects Digital Linked With professions and jobs the future	Updating legislation and procedures and providing enhanced facilities for the transition to a market Digital work.	Ministry of Communications, Ministry of Labor and Social Affairs Social, Ministry of Planning, Organizations International
	Granting loans to support the establishment of productive projects Digital	Ministry of Communications, Ministry of Labor and Social Affairs Social, Ministry of Planning, Organizations International
	Supporting the creation of academic specializations and programs and developing curricula that respond to the digitization of knowledge in line with the market. Work and jobs of the future	Ministry of Communications, Ministry of Labor and Social Affairs Social, Ministry of Planning, Organizations International

Subprograms	Suggested activities	Implementing agency
Orientation: Innovative Society		
Innovation is a fundamental pillar To achieve development	Developing the national innovation system, including: Supportive legal environment and appropriate infrastructure Encouraging a culture of innovation	Ministry of Commerce, Ministry of Higher Education and Scientific Research, Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Youth and sports
	Launching a national program to provide innovation funding	Ministry of Commerce, Ministry of Higher Education and Scientific Research, Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Youth and sports
	Launching innovation labs to support innovation in Government to improve public services	Ministry of Commerce, Ministry of Higher Education and Scientific Research, Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Youth and sports
	Encouraging open innovation, entrepreneurship, and responsive apprenticeships Functional and production efficiency enhancing	Ministry of Commerce, Ministry of Higher Education and Scientific Research, Ministry of Labor and Social Affairs Ministry of Planning, Ministry of Youth and Sports
	Supporting innovation and scientific research centers and innovative projects for teaching staff And students in (higher and general education (Professional)	Ministry of Commerce, Ministry of Higher Education and Scientific Research, Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Youth and sports
Orientation: International development support		
Higher effort mobilization International to meet Development requirements	Better communication for international development relations Distinctive	Ministry of Foreign Affairs, Ministry of Planning
	Directing the efforts of regional and international agencies, bodies and organizations in a manner consistent with With the government's priorities, directions and plan development	Ministry of Planning

Subprograms	Suggested activities	Implementing agency
<p>Fighting corruption and strengthening integrity and sovereignty the law</p>	Strengthening the legal framework to criminalize corruption in all its forms, supported by strict enforcement measures.	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit
	Providing adequate support to the Integrity Commission and the Bureau Financial control to perform its role effectively	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit
	Enhancing transparency around the work of public institutions and disseminating information on spending General, contracts and public projects	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit
	Strengthening the role of NGOs and the media in monitoring government activities and reporting on cases. potential corruption	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit
	Incorporating curricula that focus on integrity The importance of the rule of law	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit
	Promoting professional ethics by developing codes of conduct for employees and politicians	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit
	Cooperation with international organizations to promote Good practices	Iraqi government, Federal Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Board of Supreme Audit

The third program: Investing in infrastructure projects directly linked to economic sectors The main focus is on (agriculture, industry and tourism).

This program embodies the trend towards establishing infrastructure projects that raise the efficiency of the performance of the main economic sectors with a comparative advantage and enhance competitiveness in the national market at a lower cost and with multiple options.

Subprograms	Suggested activities	Implementing agency
Orientation: Enhanced infrastructure for economic activities		
Rehabilitation of infrastructure for tourism projects To enhance its contribution to the activity Economist	Developing infrastructure for tourism activity	Ministry of Culture, Tourism and Antiquities
	Developing complementary services for the activity Tourism and its development	Ministry of Culture, Tourism and Antiquities
Rehabilitation and expansion of the road and bridge network to ensure improved service For its users	Rehabilitating road and bridge networks and constructing second lanes for main roads, in addition to increasing the length of the road network of all types, both main and secondary. and the border	Ministry of Construction and Housing Municipalities and Public Works
	Rehabilitation and increase the number of bridges crossing rivers, highways, main roads, crossing bridges and distribution movement	Ministry of Construction and Housing Municipalities and Public Works
	Completion of the first phase of traffic relief projects in the capital and other cities Large and annual road construction	Ministry of Construction and Housing Municipalities and Public Works
Development of the railway system	Complete the duplication of single lines with This includes completing the northern line and implementing new axes with specifications. High	Ministry of Transportation
	Equipping the railway network with trains Modern and new vehicles and trucks and rehabilitation of existing ones	Ministry of Transportation
	Updating the communications and signaling systems in the existing railway network Including the communications system with Satellites that are under Currently being implemented.	Ministry of Transportation
	Expanding the railway sub-networks and connecting them to vital facilities (Refineries/Silos/Customs/ Power stations, etc.	Ministry of Transportation
Rehabilitation and development of port infrastructure Current	Strengthening partnerships between the government sector And specializing in infrastructure development The infrastructure necessary for the operation of ports, and the operation and provision of port services Such as docking, mooring, and operation Container berths	Ministry of Transportation

Subprograms	Suggested activities	Implementing agency
Increasing the storage capacity of grains to enhance Strategic grain reserves and security Food	Include new projects and keep pace with development The results of storage techniques are suitable for the geographical nature of Iraq, taking into account the population growth rate of (3%) daily and to avoid any emergency.	Ministry of Commerce
	Reconstruction of silos, rehabilitation of old silos damaged by military operations, and introduction of modern methods and techniques into them	Ministry of Commerce
	Developing the technical capabilities of the working staff and improving administrative methods In the implementation and operation of silos	Ministry of Commerce
Developing communications infrastructure including: Ensures that it keeps pace with technical developments and provides comprehensive and automated coverage. And the shift towards a digital society	Increase investment in the telecommunications sector	General Secretariat of the Council of Ministers, Ministry of Communications
	Covering all geographical areas and ensuring access to all segments of society Including low-income people	General Secretariat of the Council of Ministers, Ministry of Communications
	Focus on fiber optic cable projects and improving security aspects For communications	General Secretariat of the Council of Ministers, Ministry of Communications
	Providing infrastructure to support digital transformation (software, hardware and equipment, communication)	General Secretariat of the Council of Ministers, Ministry of Communications
Rehabilitation and development of airport infrastructure In line with the development requirements and the geographical location of Iraq as a corridor Regional and international	Rehabilitation and development of basic buildings in Airports, adding new buildings	Ministry of Transportation
	Activate interoperability through Concluding partnership agreements with regional and international shipping entities Air.	Ministry of Transportation
Orientation: Directing investments		
Activating investments to increase employment And developing infrastructure in the sectors Main: Agriculture, Industry, Tourism	Identifying top priority infrastructure projects for the agricultural sectors Industry and tourism	Ministry of Planning, Ministry of Finance, Ministry of Industry and Minerals, Ministry of Agriculture, Tourism Authority
	Monitoring adequate investment allocations And the sustainability of these projects	Ministry of Planning, Ministry of Finance, Ministry of Industry and Minerals, Ministry of Agriculture, Tourism Authority
	Preparing and implementing a program to protect investment allocations from external shocks	Ministry of Planning, Ministry of Finance, Ministry of Industry and Minerals, Ministry of Agriculture, Tourism Authority
	Adopting the agricultural licensing method to stimulate investment in the agricultural sector	Ministry of Planning, Ministry of Agriculture, Ministry of Water Resources, Authority National Investment

Subprograms	Suggested activities	Implementing agency
Trend: Enhanced infrastructure for a sustainable spatial environment		
Promoting spatial development and exploitation Optimal for potential and comparative advantages For the governorates	Ring Road 4 in Baghdad Governorate	Ministry of Transport in coordination with Relevant ministries
	Ring Road 5 in Baghdad Governorate	Ministry of Transport in coordination with Relevant ministries
	Expressway No. (2)	Ministry of Transport in coordination with Relevant ministries
	Baghdad Railway architecture	Ministry of Transport in coordination with Relevant ministries
	Kut-Baghdad railway	Ministry of Transport in coordination with Relevant ministries
	Urban transport railway in Baghdad	Ministry of Transport in coordination with Relevant ministries
Providing appropriate educational infrastructure and sustainable	Rehabilitation, development and construction of school buildings and infrastructure (construction of 3000 School building) as follows: - 96 kindergartens - 1100 Primary 12 grades - 550 primary 18 grades - 1254 Secondary 18 Grade	General Secretariat of the Council of Ministers, Ministry of Education, Ministry of Finance, Ministry of Planning, National Authority For investment, international organizations
	Strengthening partnerships and attracting private sector investments to establish schools low cost	Ministry of Education, National Authority For investment
	Increasing the number of buildings for literacy centers and accelerated education schools, especially in the poorest governorates.	Ministry of Education/Executive Authority To eradicate illiteracy
	Supporting educational laboratories according to the curriculum Stimulating innovation and creativity	Ministry of Education, Ministry of Planning, international organizations

Subprograms	Suggested activities	Implementing agency
Trend: Environmentally friendly infrastructure		
Promoting a sustainable manufacturing system And confronting climate change	Manufacturing responsive to development goals sustainable	Ministry of Industry and Minerals
Reducing carbon emissions and the gradual shift to clean energy	Project to produce electricity for residential complexes from waste	Ministry of Construction and Housing Municipalities and public works, Baghdad Municipality, Ministry of Science and technology Ministry of Electricity, Ministry of Industry Al Rashid Company
	Private Sector Partnerships Project in Emission control	Ministry of Environment, Governorates
	Zeroing out associated gas flaring and stopping Burn it by 2030, reducing methane and greenhouse gas emissions Other thermal	Ministry of Oil
	Encouraging cleaner production and recycling programs Recycling in factories and facilities to achieve zero waste disposal	Department of Media and Awareness and Department of Planning/Development Department sustainable
	Establishing stations to capture carbon from the atmosphere and use it in industry or store it and mix it with water in formations. Rocky	Ministry of Environment
	Investment projects in renewable energy sources (solar energy, solar energy, etc.) winds	Ministry of Electricity
	Investments in research and development of local building materials to improve their properties towards sustainability principles (reuse, reduction Materials, recycling).	Ministry of Electricity, Governorates, Ministry of Science and Technology

Subprograms	Suggested activities	Implementing agency
Protecting the environment from pollution	Privatization of the waste management sector solid	National Investment Commission, Private Sector Development Council, Governorates, Ministry of Construction and Housing Municipalities and public works, Baghdad Municipality
	Transport Sector - Planning Project Integrated public transport in cities The Great	Ministry of Planning, Ministry of Transport
	Development of an air quality monitoring network in Iraq	Ministry of Environment, Governorates, Ministry Health, Ministry of Electricity
	Shifting towards reducing technical and non-technical losses by using modern technical means and shifting from the simple cycle to the combined cycle with increasing opportunities Private sector.	Ministry of Environment, Ministry of Electricity, National Investment Commission, Private Sector Development Council
	Treatment of brick factory pollutants	Governorates, Ministry of Construction, Housing, Municipalities and Public Works Public, Ministry of Industry Minerals/Development, Ministry of Science and Technology, Ministry of Oil, Ministry of Environment
Construction and development of buildings and infrastructure For Iraqi universities	Expansion, rehabilitation and construction of buildings and infrastructure University infrastructure	Ministry of Higher Education and Scientific Research, Ministry of Finance, Ministry of Planning, Ministry of Environment
	Integrating the concept of green university buildings that take into account the principles of sustainability Environmental	Ministry of Higher Education and Research Scientific, Ministry of Planning

Subprograms	Suggested activities	Implementing agency
Expansion, completion and rehabilitation of health institutions and infrastructure	Establishing, rehabilitating and reconstructing hospitals and specialized centers President	Ministry of Health, Ministry of Planning
	Completion of stalled projects included in the state's general budget (100 and 200 300 and 400 beds	Ministry of Health, Ministry of Finance, Ministry of Planning
	Establishment of hospitals included in the state's general budget (100 and 200 and 400 beds)	Ministry of Health, Ministry of Finance, Ministry of Planning
Target: Reducing the effects of climate change		
Adaptation to mitigate climate change and its repercussions	Updating data and statistics on climate change in coordination with neighboring countries that include the Tigris and Euphrates basins. The Euphrates River to assess the extent to which the basins are affected by climate change and to exchange data and studies on an ongoing basis. In this regard	Ministry of Water Resources, Ministry of Foreign Affairs, Ministry of Planning, Ministry of Environment, General Authority of Meteorology Meteorology and seismic monitoring
	Working to monitor the water entering Iraq (quantity and quality), paying attention to existing hydrological stations, and establishing modern hydrological stations. On important river areas	Ministry of Environment, Ministry of Water Resources, General Authority of Meteorology Meteorology and seismic monitoring
	Developing water resources management by implementing plans for distributing water revenues to governorates. And work to remove violations on Water allocations, whether for agricultural or industrial purposes Other, and hold those responsible accountable With excesses.	Ministry of Environment, Ministry of Agriculture, Ministry of Construction, Housing and Municipalities and public works
	Launching an (investment) project for remote sensing to monitor the water quality of the Euphrates River, Lake Habbaniyah, and the discharges. she has	Ministry of Environment
	Increase the number of automatic stations in order to increase climate data and increase Accuracy of predictions	Ministry of Transportation

Subprograms	Suggested activities	Implementing agency
Reducing desertification and deforestation Vegetarianism, which is reflected in the reduction of climate migration	Rehabilitating fragile communities and vulnerable poor communities and restoring their resilience	Ministry of Health, Ministry of Labor and social affairs
	Exploitation of treated wastewater treatment plants in agriculture and changing the discharge of treated wastewater from sewage treatment plants to sites outside cities to create artificial lakes and water swamps and the possibility of using them for other purposes. Agricultural, industrial and construction	National Investment Authority, Ministry of Environment, Ministry of Water Resources
	Continue to develop and cultivate short-lived, high-yielding agricultural varieties that are resistant to drought, heat, and salinity and require little water consumption, taking into account the virtual water requirements of crops. agricultural	Ministry of Agriculture
	Strengthening Livelihoods in Southern Iraq	Ministry of Environment, Ministry of Agriculture
	Encouraging inward investments in industries supporting the agricultural sector Such as fertilizer and pesticide industries Mechanization and irrigation systems	National Investment Authority, Ministry of Agriculture, Ministry of Water Resources, Ministry of Industry and Minerals
	Project to prepare a national plan to deal with water scarcity in the marshes	Ministry of Water Resources / Department Marshes
Conserve biodiversity and reduce Effects of climate change	Water recycling project and materials in marsh communities	Ministry of Environment, Governorates
	A project to include the Iraqi marshes in international and regional agreements	Ministry of Foreign Affairs, Ministry of Resources Water, Ministry of Environment
	Biodiversity Conservation Project Biological in the marine environment	Ministry of Environment, Ministry of Higher Education and Scientific Research/University Basra/Marine Science Center
	National Grid Construction Project For nature reserves	Ministry of Environment / Environment Facility Global
	Rainwater harvesting projects, especially in undulating areas And the West	Governorates, Ministry of Agriculture, Ministry of water resources
	Implement adaptation activities in the most vulnerable sectors, regions, and ecosystems in partnership with the community. Civil	Ministry of Water Resources, Ministry of Agriculture, Ministry of Health, Ministry of Environment, Governorates

The fourth program:Economic diversification based on the trend towards industries with a competitive advantage in Economy through interconnected projects (value chains).

This program embodies the trend towards selecting industries based on value chains as a priority option to accelerate the process of economic diversification, based on employing the comparative advantage to support and enhance these industries (establishing links between the agricultural, industrial and tourism sectors...)

Subprograms	Suggested activities	Implementing agency
Orientation: Leading private sector		
Strengthening the role of the Iraqi private sector in contributing to industrial production, generating new job opportunities, and building... Partnerships with the public sector	Providing political and economic tools To change the structure of the industrial sector For the benefit of the private sector	Ministry of Industry and Minerals, Sector private
Orientation: Protected and competitive production		
Encouraging exports of advantageous goods Relativity	Designing an incentive system to support the private sector's transformation process from Service activities towards activities commodity production with advantage Relativity	Cabinet, Ministry of Finance, Ministry of Commerce, Sector Development Council private
	Providing government support and the necessary facilities for activities Export	Cabinet, Ministry of Finance, Ministry of Commerce, Sector Development Council private
	Providing tax exemptions with an increase in the export percentage of the achieved output For projects	Cabinet, Ministry of Finance, Ministry of Commerce, Sector Development Council private
	Promoting local goods for export through holding exhibitions Commercial	Cabinet, Ministry of Finance, Ministry of Commerce, Sector Development Council private
	Adopting preferential exchange rates for export activities that give the national product a competitive position. better	Cabinet, Ministry of Finance, Ministry of Commerce, Sector Development Council private
	Encouraging the establishment of export companies And provide adequate support for it	Cabinet, Ministry of Finance, Ministry of Commerce, Sector Development Council private

Subprograms	Suggested activities	Implementing agency
Protecting local goods and markets as a stage For a gradual shift towards a policy of replacement Imports	Unification of customs procedures in All border crossings	Ministry of Finance, Central Bank, Ministry of Commerce
	Adopting preferential exchange rates for primary or intermediate inputs For production	Ministry of Finance, Central Bank, Ministry of Commerce
	Determine import quantity quotas According to the needs of the local market	Ministry of Finance, Central Bank, Ministry of Commerce
	Raise the local component of the offer commodity	Ministry of Finance, Central Bank, Ministry of Commerce
Increase in natural gas production (4250) cubic meters Daily and reduce gas flaring to its lowest levels, in a way that achieves Iraq's commitment to reducing emissions while ensuring the availability of free gas supplies in the long term. Tall by targeting (2000) mpmq/day	Increase investment in the gas sector The companion and the free man	Ministry of Oil
	Exploration and development of reserves of this gas, which provides flexibility to meet demand	Ministry of Oil
Self-sufficiency and export of derivatives Reaching the filtration capacities of (1250) thousand barrels per day	Establishment of giant refineries modern technology	Ministry of Oil
	Updating existing refineries and adding New energies	Ministry of Oil
Preserving the cultural and historical heritage And reviving archaeological monuments	Rehabilitation of archaeological sites	Ministry of Culture, Tourism and Antiquities
	Strict application of the laws and regulations in force in the province On the effects	Ministry of Culture, Tourism and Antiquities
	Hiring foreign expertise and archaeological missions	Ministry of Culture, Tourism and Antiquities

Subprograms	Suggested activities	Implementing agency
Orientation: Diverse investment opportunities		
Promoting investment maps	Conduct a promotional campaign for investment maps to encourage investors to seize available investment opportunities. According to national priorities and objectives sustainable development	Ministry of Planning, National Investment Commission, Sector Development Council private
	Continue to extend invitations to businessmen of solid companies to view investment opportunities and motivate them. To invest in Iraq	Ministry of Planning, National Investment Commission, Sector Development Council private
	Training and qualification of diplomatic missions Iraqi to enhance their contribution in Promoting investment opportunities	Ministry of Planning, National Investment Commission, Sector Development Council private
Securing an attractive environment for foreign investment in manufacturing industries And non-oil extraction	Creating opportunities for economic partnership between national industrial companies and foreign industrial companies	Ministry of Industry, Development Council private sector
	Completing the legislative aspect in accordance with the legal framework for partnership and training contracts to reduce the knowledge gap. In this field	Ministry of Industry and Minerals, Council private sector development
Increase the collection amount for energy supply Electrical and its percentage of the energy amount Readable	Smart meter systems application	Ministry of Electricity
	Electronic wage payment application electricity	Ministry of Electricity
Enhancing the developmental role of tourism activity Income generating and job creating	Launching the electronic visa project To increase the number of tourists	Ministry of Interior
	Develop tourism plans and support two-way tourism and development Low flight control mechanisms Cost	Ministry of Culture, Tourism and Antiquities
	Implementation of the e-governance project And linking all tourist facilities and travel and tourism companies to it.	Ministry of Culture, Tourism and Antiquities
Preserving the sustainability of the Marshlands and the ruins of Ur and reviving them as sites Tourism with an international horizon	Encouraging private investment (local and foreign) to implement, finance and manage tourism-attracting projects in these areas. Areas	Ministry of Culture, Tourism and Antiquities
	Establishing infrastructure to support the activity Antiquities tourism	Ministry of Culture, Tourism and Antiquities

Subprograms	Suggested activities	Implementing agency
Trend: Sustainable food production		
sustainable food security	Increase agricultural production (plant and animal) in a sustainable manner to achieve food security	Ministry of Agriculture, Ministry of Water Resources
Trend: Digital Transformation in the Labor Market		
Support and create related projects With future professions and jobs	Providing infrastructure to support professions Digital	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Updating legislation and procedures to respond to the establishment of digital infrastructure	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Developing digital skills to meet the needs of future jobs in particular For women	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Granting production loans to support projects Digital	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Support the creation of specializations and programs Enhanced Career Academy the future	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations

The fifth program:Major projects with a strategic dimension in strengthening sectoral and spatial links Regional and international economic relations.

This program reflects the plan's interest in major strategic projects that enhance sectoral and spatial links and exploit the opportunities provided by these projects to strengthen international economic relations.

Subprograms	Suggested activities	Implementing agency
Projects with a strategic dimension		
Organization of the structure of human settlements In Iraq	Study and approve new cities for the purpose of referring them for announcement and then implementation	Ministry of Construction, Housing, Municipalities and Public Works
	Commencement of implementation of (5) new cities in Baghdad, Diyala, Nineveh, Karbala and Basra	Ministry of Construction, Housing, Municipalities and Public Works
	Implementation of Sadr City in Baghdad	Baghdad Municipality
Achieving the objectives related to the production, storage and export of crude oil, taking into account the production limits set by OPEC, while adhering to By international standards	Continuation of service contracts and tours Licenses	Ministry of Oil
	Developing national potential fields	Ministry of Oil
Focus on implementing mega projects related to this field, such as seawater treatment for the purpose of injecting oil wells and export systems. oil	Pipeline Network and Consulting Works for the Joint Seawater Project / Agreement Chinese Framework - Investment Account	Ministry of Oil
Expanding port capacities to ensure Meeting development needs and enhancing Iraq's economic status	Completion of the Grand Faw Port project	Ministry of Transportation
	Deepening, excavating and furnishing navigation channels Leading to ports, salvage sunken ships and remove sediment from shipping lanes.	Ministry of Transportation
	Improving the performance efficiency of the General Company for Iraqi Ports and introducing modern electronic systems in the field of management. And operation	Ministry of Transportation
	Contracting with an international consulting company to provide advice and proposals to raise Efficiency and development of the performance of the General Company for Ports of Iraq to be able to compete with companies in neighboring countries.	Ministry of Transportation

Subprograms	Suggested activities	Implementing agency
Increasing air transport capacity, improving services and ensuring conditions Safety according to international standards	Improving the efficiency of the national carrier's performance to comply with international standards through: Building alliances with global companies The solid worker in this activity	Ministry of Transportation
	Air Transport Sector Governance and Compliance According to international safety and security standards Air traffic management	Ministry of Transportation
	Licensing of Iraqi airports and air navigation services in accordance with national standards And international.	Ministry of Transportation
	Activating air transit for cargo aircraft And developing the necessary infrastructure	Ministry of Transportation
Qualified infrastructure		
Project (Joint Studies, Designs and Consultations in accordance with the Agreement for the Al-Nibras Project (HOA) The giant petrochemical vertical Iraqi side's commitment)	Encouraging strategic partnerships with foreign investors	Ministry of Industry and Minerals
Major industrial partnerships with capital Public-private partnership With various participation methods	Project (Rehabilitation of the General Company's Laboratories For iron and steel	Ministry of Industry and Minerals
	Project (modernization and development of the General Phosphate Company's laboratories / phase Second)	Ministry of Industry and Minerals
Rehabilitation and development of gas pipeline networks Dry and liquid gas to accommodate the increase in dry and liquid gas quantities planned under new gas investment projects.	Eastern LNG Pipeline Section (Halfaya - Basra) 16 knots	Ministry of Oil
Water resources infrastructure	Utilizing purified drainage water for irrigation purposes to obtain water with specifications that comply with national and environmental legislation, after conducting the necessary studies that demonstrate technical and economic feasibility. From it	Ministry of Water Resources
	Use of closed-loop irrigation and irrigation technologies Modern in all its forms and improvement Field irrigation efficiency	Ministry of Water Resources
Renewable energies		
Convert simple cycles to stations Gaseous to compound cycles	Include simple cycle conversion projects To stations to vehicle	Ministry of Electricity
Renewable energy projects ranging from 7,500 MW to 12,000 MW. Watts	Inclusion of renewable energy projects	Ministry of Electricity

Chapter Nine

- 1: Risk management and response procedures

Risk management is an essential part of the national development plan, which systematically identifies the risks and challenges associated with its programs and activities. Risk management focuses on determining the relative importance of the program or activity, defining these risks, analyzing the risk in terms of the likelihood of occurrence, describing the risks and their impact if the risk occurs, and proposing solutions and mandatory and alternative response measures.

The table below is a model for risk management and response procedures at the level of main and sub-programs and selected activities. We would like to point out that there is a full breakdown of risk management in the detailed plan of the National Development Plan 2024-2028.

Plan									
Development									
National									
2024									
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160									

Table (18): Risk management and response procedures										
Main programs S And	Subprogram and activity	The most relative value of the program Or activity %	High High-medium Very	pain	Dyat	probability Verification	The effort it is achieved	danger	Mandatory solutions	Alternative solutions
Develop and establish a role										
Nursery and kindergarten										
Children in general	Governorates	✓	- Dim sorry private	middle	very high		to provide Financial allocation for 5 trans	Private sector support	For nursery departments and kindergarten	
Health and care insurance	Child psychology in particular	✓	- Abslood supply to support Financial	middle	very high		Necessary Astra Health Tip to implement	Implementing health tours	On schools	
In displacement areas										
and poor governorates										
Staff development	Educational and pedagogical	✓	- Abslood supply to support Financial	middle	very high		- to support Creating new departments. It means In early childhood	Holding courses and workshops	Training	
Child specialist	early	-	- Abslood supply to support Financial	middle	very high		- Abslood supply to support Financial	Yes		
The first program : Strengthening Investing in head human capital And building the society										
Amendment to the Education Law	Mandatory No. (118) of 1976 and the law	✓	- Abslood supply to support Financial	middle	very high		Forgetting In 100 approval amendment for the law	Activate some materials	Law Article 13 First	
Literacy No. (23)	For the year 2011	-	- Abslood supply to support Financial	middle	very high		Forgetting In 100 approval amendment for the law	Activate some materials	Law Article 13 First	
Sub-programme: Providing a stimulating environment for students to increase enrollment rates and enhance the level and quality of learning.										
Sub-programme: Enhancing the development role of rural women										
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Alternative solutions

	Sub-program: Investing in infrastructure projects directly linked to the main economic sectors, focusing on (agriculture and industry																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												</
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- 2: The institutional framework of the monitoring and evaluation system

Data is increasingly viewed as an asset.

An institution used by various government institutions and business institutions as a basis for planning processes and making more informed decisions, improving the targeting of individuals and families, improving operations, and increasing the chances of success of plans and planning. Conversely, the lack of good data or weak data management can burden institutions with inconsistent and incompatible data. In addition, data quality problems can limit the ability of these institutions to conduct analysis, extract lessons and employ the concepts of business intelligence and intelligence. Artificial intelligence for analyzing and managing big data and integrating it into development planning tools.

From this point of view, the monitoring and evaluation system is considered

The National Development Plan is an essential tool for obtaining data and information to improve the efficiency of planning and implementation and ensure the achievement of the goals and visions set out within the framework of the National Development Plan 2024-2028. The monitoring and evaluation system aims to provide the ability to measure the performance of the development plan and follow up on the implementation of various programs and projects by the ministries and entities concerned with implementation, with the aim of ensuring the achievement of the desired results and improving performance in the short and long term. A modern monitoring and evaluation system is an integral part of the development plan preparation process and the completion of a system that ensures the plan follows its planned path towards implementation.

The importance of the monitoring and evaluation system derives from its ability to

It constitutes a system of administrative processes that work in an integrated manner to provide accurate and reliable information on the progress of the development plan, analyze the factors affecting its implementation, identify strengths and weaknesses in the implementation process, and issue interim follow-up reports and final reports. However, it also seeks to ensure the completion of tasks, assist in making sound decisions, and adjust future directions for national development, based on performance and the challenges that emerge during implementation.

The system of monitoring, evaluation and measurement operations consists of:

The impact of the various working groups in ministries, governmental and non-governmental agencies charged with participating in implementing the plan, and working in coordination

With committees formed for follow-up, coordination, communication, and problem-solving, the data management system and databases contain a number of key performance indicators that allow for the collection and analysis of data about them and their progress rates, by extracting performance rates and achieved results and submitting periodic reports to the relevant parties. The team also makes recommendations to improve performance and achieve the desired goals.

- 1-2: Objectives of the monitoring and evaluation system and measuring the impact of the National Development Plan 2024 - 2028

Enabling all main and subsidiary bodies involved in implementing the national plan to formulate their executive plans to implement its strategic objectives within the programs and projects of the national development plan.

Establishing the main building block of the information infrastructure for the National Development Plan 2024-2028 for all participating entities, serving the goals of sustainable development and Iraq's vision, with specific objectives and measurement indicators that can be monitored, facilitating the process of monitoring them in implementation of the government's work program.

Providing a great deal of transparency in the process of implementing programs and projects included in the state's development plan by unifying the criteria for judging project achievement and comparing the best administrative practices followed in each case.

Enabling planning and executive bodies to possess a database through which future plans are prepared and developed at the national and local levels.

Designing a flexible and adaptable monitoring, evaluation, and follow-up system that can be updated and modified based on changes in the national economic and social context allows for the provision of not only comprehensive information but also a list of lessons learned from the design and implementation of the plan and the impact of new developments in public policy areas and executive updates on achievement rates.

Figure (15) shows the framework for planning and implementation of the National Development Plan 2024-2028, which is the framework adopted by the Ministry of Planning in developing, updating and reviewing the National Development Plan 2024-2028, as it represents an ongoing process that begins with the strategic planning stage and building scenarios, then reviewing and obtaining feedback and approval from stakeholders, then setting all indicators to measure the performance of the plan's objectives, then implementation, and the monitoring and evaluation process from which conclusions are drawn. Lessons and recommendations are being reintroduced into the plan.

Through the final stage of improvement and innovation.

Figure (15): The framework designed for the planning, implementation and follow-up processes of the National Development Plan 2024-2028

- 2-2: Methodology of the monitoring and evaluation system and measuring the impact of the plan

The monitoring and evaluation system includes all the details.

Which ensures that follow-up, monitoring and evaluation are carried out in the best possible manner, in accordance with international best practices, and in a manner that achieves the highest rates of achievement. It includes the following items:

1. Establishing the policy and values of the monitoring and evaluation system, which will be adhered to during the monitoring and follow-up processes of the performance of the various entities in implementing the plan.
2. The process of determining the general goals and indicators of the plan by all ministries and entities concerned with implementing the national plan.
3. Selecting data collection tools, focusing on the data platform, which represents the main electronic records of plan data, within the database system used by the Ministry of Planning.
4. Designing effective follow-up tables, as all data tables are an important element in the follow-up mechanism and ensuring the successful implementation of the national development plan. They help monitor data related to the progress achieved, identify any deviations from the planned path, and take the necessary corrective measures in a timely manner, in accordance with the directions that will be set by the plan's steering committee. A number of follow-up tools will be employed, namely: data tables, dashboards, management programs. Projects and social media tools.

5. Data analysis and reporting. Data analysis and reporting are essential tasks of the monitoring and evaluation system for the plan's implementation. They include extracting and analyzing knowledge from data, then using this knowledge to make decisions and improve government administrative processes carried out by various government agencies participating in the plan.

6. Data Quality Assurance Mechanism: The monitoring and evaluation system also includes the auditing step, reviewing the accuracy of the data, and ensuring its quality through the working team at the Ministry of Planning, in cooperation with the various committees that will be formed to coordinate the monitoring process, data intersection with various parties, and ensure its quality, as well as the responsibility of ensuring access to best practices in the data quality control process.

7. Coordination mechanisms between the concerned parties to achieve common and intersecting goals and ensure the necessity of following effective procedures and practices. Given the size and complexity of the goals contained in the plan and the programs it includes, a number of committees will be formed to coordinate efforts, namely: The Higher Committee for Monitoring the Implementation of the National Development Plan. The Higher Technical Committee for Monitoring the Implementation of the National Development Plan 2024-2028.

Communications, Reporting and Impact Measurement Committee.

Temporary subcommittees proposed by the three previous committees, as needed and by sector.

8. Building the capacity of the work teams responsible for monitoring and evaluation to unify concepts and ensure effectiveness.

And the quality of data.

Figure (16): Steps to establish a monitoring and evaluation system for the National Development Plan 2024-2028



- 3-2: Structure of the monitoring and evaluation system and measuring the impact of the National Development Plan 2024-2028

Given the size and complexity of the goals included in the National Development Plan 2024-2028, and the projects associated with it, and given the keen interest in achieving the highest rates of achievement in this plan, there is an urgent need to form a small organizational structure for the follow-up, monitoring and evaluation process. This structure relies on a limited group of follow-up and coordination committees, which work according to a set of goals and tasks, at the forefront of which is ensuring the effective follow-up of the implementation of the plan and the achievement of the specified goals, and assisting in the distribution of Responsibilities, coordination of efforts between various parties, facilitating the process of monitoring the progress of work in the plan, and identifying and resolving problems that may face implementation as soon as possible. In addition to these committees playing important roles in motivating teams and enhancing cooperation between them, the following committees will be formed, and their framework will be set by the Department of Economic and Financial Policies at the Ministry of Planning, under the direct supervision of the General Coordinator of the Plan (Chairman of the Technical Committee for the Preparation of the Plan).

• The Supreme Committee for Monitoring the Implementation of the Plan National Development

This committee is headed by His Excellency the Minister of Planning and includes in its membership the Chairman of the Coordination Body between the Governorates, the Chairman of the Government Program Follow-up Team / the Prime Minister's Office, and the Undersecretaries of the Ministries of (Planning, Finance, Oil, Electricity, and Higher Education and Research).

(Scientific, Education, Health, Transportation, Labor and Social Affairs, Agriculture, Industry, Water Resources, Environment, Construction, Housing, Municipalities and Public Works, and Trade), Deputy Governor of the Central Bank, Chairman of the Statistics and Geographic Information Systems Authority, Chairman of the National Investment Commission, Second Deputy Chairman of the Private Sector Development Council.

The committee shall undertake the following tasks:

Supervising the implementation of the National Development Plan in line with national goals and priorities. Enhancing coordination between various ministries to ensure the integration of national efforts and the achievement of the plan's objectives. Assessing the risks that may affect the plan implementation process and identifying solutions to address them and mitigate their effects.

Monitoring the use of financial resources and directing them effectively towards implementing development action programmes.

Ensure the existence of effective mechanisms for monitoring performance and ensuring transparency in the implementation of the plan's programs and projects. Review the progress monitoring reports of the National Development Plan 2024-2028 submitted by the Technical Committee.

Defining a list of common goals - overlapping - between the ministries and relevant authorities in a clear and precise manner, to ensure that everyone understands these goals.

Clearly clarify the roles and responsibilities of each party, and distribute tasks appropriately to ensure the efficient achievement of goals.

Exchanging information between ministries and relevant authorities regarding the plan's programmes and objectives.

• **The Higher Technical Committee for Monitoring the Implementation of the Plan National Development 2024-2028**

This committee is headed by the Undersecretary of the Ministry of Planning for Technical Affairs and includes in its membership the directors of the following departments in the ministries:

Technical departments at the Ministry of Planning (economic and financial policies, human development, regional and local development, sector planning, government investment programs, information technology). Director General of the Government Follow-up and Coordination Department at the General Secretariat of the Council of Ministers.

The Economic Department of the Ministry of Finance. The

Private Sector Department of the Ministry of Commerce.

Planning and follow-up departments in the ministries (Oil, Electricity, Higher Education and Scientific Research, Education, Health, Transportation, Agriculture, Industry, Water Resources, Environment, Construction, Housing, Municipalities and Public Works).

Department of Labor and Vocational Training at the Ministry of Labor and Social Affairs.

Department of Statistics and Research at the Central Bank of Iraq.

Two national academic experts.

Two representatives from the Private Sector Development Council.

This committee is responsible for carrying out the following tasks:

Follow up on the implementation of the plan's programmes and projects in accordance with the specified timeframes.

Using baseline measures to assess the impact of interventions and adjust the objectives of programs and projects to increase the achieved impact. Not only should we achieve numbers and quantities, but we should also focus on setting standards to measure the impact of procedures, whether in raising the level of services or the standard of living of citizens, etc. This allows the concerned parties to evaluate effectiveness and make the necessary decisions to improve performance and achieve the goals set in the national development plan.

Proposing and supervising the implementation of a number of in-depth side studies to monitor returns and results, measure the impact of programs and projects in the plan, and ensure that the achieved results have had the desired effects when designed.

Developing performance measurement indicators and reviewing achievement rates in the plan

Coordinate data collection efforts and ensure that objectives are achieved in a consistent manner.

Preparing reports on the achievement of the plan and submitting them to the Higher Committee.

Solve daily problems caused by delayed completion or

Failure to provide data on time or data quality

• **Communications, Reports and Impact Measurement Committee**

This committee is headed by the Director General of the Department of Economic and Financial Policies at the Ministry of Planning. Its membership includes representatives of the departments represented on the Higher Technical Committee, in addition to the Director of Media at the Ministry of Planning.

It undertakes the following tasks:

Developing a system for managing and exchanging information and data about the plan among various ministries and entities.

Collecting and analyzing data and monitoring a baseline metrics matrix as a reference point for assessing progress across all projects and programs.

Preparing press releases, photos, figures, and infographics for the most important information to be disseminated.

Coordinating efforts with media outlets and international and local organizations monitoring the plan's implementation and seeking updated information. It is important to note that effective communication, outreach, and information exchange are essential.

Reviewing and issuing periodic reports to the media and providing citizens with the opportunity to follow up on the implementation of the national plan and its achievements or failures.

• **Temporary subcommittees proposed by The three previous committees, according to need and sector**

These are specialized technical committees formed according to the circumstances and challenges to be addressed in a specific sector. They are concerned with resolving problems and challenges, and evaluating the performance and reasons for the suspension, non-completion, or slow implementation of specific projects or programs in the plan, which requires follow-up and monitoring operations of a special nature. Their formation is in accordance with the vision of the general coordinator of the plan, and the level of representation within them is determined at the level required by the participating parties, in addition to experts in the sector in question.

Figure (17): Structure of the monitoring and evaluation system and measuring the impact of the National Development Plan 2024-2028



The results and impact of the National Development Plan 2024-2028 will be monitored and evaluated at the level of goals, programs and activities, and the extent of deviation in their achievement will be identified. Below is a proposed model for a performance measurement matrix at the level of goals and programs for the education sector for the National Development Plan 2024-2028.

[illegible]

