

Republic of Iraq
The Ministry of Planning

National Development Plan 2024-2028



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The Ministry of Planning



National Development Plan 2024-2028



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17	Mr. Ali Talib Abdullah / Regional and Local Development Department / Ministry of Planning
18	Ms. Malak Shawqi Abdullah / Administrative Undersecretary's Office / Ministry of Planning



Speech of the Deputy Prime Minister - Minister of Planning

Iraq is taking firm steps on the right development path, despite the circumstances that have taken development off its route. There are many difficult challenges that the country has faced during the past two decades, especially the deterioration in security and the war on terrorism, which led to a clear structural imbalance in the economy, the repercussions of which were the deepening and entrenchment of unilateralism and economic rentierism. Perhaps this situation led to economic exposure, which came as a result of the absence or lack of diversity and oil dominating the largest space in budget resources and the formation of the gross domestic product.

Over the past years, the Ministry of Planning has been keen to draft 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) (2018-2022). These plans have contributed in one way or another to drawing paths and achieving a set of goals under difficult and complex circumstances.

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

As this plan begins, we are hopeful that it will achieve the goals it came with and for, in light of its general framework that focuses on programming development action with innovative means to drive the development process forward, according to 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, that could cast their shadows on Iraq, in addition to the population growth that has become a concern in many aspects related to human life.

Therefore, the plan's 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, which did not escape the attention of those concerned, so they worked to develop effective and possible treatments and solutions for each of them, in accordance with the basic principles on which the plan was based, and at the forefront of those principles are citizenship, law enforcement to achieve justice, decentralization and sustainability, empowerment and equal opportunities.

We hope that Iraq will witness economic growth and a developmental movement in the coming period, leading to positive results that are compatible with the human capital and the potential and economic diversity that we possess, which can transform the Iraqi reality, so that people can ultimately enjoy a comfortable life.

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 active and significant participation from ministries, non-ministerial entities, governorates, representatives of the private sector, civil society organizations, and academic experts, under the management and guidance of the Ministry of Planning and strenuous efforts through workshops, meetings, conferences, partnerships, experts, analysis, surveys, and follow-up of changes at home and abroad to reach this model.

For all the above work, we must express our thanks and gratitude to everyone who contributed and participated in preparing this document, foremost among them the Minister of Planning, Prof. Mohammed Ali Tamim, Chairman of the Supreme Committee for Preparing the Plan, for the sound directives and flexibility he granted to the technical committee and sectoral teams, which had a significant impact on completing the plan at the level it is at now.

We also extend our appreciation to His Excellency the Prime Minister for his continuous support and sponsorship of the stages of completing the plan, beginning, end and conclusion, and to the team of advisors working in his office, the General Secretariat of the Council of Ministers, ministries, entities not affiliated with a ministry, governorates, representatives of the private sector, civil society organizations, experts from academics, representatives of professional unions and syndicates, and to their representatives in the plan preparation committees for their effective and fruitful cooperation throughout the plan's preparation.

The Ministry also extends its sincere thanks to the United Nations Development Programme (UNDP), and in particular to the Head of Governance and Economic Diversification Pillars, Ms. Mahab Madani Abdel Qader, and the United States Agency for International Development for their 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 Abdul Latif Salem, Prof. Dr. Hasan Latef Kadhim) and the distinguished professors (Prof. Dr. Adnan Yassin Mustafa, Prof. Dr. Wafaa Jaafar Al-Mahdawi, Prof. Dr. Kamel Kazim Al-Kanani, Prof. Dr. Qusay Aboud Al-Jabri, Dr. Alaa El-Din Jaafar, Prof. Qusay Ibrahim Khalil) and international experts (Dr. Atef Al-Shabrawi Ibrahim, and Dr. Mouloudi Bin Mohammed).

The Ministry also expresses its respect and appreciation for the efforts made by the heads and members of the plan's technical, preparatory and sectoral committees and all the Ministry's employees who contributed in one way or another during the planning stages. Moreover, appreciation is extended to the Secretary of the Higher Technical and Preparatory Committee in the Department of Economic and Financial Policies.

We hope that this document will serve as a comprehensive and interconnected development program, completing 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 granter of success

Dr. Maher Hamad Johan
Undersecretary of the Ministry of Planning
for Technical Affairs
Chairman of the Technical Committee for the
Preparation of the Plan
Baghdad/May/2024



Introduction

Development planning is one of the most important tools adopted by countries to achieve sustainable development and comprehensive progress for their citizens. In this context, the National Development Plan for Iraq 2024-2028 represents a development framework that aims to direct efforts and resources towards achieving specific and ambitious goals. This plan is characterized by a new approach based on programming development action, where development efforts are summarized and grouped into specific programmes that facilitate planning, implementation, follow-up and evaluation processes with the aim of improving the efficiency of development processes and enhancing transparency and accountability. By adopting development programming, Iraq will be able to analyze data more accurately and make decisions based on reliable information, which will contribute to achieving tangible and sustainable results.

The National Development Plan 2024-2028 represents an important opportunity to achieve an economic renaissance that has been long awaited by the elite and the people, for many reasons, including the unfavorable conditions that prevented the implementation of a comprehensive and sustainable development process. Iraq seems in these years to be at a crossroads as a result of the serious preoccupation with achieving development and adopting new approaches under a government that supports development initiatives, foremost among which are the path of development, new cities, strengthening governance mechanisms, and others.

The Ministry also extends its sincere thanks to the United Nations Development Programme (UNDP), and in particular to the Head of Governance and Economic Diversification Pillars, Ms. Mahab Madani Abdel Qader, in the stages of preparing the plan, and in enriching the dialogue on its contents since the completion of the first draft. It was presented at various governmental and academic activities and local and international experts, and the voices of various segments of society were heard, including vulnerable groups, to benefit from feedback and employ it in improving the plan's paths and priorities.

The plan is based on a set of fundamental principles, including sustainability, social justice, innovation, and partnership with the private sector and civil society, with a focus on improving the infrastructure of services and those related to the productive sector that the plan has chosen as a basic 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 between 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 path, paving the way for a better, more prosperous and stable future.



Plan drafting Framework

The current plan starts first from evaluating the achievements (the development harvest of the past five years) and diagnosing the challenges facing Iraq in the field of security, construction and prosperity. A section of the plan is devoted to clarifying the strategic options for future economic, spatial and human development with the aim of achieving a safe, prosperous and sustainable society. However, implementing and monitoring the strategies requires institutions and actors in the field of development, which is the issue that the plan addressed in the last part (programming development action).

The Ministry of Planning has worked to prepare 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 on 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, to benefit from feedback and employ it in improving the plan's paths and priorities.

The current National Development Plan provides an assessment of the national/local development trajectory in Iraq, taking into account the capacities and potentials to meet the 2030 Sustainable Development Goals set out to secure long, healthy and creative lives, promote well-being at all ages, ensure inclusive and equitable quality education and promote 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 path that all aspects of life in the country are going through: 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, income and quality of life between all regions of Iraq. The implementation model of this plan, based on its slogan "Programming development action through innovative means", focuses on the blending of the targets of the ministries and the

implementing bodies that implement them within the tasks of each body as general objectives of the plan with the general directions of the state in the government program and the approved plans and strategies, and formulating this blend through focused programs that the state seeks to achieve during the next phase. It is most similar to the model of the program and performance budget, as each body seeks to achieve its targets according to its specialization, and thus it contributes to achieving general programs for the state, noting 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 situations, and it was raised to remove the obsession of frustration that may accompany implementation.

The National Development Plan seeks to achieve a set of basic targets, and these targets 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 goal 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 closer to reality. However, in light of discussions with experts and specialists and in order to create a state of motivation and study the potential growth potential of each sector, an annual growth rate target of (4.25%) was set, which 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 set of targets at the level of each sector of the sectors that make up the plan with the aim of bringing about economic and structural transformations in the Iraqi economy, which contributes to reducing the percentage of oil's contribution to the gross domestic product by (25%) from its current contribution rate 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 vision 2030 in sustainable development, with its targets and programs that overlap and align with the state's development trends and priorities at this stage, starting with the governance of effective development institutions, through economic



reform programs and 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 challenges, the most important of which are economic, institutional, environmental, and social-behavioral challenges.

The plan has taken a “comprehensive development” perspective, which is not limited to economic growth, innovation, and productivity, but also the basic goals of human and social development and sustainability, while trying to combine a quantitative approach to measure both economic capabilities/complexities and sustainable development paths of regions based on their economic and cultural diversity and historical development in skills development, among other considerations. Challenges to the development path and opportunities for prosperity, especially human development, have continued significantly in Iraq. Like the rest of the world, it has negatively affected not only people’s lives at the micro level, but also had social and economic impacts 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 affect the future human development journey in Iraq.

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 need to seize these opportunities while minimizing constraints.

Human development has remained the focal point of Iraq’s development agenda. The National Development Plan (2018-2022) and the Fourth Five-Year Plan (2024-2028) place great emphasis on human resource development. The plan document places strong emphasis on 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 program is based on enhancing the basic growth objectives and alleviating poverty to improve income status and address poverty issues in most cases. Specifically, the programs include: building a knowledge-based economy, a

comprehensive health system and health insurance for all workers in the formal sector, affordable health insurance and food provision for all.

The plan also emphasized the importance of investing in human development priorities. Increasing social spending is not enough, but it is necessary to invest in basic social services if we want to reduce development gaps. In the context of resource allocation, there are policy considerations, as effective services require affordability and adaptability, and services must be of high quality. It is necessary to point out the relative stability in Iraq, in addition to the hard work and economic and social policies of the state, which led to placing Iraq on a relatively advanced path that achieved an increase in indicators of average life expectancy at birth to about 74 years, and a decrease in the mortality rate of mothers, infants and children under the age of five, as well as enrollment rates in all stages of education.

The plan is based on a set of basic principles, including sustainability, social justice, innovation, partnership with the private sector, civil society and volunteer work, with a focus on improving the infrastructure of services and those related to the productive sector that the plan has chosen as a basic path (agricultural, industrial and tourism), enhancing 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 and improving human capital and building capacities, employment and the workforce, positive adaptation to climate change and bridging development gaps, spatial development that enhances comparative advantage and achieves 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 to address gaps are less clearly defined within the overall macroeconomic policy framework, such as monetary or trade policies, and require more targeted interventions, for low-income groups, social protection measures for vulnerable and vulnerable groups, etc.

The plan also addressed addressing climate change and ensuring environmental sustainability, as the Iraqi government realized that climate change poses a critical challenge to sustainable development and societal stability, and a significant obstacle to achieving the sustainable development goals according to Iraq Vision 2030. The plan's paragraphs, in addition to the latest national policy documents, covered issues of climate change and environmental degradation, and the measures the government intends to take to address their harmful effects. Some important goals and programs were formulated to assess and address the effects of climate change. The plan model did not ignore 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 by 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 main plan programs, while granting flexible options to the implementing agencies to ensure the achievement of the programs. The plan adopted cross-cutting programs as general guidelines and did not go into the details of those documents, but rather represent general and common policies in all targets. 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 (MDGs). Iraq has also included the SDGs in its four five-year development plans and is committed to the slogan of the Sustainable Development Goals 2030 - Leaving No One Behind, and the plan included, in an important part, support for investment in the SDGs.

The plan focused on a set of main 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 basic guide for these programs, taking into account the impact of international variables with the greatest impact:

The first program: Enhancing investment in human capital and building society.

The second program: Economic, administrative and financial reform.

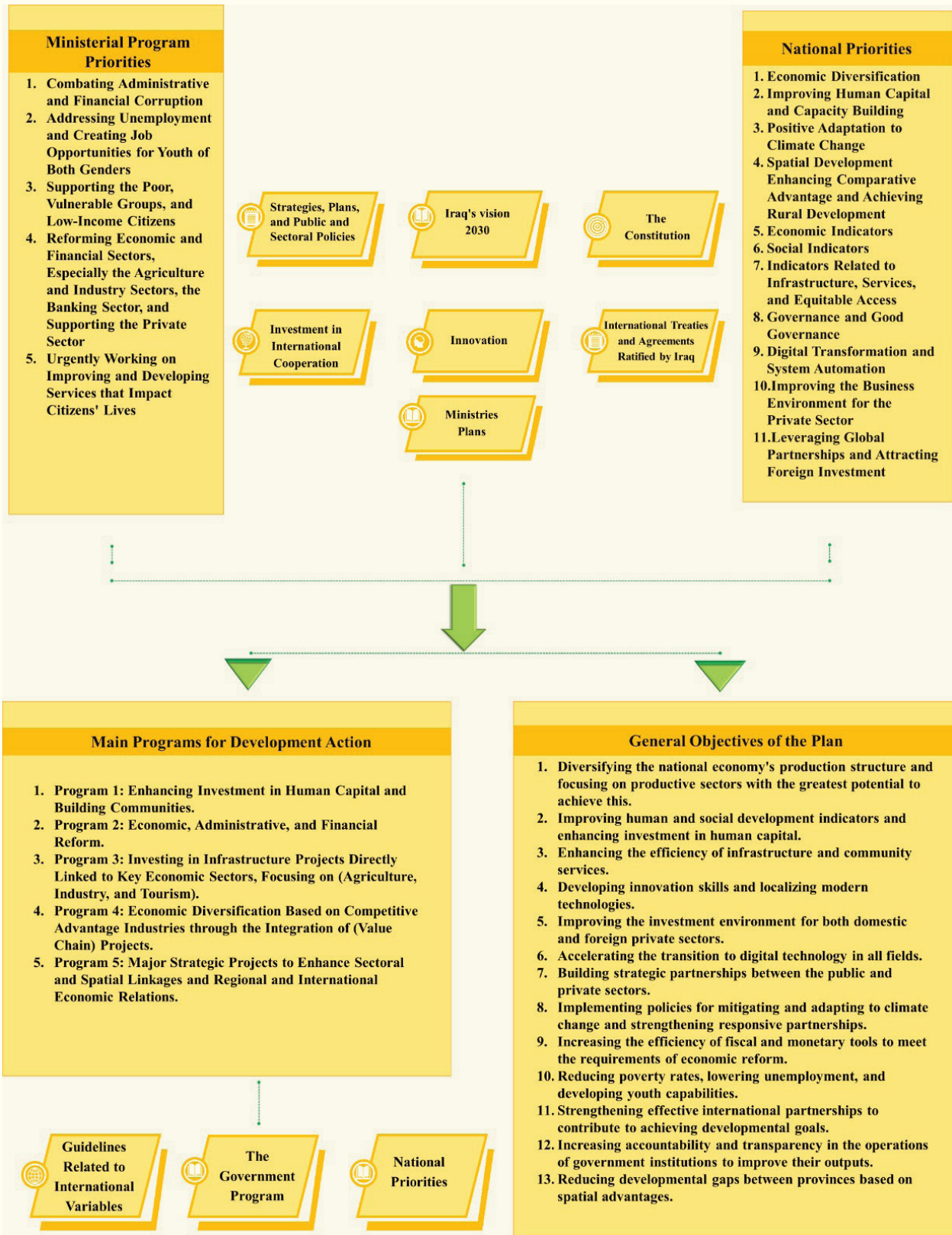
The third program: Investing in infrastructure projects directly linked to the main economic sectors, with a focus on (agriculture, industry and tourism).

The fourth program: Economic diversification based on the orientation towards industries with a competitive advantage in the economy through project links (value chains).

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



Model of the plan's paths and future directions



Chapter One

The General Framework of the Plan
2024-2028

1-1: Plan Slogan

“Programming development action with innovative means”

1-2: Moving Forward in a Turbulent World

This plan comes in an unprecedented context of international challenges following the repercussions of the Covid-19 pandemic, and local, regional and international circumstances and variables, as the degree of uncertainty has increased at the global level, in light of a changing international environment, which requires awareness of important factors, including:

1- Greater Impact of International Variables:

The plan comes at a critical time that includes mostly complex and ongoing internal challenges, with new developments revealed by the various variables over the past five years in political, economic and social forms, and the challenges of the external environment whose influence has grown, represented by the path of the global economy and energy, geopolitical and climatic variables, and their effects and repercussions on the overall development path, which together represent a set of determinants that the plan must confront.

2- Compressive Population Growth and Movement:

The concern for demographic change, migration and displacement with their various causes and forms, the high population growth rate and its relationship to the labor market, unemployment and rapid technological changes will remain dominant in the growth scene at its targeted rates and linked to the extent of the plan's response 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 that the world is experiencing and its reflection on the path of future development plans.

4- Innovation is the Solution:

Standard interventions will not be effective in responding to the above variables, which requires innovation in policies, plans and programmes and providing strong impetus within the framework of major programmes adopted by the plan, to quickly absorb the stages of transformation that ensure

communication and the ability to build incentives for sustainable growth while reducing the social costs resulting from the development process.

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

Because it represents:

1. The fourth phase of the national development plans, starting in 2010, represents a state of integration and interconnectedness to achieve Iraq's Vision 2030 for sustainable development, with its targets and programs that overlap and align with the state's developmental orientations and priorities at this stage, starting with the governance of effective development institutions, through economic reform programs and 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.
2. A document to complete the development path over the next five years.



3. Restoring the path of development and recovery with its sectoral and spatial dimensions within the framework of a national agenda after emerging from internal and external health, economic and social crises, similar to the world that has indicated 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 typical solutions with innovative solutions and tools to overcome stumbling blocks 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 contribution of the non-oil sector to the GDP, through effective partnerships with the private sector in a stimulating business environment capable of absorbing the growing size of the workforce and providing new sources of financing for development away from 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 available capabilities of the state and the private sector and the acquisition of knowledge in its technical and scientific development, in a way that makes the investment compass point towards the material public services sector (infrastructure) and the productive sectors, and in a way that achieves sustainable development and improves the quality of human life.

5. Continuing to adopt the goal of building a social market economy system as an approach to economic management.

6. Continuing administrative and financial reform policies.

7. Strengthening international cooperation paths, employing economic diplomacy and international development partnerships to maximize national interests, and exploiting the state's political weight in serving the development process.




National Development Plan 2010-2014

1. Increase the Gross Domestic Product (GDP) growth rate by 9.38% annually during the plan period.
2. Reduce unemployment rates from 15% to 7% over the course of the plan.
3. Maintain a low and stable inflation rate.
4. Government and private investments in achieving the overall and sectoral objectives of the plan, with an estimated contribution of 53.7% from government investment and 46.2% from private and foreign investments throughout the plan's duration.
5. Increase the contribution of the agricultural sector to the GDP at constant prices by 5% during the plan period.
6. Raise the contribution of the manufacturing industries to the GDP to 6.2%.
7. Increase primary school enrollment rates to 98%, along with an increase in secondary school enrollment rates.
8. Achieve an infant mortality rate of 32 per 1,000 live births.
9. Develop infrastructure and service levels (hospitality services) for health institutions to provide high-quality services.




National Development Plan 2013-2017

1. Increase the Gross Domestic Product (GDP) by 13.31% with oil and 7.5% without oil.
2. Reduce unemployment rates to 6% by 2017.
3. Maintain inflation rates within single-digit limits.
4. Government and private investments in achieving the overall and sectoral objectives of the plan, with an estimated contribution of 79% from government investment and 91% from private and foreign investments throughout the plan's duration.
5. Increase the contribution of the agricultural sector to the GDP at constant prices by 4.75% during the plan period.
6. Raise the contribution of manufacturing industries to the GDP to 3.68%.
7. Increase primary school enrollment rates to 95% and increase secondary school enrollment rates by 30%.
8. Achieve an infant mortality rate of 18 per 1,000 live births.
9. Expand the coverage of health services and improve their quality.



National Development Plan 2018-2022

1. Increase the Gross Domestic Product (GDP) growth rate by 7%.
2. Reduce the unemployment rate.
3. Maintain inflation rates within single-digit limits.
4. Government and private investments in achieving the overall and sectoral objectives of the plan, with an estimated contribution of 60% from government investment and 40% from private and foreign investments throughout the plan's duration.
5. Increase the contribution of the agricultural sector (for non-oil activities) to the GDP from 4.5% to 5.2% by 2022.
6. Raise the contribution of manufacturing industries to the GDP to 10.5%.
7. Increase primary school enrollment rates to 99%, and increase secondary school enrollment rates by 45%.
8. Achieve an infant mortality rate of 14 per 1,000 live births.
9. Improve and modernize the healthcare system.



National Development Plan 2024-2028

1. Achieve an economic growth rate of 4.24% during the 2024-2028 plan period, dependent on various factors including oil prices, the volume and structure of investments, industrial production, and international trade.
2. Reduce unemployment rates by at least 30% from current levels.
3. Maintain inflation rates at levels that do not adversely affect low-income segments while responding to job creation opportunities.
4. Government and private investments: It is expected that government investments will contribute 65.2% of total investment, while the private sector will contribute approximately 34.8% of total investments during the plan period.
5. Increase the contribution of the agricultural sector to the GDP from 2.4% to 2.9% by the end of the plan period.
6. Focus on developing manufacturing industries and increase their contribution to the GDP from 1.8% to 2.2%.
7. Increase net enrollment rates in primary education to 99%, and increase net enrollment rates in secondary education to 40%.
8. Improve primary and secondary healthcare services, specialized centers, and ensure the availability of medicines and vaccines.
9. Expand and develop infrastructure to enhance health service coverage across all of Iraq.



1-4: Challenges

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

1-4-1: Economic Challenges:

- Rentier economy and imbalanced GDP structure.
- Economic growth that does not generate job opportunities.
- An ineffective private sector.
- Trade exposure and over-reliance on imports.
- The expansion of the informal sector in the economy.
- Deterioration of the investment climate (local and foreign) and the business environment.
- Weak responsiveness of financial and monetary policy tools to local and international economic variables.
- Imbalance in the structure of the state budget and low efficiency of government investment spending.
- Decreased labor productivity and the expansion of the phenomenon of unproductive employment in the public sector.

1-4-2: Institutional Challenges:

- Weak institutional performance of the state.
- The problem of financial and administrative corruption is getting worse.
- Failure to comply with applicable laws.
- Outdated systems and work methods and lack of keeping pace with transformations in digital technology and innovation.
- Functional flabbiness and the need to restructure the government apparatus.

1-4-3: Environmental Challenges:

- Climate change and its repercussions.
- Declining environmental quality.
- The worsening water crisis and its repercussions on food security.

1-4-4: Social-Behavioral Challenges

- Low human capital indicators.
- Weak targeting of vulnerable groups.
- Spread of negative social phenomena.
- Slow progress in human and social development indicators.
- The expansion of the vulnerable groups and the weakness of the mechanisms for targeting them.

1-4-5: Other Challenges

- Weak localization of demographic variables in development policies.
- Widening 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 reflection on the paths of implementation.
- Poor use of international support programmes in implementing development plans that respond to national priorities.
- The unresponsive role of development partners.
- Incomplete implementation of previous development plans.

1-5: Assumptions of the National Development Plan

- 1- The continuation of economic instability and the exposure of the Iraqi economy to shocks.
- 2- Continuation of relative political and security stability.
- 3- The continued instability in the international economy and the fluctuation of crude oil prices in global markets.
- 4- Commitment to integrated macroeconomic policies.
- 5- Limited international support due to local conditions and international crises.
- 6- Relying on oil revenues as a locomotive for government investment at increasing rates.
- 7- Increased likelihood of social, health, climate and environmental crises and shocks.



1-6: 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 equal opportunities)

To take on paths and characteristics, including: Realism, collaboration, flexibility, innovation.

1-7: Foundations for Preparing the Plan

The development plan is based on the following:

1-7-1: 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.

1-7-2: Iraq Vision 2030

Iraq's vision aims for "enabling humans in a safe country, a unified society, with a diversified economy and a sustainable environment, enjoying justice and good governance". Therefore, it starts from the dimensions of development that respond to our priorities and goals in reaching a human being who is the goal and the means of development, and an economic system oriented to a diversified social market characterized by a high degree of stability in its macroeconomic indicators, while providing a safe and sustainable environment for the current and future generations, in a way that achieves a sustainable improvement in the quality of people's lives, ensuring sustainability in production and consumption patterns, and reducing the repercussions of environmental degradation.

1-7-3: General and Sectoral Strategies, Plans and Policies

This plan relied on a number of national and sectoral documents that constitute an intellectual and practical basis for the national development plan, by providing analytical and forward-looking frameworks for various problems, and proposing a wide variety of programs and solutions that are currently under implementation, such as the Population Policy, the Education Strategy 2022–2031, the Strategy to Mitigate Poverty 2024–2028, and the Private Sector Development Strategy (2014–2030).

1-7-4: Ministerial Methodology

Successive governments adopted a set of priorities within the ministerial program documents that focused on sectors that affect citizens' daily lives, within several axes, including: continuing the economic reform approach, combating financial and administrative corruption, addressing the phenomenon of unemployment and creating job opportunities for young people, supporting poor and vulnerable groups, reforming the economic and financial sectors, specifically the agricultural, industrial and banking sectors, supporting the private sector, and improving services that affect the lives of citizens.

1-7-5: International Treaties and Agreements Ratified by Iraq

which constitute a commitment by the government towards the international community, and at the forefront of these commitments are:

- The 2030 Sustainable Development Agenda, which Iraq was among the countries that adopted.
- International economic and trade treaties and agreements.
- Paris Agreement on Climate Change and Iraq's pledge to achieve a number of national contributions.
- The Global Compact for Migration (GCM) 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.

1-7-6: Innovation

The plan relies on innovation as one of the basic pillars to achieve its objectives at the level of economic and social policies, production and provision of public services, as it is a guiding path for all means of achieving the objectives, and at several levels, including:

- Institutionalizing innovation in terms of organization, culture, and work, and providing the appropriate environment for it 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 moving towards automation and the use of artificial intelligence.

1-7-7: 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...) through greater mobilization of these efforts and directing them after aligning them with the state's directions and programs. International cooperation can be invested in the national development plan through:

- Exchange of knowledge and successful experiences in various economic, social and environmental fields.
- International aid and grants used to finance projects to improve infrastructure, 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 financing and technical expertise for development projects.
- Attracting more foreign direct investment outside the oil sector.

1-8: General Objectives of the Plan

1-Diversifying the productive structure of the national economy and focusing on the productive sectors with the greatest ability to achieve this.

2-Improving human and social development indicators and enhancing investment in human capital.

3-Improving the performance efficiency of the infrastructure and community services sector.

4-Developing innovation skills and localizing modern technologies.

5-Improving the investment environment for the private sector (national and foreign).

6-Accelerating the transformation process towards digital technology in all fields.

7-Building a strategic partnership between the public and private sectors.

8-Implementing climate change mitigation and adaptation policies and strengthening responsive partnerships.

9-Increasing the efficiency of fiscal and monetary policy tools to meet the requirements of economic reform.

10-Alleviating poverty rates, reducing unemployment rates, and developing youth

capabilities.

11-Strengthening effective international partnerships that contribute to achieving development goals.

12-Increasing accountability and transparency in the work of government institutions to improve their outcomes.

13-Reducing development gaps between governorates based on spatial advantages.

1-9: Plan Preparation Methodology

The plan was based on two basic methodologies in its preparation, as follows:

1-Programming development action and reducing the list of priorities and targets that can be expressed in specific, monitorable, and verifiable indicators that can be concentrated into five main programs with targeted programmes.

2-Participatory Planning: This plan adopts a cultural dimension that frames a reference for dialogue on the issues, problems and challenges facing Iraq to promote a development culture based on a participatory approach in drafting the plan ahead of the transition to a bottom-up planning model through:

- Expanding the circle of government institutions participating in the preparation process.
- Openness 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 representing them appropriately to give them an effective role in enhancing the transparency of the plan, supporting human rights perspectives in it, completing development efforts, and facilitating community dialogue.
- Integrating volunteer work into the implementation process of the development plan in Iraq.
- Benefiting from academic expertise and creating permanent platforms for dialogue.
- Openness to the international community.



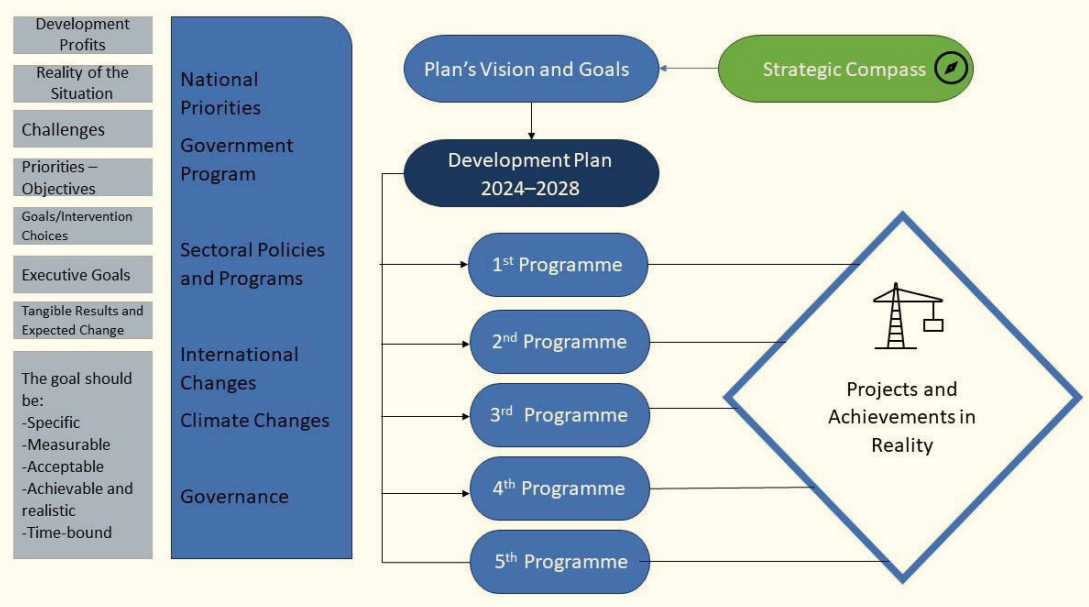
Figure (1): Participatory Approach and the New Planning Model



1-10: Plan Implementation Structure

The plan’s methodology deals with reality variables over varying time frames and deals with them flexibly according to a long-term strategic perspective (Figure 2).

Figure (2): Plan Implementation Structure



The plan focused on a set of responsive programs to implement 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 basic guide for these programs, taking into account the impact of international variables with the greatest impact:

1- Main Programs for Development Action

- First Program: Promoting investment in human capital and community building.

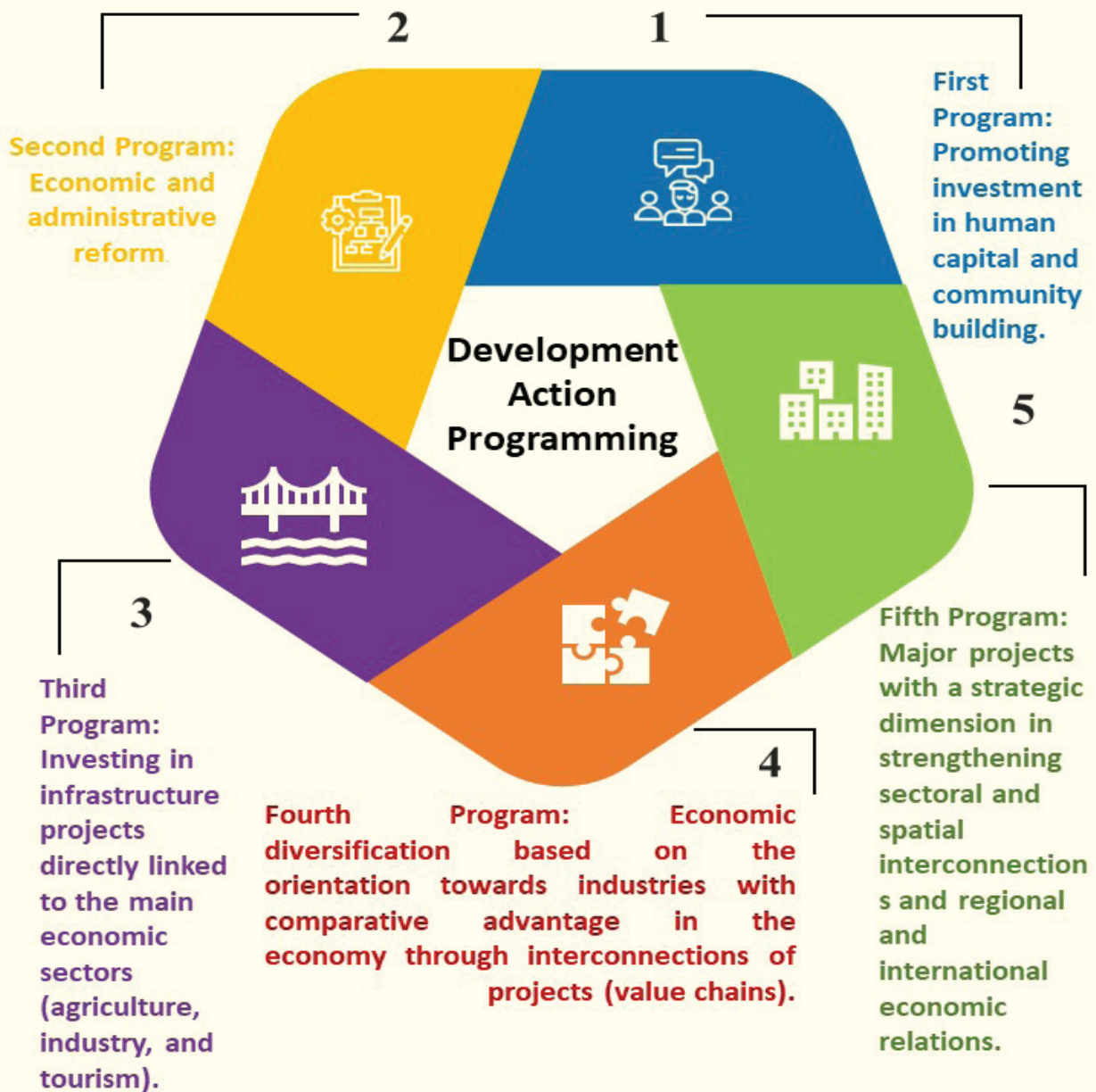
- Second Program: Economic, administrative and financial reform.

- Third Program: Investing in infrastructure projects directly linked to the main economic sectors, specifically (agriculture, industry and tourism).

- Fourth Program: Economic diversification based on the orientation towards industries with a competitive advantage in the economy through project linkages (value chains).

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

Figure (3): Developmental Action Programming



2- Programs Directed Towards Development Action:

A. National Priorities

- Economic reform program and raising growth rates.
- Governance, digital transformation, automation of financial and administrative systems and services program.
- Business Environment Reforms Programme for the Private Sector.
- A responsive program of mitigation and adaptation policies to reduce climate change and its repercussions.
- Social protection, poverty alleviation and human capital improvement programme.
- A program to reduce development gaps between governorates and achieve rural development.

B. Government Program

The plan adopted the government programme as a cross-cutting path for the proposed basic programmes to be compatible with them and ensure consistency in their outputs. The plan also indicated a group of programmes that overlap with the priorities of the ministerial programme.

C. Vectors Related to International Variables

The most important vectors that Iraq is committed

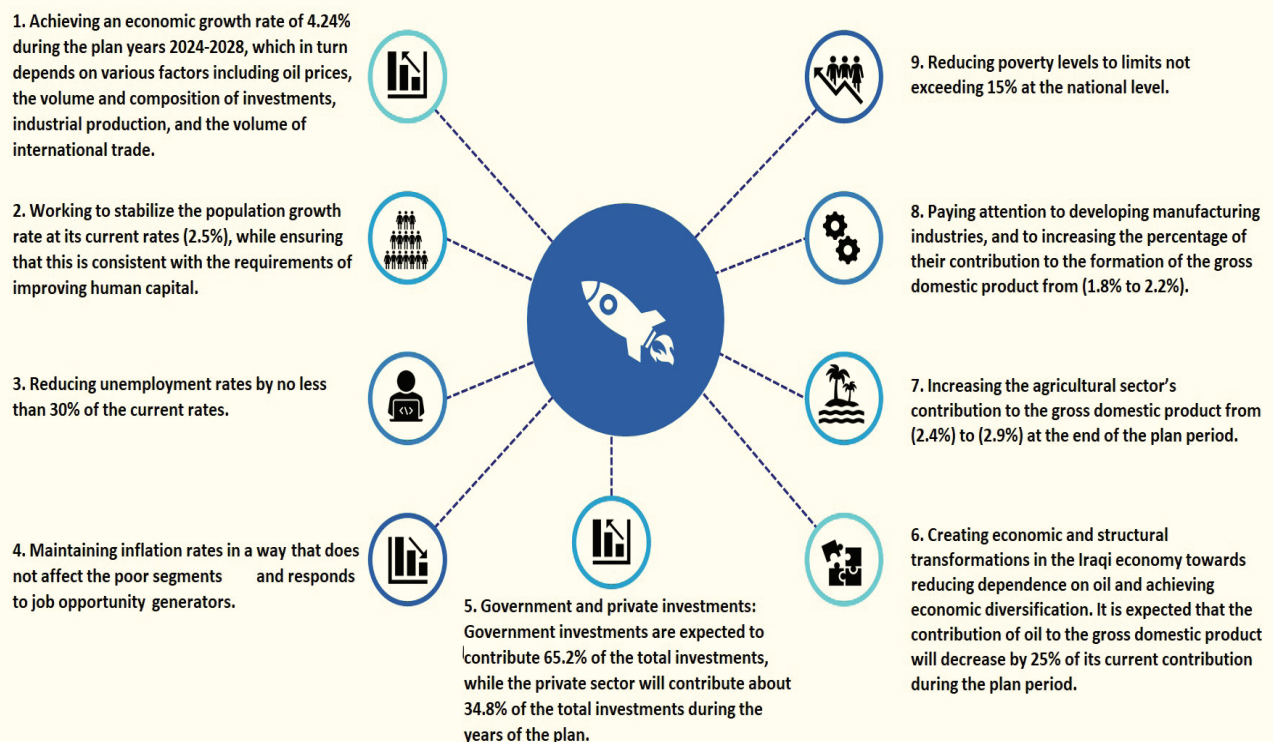
to are:

- The 2030 Sustainable Development Agenda with its seventeen goals and objectives, which seek to address a wide range of social, economic and environmental issues.
- The international agreements necessitated by these changes, especially 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, the transition to a green economy and responding 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.

1-11: Plan Objectives

The National Development Plan seeks to achieve several basic goals, and these goals constitute the quantitative indicators of the plan in the economic and social dimensions. In addition, it reflects planners' expectations regarding various variables.

Figure (4): Plan Objectives



1-12: National Priorities

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, namely:

1-Economic Diversification: Oil continued to account for most of the country's exports and constituted more than 90% of the federal budget's resources, despite fluctuations in its prices and revenues. The reliance of the process of accumulating physical capital and developing human capital largely on revenues from crude oil exports placed restrictions on these operations, weakened their ability to be sustainable, and made the national economy suffer from the pressures and challenges imposed by oil profits. Thus, the economy became uncompetitive, and the business environment in it was not encouraging and project productivity declined, in light of the rising costs of trade business at home and across borders. The trend towards diversifying the Iraqi economy was clear in all previous development plans, as they all stipulated it, and this trend was highlighted by the call for: Strengthening economic reform paths, developing the private sector and making it an effective partner in the sustainable development process, strengthening the forward and backward links of the oil economy with the national economy, emphasizing diversification goals in the public spending process, and enhancing the competitiveness of the Iraqi economy. Therefore, the context of the plan, with its various axes and targeted programmes, will take into account the issue of gradually breaking these traditional rentier determinants, in order to achieve 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 to 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 are still below the level of ambition and need to be developed according to national and international reports. This reflects the lack of exploitation of the opportunities offered by this resource and the capabilities whose basic elements can

be utilized, represented by the capabilities of education, health, income, capacity development, and innovation. This necessitates placing the improvement of human capital and developing capabilities as the main guideline of the plan.

3-Positive Adaptation to Climate Change:-

Climate change poses an existential challenge in Iraq through rising temperatures, intensifying drought, and a shortage of water for drinking and agriculture. Relevant local and international reports indicate that there is a negative interaction between climate change and development in Iraq, and warn of the consequences of not responding quickly to the repercussions of climate change, and stress the need to enhance the capabilities 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 and included in the Nationally Determined Contributions (NDC) document, which in turn aims to reduce greenhouse gas emissions in Iraq, and also aims to 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:

The governorates still suffer from spatial disparity in the field of development, which is reflected primarily in the following main indicators:

- Economic Indicators: Related to the average individual and family income and average expenditure, and the variation in the indicators of attraction for the service and production sectors.
- Social Indicators: Represented by the sectors of education, health, social protection and multidimensional poverty.
- Indicators of infrastructure, services and equitable access to them.

5- Governance and Good Governance: Governments achieving positive results in governance indicators is 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 commitment to the main elements of governance, which are as follows: Rule of law, human rights and access to justice, public participation, services responsive to community needs, political stability and community peace, integrity, transparency, accountability and anti-corruption,



effective and efficient institutional performance, administrative decentralization and local governance.

6- Digital Transformation and Systems Automation: If the previous plan (2018-2022) had emphasized this aspect within the paragraph of good governance, then 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 has emphasized the adoption of e-government work mechanisms and the necessity of escalating the pace of work in it during the next stage on the other hand. It represents an improvement in the services provided to citizens, strengthening and simplifying procedures, raising the efficiency of institutional performance, and reducing the opportunities for corruption and bureaucracy.

7- Improving the Business Environment for the Private Sector: 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, the slowness of its adaptation to changes, and the restrictions imposed on it by existing laws (the Investment Law, 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 up to date and the low level of trust between the private sector and government partners.

8- Benefit from Global Partnerships and Attract Foreign Investment: There is great awareness of the importance of international partnership in support of national development trends, so Iraq has engaged in efforts to achieve the 2030 Sustainable Development Agenda and cooperation with international organizations in various fields to support development endeavors in the country. Partnership is an important tool for achieving the national development plan in Iraq. It can provide many gains, such as financing and foreign direct investment, transfer of knowledge and experience, enhancing stability and security, creating job opportunities, and improving Iraq's image at the international level.

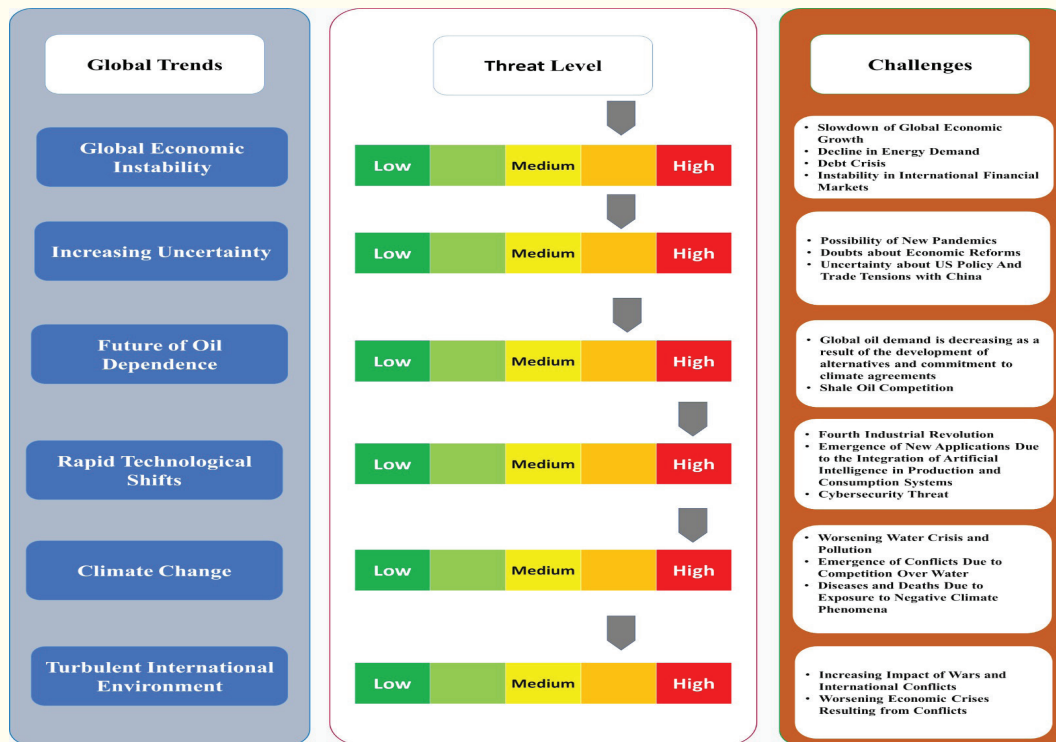
1-13: Global Variables

The process of forming national trends to be responsive to global changes and to deal positively with them and adapt to their repercussions will be one of the effective guidelines for charting the paths 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 political, economic, technological and cultural interconnectedness 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). Their repeated appearance and crossing of borders is the reason for the appearance of varying pressures across regions, countries and local communities, which requires responsive policies that are appropriate to the nature of those repercussions and capable of containing their effects and adapting positively to them.

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



Figure (5): Global Trends and their Challenges in Relation to the National Development Plan



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

1-14-1: Population and Labor Force

The population growth rate for all years of the plan reached (2.5%), as the 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%), while the unemployment rate among adults aged (25) years and over reached (11.2%) according to the results of the 2021 Labor Force Survey.

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

The plan's target GDP growth rate was 7%, but the GDP growth rate at fixed prices during the plan period amounted to less than 1%. Economic activities also varied in the achieved growth rates compared to planned, as some commodity sectors (oil, mining, manufacturing industry, transportation and communications, social

development services) achieved positive growth rates, but they were less than the targeted growth rate, except for mining and manufacturing industry, while the growth rates for the rest of the sectors were negative during the plan period.

On the other hand, the National Development Plan 2018-2022 expected that the average per capita share of GDP would grow at a rate of 4.5% annually according to the targeted levels, but the growth rate achieved for per capita share of GDP did not reach what the plan expected, as this rate reached (-2.1%), as the continuation of economic, political and social crises and the repercussions of the Corona pandemic had the greatest impact on this.

1-14-3: Financial Policy

The National Development Plan 2018-2022 set goals related to diversifying public revenues and increasing the proportion of investment expenditures. However, it is noticeable that oil revenues continued to dominate during the plan period, as the percentage of oil revenues during the plan period ranged between a minimum of 88.6% in 2020 and a maximum of 95.3% in 2022. As for government spending, the data on actual spending indicate an increase in the percentage of operating expenses at the expense of investment expenses,



as the percentage of operating expenses rose from 82.9% in 2018 to reach 90% in 2022. Therefore, the financial policy was unable to achieve the minimum level of changing the structure of public spending in favor of investment expenses.

1-14-4: Monetary Policy

The inflation rate during the plan period recorded an average rate 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 inflation rate rising from 0.4% in 2018 to 0.6% in 2020 and to 6.1% in 2021, then declining to 4.9% in 2022 as a result of the Central Bank continuing to cover imports through the foreign currency sales window.

1-14-5: Trade Policy

Following up on foreign trade data shows 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 growth rate of 8.9%. As for exports, Iraq's exports increased from \$97.6 billion in 2018 to \$133.9 billion in 2022, with a 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 and the weak contribution of commodity sectors, especially agriculture and industry, to the gross domestic product and the continued dominance of the oil sector over this product.

1-14-6: Private Sector

By following the private sector's contribution to the gross domestic product, we find that despite the impact of the Corona pandemic on the public and private sectors, the private sector's contribution to the gross domestic product has increased from 27.3% in 2018 to reach 29.1% in 2022. The private sector also achieved a positive growth rate of 1.8% during the same period.

1-14-7: Sectoral Development

Agriculture and Water Resources Sector: The highest contribution rate of the agricultural sector to the GDP at fixed 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 rate at the end

of the plan, which is (5.2%).

Energy Sector (oil and gas): The National Development Plan 2018–2022 aimed to raise the ceiling of oil production to (6.5) million barrels/day at the end of the plan. By following the relevant indicators, we notice a fluctuation in the amount of crude oil production, as the year 2020 recorded a noticeable decrease in the quantities of crude oil production, reaching (3,671). One million barrels/day after it was (4,288) barrels/day in 2019, due to the impact of the COVID-19 pandemic and its consequences, and commitment to OPEC's decisions to reduce oil production, and then it rose to reach (4,453) barrels/day in 2022.

Electricity Sector: The total electricity production index witnessed a significant increase during the plan years, reaching (11,934) megawatts in 2018, reaching (16,195) megawatts in 2022. Despite this increase, the total production of electrical energy remained far from what was planned in the National Development Plan, which amounted to (20,869) megawatts by the end of the plan.

Manufacturing and Mining Sector (except oil): The production value of large extractive and processing industrial facilities amounted to (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 actual sales value 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 rose again to reach (3391) billion dinars in 2021.

Transport, Communications and Storage Sector

Transport Activity: From following up on the data achieved for transport activity, we find that the years of the plan witnessed an increase in the number of cargo ships (departing) from Iraqi ports, as it reached (1199) ships in 2022 compared to 2018 when it reached (995) ships, while cargo ships arriving (loaded) to Iraqi ports decreased from (2044) in 2018 to reach (1699) ships in 2022. As for air transport activity, a fluctuation appeared in the indicator of the number of passengers (arrivals and departures) transported on the aircraft of the General Company for Iraqi Airlines and for all Iraqi airports, as it reached (4,177,577) passengers in 2019, while the lowest value was



in 2020, at (786,032) passengers. As for railway activity, the lengths of railway lines operating in Iraq did not witness a noticeable improvement, as they recorded (2893) km during the years (2018-2022).

Communications Activity: Fixed telephone lines (switching capacity) witnessed a clear fluctuation, as they rose to 2,243,000 lines in 2021, after being 2,021,000 lines in 2018, but then decreased again to 2,038,000 lines in 2022. As for communication towers, the number of these towers increased to (383) towers in 2022, after it was 340 towers in 2018.

Storage Activity: Through the indicators of storage activity, 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.

1-14-8: Water and Sanitation

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

1-14-9: Housing

The estimated cost index for housing activity fluctuated during the plan years, rising from (1.8) trillion dinars in 2018 to (2.9) trillion dinars in 2021, then declining again 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.

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

Culture Activity: Some cultural and artistic institutions and circles are still suffering from neglect, and some suffer from problems related to mismanagement. 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, due to the failure to approve the 2022 budget and the lack of financial allocations, which negatively affected all indicators.

Tourism and Antiquities Activity: The Iraqi government has succeeded in recovering thousands of artifacts that were smuggled and borrowed during different periods of time. In August 2021, Iraq announced the recovery of 17,321 artifacts smuggled to the United States of America, 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 were borrowed by Britain 100 years ago, which represents the second largest return operation in Iraq's history.

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

1-14-11: Spatial Development

By studying the development reality of the governorates, it appears that spatial gaps in public services persist. The indicator of the percentage of the population not served by drinking water ranged between two limits, a minimum of 3.1% in Najaf Governorate and a maximum of 37.8% in Dhi Qar Governorate. The indicator of the percentage of the population not served by a sewage network connected to treatment units ranged between two lows of 9% in Baghdad Governorate and a high of 98.2% in Diyala Governorate. The illiteracy rate



for those aged 10 years and over 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 Rural Development Survey 2016-2023 showed that the number of villages in the governorates not organized into a region reached 10,343 villages. The governorates that contained the highest numbers of villages were Diyala (1315) villages, Nineveh (1254) villages, and then Dhi Qar (1147) villages.

1-14-12: Human and Social Development

Human Development

A- Education

Pre-university Education: The net enrollment rate in primary education recorded a slight increase and reached (92.5%) in 2022 after reaching (94%) in 2018, and the net enrollment rate in secondary education witnessed a slight increase during the plan years, reaching (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 reached (262,371) students, and it rose to reach (276,953) students in 2022. On the other hand, we note from following up on the indicators of the number of kindergartens (government and private) that there is a clear decrease, as it reached (1259) schools in 2018, and decreased to reach (1188) schools in 2022. The number of primary schools (government and private) witnessed a significant increase, reaching (17,235) schools in 2018, rising to reach (18,631) schools in 2022.

University Education: By following up on the indicators of achieving the goals of the education sector 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 (40.7%) in 2022 compared to 2018. On the other hand, we find that there is a fluctuation in the number of primary health care centers. The year 2019 recorded the highest number at (2808) centers, while the year 2021 recorded the lowest number at (2693) centers due to the conversion of a number of them into specialized centers for the treatment of 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. As for the educational aspect, 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 rate of female enrolment in intermediate school (aged 12-14 years) reached 56.6%. As for the rate of female enrolment in the preparatory stage at the age of (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 sports and entertainment centers for youth also decreased from 292 centers in 2019 to 257 centers in 2022.

E- Social Development

By following the social development indicators, we find a set of development indicators. The indicator of the amounts spent on the social welfare 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 significant 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 social welfare network salaries recorded a significant increase during the plan years, as it rose



from (1,141,383) beneficiaries in 2018 to reach (1,617,257) beneficiaries in 2022.

1-14-13: Sustainable Development

By following up on the goals and indicators of sustainable development, we note that there is an increase in the amount of wastewater generated by 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 in the percentage of treated wastewater to generated wastewater by (73.7%) for the year 2022, while it was (55.0%) in 2018 in all of Iraq.



Chapter Two

Population and Labor Force



Population and Labor Force

2-1: Demographic Indicators

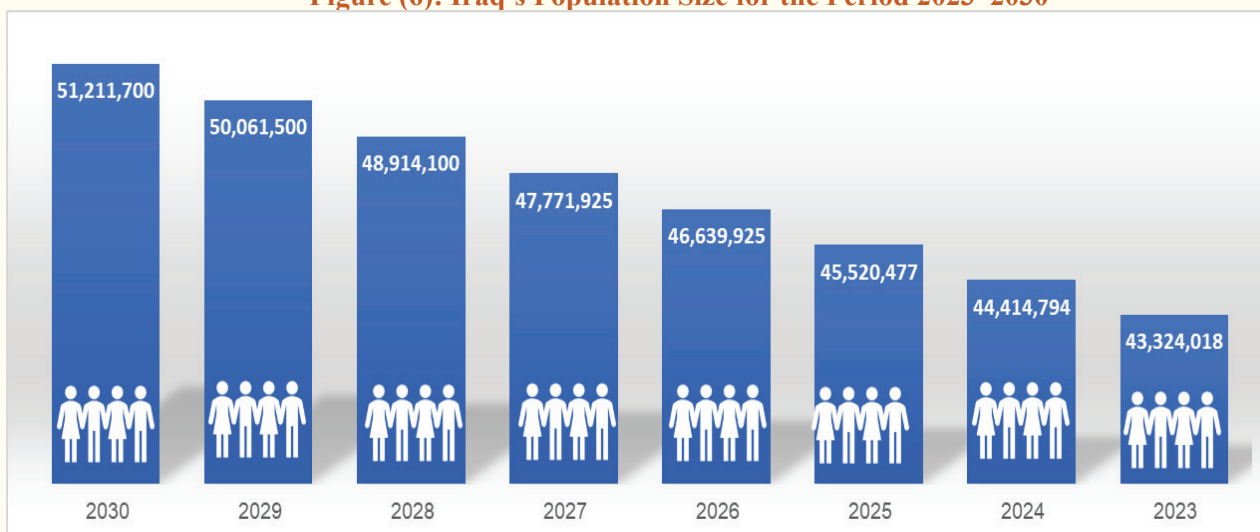
- Iraq is characterized by its young population structure, with high fertility rates. Despite the noticeable gradual decline in these rates, and the demographic change that has begun to appear in the frequent increase in the age groups of working age, it remains one of the countries with the highest 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 increase rate of approximately 840 thousand people annually. The population of Iraq (including the governorates of the Kurdistan Region) was estimated, according to population projections, at about 42.3 million people in 2022, after it was 38.1 million in 2018.
- Population projections indicate that the population of Iraq will increase during the plan years and beyond until 2030, as shown in Figure (6), as 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 localizing the demographic variable in all sectoral plans, programs and policies, and increasing 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, 8.6 million of whom work 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%), which is about twice the rate for males, which is (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 amounted to 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 amounted to 370,470 workers for the year 2023.

-The economic participation rate for the age group 25 years and over is (45.8%), which is higher than the rate in the youth group (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 women's potential in Iraq.

Figure (6): Iraq's Population Size for the Period 2023–2030



2-2: Main Challenges

- The continued increase in the population growth rate due to the increase in fertility rates, which will cause a doubling of pressures on the rate of resource consumption, and on the provision of infrastructure and ensuring the comprehensiveness of its services to all residents.
- The continued population movement, which causes overcrowding in cities to multiply, has negative repercussions on the services provided in urban areas by the state, and the emergence of the phenomenon of slums, in addition to other negative social problems.
- The phenomenon of early marriage and pregnancy continues, with high divorce rates.
- The continuous postponement of the general population census, which was supposed to be carried out every ten years, as the last comprehensive population census was conducted in 1987, while the 1997 census did not include the Kurdistan region.
- The youth unemployment rate is high, especially in poor governorates, as the highest unemployment rate for youth (15-24) years old was in Dhi Qar and Muthanna governorates, at a rate of 49.3% and 48.3%, respectively.
- The expansion of the informal sector in the economy, with the percentage of workers in the informal sector reaching 68% of the total workers.
- The number of child and juvenile workers in the Iraqi governorates (except for the Kurdistan Region) reached (632) child and juvenile workers for the year 2023. This number is very small, but is much larger in the unorganized private sector. As for the number of inspection tours, it reached (275) according to statistics from the Ministry of Labor and Social Affairs for the year 2023.

2-3: National Population Policy Document

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

- Making quantitative and qualitative changes in the lives of the population to achieve sustainable development in accordance with Iraq's Vision 2030, achieving justice and equal opportunities, while achieving population growth rates consistent with the requirements of economic growth and social development, maintaining a balanced age composition, and achieving progress in the characteristics of the population and in their

stability and well-being.

- To achieve a significant and rapid reduction in maternal, infant and under-five mortality rates, improve fertility and population growth patterns, and enhance the population's education and health requirements, thus improving the economic and social conditions of the family and achieving significant progress in empowering youth.

2-4: Main Objectives

2-4-1: Population: Oriented Goals:

- Achieving harmonization and balance between demographic indicators 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 in a way that limits 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 Operation: Targeted Goals

- Reducing unemployment rates and providing decent sustainable employment opportunities for youth, including women.
- Creating a formal, protected labor market that enhances 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

A photograph of a construction site at sunset. The sky is a mix of orange, yellow, and blue. In the foreground, several workers are silhouetted against the bright light. They are working on a structure with many vertical rebar rods. The workers are in various poses, some standing and some bending over, engaged in their tasks. The overall scene conveys a sense of active construction and industry.

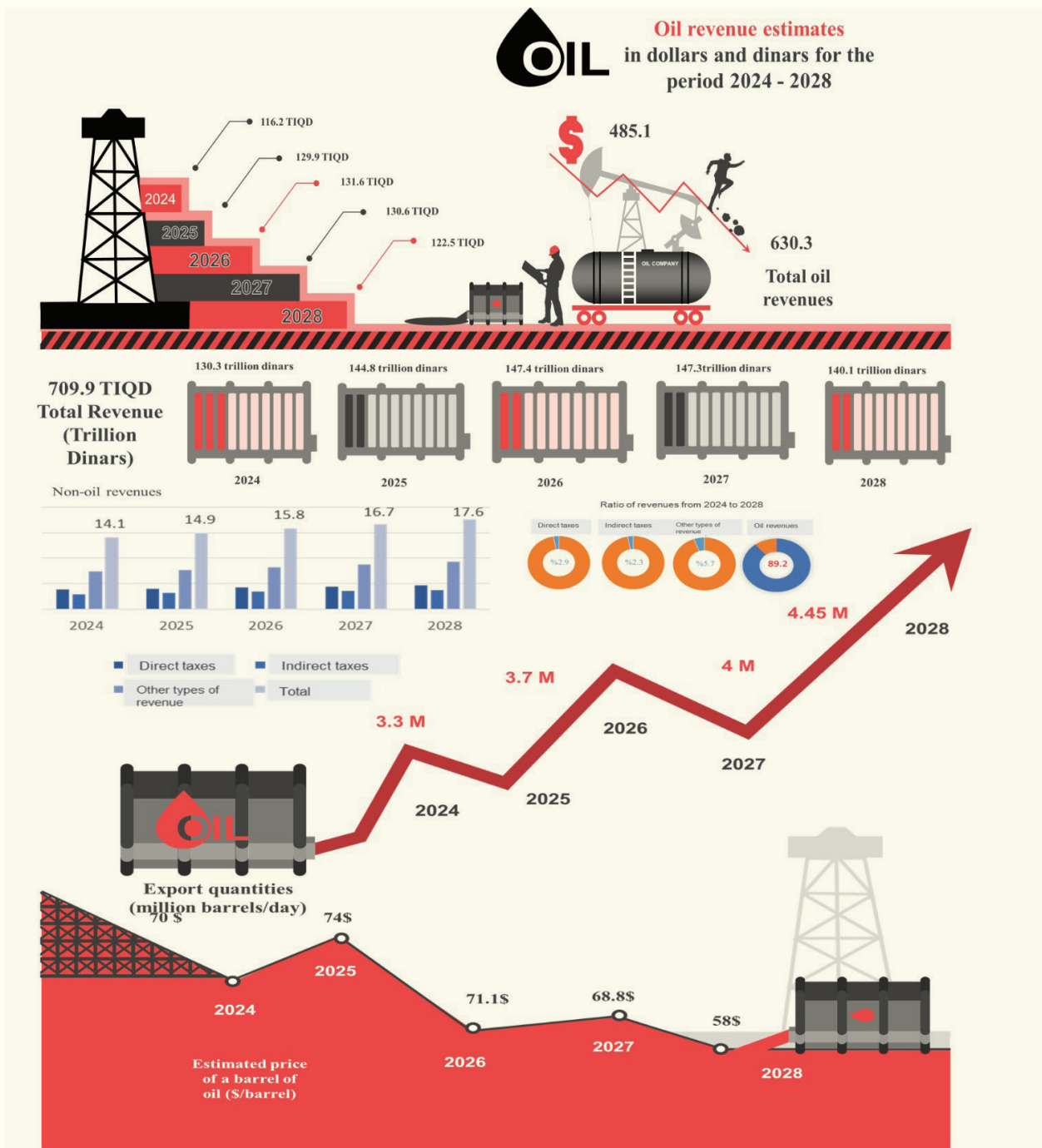
Macroeconomic Framework: Growth
and Investment

3-1: 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, based on an exchange rate of 1,300 dinars/dollar. Oil

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

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 (using 2022 as a base year), based on the fact that this rate is consistent 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 targeting was focused on the main sectors:

agriculture, industry, and tourism, as well as physical and service infrastructure activities, in accordance with what was stated in the general framework of the plan. Therefore, it is expected that the GDP will increase from 214474,1 billion dinars in 2022 to reach 264,037 billion dinars in 2028, and that the contribution of non-oil activities will increase from 39.7% in 2022 to 42.6% in 2028.

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

Activities	2022	Target % growth	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	3916,3	8	4230	4568	4933	5328	5754
Electricity and water	1148,6	7	1229	1315	1407	1506	1611
Building and construction	6534,5	8	7057	7622	8232	8890	9601
Transport	19197,3	6	20349	21570	22864	24236	25690
Trade	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 homes	10020,3	5	10521	11047	11600	12180	12789
Services	21972,7	5,3	23126	24341	25619	26965	28383
- Social development services	16494,1	5	17319	18185	19094	20049	21051
- Personal services	5478,6	6	5807	6156	6525	6917	7332
Non-oil activities	85049,5	5,7	89915	95076	100553	106366	112536
Output according to activities	214474,1	4,24	223481	232917	242804	253169	264037

Investments Required to Achieve the Output Growth Objective

The required investments to achieve the targeted growth rate of 4.24% during the plan implementation period were estimated at a total amount of 241.1 trillion dinars, of which the government sector contributes about 157.3 trillion dinars, constituting 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 have the largest share of capital formation, which will reach 27.4%, followed by the housing ownership and social development services sectors, which

will have 22.5% and 20.8% of capital formation, respectively. The water and electricity sector will receive 8.6% of capital formation, while the manufacturing sector will receive 7.8% of it, and the rest of the sectors will have varying percentages of capital formation.

With the expected target GDP growth rate of 4.24% at fixed prices, which is higher than the annual population growth rate estimated at 2.5%, the average per capita share of GDP is expected to compoundly increase by about 1.7% annually, as the average per capita share for the year 2022 (at fixed 2007 prices) amounted to about 5,077 thousand dinars and is expected to reach 5,392 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 (thousand)	Average per capita income ((thousand dinars)
2024	223481	44414	5031
2025	232917	45520	5116
2026	242804	46639	5206
2027	253169	47771	5270
2028	264037	48965	5392

3-2: Macroeconomic policies

3-2-1: Financial Policy

Total oil revenues over the period of the National Development Plan 2024-2028 are estimated on the basis of 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 the increase in export quantities from 3.5 million barrels/day in 2024 to 4.45 million barrels/day in 2028, total oil revenues during the plan period are expected to reach \$485.1 billion. By adopting an exchange rate of 1300 dinars/dollar, the total oil revenues during the plan period will be estimated at 630.8 trillion dinars, as shown in Table (3).

Table (3): Estimates of oil revenues in dollars and dinars during the plan years 2024-2028

Years	Estimated price of a barrel of 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
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 weighted to the remainder of the year. The estimates of non-oil revenues for the rest of the plan years were 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 at 5.73%. Based on this,

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 the total of the remaining types of non-oil revenues is expected to be (41.3) trillion dinars, as shown in Table (4).

Table (4): Non-oil revenue estimates 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
Total	21,0	16,8	41,3	79,1

Total Revenue Estimate

Total revenues during the plan period are expected to reach: 709.9 trillion dinar, while the percentage of oil revenues will decline from 89.2% in 2024 to reach 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-oil revenues (trillion dinars)	Total revenue (trillion dinars)	Oil revenue percentage (%)
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
Total	630,8	79,1	709,9	

Key Challenges for Financial Policy

Financial policy faces a set of challenges that limit its effectiveness in achieving its basic objectives, which include: Enhancing the growth rate of output, ensuring economic stability, satisfying public needs, redistributing national income... and other goals. The most prominent of these challenges are:

- The continued structural imbalance in the state's general budget, whether related to public revenues and the dominance of oil revenues, or to public expenditures and the dominance of the expansionary path of current expenditures over

investment.

- The continued fragility of the state's general budget, due to the state of global and local uncertainty, coupled with the imbalance in the structure of the state's general budget, which limits its ability to achieve its development goals.
- The continued imbalance in the structure of the gross domestic product and its impact on the structure of the state's general budget.
- Weak ability of the financial policy to address structural imbalances in the structure of GDP.
- Institutional and procedural challenges that limit

the ability to design financial budgets according to modern methods, which limits their ability to implement their objectives.

- Low efficiency of spending public expenditures due to weak governance procedures.
- Slow completion of public finance digitization procedures.
- The increasing financial burdens required to confront 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 corrects the structure of government spending.

Means of Achieving the Objective

1. Develop work with multi-year budgets.
2. Restructuring public spending in favor of investment expenditures and sustainable development programmes.
3. Adopting an efficient financial policy that stimulates the national economy and restructures the gross domestic product, by emphasizing 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.

Second Objective: Increasing non-oil revenues and correcting the imbalance in the structure of public revenues.

Means of Achieving the Objective

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

Third Objective: Developing and reforming the state's financial administration.

Means of Achieving the Objective

1. Working to improve public financial management and implement e-governance rules.
2. Implementation of the Integrated Financial Management Information System (IFMIS).
3. Completing the implementation of the Unified Treasury System (TSA) by implementing the Real-Time Gross Settlement System (RTGSC) for the Unified Treasury Account as a first phase.
4. Automating the procedures adopted by customs authorities through the application of the ACY-CUDA system, and activating the systems associated with it to cover all customs centers, benefiting from international cooperation.
5. A deliberate, gradual shift from budgeting items to budgeting programs and performance to enhance sustainable development trends.

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

Means of Achieving the Objective

1. Relying on national bonds to finance any potential deficit.
2. Increasing the balance of sovereign guarantees in foreign currencies.
3. Working to increase internal debt repayment rates and scheduling previous treasury transfers.
4. Prioritizing external borrowing for 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 to achieve the social dimensions of financial policy.

Means of Achieving the Objective

1. Improving the level of financial support for the poverty alleviation strategy and working to improve the level of targeting of the included groups.
2. Improving targeting efficiency for those covered by social protection programmes.
3. Strengthening the role of development funds for the poorest governorates and working to ensure efficient spending through them.



Sixth Objective: Directing financial policy to be more supportive of achieving sustainable development goals and responding to climate change.

Means of Achieving the Objective

1. Integrating the Sustainable Development Goals into public finance planning and directing public investments towards sectors that enhance the achievement of the goals.
2. Stimulating green and impactful investments, and increasing opportunities for financing environmental projects.

3-2-2: Monetary Policy

Monetary policy after the (Covid-19) pandemic was subject to the requirements of financial policy, as the monetary authority was forced on 19 December 2020, under pressure from the state's general budget deficit, and the indication of the unbalanced rise in the value of the national currency relative to foreign currency and its impact on 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 impacts on the market exchange rate, which rose on an annual average from 1196 dinars/dollar in 2019, to reach 1,482 dinars/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 4.4% until 2023. This has had significant impacts on individuals' standard of living 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 (signaling the return of work to many local productive sectors that provided many job opportunities).

The Central Bank of Iraq later made another but opposite change in changing the value of the Iraqi dinar against the dollar by reducing it to 1,300 dinars/dollar, which is the price adopted by the federal general budget for the years 2023-2025. On the other hand, it appears that there is an expansionary trend in monetary policy, as it is noted that the monetary supply in the narrow sense has increased from 77.8 trillion dinars in 2018 to 146.5 trillion dinars in 2022, with a compound growth rate of 17%. The monetary 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, with credit to the private sector equivalent to only 9.14% of oil GDP and 21.4% of non-oil GDP, much lower than its peers in the Middle East and North Africa (MENA) region.¹

The Main Challenges of Financial Policy

Monetary policy faces a set of challenges that can be summarized as follows:

- The high level of uncertainty witnessed by the world, 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 monetary supply continues to grow as a result of the adoption of expansionary spending policy, which has clear effects on the inflation rate.
- Continuing to implement the open import policy, which puts great pressure on the exchange rate of the Iraqi dinar.
- The limited role of specialized banks in financing investments in the private sector in the development field, which contradicts the economic policy orientations calling for giving the private sector an important space in development activities.
- The negative impact of the rise in interest rates on credit granted by banks on private sector investments in the national economy.
- Decrease in savings mobilization as a result of low interest rates, including real interest rates, on savings, weak confidence in the banking system and its increase on bank credit granted, which leaves negative effects on productive activity.

1- National Bank Lending Strategy in Iraq 2024-2029, Central Bank of Iraq, Baghdad, 2024, p. 17



Objectives and Means of Achieving Monetary Policy

First Objective: Support and achieve monetary and financial stability.

Means of Achieving the Objective

1. Protecting the financial system by enhancing the use of technical systems in the field of combating money laundering, as well as setting 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 upgrading banking sector services through improving access to banking services to all segments of society.
3. Managing financial stability by enhancing the monitoring of cross-border risks, by developing a strategy to manage crises and expected risks of climate, political and economic changes, and managing reserves and foreign investments.
4. Developing and improving methods for analyzing monetary policy data to enhance the efficiency of its decisions.

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

Means of Achieving the Objective

1. Adopting an interest rate that encourages savings.
2. Taking measures to facilitate the compliance process and facilitate the procedures for opening documentary credits and customs and tax collection procedures.

Third Objective: Strengthening the governance of the banking sector and financial institutions.

Means of Achieving the Objective

1. Developing and strengthening oversight, supervision and compliance with banking sector standards.
2. Restructuring government banks and reconsidering the work of private banks to be able to support investment and enhance levels of development.
3. Automating all banking activities and building an electronic network between banks throughout Iraq.
4. Continuing to develop the technical infrastructure of the Central Bank and its branches,

as well as developing the infrastructure in the banking sector by adopting the best international practices, in accordance with the frameworks and standards of central banks.

5. Enhancing and developing information security, cybersecurity and data protection.

Fourth Objective: Enhancing bank credit to stimulate productive sectors, focusing on small and medium enterprises

Means of Achieving the Objective

1. Encouraging the establishment and development of financial institutions specialized in financing small and medium enterprises.
2. Providing innovative financial instruments such as financial leasing, letters of guarantee and bonds to small and medium enterprises.
3. Developing modern and effective bankruptcy laws to protect creditors' rights and facilitate the restructuring of distressed companies.
4. Providing training and workshops to improve the efficiency of bank employees in assessing loan risks and providing appropriate financial services to small and medium enterprises.
5. Establishing information centers to provide accurate and up-to-date data on financing opportunities available to small and medium enterprises.
6. Organizing training programs to develop the administrative and technical skills of entrepreneurs.
7. Establishing business incubators and accelerators to support emerging ideas and projects.
8. Benefit from the experiences of other countries in developing the small and medium enterprises sector.
9. Providing incentives to institutions that adopt modern technology in their production and administrative processes.

3-2-3: Trade Policy

Trade policy suffers from the repercussions of structural imbalances in its provisions resulting from an imbalance in the structure of production, which causes an imbalance in the structure of the state's general budget. Imports increased from \$53.7 billion in 2018 to \$75.4 billion in 2022, at a compound growth rate of 8.9%. While exports increased from \$97.6 billion in 2018 to \$133.9 billion in 2022, at a growth rate of 8.2%, with oil exports dominating other goods, which constituted 95% of them.



The Main Challenges of Trade Policy

Trade policy in Iraq faces many difficulties and challenges that cast their shadows on the trade sector, which are represented by the following:

- Flooding the market with imported goods and services and the inability of the local product 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 overall economic policies.
- The clear imbalance in the production structure in favor of the oil sector, which is reflected in an imbalance in the structure of foreign trade.
- Iraq continues to be exposed to the impact of global crises and the impact of global value chains, which threatens its strategic imports.
- Failure to activate the legal and regulatory frameworks that regulate trade work.
- Shortcomings in trade financing and complications related to the issue of bank guarantees.
- Deficiencies in insurance activities that enhance trade exchange operations.
- Administrative and financial corruption and commercial fraud.
- Weakness and inaccuracy of the Iraqi trade exchange database.

Objectives and Means of Achieving Trade Policy

First Objective: Protecting local and emerging industries from foreign competition and confronting dumping policies.

Means of Achieving the Objective

1. Adopting a set of laws and legislations and taking measures to protect local goods and markets against foreign competition.
2. Implementing temporary protection measures, especially for emerging industries and activities, such as imposing customs duties on imports, or setting a maximum import quota during a specific period of time.
3. Adopting a system of multiple preferential exchange rates for primary or intermediate inputs of production and granting subsidies.
4. Regulating import procedures and ensuring that imported goods are subject to standardization and quality control procedures.

5. Developing governance and control methods at customs ports and emphasizing the digitization of customs taxes.

6. Unifying customs procedures at all border crossings, including those of the Kurdistan Region, 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.

7. Granting monetary benefits and facilities that give the national product a better competitive position.

8. Granting appropriate subsidies to compensate for losses incurred, especially for products that do not generate profits.

Second Objective: Developing a trade policy based on a set of objectives that support correcting the trade imbalance.

Means of Achieving the Objective

1. Adopting a trade policy that supports economic activity and is integrated with monetary and financial policies.

2. Ensuring effective coordination between the Ministries of Trade, Planning, Finance, and the Central Bank of Iraq to formulate, implement, and monitor trade policy.

3. Building an accurate information base for foreign trade at the Iraqi federal level.

Third Objective: Protecting the economy from external fluctuations that occur outside the economy, such as deflation and inflation.

Means of Achieving the Objective

1. Determining the quotas of quantities that can be imported, especially for non-essential goods.

2. Granting licenses to import a specific commodity within a specific period of time.

3. Supporting insurance activities in various foreign trade routes.

4. Entering into regional and international trade agreements to secure alternative markets and strengthen economic relations.



3-3: Private Sector and Improving the Investment Environment

This plan deals with the private sector, as it is a fundamental and important topic in it. However, it did not single out a special axis for it, but rather integrated it into its main axes to achieve clarity in the role and function, and to formulate policies and guiding goals.

This part will work to present the main topics related to the work and role of the private sector. The private sector is within the general macroeconomic framework of the plan, and works to present and analyze the directing objectives and means of achieving them. As for the details related to all of this, they are distributed among all other axes, as far as the economic role of the private

sector is concerned (at the sectoral-developmental level) or at any other level that the plan deems necessary to address, analyze, or refer to.

3-3-1: Main Indicators

- The private sector in Iraq has great material and human capabilities, but it is unable to employ them in areas of work, activities and fields that work to maximize its benefits on the one hand, and to “sustain development” on the other hand, for 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, and thus the private sector’s contribution to the GDP (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 fixed prices and the percentage of private sector contribution during the period 2018-2022 (trillion dinars)

Years	Public Sector	Private Sector	GDP	Percentage of private sector (%) contribution
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	68,1	199,1	31,0
2022	152,1	62,3	214,5	29,1
Compound (%) growth rate	-0,36	1,8		

3-3-2: Private Sector Investment Environment

- 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 covered by this index.

- The private sector operates within the framework of management and organization systems that are inefficient, overlapping in their goals and directions, and unable to deal constructively with government departments related to their work and main competencies.

- 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, and sometimes work (directly and indirectly) to sustain them, which has caused serious and multi-faceted 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 hand.

- In an attempt to limit the negative repercussions of this reality, the Iraqi government has formed a general body for the private sector that includes representatives of professional unions, industrial federations, chambers of commerce, and all economic sectors and specializations within its framework, in addition to an elite group of experts, academics, and entrepreneurs. It will later work on electing 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: Impact Investing in Sustainable Development Goals

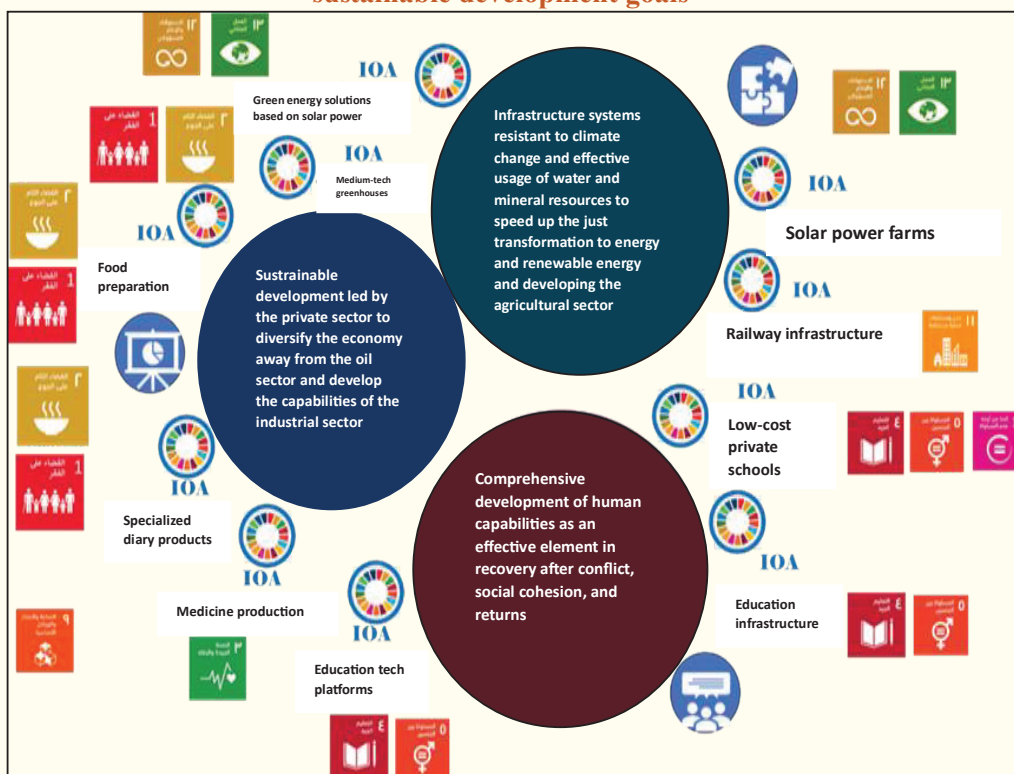
Impact investing can help encourage diversification of a country’s economic activity and investment landscape, while unleashing international private capital focused on sustainable development goals. As part of efforts to create an enabling environment for such targeted investments, the current plan is based on describing the current impact investment landscape in the country and identifying impact investment opportunities to attract international and local investors. Perception of high risks and limited access to market information are among the main barriers to investments in low development and developing country contexts, so increasing access to information and building a portfolio of bankable projects remains essential to mobilizing private sector momentum towards financing the sustainable development goals (SDGs) in Iraq.

The SDG Investor Map is a unified methodology prepared by UNDP Iraq in collaboration with UNDP’s Istanbul International Centre for Private Sector Development (IICPSD) that has selected seven sectors() 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, health care, extractive industries and mineral processing. The map reviewed the intersection of sustainable development needs and public policy priorities, to select the sector as well as its importance to provide critical impact-driven intervention areas for the private sector.

The Iraq SDG Investor Map identifies ten Investment Opportunity Areas (IOAs) with business and impact qualifications aligned with the four business criteria (fundamentally marketable, specific, broad or broad enough, and significant market position) and impact management criteria (do no harm, stakeholder relevance, and contribute to development solutions). In addition to these vital private sector investment areas, it also looks at emerging investment opportunity areas that are distinguished from investment opportunities (IOAs) due to the absence of a standard or proven business model policy. The Iraq SDG Investor Map identifies three such emerging agreements that speak to a strong national development need, are part of public policy but still need to be proven in the market. Figure (8) illustrates the concept of emerging IOAs in terms of classifying different influential business models in the country.

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



3-4 Main Challenges

- The investment environment is not conducive to the private sector due to problems related to difficulty in obtaining credit, resolving insolvency cases, poor documentary compliance for foreign trade in terms of time and costs, lack of adequate protection for investors, problems related to difficulty in starting projects and other issues. This hinders the private sector from playing a sustainable and effective role in all areas.
- The weakness of the private sector's ability to create the capital accumulation necessary to develop small and medium enterprises and transform them into large projects and (institutions), or its unwillingness to create and use this accumulation in the first place, which allows it to achieve higher rates of fixed capital formation, which leads to achieving (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 built, which would give the private sector the excuses on which it relies to justify the weakness of its role, 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 replacement of imports.
- The lack 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 the partnership 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 the Retirement and Social Security Law for Workers No. 18 of 2023 in a manner that does not harm workers and employers in the private sector, and proceeding with the establishment of the National Authority for Small and Medium Enterprises and providing a database, will overcome many of the obstacles

facing the private sector in this regard. The high costs of transitioning from the informal to the formal sector in the economy (for workers and employers together) compared to the resulting gains (as stipulated in the provisions and articles of Retirement and Social Security Law No. 18 of 2023). The high costs may push workers and employers to not comply with the provisions of this law, which weakens the impact of policies and procedures for expanding inclusion, and hinders the process of transitioning to the organized 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 with the highest 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. Weak ability and desire to invest in projects that help achieve sustainable development goals.
- Limited private sector engagement in impact investing, particularly 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, and sometimes work (directly and indirectly) to perpetuate them, which has caused serious and multi-faceted 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 hand.

3-5 The Main (Directing) Objectives of the Private Sector

First Objective: Improving the business and investment environment.

Means of Achieving the Objective

1. Promoting security and political and economic stability.
2. Ensuring compliance with the applicable laws related to the work of the private sector, reconsidering those that are no longer appropriate, and developing the appropriate legal framework for issues that are not covered by the applicable



laws and require the enactment of new laws. Management, investment, operation, protection, guarantee, incentives, empowerment and facilities related to investment protection, providing guarantees, and others that enhance business ease indicators.

3. Governance of all institutions and entities related to the work of the private sector.
4. Improving the basic infrastructure, starting to build what is not available, and completing the construction of industrial cities and science parks at the governorate level.
5. Providing maps of investment impacting sustainable development goals and potential opportunities for investment in the most important sectors.

Second Objective: Supporting small and medium 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 Objective

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 for small and medium enterprises distributed according to sub-sectors, based on the priorities of the National Development Plan (2024-2028)

Main targeted sectors	Targeted sub-sectors	Indicative focus areas in SME development
Industry	1- Construction materials industry 2- Food industry * 3- Metal industries 4- Mechanical industries 5- Pharmaceutical industries 6- Chemical and petrochemical industries 7- Mining and processing of non-oil minerals 8- Electronic and electrical industries	<ul style="list-style-type: none"> ● Exploitation of natural and human resources (especially in subsectors 1, 2, 5, 6) ● Possibility of substituting imports (for all) ● Product diversification (especially in 1, 2, 5, 7) ● Expansion/Geographic Diversity (especially in 1, 5, 6) ● Upgrading the technology used, increasing productivity rates, marketing, and distribution (for all) ● Reducing production costs (for all) ● Technical standards, 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 agro-industries	1-Intensive agriculture 2-Livestock and poultry 3-Fishing	<ul style="list-style-type: none"> ● Alternatives to import ● Sectional connections (front and back) ● Upgrading the technology used, increasing productivity rates, marketing, and distribution (for all) ● Environment, research and development, and resource recycling/recovery ● Technical Standards and Criteria, Quality Control, Quality Assurance and Certification (for all)
Tourism	All relevant sub-sectors	<ul style="list-style-type: none"> ● Human Resources ● Quality of service and certification ● Promotion and advertising ● Strategic Partnerships

2. Providing preferential incentives to encourage the transformation of small and medium enterprises into large projects, by having the owners of these projects use the surplus capital

achieved in these projects to complete the transformation process and develop these projects into larger industrial institutions in terms of size, production, operation and competitiveness.



Third Objective: Achieving the requirements of a real partnership between the public and private sectors.

Means of Achieving the Objective

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 legal framework necessary to accomplish this.
3. Developing policies and plans, and taking measures to achieve this at all levels and fields.
4. Adopting a serious privatization policy, based on the data obtained by studies related to the restructuring of public companies in Iraq, and choosing the best method to accomplish it.
5. Achieving a better understanding of the privatization process, defining all its details, and not allowing political exploitation of it.
6. Adopting a gradual approach and precisely defined time frames to facilitate the transition from government operation and management of public companies to private sector operation and management.
7. Designing necessary and sufficient incentive systems for workers and investors, to facilitate the completion of this process, including the plans, policies and procedures required to employ the surplus workforce resulting from the initiation of this process.

Fourth Objective: Develop and implement an integrated and realistic import substitution strategy.

Means of Achieving the Objective:

1. Supporting projects related to value chains (dates, poultry, dairy, etc.), starting with the least expensive and technical links.
2. Designing an incentive system to support the process of transforming the private sector from the commercial sector to the agricultural and industrial sector, and gradually alleviating the severity of the structural imbalance in private sector activities, using monetary, financial and trade policy tools.
3. Building industries based on exploiting the comparative advantage of the governorates.
4. The use of efficient control and protection systems, the level of performance of which increases with the progress made in the work of projects related to this subject, and in a way that 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 Objective

1. Building and designing enabling policies that support local investment areas in activities related to achieving sustainable development requirements (such as using low-water-intensive agricultural systems).
2. Promoting investment maps (including investment opportunities directed towards specific sectors and activities) to encourage foreign investors and international supporters to work in this field, 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 directing investment towards sectors related to sustainable development goals.
4. Reproducing impact investment maps for the Sustainable Development Goals at the local level.

Sixth Objective: Strengthening the social responsibility of the private sector and fulfilling its obligations towards its paid employees.

Means of Achieving the Objective

1. Including social responsibility requirements in the laws, instructions and regulatory standards that private sector companies must adhere to towards their employees and society as a whole.
2. Providing positive incentives to private sector companies that commit to social responsibility practices such as providing a healthy and safe work environment and training workers.
3. Conducting independent audits to verify the extent to which private sector companies comply with social responsibility standards.
4. Strengthening social dialogue with organizations representing the private sector and creating an open dialogue platform for workers who do not have representative organizations.



Chapter Four

Human and Social Development

Human and Social Development

The Human and Social Development axis focuses on the sectors of education, health, social protection, poverty, youth, women and volunteer work.

4-1: 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 that there is 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 population growth rates.
- The number of literacy centers in Iraq reached (1,299) for the academic year 2022/2023, while the number of students in literacy centers reached (66,406) male and female students, and the number of accelerated education schools reached (411), while the number of students in them was (30,806). The number of schools for adolescents reached (90), in addition to the presence of (50) schools that are not designated for adolescents, but contain classrooms for adolescents.
- The net enrolment rates in higher education (undergraduate studies) (government and private) reached (24%).
- The number of universities with 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 the percentage of females was 54%.

Main Challenges

A - Challenges of the Education Sector

1. Continued reliance on traditional teaching methods.
2. The curricula are not keeping pace with cognitive developments and modern sciences.
3. The severe shortage of school buildings in all governorates.
4. Weakness of programs for preparing and qualifying educational staff.
5. Lack of focus on early childhood development.
6. High dropout rates.
7. Unsustainability of informal education.
8. Weakness of the approved testing and evaluation methods.
9. Limited use of teaching methods in teaching, qualification and training.
10. Poor educational guidance and health care in all 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 and private universities.
2. Weakness in keeping pace with global developments in education systems and e-governance.
3. Weak funding for research in universities.
4. Weak links between the university, production institutions and the private sector.
5. Weak legislation supporting the establishment and operation of technology parks.
6. Weakness of measurement and evaluation centers according to institutional work methodologies.
7. Unfavorable competition between public and private education at the expense of the quality of education.
8. Students focus on academic tracks at the expense of technical tracks.



Directions and Objectives of the Education Sectors

Development Trends of the Education Sector

- Improving the educational and pedagogical reality of childhood in Iraq
- Improving the quality and coverage of public education
- Increasing vocational education outputs
- Improving and sustaining education and services provided to people with disabilities and special needs
- Effective governance in the management of educational and teaching institutions

Objectives and Means of Achieving Them

First Objective: Early childhood development.

Means of Achieving the Objective

1. Increasing the number of kindergartens in all governorates by 96 schools.
2. Expanding the establishment of undergraduate departments in universities that focus on early childhood.
3. Adopting enhanced curricula for early inculcation of authentic values, citizenship, humanity, tolerance and respect for others.
4. Adopting teaching methods based on analysis, dialogue, and deepening knowledge.
5. Providing care and psychological health for children, especially in displacement areas and poor governorates.
6. Developing educational and pedagogical staff specialized in early childhood.
7. Providing the financial, material and human requirements for institutions that care for early childhood.

Second Objective: Ensuring good and comprehensive education at all levels of general education (formal and non-formal) and rehabilitating and developing infrastructure.

Means of Achieving the Objective

1. Providing sustainable infrastructure through:
 - Rehabilitation, development and construction of school buildings and infrastructure and the shift towards green buildings.
 - Building 3000 schools, including:
96 kindergartens.
Building 1100 primary schools with 12 classes.
Building 550 primary schools with 18 classrooms.
Building 1254 secondary schools with 18 classes.

2. Developing all educational staff according to the latest modern methods and patterns of education, and developing the capabilities of school administrations.

3. Partnership with the private sector by attracting investments from the private sector to establish low-cost schools.

4. Expanding literacy and adult education programs and developing their curricula.

5. Increasing the number of buildings for literacy centers and accelerated education schools by 700 schools.

Third Objective: Increasing enrollment rates in schools and reducing dropout rates.

- Increase net enrolment rates in kindergartens to 15% in the target year.

- Increase net enrollment rates in primary school to 99%.

- Increase net enrollment rates in intermediate school to 70%.

- Increase net enrollment rates in preparatory school to 40%.

- Increase net enrolment rates in vocational education to 4%.

Means of Achieving the Objective

1. Amending 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 education for girls, adolescents and poor children.

3. Linking education with conditional incentives to social protection programmes.

4. Launching policies that enhance student health (school health, school nutrition) with a focus on the poorest and most remote areas.

5. Interest in psychological and educational guidance centers and school health in all stages of general education.

6. Strengthening ties between family and school and creating online applications for follow-up and communication.

Fourth Objective: Developing approved curricula, testing methods and evaluation

Means of Achieving the Objective

1. Developing the capabilities of educational staff in updating curricula, assessment methods and tests.

2. Applying electronic technologies, modern teaching methods, and using educational and



pedagogical illustrative means in formal and informal education.

3.Greening curricula (supporting sustainable development).

4.Developing the student's self-cognitive functions.

5.Supporting educational laboratories according to the approach of stimulating innovation and creativity.

6.Cultural exchange and participation in international tests.

7.Developing and training in assessment and evaluation methods in the educational institution.

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

9.Developing educational platforms and digitizing curricula to provide educational resources and interactive events.

Fifth Objective: Increase the efficiency of administrative governance.

Means of Achieving the Objective

1.Strengthening integration paths at the central and local levels and activating the boards of directors.

2.Effective application of institutional performance evaluation methodologies.

3.Effective application of administrative governance principles.

4.Digitization of management systems in educational institutions and facilitating the exchange of information.

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

Means of Achieving the Objective

1.Updating the curricula and keeping them in line with the requirements of the labor market.

2.Improving student enrolment rates in vocational education.

3.Developing workshops that meet the educational needs (practical training) assigned to them.

4.Supporting innovative projects for students within the framework of vocational education.

5.Increasing the number of vocational schools, workshops and laboratories and establish innovation centers.

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

Means of Achieving the Objective

1.Increasing the number of qualified teaching staff in the field of special education.

2.Increasing the number of inclusive classes.

3.Providing infrastructure that takes into account people with disabilities and special needs in educational institutions.

4.Allocating sufficient resources and ensure the provision of necessary equipment for people with special needs.

Development trends of 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 the problems of society and the labor market.

-Achieving alignment between education outcomes and labor market needs.

-Digital governance for the higher education sector.

Objectives and Means of Achieving Them

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 Objective

1.Implementing a clear policy for university admissions that takes into account the needs of national and sustainable development.

2.Establishing and developing a digital university admission portal based on artificial intelligence systems.

3.Expanding the admission system for technical education.

4.Striking a balance between the numbers of students enrolled in undergraduate and graduate studies and technical and academic specializations in accordance with development requirements and in a manner consistent with the requirements of the labor market.

5.Linking innovations in colleges, departments



and graduate programs to global trends and taking into account spatial and demographic dimensions and development gaps.

Second Objective: Raising the enabling capacity of higher education institutions and increasing their efficiency and effectiveness.

Means of Achieving the Objective

1. Completing projects prepared for universities, including newly established/young universities, from the state's general budget.
2. Expanding, rehabilitating and constructing buildings and infrastructure for universities and colleges according to quality standards and the shift towards green buildings.
3. Developing teaching staff and university leadership.
4. Updating the mechanisms and criteria for selecting university and administrative leaders.
5. Effective implementation of institutional excellence standards and digitization of supervision and evaluation.
6. Using information technology in university management, supervision and evaluation systems.
7. Strengthening integrity, transparency and accountability measures.

Third Objective: Creating a generation of graduates that keeps pace with global trends and market needs.

Means of Achieving the Objective

1. Establishing technical colleges/institutes and rare specializations in government and private education in accordance with the regulations.
2. Updating academic curricula and training programs that enhance sustainability principles.
3. Developing incubators and technology parks and holding job fairs, linking them to the needs of the labor market.
4. Strengthening industrial consulting and engaging the field of work with ministries and institutions.
5. Developing technical education and encouraging enrollment in it.
6. Empowering the rehabilitation and employment departments and following up on graduates by adopting training programs according to the requirements of the labor market.
7. Using modern technologies in teaching, assessment and testing.

Fourth Objective: Raising the quality of scientific research and enhancing innovation in a way that contributes to strengthening the knowledge economy.

Means of Achieving the Objective

1. Developing scientific research systems and establishing specialized centers for innovation and scientific research in public and private universities.
2. Improving the reliability of Iraqi academic journals and increasing the rate of publication in reputable national and international journals and containers.
3. Adopting modern methods in evaluating and supporting sound scientific research.
4. Increasing the reliance on scientific research outputs to solve problems facing ministries, institutions and society.
5. Accreditation of digital and virtual university libraries.
6. Encouraging scientific research directed towards promoting sustainable development and improving the environment.
7. Strengthening financial allocations in the general budget for scientific research.

Fifth Objective: Creating universities with high social responsibility.

Means of Achieving the Objective

1. Supporting centers that provide services to society and environmental protection in universities, such as (Environmental Research Center, Community Research Centers, Community Service Centers).
2. Intensifying volunteer work and community participation in universities.
3. Expanding guidance and counselling activities and supporting psychological counselling departments in universities.
4. Activating solidarity funds for poor students.

4-2: Health Sector

4-2-1: Health Indicators

• The number of people 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 relatively higher than the increase in the number of health centers. As for the indicator of the population served by secondary and tertiary health care centers, it witnessed a slight decrease for each government



hospital, from 164,073 people/hospital in 2018 to 163,806 people/government hospital in 2022.

- The neonatal mortality rate per 1,000 live births decreased in 2022 to reach (14.2) compared to (14.5%) in 2018. The infant mortality rate per 1000 population increased from (19.5%) in 2018 to (19.8%) in 2022, while the target was (14%). This is a negative indicator due to many reasons, including low health awareness, early marriage, child marriage, lack of interest in the health and nutrition of pregnant mothers, and others. As for the mortality rate of children under five per 1000 population, it did not change, as the rate stabilized at (24.1) cases between 2018-2022. As for life expectancy at birth: It rose to reach (75.3) years in 2022 compared to (70.8) in 2018, which reflects a relative improvement in the 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 high coverage of the diphtheria, tetanus and pertussis vaccine (triple vaccine) for the year 2022 compared to 2018. It is 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 children who have not received the vaccine.

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

- There was a significant increase in the number of AIDS cases 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 injuries and deaths, such as poor awareness, lack of sexual culture, misuse of medical tools, 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 index reached (2.8)

in 2022 after its value was (3.1) in 2018, while 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 increased government efforts 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 personnel 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 Obstetrics and Gynecology Department also decreased by (-58.9%) in 2022, becoming 7.4% compared to 2018, when it was 18%.

4-2-2 Main Challenges

- Despite the availability of human resources in Iraq, the challenges are still great in the field of working health cadres of medical workers and nursing cadres, the imbalance in the distribution of cadres and the inadequacy of training, with indications of a decline in the level of educational outcomes for medical health cadres, in addition to the unsuitable working conditions to maintain competencies.

- Limited efficiency of the health system, insufficient and outdated infrastructure of health institutions.

- Weak coverage of the total need of health institutions for medicines, vaccines, modern medical devices, services, laboratories, radiology devices, and medical devices 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 providing services, especially early childhood development.

- Weak coverage of health institutions for mental health-related illnesses.

- High rates of communicable and non-communicable diseases due to limited use of health prevention methods.

- Delayed implementation of the Citizens Health Insurance Law.



4-2-3 Health Sector Trends

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

Objectives and Means of Achieving Them

First Objective: Expanding and developing the infrastructure to improve coverage of health services throughout Iraq.

Means to Achieve the Objective

1.Expanding the establishment of public and specialized hospitals to ensure comprehensive coverage throughout the country.

2.Increasing the number of primary health care centers that provide family planning services.

3.Increasing the number of health centers operating with the family health approach in health departments.

4.Completing the stalled projects included in the state's general budget (100, 200, 300 and 400) beds.

5.Establishment of hospitals included in the state's general budget (100, 200 and 400 beds).

6.Developing specialized centers such as cancer centers and cardiovascular surgery centers at sufficient 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 Objective

1.Expanding health services in hospitals, health centers, care centers and specialized centers.

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

3.Providing medicines and vaccines and improving vaccination services within the expanded programme on immunization.

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

5.Ensuring the provision of medical supplies, equipment, services, materials and laboratory diagnostic tests for primary and secondary health care.

6.Opening specialized health units to care for pregnant women, mothers and children, especially in villages and remote areas, and providing health and psychological support.

7.Establishing centers for health research and development and supporting innovation in providing health services.

8.Implementing the electronic system to manage the health insurance project, issuing electronic health insurance cards, and taking biometric fingerprints for health insurance subscribers.

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

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

Means of Achieving the Objective

1.Increase access to vaccines.

2.Support the prevention of AIDS, viral hepatitis and sexually transmitted infections and improve services for people living with HIV, viral hepatitis and sexually transmitted infections.

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

4.Ensuring sufficient and sustainable quantities of blood and 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.

5.Developing protocols and guidelines for mental health and addiction.

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

Means of Achieving the Objective

1.Developing specialized medical staff and supporting them through an efficient motivation system.

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



3. Building an efficient distribution system for medical, health and nursing personnel, taking into account the size of the population and the geographical distribution of health institutions.

4. Establishing rare specialized medical programs in educational institutions and including them in scholarship programs.

5. Supporting the holding of international medical conferences.

6. Supporting creative medical and health staff.

Fifth Objective: Health Sector Governance

Means of Achieving the Objective

1. Implementation of the e-governance system.

2. Activating comprehensive health monitoring programs.

3. Digital governance of private sector activities in the health sector.

4. Updating and developing the database of patients in specialized units and centers.

5. Building a unified record of storage systems for warehouses of medicines, vaccines, equipment and medical supplies.

6. Building a complete, shareable patient record.

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

Means of Achieving the Objective

1. Expanding investment opportunities in the private health sector.

2. Completion of joint operating models for new completed large hospitals.

3. Providing specific standards to ensure quality in services provided by the private health sector.

4. Ensuring effective participation of the private sector in implementing the health insurance law.

5. Encouraging volunteer work by medical and health personnel in poor, fragile and post-conflict areas through volunteer campaigns to treat patients, provide medicines and support low-income families and families with disabilities and special needs (mobile clinics).

4-3: Social Protection

4-3-1: Main Indicators

● The poverty rate in Iraq reached (20.05%) according to the data of the 2018 Poverty Monitoring and Evaluation Survey, which showed that there is a disparity in poverty rates between governorates, as the southern regions still indicate

high poverty rates, affected by many economic, social and political factors.

● Increasing the spending rate limit 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 by a man covered by the social protection network headed according to the inclusion categories for the last batch for the year 2023 amounted to (1,455,864) families, or 63% of the total families, while the data showed that the number of families supported by women amounted to (546,748) families, or approximately 37%, which shows that the total amounted to (2,002,612), an increase of 75% over 2018. This is due to the increase in inclusion and targeting and the effects resulting from the Covid pandemic, the war against the terrorist ISIS militia, in addition to the decline in the value of the Iraqi dinar against the dollar. However, the percentage of households headed by women is small, which indicates the need to develop targeting methods to reach women, especially with the increasing effects of climate change, which have cast their shadows on large segments of the population, including women, who played the largest role in the agricultural sector, especially 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 households headed by women amounted to (438,281) at a rate of 38%.

● Social Security: The total number of beneficiaries in the private sector reached (109,313) workers, distributed as follows: (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 2016 (excluding the governorates of Nineveh, Anbar and the Kurdistan Region) indicate that the number of persons with disabilities in Iraq is (1,357,063), and thus they constitute (5.2%) of the total population of Iraq. The number of male persons with disabilities is (776,721), constituting (57.2%) of the total number of persons with disabilities, and (5.9%) of the total male population. The number of female persons with disabilities is (580,342), constituting (42.8%) of the total number of persons with disabilities, and (4.5%) of the total number of females.



4-3-2 Main Challenges

- The multiplicity of official bodies dealing with people with disabilities leads to the lack of accurate and reliable data on their numbers.
- Inaccurate targeting of social protection programmes.
- Lack of comprehensive and robust databases.
- The percentage of funding for the social protection sector in the state's general budget decreased in previous years.
- The low level of services provided to people with disabilities and special needs, and the weak implementation of Law No. 38 of 2013 for the Protection of People with Disabilities.
- The obsolescence of the infrastructure of orphanages, homes for the elderly and people with disabilities, their small numbers and their poor geographical distribution.
- The number of orphans, the stranded and the homeless is increasing.
- The increasing number of people with disabilities and the diversity of types of disabilities.
- Low awareness of disability inclusion programmes by institutions, society and families has led to increased social stigma, alienation and exclusion of these people.

4-3-3 Trends

- Improving 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.

Objectives and Means of Achieving Them

First Objective: Access to an efficient, sustainable and responsive social safety net system for vulnerable groups.

Means of Achieving the Objective

1. Completing and implementing the social protection system reform strategy to ensure access to target groups and 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 social protection network workers.
4. Encouraging productive families and supporting handicraft and heritage industries.
5. Providing loans for income-generating projects, especially for the poor.
6. Supporting, qualifying and developing vocational training centers.
7. Strengthening the role of inspection committees to monitor the implementation of the retirement and social security law in the private sector.
8. Improving targeting criteria for inclusion in the social safety net.
9. Launching the unified registry strategy.
10. Digitization of social protection service delivery processes.

Second Objective: Greater link between reforming the ration card system and social protection.

Means of Achieving the Objective

1. Optimal utilization of the food 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.
3. Including poor social categories with additional quotas.
4. Providing subsidized sales outlets for social groups.

Third Objective: Ensuring the integration of people with disabilities and special needs into public life and the labor market

Means of Achieving the Objective

1. Launching the national policy for empowering people with disabilities in Iraq and supporting its implementation financially and legally.
2. Amend Law No. 38 of 2013 on the Care of Persons with Disabilities and Special Needs and issue instructions for its clear implementation.
3. Obligating ministries, entities not affiliated with a ministry, and the private sector to implement Article 16/First of Law No. 38 of 2013 (allocating jobs for people with disabilities and special needs, not less than 5% of their staff).
4. Securing financial allocations for the Authority for the Care of Persons with Disabilities and Special Needs to fulfil its obligations.
5. Establishing, developing and rehabilitating rehabilitation centers and operational institutes 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.

6.Participation of persons with disabilities in making decisions related to their lives.

7.Implementing the educational integration policy for people with disabilities, especially children on the autism spectrum.

8.Increasing the number of workers and specialists, training them and developing their skills to deal with this category.

9.Facilitating access to public services for people with disabilities and special needs and giving them priorities in a way that ensures their effective integration into public life and supporting and marketing the products of productive families with disabilities and special needs.

10.Enhancing opportunities for participation in social, political, cultural and environmental events.

Fourth Objective: Providing suitable housing institutions Enhanced to provide dignified living conditions

Means of Achieving the Objective

1.Increasing the number of homes for the elderly and ensuring a decent standard of life for them (aging with dignity).

2.Improving the reality of health services, especially for the elderly, and providing them with medicines and medical supplies.

3.Providing and supporting psychological and social rehabilitation services and activating the role of the guide and researcher for the elderly, orphans and juveniles.

4.Launching and implementing the National Policy for the Elderly.

5.Increasing financial allocation for shelters.

6.Educational and awareness campaigns on the importance of caring for the elderly, orphans and juveniles, and reducing violence and abuse.

7.Improving the services provided in various homes for the care of juveniles, orphans and the stranded.

8.Developing the capabilities of workers in social care and shelter homes

9.Holding operational workshops and supporting products and handicrafts.

10.Involving inmates in public works programmes.

11.Preparing a comprehensive program for volunteer work in various nursing homes.

4-4: Reducing Poverty

4-4-1: Main Indicators

The material poverty rate in Iraq reached (20.05%) in 2018, and there is a disparity in poverty rates between governorates, as Muthanna Governorate recorded 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	Salah al-Din	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	Muthanna	47,7
Basra	16,2	Al-Qadisiyah	52,1
Poverty rate in Iraq 20,05			

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

4-4-2: 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 deprivation of education and a high illiteracy rate.
- Poor coverage of basic health services in remote and poor areas.
- High illiteracy rate and low cognitive achievement among the poor.
- The poor are concentrated in informal settlements in urban centers, creating chronic pockets of poverty.
- Poverty continues to be linked to displacement, despite the return of millions of displaced persons to their liberated areas.
- The conditions accompanying climate change pose a challenge to achieving the goals of the development plan if areas affected by climate change witness migration from their residential areas to urban areas due to their exposure to loss of livelihoods and lack of access to basic services such as drinking water.

4-4-3: Main Objectives

The National Development Plan adopts the outcomes of the poverty reduction strategy and its activities:

- First Outcome: Higher and sustainable income for the poor and economic empowerment for poor women.**
- Second Outcome: Improved health of the poor.**
- Third Outcome: Improved education for the poor.**
- Fourth Outcome: Adequate housing and a responsive environment for the poor.**
- Fifth Outcome: Effective social protection for the poor.**
- Sixth Outcome: Addressing the impacts of climate change and food security for the poor.**
- Seventh Outcome: Emergency response activities.**

4-5: Youth

The expected trends in the age structure of the population in Iraq indicate an increase in the proportion of youth during the next two decades in light of the high fertility rates, as the age group of youth between (15-29) years constitutes about (27.4%) of the population in Iraq according to estimates for the year 2024. The total population estimates in 2024 amounted to (44.4) million people and are expected to rise to (48.9) million people in 2028, compared to the year 2018 when the total population of Iraq amounted to (38.1) million people, which means that the proportion



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 through its ability to provide education and work opportunities for large numbers of young people. This requires moving towards diversifying the country's economy, diversifying sources of income, and focusing on productive trends and the digital economy instead of the consumer

trends that characterized the previous stage. It is expected that the working-age population (15-64) will increase in 2028 to about (56.46%) of the total population. Thus, youth will remain the largest group of Iraqi society and the largest proportion of the population, especially those 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 from 2018-2028.

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

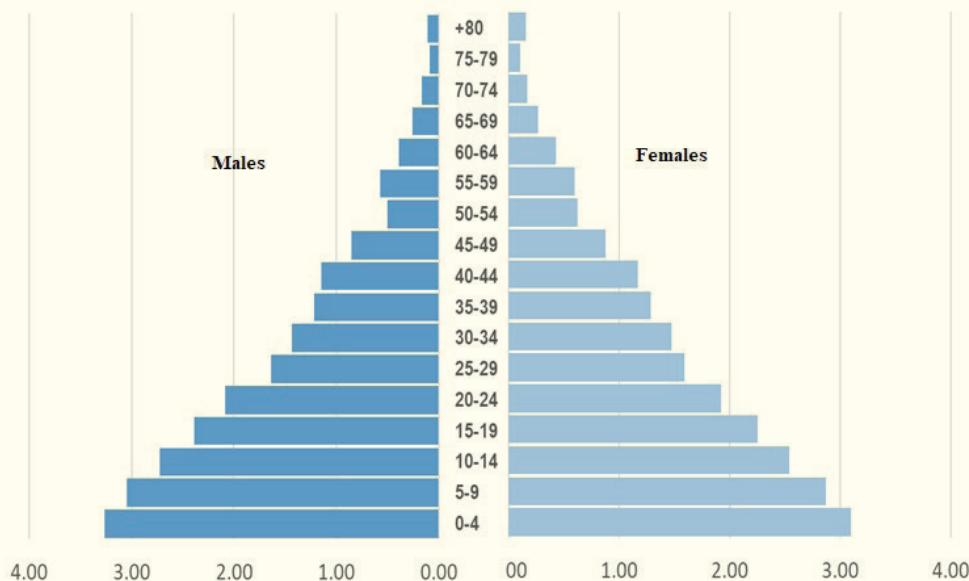
Indicator	2018	2024	2028
Total population size	38,124,182	44,414,800	48,914,100
Number of males	19,261,253	22,439,402	24,712,548
Number of females	18,862,929	21,975,392	24,201,529
Population percentage from (0-14) years	40,47	40,47	40,47
Population percentage (15-29) years	27,4	27,4	27,4
Population ratio (15-64) years	56,46	56,46	56,46
Population percentage (65 and over)	3,07	3,07	3,07

Source: Population estimates from the General Authority for Statistics and Geographic Information Systems.

The population pyramid (Figure 9) indicates the reality of the age structure of the Iraqi population, indicating that Iraqi society is still 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 Iraqi population today is under the age of thirty.

Figure (9): Population pyramid in Iraq 2023



The plan years 2024-2028 are not expected to witness a change in the age structure of the population, which means the demographic window is opening, as the percentage of the population category (15-64) will reach 56,46 % during the plan years, which indicates the economic vitality of the Iraqi population, which requires increasing investments that generate job opportunities and enhance sustainable development paths to achieve economic prosperity. The population category between (0-14) years will constitute 40,47 % of the total population during the plan years, which requires attention to childhood and early childhood.

The demographic window represents a real opportunity over the next two decades, and society must seize it urgently, as they do not represent a problem or a burden on the development process, but rather they are a basic resource for solving development problems. Through youth, advanced development steps can be achieved to ensure sustainable prosperity and 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. Given the circumstances and challenges witnessed in the past years, most notably the weakness of political and security stability, health, economic and social crises, accompanied by youth activism and demands for political participation and the provision of job opportunities, in addition to weak economic policies, low levels of service provision, worsening fragility, and high rates of poverty and unemployment, Iraqi youth face real challenges, especially since Iraq is on the verge of entering the demographic gift phase in its population situation. Therefore, a population policy was developed that aims to benefit from the demographic dividend, which is reflected in improving human capital and economic growth.

4-5-1: 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
- Youth of productive working age (age 15-64) represent approximately 56,46%.

Economic activity indicators:

- The results of the 2021 Iraq Labor Force and Unemployment Survey showed that the economic activity rates for youth aged (15-24) years amount to (33%).
- Youth unemployment rates in 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 remained large between males and females in favor of males, reaching (68%) compared to (10.6%) for females.
- The government sector is still the most attractive sector for young graduates, while the private sector was more attractive for young people with low educational levels. The percentage of unemployed people with a middle school certificate reached (14.9%) and rose among females to (36.2%) compared to (13.5%) for males. Among those who obtained a secondary school certificate, the unemployment rate reached (14.1%), rising among females to (41.6%) compared to (12.8%) among 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 rate 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 2020, while this number witnessed an increase in 2021 by (196) suicide cases, and this increase continued in 2022 by (253) suicide cases.
- Iraq is still lagging behind in youth development according to the 2020 Global Youth Development Index (YDI) , ranking 169th in education, 154th in employment opportunities, 156th in equality, 118th in health, 176th in security and peace, and 159th in political participation.

4-5-2: 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 weakness of the 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.

4-5-3: Main Objectives

First Objective: Building generations of youth protected from negative phenomena and social diseases, armed with authentic values and enhanced belonging to participate in the political process and decision-making.

Means of Achieving the Objective

1. Strengthening value systems and community cohesion that enhance human security.
2. Promoting peaceful coexistence and dialogue programs.
3. Cultural, educational and scientific activities that strengthen the value systems of young people.
4. Holding dialogue seminars and expanding the base of family interaction to enhance communication and bridge the gap between generations.
5. Raising the level of cultural and social awareness among young people, promoting authentic values and rejecting alien values.
6. Activating the role of the media in reducing and preventing social phenomena and diseases among juveniles and youth.
7. Supporting and caring for the mental health of young people, especially in poor areas and areas of displaced returnees.
8. Strengthening the oversight role of state agencies on 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 Objective

1. Developing youth empowerment capacities to enhance their participation in dialogue and decision-making.
2. Supporting young community leaders to play developmental roles that enhance community stability and sustainability and activate the Youth

Parliament.

3. Developing institutes, centers and institutions for leadership preparation and administrative development.

4. Strengthening the role of accountability institutions and establishing transparency.

5. Activating the role of civil society organizations, youth associations, and unions to develop young leaders and enhance participation.

6. Providing a supportive legislative environment and work systems to involve youth in the political process and decision-making.

Third Objective: Providing youth-friendly institutions that encourage creativity, innovation, capacity development and investment of energies.

Means of Achieving the Objective

1. Establishing and rehabilitating the infrastructure of sports clubs and youth forums and establishing model camps.
2. Activating programs to develop youth sports and cultural energies and improve skills.
3. Upgrading popular and youth five-a-side stadiums and supporting sports and cultural activities run by youth.
4. Improving the management of youth centers and forums, developing the capabilities of their staff, and enhancing programmes and activities within them.
5. Preparing a national program to support innovation among youth and creating awards to stimulate creativity.

4-6: The Developmental Role of Women

4-6-1: Main Indicators

-Indicators of the phenomenon of early marriage have increased according to the indicators of the Integrated Survey of Women's Social and Health Conditions in Iraq for the year 2021, as the percentage of women who married before the age of 18 reached (25.5%) and women who married before the age of 15 reached (5%).

-The average age of women at divorce in the age group 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, which reached 40% of the total number of



voters, which amounted to 9,629,601, while the percentage of women voters in the 2018 House of Representatives elections was 38.6%. This increase comes despite the decrease in the general participation rate in voting to 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 Women's Social and Health Status Report, indicate the following:

- The enrollment rates of rural girls in all educational stages are low. The enrollment rate of girls in primary school for ages (7-11) years is 88.5%, while the net enrollment rate for preparatory school for those aged (12-14) years is 41.8%. The enrollment rates of females in preparatory school are low, reaching 22.1%, while the rate of females enrolled in university is 11.1%, which is a very low percentage.
- The rate of early marriage in rural communities has increased to more than 29% before the age of 18.
- It also indicates a decline in the fertility rate of rural women in general and an increase in women who gave birth with the assistance of a doctor.
- The percentage of working women in rural areas was about 6.3% compared to 10.3% of working women in urban areas.
- Based on indicators of women's work in rural areas, we find that most women work in agriculture and fishing at a rate of 52%, followed by work in education at a rate of 19.7%, followed by service activities at a rate of 14.7%.

4-6-2: Main Challenges

There are a number of challenges facing the process of empowering Iraqi women, which can be identified as follows:

- The limited economic contribution of women in general and rural women in particular, as well as the increasing phenomenon of unemployment among women.
- The high illiteracy rate among rural women is due to the low enrolment rates of girls in primary education and the high dropout rates.
- The low status of rural women in the 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 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 in determining 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 entrenched male dominance in society, the specific customs and traditions that empower women, and the limited awareness of their rights.

4-6-3: Main Objectives

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

Means of Achieving the Objective

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 poor women to start their own projects.
4. Establishing clinics to provide legal advice to women, focusing on poor areas in the field of obtaining loans and registering businesses.
5. Raising awareness of the importance of providing women and girls with digital skills for their digital inclusion and providing greater employment opportunities in the private sector.
6. Developing work and communication networks by building strong professional relationships for women in the labor market and effective communication to promote their projects.

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

Means of Achieving the Objective

1. Improving education levels in rural areas to overcome the problem of enrollment, dropout and illiteracy and ensuring their access to educational and health centers.
2. Providing programmes to develop the capabilities of rural women to use modern technologies in agriculture and animal husbandry, thus improving their economic returns.
3. Reducing the phenomenon of early marriage, which is widespread in Iraq in general and in the countryside in particular.
4. Developing 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 risks it poses.

5. Building and updating a database annually on the reality of 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.

6. Designing awareness programmes in rural families to enhance the social status of women.

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

Means of Achieving the Objective

1. Providing educational and training programs dedicated to women to develop their leadership and management 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 that work to promote women's rights and empower them.

4. Encouraging flexible work policies that allow women to balance work, personal life and leadership aspirations.

5. Collecting data and statistics related to women's participation in various fields to analyze gaps and take corrective actions.

4-7: Volunteer Work

4-7-1: Main Indicators

-Religious occasions are still the largest volunteering campaigns in Iraq. In 2021, the number of visitors to the holy city of Karbala on the occasion of the Arbaeen of Imam Hussein (peace be upon him) reached 16,327,542 visitors, both male and female, served by 11,328 voluntary 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 youth (3,655 males and 1,950 females). These volunteer initiatives included various social, cultural, artistic and scientific fields.

-In 2018, the Ministry of Youth and Sports adopted the National Strategy for Youth Volunteering. The strategy framework consists of two objectives: First: Improving and increasing volunteer work opportunities, both quantitatively

and qualitatively, in a way that contributes to the personal and social growth of young people and increases the effectiveness of their participation in society. Second: Increasing the involvement of young men and women in volunteer work.

-Direct and indirect social networks among volunteers have activated what can be considered social capital to help Syrian refugees in the city of Sulaymaniyah. Volunteers have been involved in building and renovating refugee camps, maintaining good sanitation services and tools in them, providing advice, and conducting seminars and campaigns for refugees in a way that has caught the attention of researchers.

-While the pandemic represented an opportunity for the spread of volunteer work of all kinds, 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", in which 920 non-governmental organizations provided their humanitarian support to 5,655,585 citizens in all Iraqi governorates over 287 days through 64,000 volunteers from their staff of both genders and of different ages. Voluntary initiatives were divided into four types: Relief materials (11,645 initiatives), medical protection materials (7,299 initiatives), awareness campaigns (2,370 initiatives), and provision of 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.

4-7-2: Main Challenges

- Weak legislation regulating volunteer work, as there is no specific Iraqi legislation regulating volunteer work.
- Weak integration of volunteer work into development plans and programmes.
- Lack of material and moral support for volunteer work, as volunteer organizations do not receive sufficient material and moral support from government or private agencies.
- Weak awareness of some governmental and private bodies about the importance of volunteer work and the development 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.

- Lack of comprehensive databases documenting volunteer work in Iraq.

4-7-3: Main Objectives

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

Means of Achieving the Objective

- 1.Speeding up the legislation of the Volunteer Work Law in Iraq.
- 2.Unifying the institutional frameworks sponsoring volunteer work.

Second Objective: Enhancing community understanding of the importance of volunteer work and its positive impact on society, focusing on youth.

Means of Achieving the Objective

- 1.Launching public awareness campaigns on the importance of volunteer work.
- 2.Holding workshops on mechanisms for integrating individuals into volunteer work.
- 3.Establishing interactive forums that encourage positive volunteer discussion of experiences.
- 4.Adding vocabulary to early school curricula to enhance understanding of volunteering and community service and build a culture of volunteerism.

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

Means of Achieving the Objective

- 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. These programs may include social work, education, environment, culture, sports, and others.
- 3.Providing vocational training opportunities for young people and women in specific areas in which they wish to develop their skills, such as leadership skills, personal skills development, communication and time management.
- 4.Strengthening partnerships and cooperation with non-governmental organizations, educational institutions, and the private sector to provide diverse, high-quality volunteer opportunities

that contribute to the development of youth and women.

5.Providing support and guidance to young people and women as they participate in volunteer work, including guiding them in choosing the right programs for them and supporting them in achieving their personal and professional goals.

6.Encouraging young people and women to take up leadership positions in volunteer teams, and developing their leadership and communication skills.

7.Effective use of social media to promote volunteer opportunities and share positive stories and experiences of volunteers.

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

Means of Achieving the Objective

- 1.Communication and institutional cooperation by establishing institutional relationships with schools and universities to determine their needs and cooperate in developing volunteer programs that meet the needs of students and youth.
- 2.Organizing awareness-raising 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 necessary financial support and resources to implement volunteer activities and providing opportunities for young people to participate effectively in them.

Fifth Objective: Motivating public sector workers to provide voluntary community services.

Means of Achieving the Objective

- 1.Linking job performance evaluation to voluntary community service performance.
- 2.Encouraging initiatives presented by employees within the framework of volunteer work and forming teams and groups for charitable work related to the organization's function.



Chapter Five

Sectoral Development

5-1: Agriculture and Water Resources Sector

5-1-1: 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 then the value of oil sector production declined compared to the relative importance of non-oil sectors, in the years in which its contribution increased, in addition to the agricultural sector being exposed to the effects of climate change and the scarcity of water available for agriculture. As for the cultivated area, it 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. Wheat is one of the most important strategic crops, and its actual production reached (2.6) million tons in 2022.

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

Figure (10): Contribution of the agricultural sector to GDP (%)

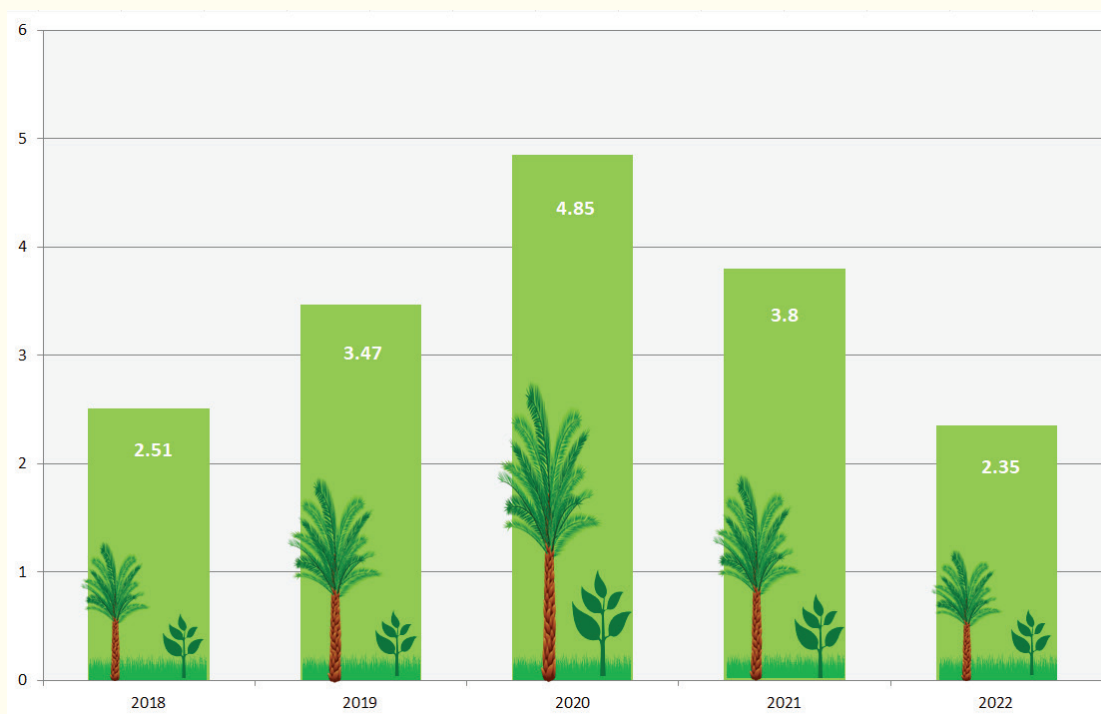


Table (10): Cultivated areas and revenues of the Tigris and Euphrates rivers for the years (2018-2022)

Year	2018	2019	2020	2021	2022
(Cultivated area ^(*) (million dunums)	4,436	12,047	15,141	14,425	11,224
Percentage of the cultivated area out % of the arable area	15,8	43	54,1	51,5	40,1
The 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.

5-1-2: 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 another, 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 the level of agricultural productivity was reflected in the emergence of a deficit in covering Iraq's food needs, and thus the inability to secure food security requirements.
- The agricultural sector relies heavily on imported supplies, which has led to high costs of production inputs, in addition to water scarcity and the spread of salinity, which has negatively affected the management of agricultural operations.
- The weakness of the 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 growth of the agricultural sector.
- The fragmentation of agricultural ownership is due to inheritance factors and the small size of agricultural units and holdings, which have affected the determination of the crop structure and the use of mechanization and modern agricultural techniques, in addition to urban encroachment on agricultural lands without any legal deterrent.
- Weak agro-industrial integration (agricultural processing and food industries).
- The deterioration of the productivity of natural pastures, the spread of desertification, the encroachment of sand dunes and dust storms, which negatively affected 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 is the basis for developing development plans.

Water Resources Challenges

- Decrease in the volume and quality of water imports: (decreased water imports, deterioration of water quality and high salinity levels in the Tigris and Euphrates rivers, failure to reach binding international agreements with neighboring countries sharing water to share water imports and ensure a fair water share based on the principle of sharing damage between upstream and downstream countries). Water imports decreased, as the previous plan years faced major challenges in the decrease in annual water revenue, especially for the years (2018, 2021, 2022), as they amounted to (32.96), (31.18), (25.51) billion m³, respectively, and they are in continuous decline as a result of irrigation projects.
- Water resources in Iraq are negatively affected by climate change, which has led to a decrease in water imports from the Tigris and Euphrates rivers and a water scarcity that reaches the point of drought.
- The high rate of irrigation water waste is 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 irrigation.
- Weak investments in water resources projects in order to keep pace with the development of 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 withdrawal of groundwater and random drilling of wells without obtaining the approval of the Ministry of Water Resources.
- Failure to adhere to the annual agricultural plan that is developed according to water storage and water imports.
- Weak institutional and legislative system 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 shocks, which may affect the dams and barriers that are being built in the future.



Table (11): Target Performance Indicators for the Ministry of Water Resources (2024-2028)

Performance measurement indicators	2022	2024	2028
Area of arable land (million dunums)	28	28	28
Rehabilitation of irrigation projects (thousand acres)	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

5-1-3: Main Objectives

First Objective: Achieving sustainable food security

Means of Achieving the Objective

1. Drafting a development strategy to achieve food security, through optimal exploitation of natural, human and financial resources to increase production and achieve a better food security situation at the family level to reduce the phenomena of poverty and unemployment.
2. Establishing agricultural insurance companies, associations and specialized companies concerned with various agricultural sector activities such as mechanization, marketing, transportation and post-harvest operations.
3. Developing infrastructure for the agricultural sector.
4. Securing strategic storage capacities for basic crops by including new projects that keep pace with the development in storage technologies, in a manner that suits the geographical nature of Iraq, and 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 in them, in

addition to rebuilding the silos destroyed as a result of military operations.

5. Protecting local products and supporting agricultural producers by imposing fees on imported agricultural products and placing part of their proceeds in a special fund to support agricultural producers.

6. Adopting the establishment and creation of integrated and modern agricultural-industrial complexes.

7. Developing the banking sector and providing banking and customs facilities to stimulate the private agricultural sector.

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 Objective

1. Efficient management of water resources in terms of planning and implementation.
2. Optimal utilization of water resources by improving the efficiency of field irrigation, increasing the efficiency of water transfer using lined and tube canals, and using modern irrigation and water harvesting techniques.

3. Updating a solid database on the quantities and types of water that can be provided and future needs, and working on building a database of information and analyzing 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 efficient and rational use of water resources.

5. Removing encroachments on the main river channels and adhering to the governorates' water quotas.

Third Objective: Working to provide sustainable water resources in Iraq

Means of Achieving the Objective

1. Reaching binding agreements with upstream and downstream countries and establishing mechanisms for continuous monitoring (quantity and quality) of water coming from upstream riparian countries.

2. Sustainable use of groundwater according to the annual renewable groundwater storage.

3. Continuous monitoring of water (quantity and quality) coming from riparian countries upstream, preventing its pollution, and holding negligent parties accountable.

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

5. Investing in the development of non-traditional water resources.

Fourth Objective: Strengthening adaptive capacity to the impacts of climate change.

Means of Achieving the Objective

1. Focusing on the rehabilitation, maintenance and operation of storage facilities such as dams and tanks built in Iraq.

2. Paying attention to the diversion irrigation dams and small dams in the center and south and maintaining them so that they can withstand potential water waves (floods).

3. Storing rainwater by constructing small dams for the purpose of harvesting water and feeding groundwater in the Western and Eastern Desert regions.

4. 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 its technical and economic feasibility.

5. Addressing the problem of salt tide in the Shatt al-Arab.

6. Developing and disseminating drought and salinity tolerant crop varieties with short life cycles.

7. Emphasizing community participation of organizations (governmental or civil) and media and educational institutions in water guidance.

5-2: Oil and Gas Sector

5-2-1: Sectoral Indicators

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

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

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

5-2-2: Main Challenges

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

- Delay in developing the infrastructure for



extraction and production systems and projects to enhance field productivity and export crude oil, with limited export outlets.

- Not updating oil and gas reserve maps.
- The significant growth in the consumption of petroleum products, mainly gasoline and gas oil.
- The obsolescence of operating refineries, the operation of northern refineries at rates lower than the 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 the decline in the quality of oil products.
- Delay in implementing new crude oil pipeline networks to connect the northern and southern regions.
- Low storage capacity.
- Insufficient infrastructure to collect, compress and treat gas.
- The high consumption of dry gas for power plants is not consistent with gas investment plans.
- Delay in the implementation of dry gas and liquid gas pipelines in line with the expected increase in gas production from gas projects currently under construction due to 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.

5-2-3: Main Objectives

First Objective: Gradually increase crude oil production to reach (6.5) million barrels per day, taking into account OPEC production limits.

Means of Achieving the Objective

1. Continuing service contracts within licensing rounds and determining spending on extraction projects by reviewing these contracts.
2. Developing national efforts through drilling operations projects, 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.

Second Objective: Increasing crude oil export capacity to (5.25) million barrels per day.

Means of Achieving the Objective

1. Developing existing ports and establishing new ports that meet all environmental and safety requirements and sustainable energy.
2. Establishing and developing crude oil transport lines and developing the marine transport fleet.
3. Finding new export outlets for crude oil.

Third Objective: Raising the storage capacity of crude oil in export warehouses to (40.1) million barrels.

Means of Achieving the Objective

1. Expansion and development of existing crude oil storage depots.
2. Establishing new warehouses such as the Nasiriyah warehouse and completing the Al-Faw warehouse.

Fourth Objective: Increasing natural gas production (4250) cubic meters per day and reducing gas flaring to its lowest levels, to be approximately (400) cubic meters per day.

Means of Achieving the Objective

1. Increasing investment in associated and free gas.
2. Creating new capacities for gas manufacturing within the new oil and gas field development facilities under development at rates commensurate with the quantities of gas produced.
3. Exploration and development of free gas reserves, which ensures independence from oil production and flexibility in meeting needs.

Fifth Objective: Rehabilitation and development of dry gas and liquid gas pipeline networks to accommodate the increase in dry gas and liquid gas quantities planned under new gas investment projects.

Means of Achieving the Objective

1. Rehabilitation of the existing gas pipeline network to increase its operational capacities.
2. Implementing strategic gas pipelines to accommodate the quantities of gas planned to be produced in light of the increase in natural gas production in the targeted production to meet the needs of local consumers for gas.



Sixth Objective: Self-sufficiency and export of derivatives, reaching a refining capacity of (1250) thousand barrels per day.

Means of Achieving the Objective

1. Modernizing existing refineries and adding new refining capacities.
2. Activating the private investment law in crude oil refining.
3. Establishing giant refineries with modern technology near export ports.
4. Establishing the necessary systems and mechanisms to rationalize the consumption of petroleum products.
5. Supporting the role of the private sector in managing and operating oil facilities or some of their accessories, and in refining activities, distributing oil products, and construction and maintenance work.

Seventh Objective: Enhancing the storage capacity of petroleum products to secure a 30-day storage capacity of petroleum derivatives, with the target being to reach a storage capacity of (10.27) million barrels.

Means of Achieving the Objective

1. Completion of the construction of the current petroleum derivatives warehouses.
2. Expanding the network of petroleum derivatives pipelines and improving measurement systems.

Eighth Objective: Preserving the environment from pollution and addressing environmental problems resulting from oil and gas activity of existing facilities.

Means of Achieving the Objective

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

Table (13): Oil and gas business performance targets (2024-2028)

Objective	Measurement indicator	Initial value 2023	The target value according to the years of plan implementation				
			2024	2025	2026	2027	2028
Crude oil production quantity	Million barrels/day	4,2	4,4	4,6	4,8	5,6	6,5
Export capacities	Million barrels/day	3,4	3,5	3,7	3,8	4,3	5,25
Storage capacities of crude oil	million barrels	37,2	37,2	38	38	40,1	40,1
Natural gas production (Free + Associated)	ft ³ /day	3000	3100	3200	3600	4000	4250
Increasing refining capacities	Thousand barrels/day	700	800	800	900	1100	1250
Ensuring a long-term supply of free gas	ft ³ /day	200	300	500	900	1200	2000
Enhancing the storage capacity of petroleum derivatives	million barrels	9,65	9,8	9,8	10,27	10,27	10,27



5-3: Electricity Sector

5-3-1: Production, transportation and distribution indicators

- **Production:** The annual rate of electrical energy production reached (15,483) megawatts during the year 2022, compared to the annual production rate of (12,086) megawatts for the year 2018, an increase of (28%). This is less than the planned (20869) megawatts. This led to an increase in imported electrical energy in 2018 from (534) megawatts to (661) megawatts in (2022).
- **Consumption:** The per capita consumption rate of production energy 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 the large violations of the distribution networks.
- **Transport:** The current transmission lines suffer from congestion as the electrical loads exceed the capacity of the transmission network. Accordingly, many projects have been completed in this sector, which included a number of secondary stations (400 and 132) kV, transmission lines (400 and 132) kV, and 132 kV cables. The added capacities in the transmission networks in (2022) amounted to (6,633) MV. That is, the total length of the transmission lines added to the national network amounted to (858.4) km.
- **Distribution:** The loads are growing rapidly and significantly in this sector due to the breakdowns in residential units, the excessive use of energy-inefficient electrical appliances, the clearing of agricultural lands and their conversion into residential units, illegal encroachments on the electrical grid, the lack of systematic maintenance work, and the weakness of accountability mechanisms and effective laws against violators.

5-3-2: 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.
- The increase in the rate of load growth and the 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 stations.

- Government weakness in managing and organizing contract files.
- Inefficiency of buildings in terms of thermal insulation.
- Weakness of the collection system and the disproportion between the selling price of a unit of electrical energy and its production cost.
- High rates of violations on the electrical network 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.

5-3-3: Main Objectives

First Objective: Integrated Management Organization of the Energy Sector

Means of Achieving the Objective

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 the Ministries of Oil, Electricity, Finance, Planning, Trade and Water Resources to ensure the integration of efforts.
3. Providing an attractive environment for local and international investments in the energy sector, and providing incentives for investment in renewable energy and clean technology projects.
4. Adopting modern technologies to increase the efficiency of energy production and distribution processes.
5. Developing renewable energy projects such as solar and wind energy to reduce dependence on oil and gas.
6. Implementing programs to rationalize energy consumption, improving energy efficiency, and raising public awareness of the importance of rationalizing energy and its effective use.

Second Objective: Increasing the generating capacity of the system and providing other capacities to cover the highest required load rate reaching (47,358) megawatts in 2028 and expansion of renewable energy projects.

Means of Achieving the Objective

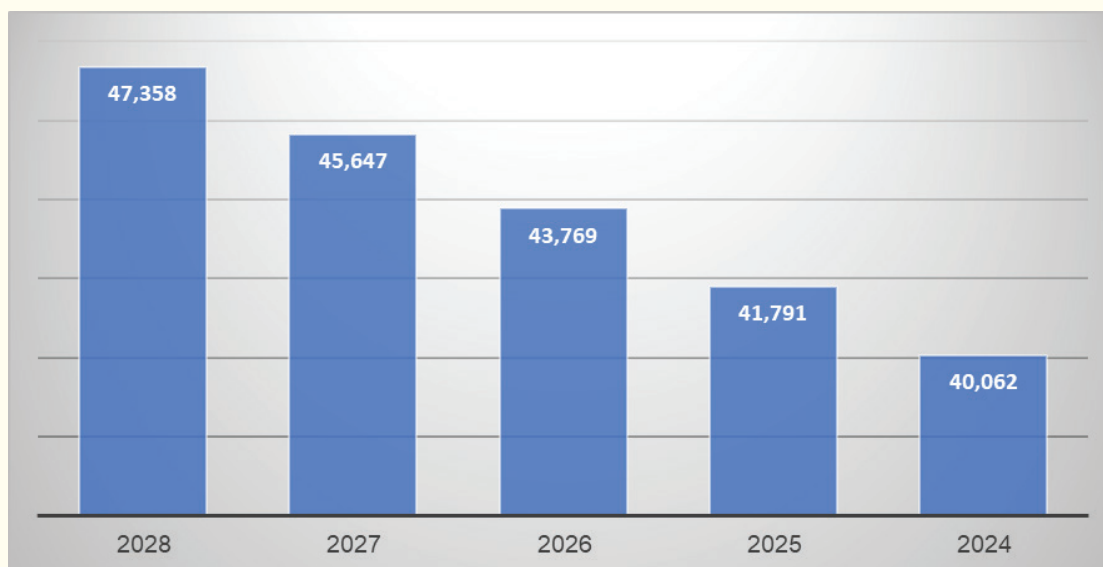
1. Establishing new generation projects and converting gas generation plants from simple cycle to combined cycle.



2. Supporting the establishment of private investment projects in the production sector, renewable energy projects, and expansion and rehabilitation projects for operating stations.

3. Completion and completion of electrical interconnection projects with neighboring countries.

Figure (11): Expected peak loads of electrical energy for the period (2024 - 2028)



Third Objective: Increasing the capacity of transmission networks to absorb the energy produced by generation stations and transfer it to distribution networks.

Means of Achieving the Objective

1. Extending transmission lines for high and ultra-high voltages.
2. Construction and installation of new secondary stations (fixed and mobile) for high and extra high voltage.

3. Rehabilitation and expansion of high and ultra-high voltage secondary stations.
4. Rehabilitating and increasing the capacity of transmission lines.

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

Line lengths and design capacities	2024	2025	2026	2027	2028
Lengths of transmission lines added 400 (kV to the national grid (km	460	720	3730	1270	10
Lengths of transmission lines added 132 (kV to the national grid (km	4510	3900	2540	1570	730
(Transmission network capacity (MVA 400	20000	17000	21000	14000	1000
(Transmission network capacity (MVA 132	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 rate of supply hours to consumers to reach 24 hours in 2028.

Means of Achieving the Objective

1. Establishment of new secondary stations projects (fixed and mobile) for medium voltage.
2. Establishment of feeder projects for medium and low voltages.
3. Rehabilitating operating secondary stations, rehabilitating working feeders, and equipping distribution transformers.

Fifth Objective: Reducing the percentage of technical and non-technical losses, increasing the percentage of readable energy from the actual consumed energy, and increasing the collection amount and its percentage from the amount of readable energy according to the targets.

Means of Achieving the Objective

1. Addressing encroachments and converting aerial networks to ground networks.
2. Expanding the application of service and collection contracts in cooperation with the private sector.
3. Implementation of smart meter systems and electronic payment of electricity bills.

Figure (12): Loss ratio (technical and non-technical) for the period (2024 - 2028)

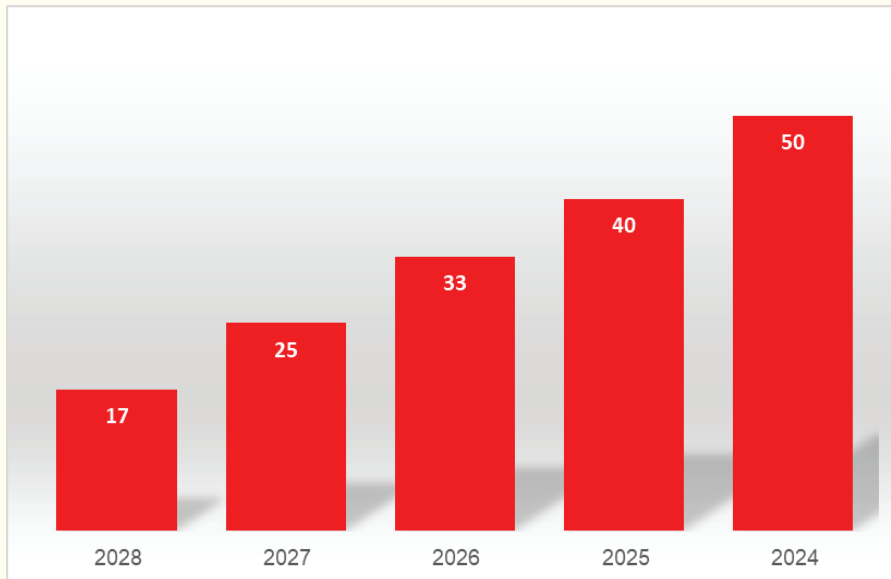


Figure (13): Ratio of read power to actual power consumed for the period (2024 - 2028)

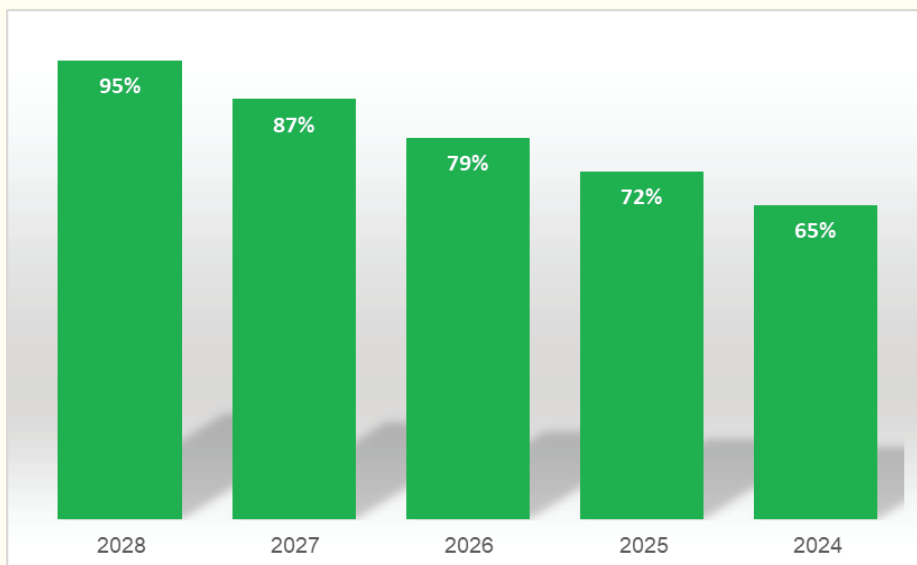


Table (15): Collective percentage of the power amount read for the period (2024 - 2028)

Collection amount (trillion dinars)	2024	2025	2026	2027	2028
	3,5	5,85	6,5	10,7	18,5
read energy amount	4,1	5,5	7,2	11,4	19,3
Collection percentage of the read energy amount (%)	85%	88%	91%	94%	96%

5-4: Manufacturing and Mining Industry

5-4-1: Main Indicators

- The value of the manufacturing sector's contribution to the GDP 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 GDP, excluding oil, was (39.8) billion dinars in 2021.

5-4-2: 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 completing these projects in terms of taxes and administration.
- The decline in the economic performance of public companies operating in this sector and the modest results resulting from the merger operations of these companies, with most of their problems remaining, represented by the weakness of the staff, weak productivity, and the obsolescence of the 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 application of laws protecting Iraqi products, and continued flooding of local markets with cheap products.
- The existence of many laws and instructions 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: Declining government support in terms of financing, deteriorating business environment, widespread 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 weak funding and supervision.
- Weak industrial financing, limited industrial financing opportunities, and the inability of the banking sector to meet investment needs in the industrial sector, which led to businessmen and investors refraining from investing in private industrial projects.
- The limited role of foreign investment in the industrial sector, as the business environment has failed to attract foreign direct investment, and these investments are directed to projects and fields that lack sustainability and focus on quick profitability.
- Problems related to the work and nature of the formation of the current institutional framework (governmental and private) which represents the main tool for managing the industrial sector.
- Market distortions, lack of competitiveness, weak interconnectedness within local value chains, and weak interconnectedness with global value chains, as the activities of this sector lack a relationship with marketing, sales, maintenance, and logistics activities related to technological and research aspects. The relationship of the local private sector with its foreign counterpart, whether through partnership or other forms, still does not exceed very simple agreements and has not taken a clear, organized, and practical form.

- 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.

5-4-3: Main Objectives

First Objective: Strengthening 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 Objective

1. Providing economic policy tools to change the structure of the industrial sector in favor of the private sector to contribute to the transition to a market economy.
2. Gradually eliminating obstacles facing the industrial system in general, and the growth of the private sector in particular, especially those related to financial and legal aspects.
3. Implementation of the National Development Plan, the Private Sector Development Strategy and the Public Sector Partnership Framework.
4. Supporting the building of efficient and effective professional organizations that lead the industrial sector.

Second Objective: Promoting sustainable manufacturing and addressing climate change and providing the requirements for sustainable industrial development.

Means of Achieving the Objective

1. Providing the requirements for sustainable industrial development.
2. Supporting manufacturing activities and patterns responsive to sustainable development goals.
3. Strengthening environmental governance and confronting climate change.
4. Adapting to climate change and reducing greenhouse gas emissions.
5. Increasing the creation of green (environmentally friendly) jobs in the industrial sector.

Third Objective: Securing an attractive environment for foreign investment in the manufacturing and mining industries (non-oil).

Means of Achieving the Objective

1. Establishing major industrial companies with joint capital between the public and private sectors through various participation methods, investing 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, competitive costs and prices.
2. Encouraging strategic partnerships with competent foreign and local investors.
3. Creating opportunities for economic partnership between national industrial companies and foreign industrial companies, provided that the partnership is carried out by equal international parties.

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

Means of Achieving the Objective

1. Restructuring of loss-making industrial establishments.
2. Providing opportunities for public-private partnerships in economically viable projects.
3. Finding incentives for early retirement in loss-making industrial establishments.

5-5: Transport, Communications and Storage Sector

- The GDP of the transport, communications and storage sector amounted to (19,470,074) million dinars in 2022 (at fixed 2007 prices), achieving a growth rate of (2.64%) during the period 2018-2022, and constituting (8.95%) of the GDP in 2022.

- Private activity contributes 94% of the output in this sector.

5-5-1: Transport Sector and Port Activity

● The transport sector consists of six activities: Port activity, sea transport, air transport, railways, passenger transport and land transport.

● Iraq has five major commercial ports: the northern Umm Qasr port, the southern Umm Qasr port, the port of Khor Al-Zubair, the port of Abu Flus, and the port of Al-Maqal. Iraq also has two



oil ports and four oil platforms for exporting oil.

- The quantity of goods imported through Iraqi ports amounted to (17,898,438) tons in 2018 and increased 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 and to (55041106) tons in 2022.

Main Challenges

- Failure to activate the Maritime Authority Law, which enables ports to carry out their activities in a broader and more efficient manner. It is also necessary to audit Iraqi ports and ensure that they meet all the safety and security requirements of the International Maritime Organization (IMO) in the main objectives paragraph.
- Lack of interest in keeping pace with development and transferring modern technology in the field of port operation and management, and the low level of qualification of personnel working in this activity.
- Competition from the ports of neighboring countries and countries geographically close to Iraq, especially with regard to prices and services, which negatively affected the quantities of goods received by Iraqi ports.
- Limited testing laboratories for foodstuffs and goods affiliated with the Ministry of Trade and Health in Basra Governorate.
- Weakness of transport lines and railways connecting to ports to transport cargo to and from Iraqi governorates to reduce the phenomenon of truck congestion.

- Very large quantities of sediment and silt washed from the Arabian Gulf collect in our shipping lanes leading to the ports.
- Delay in completing the implementation of the Al-Faw Grand Port project.

Main Objectives

First Objective: Increasing the capacity of Iraqi ports and exploiting the available unused capacities.

Means of Achieving the Objective

1. Completion of the Al-Faw Grand Port project.
2. Deepening, digging and preparing navigation channels leading to ports, salvaging sunken ships and removing sediments from navigation channels.
3. Raising the efficiency of the performance of the General Company for Iraqi Ports and introducing modern and electronic systems in the field of management and operation.
4. Updating and strengthening the fleet of marine units that provide marine services to ports.
5. Preparing marine service requirements for oil ports and the liquefied gas port in Khor Al Zubair, and digging and furnishing the navigation channels leading to the ports.
6. Contracting with an international consulting company to provide consultations and proposals to raise the efficiency and develop the performance of the General Company for Iraqi Ports to be able to compete with companies in neighboring countries.



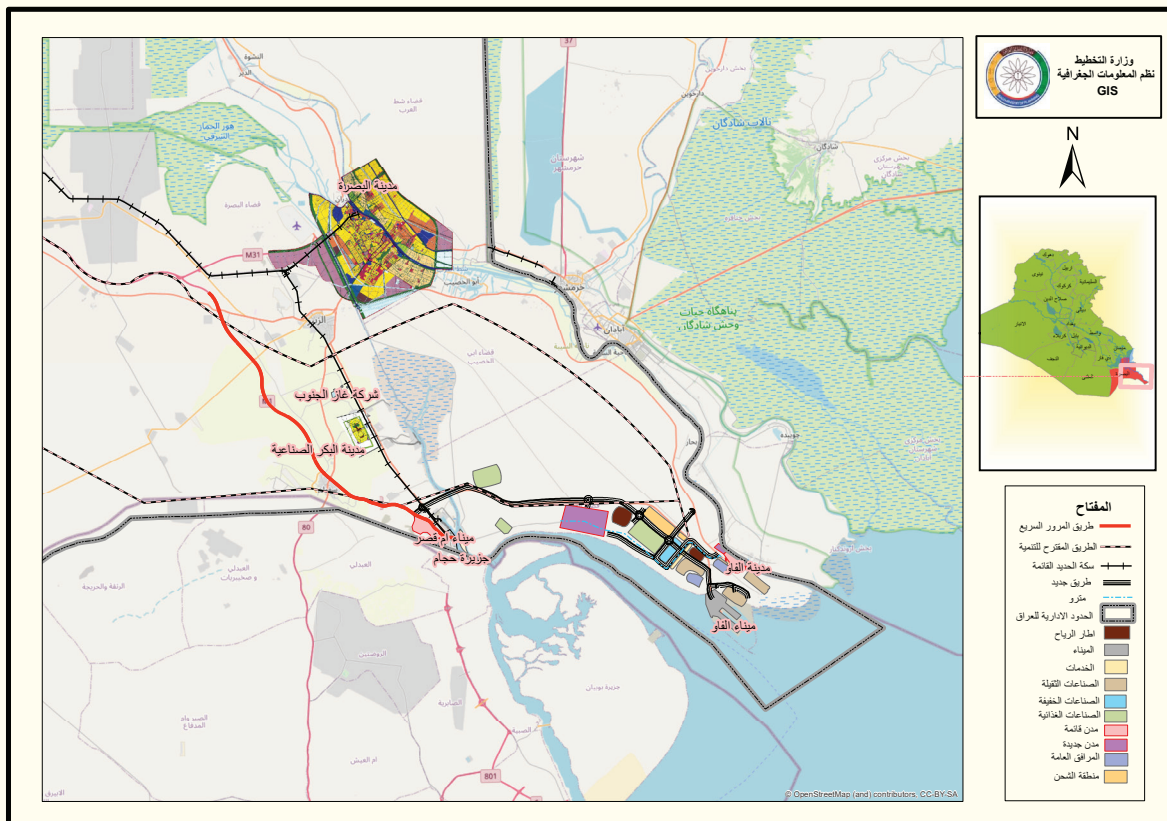
Frame (1): Al-Faw Grand Port

The port is located in 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 is a qualitative leap in its geopolitical importance to connect Iraq to the world by restoring the importance of the location linking the East and the West. Its establishment will change the global maritime transport map, and is a strategic project that connects the East to Europe via Iraq, Turkey and Syria through what is known as the dry canal.

The port has strategic importance for Iraq in particular and for 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 large scope of influence, which results in large financial returns that benefit the private and public sectors. It is one of the projects that the government program emphasized, as “the Al-Faw Grand Port project cannot be viewed in isolation from the development road project in all its details, as the two projects express a single system that represents a future pillar for the Iraqi economy.”

“Any agreement or vision for operating the Faw Port after its completion must take into consideration the requirements for operating the development road,” the development road aims to link the Al-Faw Port in oil-rich southern Iraq with Turkey to transform the country into a transit hub and “a linkage node serving” Iraq’s neighbors and the region to enhance stability and economic integration with Arab and regional countries.

Map (1): Al-Faw Grand Port Location



Second Objective: Strengthening the role of the private sector in implementing, operating and providing services to the activity of existing ports and their shipping lanes.

Means of Achieving the Objective

1. Strengthening partnerships between the public and private sectors in the areas of developing the infrastructure necessary for the operation of ports, operating and providing port services such as docking and mooring, and operating container berths.
2. Attracting foreign investments and encouraging them to work in this activity.
3. Benefiting from the expertise of consulting companies specialized in port activities.

5-5-2: Maritime Transport Activity

Main Indicators

- Iraq owns (7) ships, five of which are coastal ships that transport abroad, two internal ships that supply fuel and water, and one internal ship for transportation.
- Iraq has 6 ships as of 2022.
- The total tonnage of Iraqi ports amounted to (789) thousand tons in 2018, decreasing to (303) thousand tons in 2022.

Main Challenges

- The high costs required to establish an integrated and modern naval fleet and develop the current fleet.
- Weak infrastructure supporting maritime transport activity.
- Not joining regional maritime memoranda of understanding such as the Riyadh-Indian Ocean Memorandum of Understanding.
- Failure to activate the National Carrier Law and failure to implement 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

Objectives and Means of Achieving Them

First Objective: Increase the quantity of goods transported through the General Company for

Maritime Transport by (10%)

Means of Achieving the Objective

1. Securing the necessary investments to increase the number of ships operating in the field of maritime transport for transporting goods.
2. Improving and raising the skill and ability of the national carrier's employees.
3. Joining regional maritime memoranda of understanding.

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

Means of Achieving the Objective

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

5-5-3: Air Transport Activity

Key indicators:

- There are six international airports located in Iraq, the total number of aircraft is (43), of which (19) are out of service and (24) 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 and the administrative and technical staff, along with 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 capabilities to secure them.
- The completion of most of the projects included in the federal investment budget tables for civil aviation activity was delayed for technical, contractual and financial reasons, which led to the projects exceeding the proposed implementation periods.
- Failure to activate the joint operating system and partnership with the private sector to manage and operate this activity.



- The weakness of the Civil Aviation Authority in performing its oversight role by ensuring effective monitoring of air safety for all air service providers in the country.
- Iraqi Airways has not met the requirements of the European Aviation Safety Agency to obtain a license to operate in European airspace and airports, which has caused it to be banned from flying to Europe since mid-2015 to date.
- Incomplete aviation security and safety infrastructure at Iraqi airports.

Main Objectives:

First Objective: Raising the status of civil aviation at the regional and international levels.

Means of Achieving the Objective

1. Improving the efficiency of the national carrier's performance to comply with international standards by building alliances with reputable international companies operating in this activity.
2. Governance of the air transport sector and compliance with international standards of safety, security and air traffic management.
3. Raising the level of national training institutions to meet international standards.
4. The Civil Aviation Authority shall pass the audit of the International Civil Aviation Organization (ICAO) and then the European Aviation Safety Agency (EASA) within specific timeframes in order to pave the way for lifting the European ban on Iraqi aviation.
5. Iraqi Airways has completed all IOSA audit requirements and European ban lifting requirements to obtain the TCO certificate within a specified time period.

Second Objective: Modernization of air transport infrastructure.

Means of Achieving the Objective

1. Rehabilitation and development of basic buildings at airports, and the addition of new buildings.
2. Activating joint operations by concluding partnership agreements with regional and international entities specialized in air freight.
3. Completion of the implementation of contracts for the purchase and maintenance of the national fleet of transport and cargo aircraft.
4. Licensing of Iraqi airports and air navigation

services in accordance with national and international standards.

5. All airlines holding the Iraqi AOC certificate must pass the IOSA audit.
6. All ground service providers at Iraqi airports must pass the (ISAGO) audit.

Third Objective: Developing the level of services provided to aircrafts.

Means of Achieving the Objective

1. Using specialized companies to manage and operate 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 of Achieving the Objective

1. Adopting the approach of partnership with the private sector to establish new airports and rehabilitate and develop existing airports.
2. Involving the private sector in operating service facilities at airports on an investment basis.

5-5-4: Passenger Transportation Activity

Main Indicators

- The private sector dominates this activity, while the role of the public sector has declined significantly.
- The tendency to use small-capacity means of transportation instead of buses, and the irregularity of movement lines and times within cities.
- The number of buses of the General Company for Transporting Delegates reached (434) buses during the year 2022 compared to (640) buses in 2019. The number of passengers on the company's buses decreased from 13.9 million passengers in 2019 to 7.2 million in 2022, which implicitly indicates the expansion of private sector 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 activities of this sector and the overlap and intersection of the public and private sectors' orientations in it.
- Delay in starting comprehensive transportation plan projects (metro/suspended train/public transportation lines - rapid transit...).

Main Objectives

First Objective: Improving the efficiency of passenger transport activity and enhancing the role of the private sector in it.

Means of Achieving the Objective

1. Governance of the activity and ensuring its management and operation by the private sector.
2. Encouraging the private sector to establish joint-stock companies, especially for inter- and intra-city transport, on a competitive basis with the public sector.
3. Developing the efficiency of work, management and organization of institutions related to private transportation.

Second Objective: Implementing comprehensive transportation projects and securing their requirements through partnerships and investment.

Means of Achieving the Objective

1. Updating the comprehensive transportation plan.
2. Implementation of the Baghdad Metro project through investment.
3. Initiating rapid transportation projects between and within governorates, starting with the rapid transportation project between Najaf and Karbala.

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

Means of Achieving the Objective

1. Operating 100 new transport lines in partnership with the private sector in the city of Baghdad in two shifts and providing buses to operate on the new lines.

2. Updating the passenger transport fleet within and between cities with modern buses that meet environmental requirements and the aspirations of the target groups.

5-5-5: Land Transport Activity of Goods by Truck

Main Indicators

- The number of trucks in the private sector 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 amount of goods transported by trucks owned by the General Land Transport Company amounted to (447) thousand tons in 2022.
- The quantity of goods transported by trucks that are not owned by the General Land Transport Company amounted to (667) thousand tons in 2022.
- The weight of imported goods transported by rail and road transport amounted to 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.
- Not joining international transport agreements and not activating agreements related to neighboring countries and the lack of strategic routes for international freight transport.
- The activity lacks governance mechanisms that regulate its work, and there is an absence of accurate data that expresses this activity.
- The aging of a large number of trucks in the fleet of the General Company for Land Transport, and the backwardness and deterioration of the administrative and operational apparatus.
- No commercial exchange areas within the borders of large cities and determining the timing of movement in them.
- The absence of areas for trade exchange with neighboring countries outside Iraqi territory.



Main Objectives

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

Means of Achieving the Objective

1. Enabling the private sector to adopt governance mechanisms to manage and coordinate activity.
2. Establishing a mechanism and time frame for the process of participation with the public sector and ensuring the rehabilitation of its sector assets.
3. Encouraging the establishment of joint-stock or private companies for the transport of goods,

as well as evaluating the current status of existing joint-stock companies.

Second Objective: Transforming Iraq into one of the strategic routes for international freight transport.

Means of Achieving the Objective

1. Investing in establishing the development road and expanding its future paths.
2. Joining international transport agreements and activating agreements related to neighboring countries.



Frame (2): Development path

This project is one of the strategic projects to make Iraq a point of global trade communication between the East and the West via the sea-land line represented by cars and railways, linking the Arabian Gulf with the Turkish border, which is estimated to cost \$17 billion and will begin operating in 2024. The first phase of this project is scheduled to be completed by 2028, while the second phase will be completed ten years later.

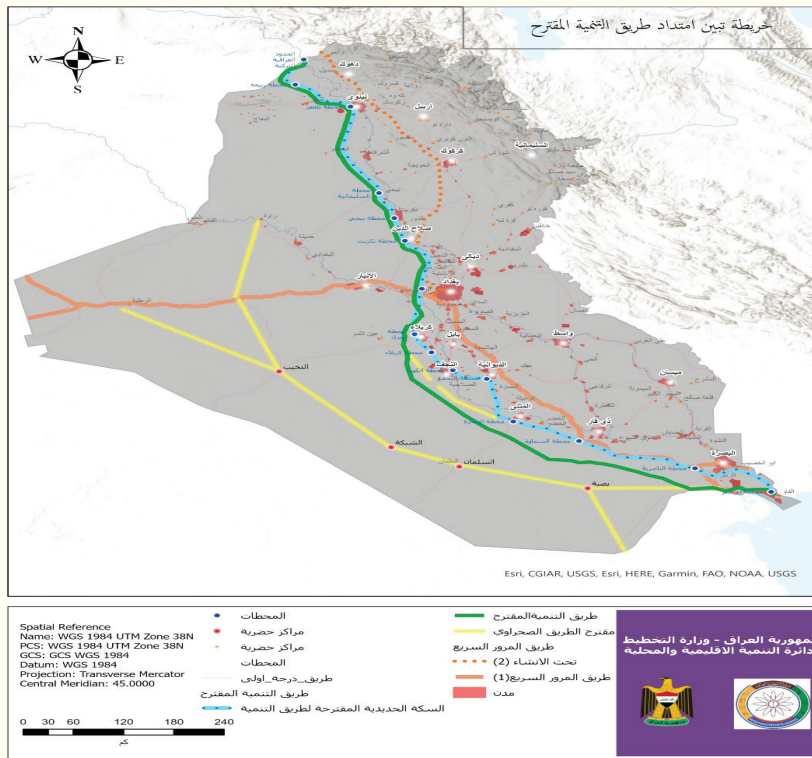
The development road represents an important strategic shift in the spatial structure of the Iraqi economy in linking southern Iraq with its north, and creating a high level of fluidity in the movement of goods between the ports in the south and towards European markets via Turkey. To provide a strategic capacity for flexibility in transportation movement, this plan proposes establishing a turning point on the development road in central Iraq, the location of which will be determined according to feasibility studies, especially the natural conditions, soil topography, and the spread of human settlements, whether in Samarra, Balad, or in the Tharthar region. The main objective of establishing this turning point is to achieve important strategic aspirations for the Iraqi economy, which are mainly represented in the following aspects:

- Creating a new transverse development axis linking eastern Iraq with its west, starting from the international borders with Iran in the east and Syria in the west.
- It provides a high capacity for flexibility in transportation in light of international and regional variables in the main directions of the development path, north and south of Iraq as well as east and west of Iraq.

Since the development road consists of a land line by trucks and a railway line, there is a possibility of creating a capacity to switch between trucking and railway transport, depending on the efficiency of transport and ease of access, which opens up horizons for the development of transport movement and its fluidity according to the stages of economic development in Iraq.

The road is not intended to be limited to transit only, but rather to transform this land and railway line into a vital road and artery for the economy in building industrial cities close to this road and new residential cities at least (10) to (20) km away from the centers of major cities, in addition to commercial revival, as this road will provide thousands of job opportunities, especially after Al-Faw is transformed into a large industrial city to which some international factories may be transferred in comprehensive development. The project will also serve the interests of the water sector in Iraq, as it includes a plan to desalinate seawater at a time when Iraq is witnessing a crisis in water resources.

Map (2): Strategic Development Path in Iraq



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

Means of Achieving the Objective

1. Establishing commercial exchange areas within Iraqi territory or on the common borders with neighboring countries.
2. Establishing trading areas around large cities.
3. Improving and developing road networks for transporting goods and creating roads or paths for truck movement with appropriate specifications.

5-5-6: Railway Activity

Main Indicators

- The public sector is the only entity working in this field.
- The total length of the railways is (2893) km. No additions to the length of the tracks were made throughout the previous plan.
- The number of passengers decreased from 529 thousand passengers in 2018 to 143 thousand passengers in 2022.
- The amount of goods transported decreased from 425 thousand tons in 2019 to 238 thousand tons in 2020.

Main Challenges

- The lack of strategic routes for transporting goods that are compatible with the progress achieved in this field (in terms of speed and capacity) for transporting goods and passengers.
- Weak administrative, technical and technological apparatus, with a significant decline in the number of staff and the absence of central control and management systems.
- Encroachments and non-standard crossings on railway lines and their intersections with main roads within cities, and negligence in removing them, and the exposure of the tracks and property of the General Railway Company to tampering and encroachment by some citizens, and encroachments on railway lines and prohibitions.
- The age of the company's operating units and trucks, and the lack of spare parts needed to maintain mobile units, lines, signals and other equipment.
- Reluctance to use rail transport due to the poor services provided in this activity, the age of most of the mobile units (carriages, locomotives, trucks) in operation, and the lack of spare parts necessary for maintenance.

- The complete collapse of the signaling system for all lines, and the decline in the efficiency of the communications system, led to a decline in the efficiency of train 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 raising its operational capabilities (to match the capabilities of Al-Faw Port and the development road).

Means of Achieving the Objective

1. Completing the doubling of single lines, including completing the southern line and implementing new axes with high specifications.
2. Equipping the railway network with modern trains, new wagons and trucks, and rehabilitating the existing ones.
3. Updating the communications and signaling systems in the current railway network, including the satellite communications system currently under implementation.
4. Expanding railway sub-networks and linking them to vital facilities (refineries/silos/customs/electricity stations, etc.).

Second Objective: Improving the level of service provision in the railway activity.

Means of Achieving the Objective

1. Increasing the speed of passenger trains to 100 km/h for the first phase and 120 km/h for the second phase.
2. Providing units that provide specialized and efficient services.

Third Objective: Establishing strategic routes for the internal and external transportation of goods and passengers.

Means of Achieving the Objective

1. Investing in railway construction within the framework of the development road project and expanding its future routes.
2. Completing the connection of the ends of the current lines to the Al-Faw Port and the Fishkhabour crossing to be the first path of the development road.
3. Directly establish lines for rapid transportation of 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.

Fourth Objective: Strengthening the role of the private sector and foreign investment in this activity.

Means of Achieving the Objective

1. Contracting with specialized companies to manage and operate railway lines.
2. Building effective partnerships with the private sector to implement, manage and operate railway lines and integrated services supporting 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 Objective

1. Providing the necessary consulting services to restructure this activity based on the principle of economic efficiency and modern standards for providing services.
2. Developing engineering and technical personnel working in the field of railways and developing and modernizing the Railway Institute.
3. Protecting the system's property from violations and holding violators accountable.

5-5-7: Roads and Bridges Activity

Main Indicators

- The length index of roads of all types increased from (42643) km in 2018 to (45990) km in 2021.
- The number of bridges increased from (644) bridges in 2018 to (659) bridges in 2021.

Main Challenges

- The absence of traffic control and the operation of weigh stations led to the owners of transport vehicles exceeding the standard axle weights permitted, which caused a lot of damage to road network facilities and paving layers.
- Insufficient periodic maintenance of road and bridge networks, which led to the exacerbation of damage and the disappearance of most of the road network and many bridges.
- The emergence of many conflicts and violations with other services (electricity cables, communications, lighting poles, water and sewage pipes), which would add large additional costs to address these conflicts and violations during implementation due to the lack of actual

plans (as implemented) (AsBuilt) for many projects. In addition, there are expropriations and encroachments that occur on the road network's forbidden areas and paths, 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 Roads Law No. 35 of 2002 and its amendments.

Main Objectives

First Objective: Increase road lengths and number of bridges to complete internal and alternative routes and enhance connectivity with international routes.

Means of Achieving the Objective

1. Preparing and implementing a comprehensive plan to develop the road network, with a focus on local and international connectivity.
2. Completing the connection of internal tracks and roads to remote areas and rural areas.
3. Completing the linking of international and alternative roads and diversifying funding sources in partnership with the local and foreign private sector.
4. Cooperate with neighboring countries to develop cross-border roads and enhance regional connectivity.

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

Means of Achieving the Objective

1. Providing detailed information to help build an integrated maintenance plan for this activity and establish a road asset management system (HDM4).
2. Adoption of standard guides for road maintenance and maintenance supervision and the guide for implementing paving layers using asphalt mixtures using modern methods (SuperPave) in implementing the maintenance system.
3. Developing a Performance-Based Maintenance Contracts (PBMC) management system that contributes to ensuring continuous road maintenance and rehabilitation at the lowest possible cost.
4. Working on the completed weighing stations, activating them, and working on completing the remaining ones to limit exceeding the standard weights that would destroy and damage the paved layers, and benefiting from the financial returns



resulting from their operation in developing the road network.

5. Preparing an integrated study for the maintenance, operation and investment of 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 Objective

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

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

Means of Achieving the Objective

1. Rehabilitating road and bridge networks and creating second lanes for main roads, in addition to increasing the length of the land road network of all types, main, secondary and border.
2. Rehabilitating and increasing the number of bridges across rivers, highways, main roads, crossing bridges, and traffic distribution.
3. Completion of the first phase of projects to relieve congestion in the capital and major cities and construct ring roads.

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

Means of Achieving the Objective

1. Diversifying funding sources through partnerships with the local and foreign private sector.
2. Activating the laws in force under which funds are collected in the name of the Roads and Bridges Department, including Law No. (40) of 2015 Imposing Fees on Vehicles for the Purposes of Street and Bridge Maintenance, and Traffic Law No. 8 of 2019.

5-5-8: Storage

Main 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 are disabled and damaged as a result of terrorist acts.
- The strategic storage card deficit rate 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 capacities 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, as 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 aging of the existing silos and the resulting lack of storage in proper ways.
- Large material losses as a result of irregular storage in banks and yards.
- Weak technical capabilities of the working staff and backward administrative methods in implementing and operating silos.
- The limited role of the private sector in storing strategic crops, its weak participation in investment projects related to silos, and the absence of legislation encouraging this matter.

Main Objectives

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

Means of Achieving the Objective

1. Including new projects that keep pace with the development in storage technologies and distributing them spatially as needed.
2. Reconstruction of silos, rehabilitation of old and damaged silos as a result of military operations, and introduction of modern methods and techniques in them.
3. Developing the technical capabilities of working personnel and 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 Objective

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 the partnership approach to manage and operate existing projects and complete projects under implementation.

5-5-9: Communications Activity

Main Indicators

- The Ministry of Communications is responsible for providing communications services throughout Iraq. Its responsibility is limited to controlling infrastructure such as optical cables and other communications devices and equipment. It provides its services through partnership with private sector companies. Citizens obtain mobile phone service through three approved companies. The Ministry partners with the Communications and Media Commission in managing this sector and granting licenses.
- The Ministry of Communications seeks to launch the fourth national mobile phone license, which will operate with fifth-generation technology after selecting a global operator for it.
- The number of switches reached (283) in 2021, supported by optical access networks (FTTH).
- The number of subscribers to the optical access service reached (129) thousand subscribers in 2021.
- The number of mobile phone lines for companies operating in Iraq, including the Kurdistan Region, amounted to (40.7) million lines, while the telephone density per 100 people amounted to (98.8) for the year 2021. As for the number of wireless telephone 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 2021, including (56) offices in Baghdad Governorate and (120) offices distributed in the rest of the governorates.
- The total number of international postal parcels reached (12,047) parcels, including (8,814) incoming 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, approximately 8,500 km, and through it, Internet services are provided by private sector companies and mobile phone companies, represented by: Submarine cables, National DWDM project, International Internet Gateway (IGW) project, International Voice Gateway (IGW) project, Data Transfer Network (PDN) project.

Main Challenges

- The overlap of roles between the parties concerned with managing and monitoring communications activity, the failure to approve the titles regulating their work, and the resulting multiplicity of decision-making bodies and lack of clarity in work policy.
- Encroachment on communications projects by deliberately sabotaging the infrastructure of FTTH projects by some of the 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 up with rapid developments in communication technology.
- Poor quality of service provided to citizens and high cost.
- Weakness in the implementation of security measures for the communications network.

Main Objectives

First Objective: Improving the efficiency of performance in this activity, and ensuring that the service reaches everyone.

Means of Achieving the Objective

1. Increasing investment in the telecommunications sector.
2. Covering all geographical areas and ensuring access to all segments of society, including those with limited income.
3. Narrowing the gap between what is provided by service providers on a commercial basis only and the country's development needs and keeping



pace with development in the communications sector.

4. Expanding the use of various communications and information technology applications to provide electronic services to citizens.

5. Developing the infrastructure of the Ministry of Communications, focusing on optical cable linkage projects, and improving the security aspects of communications.

Second Objective: Governance of communications activity and achieving a safe environment for it.

Means of Achieving the Objective

1. Defining the roles of the various parties involved in the activity.
2. Agreeing on general principles for policy-making and decision-making in this activity.
3. Speeding up the enactment of important laws related to this sector.
4. Securing the requirements for developing security systems in the field of communications and electronic protection (cyber security).
5. 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 Objective

1. Supporting the private sector and providing the appropriate and attractive competitive environment for it to produce the best results.
2. Securing the requirements of optical cable service projects and expanding their spread to all regions.
3. Activating communication quality systems.
4. Improving the infrastructure situation through:

– Creating a redundant optical cable network.

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

– Expansion of the International Access Gateways (IGW) system.

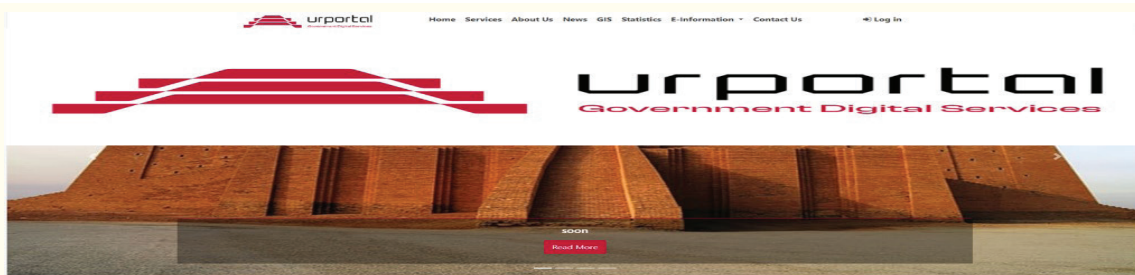
5-6: Digital Transformation

Institutions are moving towards using digital technology in managing their businesses, services and activities, in order to achieve the two elements of responding to the service request remotely and the possibility of submitting the request at any time and 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 applicant without the need to review more than one party, in addition to providing the elements of accuracy and objectivity in completing transactions and eliminating bureaucracy and enhancing trust between the citizen and the government.

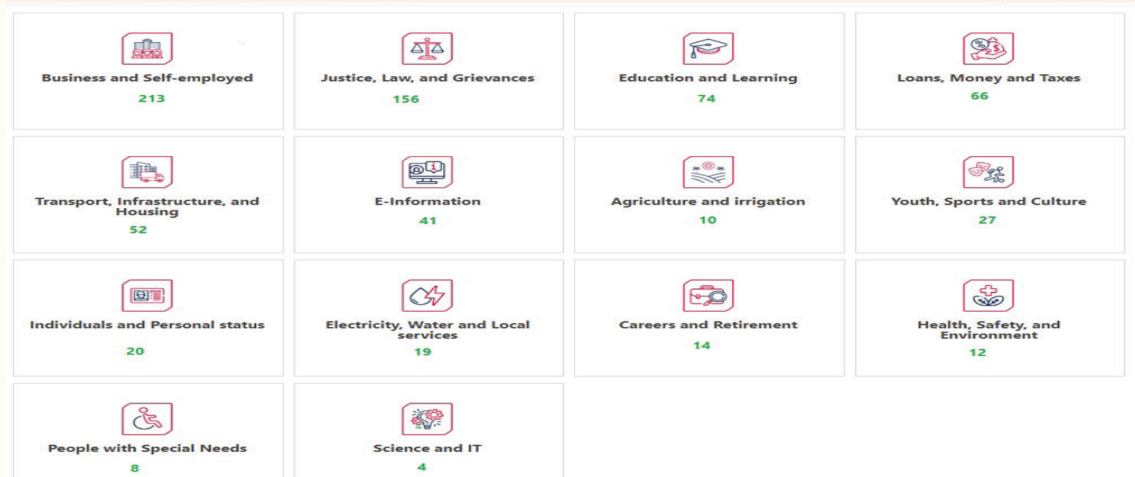
The importance of digital transformation is evident in the quality, effectiveness and speed of providing public services to individuals and saving expenses. Digital transformation is a priority for enhancing the state's capabilities.

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.





Description	Indicator
The total number of registered and active accounts on the platform	2443536
The percentage of users who access the service via their smartphones	95%
The percentage of users who access the service via computers	5%
The number of unique users who interacted with the platform until the end of January 2024 (in million)	5.6
The percentage of male users on the platform	70.99%
The percentage of female users on the platform	29.01%
The number of services that provide information to users	69
The number of services that allow interaction between users or between the user and the platform	82
The number of services that require the user to take a specific action	161
The number of integrated services	2



5-6-1: Main Indicators

National Digital Centers and Platforms

-National Data Center: Provides solid infrastructure to host applications and platforms related to services provided by government institutions, whether to citizens or the government.

-Ur Gate Government e-services: It is the official digital services platform of the Republic of Iraq. It is a single access point 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.

Provides a policy and standards document for information security and data sharing that regulates the work of information technology 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 they need to accelerate the transformation process.

International Indicators

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

- The total number of services provided reached (37) services according to this indicator, distributed among (10) sectors, namely (transport, traffic, police, trade and industry, education, health, interior, municipal affairs, labor, electricity and water, justice, and joint government affairs).

Table (16): Ur Gate Indicators

Description	Standard for 2022	Standard for 2023
The total value of the indicator	18%	25%
Number of offered services	27	37
Service availability and development	20,83%	29,81%
Reaching the audience	17,15%	23,93%
Level of availability of open data	35%	49,47%
Open data submission format	33%	48,89%

5-6-2: Main Challenges

- Inadequate infrastructure, regulatory frameworks and enablers supporting digital transformation.
- The weakness of the legal framework and specialized legislation supporting digital transformation and the need to activate the laws in force.
- Lack of human resources in state institutions of digital skills and knowledge in the field of modern digital technologies.
- Weak application of policy documents and information security standards.
- Security concerns, data privacy and poor protection of communications and information systems from threats targeting them.

5-6-3: Main Objectives

First Objective: Developing a supportive environment for digital transformation

Means of Achieving the Objective

1. Providing infrastructure to support digital transformation (software, hardware and equipment, communications).
2. Issuing laws and legislation that support digital transformation and activating the effective ones.
3. Building human resources capabilities and adapting them to modern digital skills.

Second Objective: Strengthening cyber security

Means of Achieving the Objective

1. Implementing information security policies and standards.
2. Providing modern technologies to protect digital systems and networks from threats.
3. Developing the capabilities of specialized staff to use cybersecurity applications.
4. Establishing, monitoring and supervising rules

and measures for information security.

Third Objective: Improving the performance of government institutions and services provided to citizens

Means of Achieving the Objective

1. Digital Health:

- Increasing the capacity of health information systems
- Data governance that helps overcome barriers to timely pandemic response.

2. Digital Education: Using digital technologies and media 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 joint government records and providing open government data by developing an integrated system that links and unifies information and data records between various government agencies.

5. Automating financial management processes.

5-7: Buildings and Services Sector

5-7-1: Housing Activity

This activity is implemented by the private sector, and is managed 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, and 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 that there is a gap in housing availability and that there is a need to provide more housing units. The previous plan aimed to establish about 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 permits granted to build new residential 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 of (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 (no data for 2018). The highest number was in Baghdad Governorate, with (148,514) units, representing 23.8%.

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

Main Challenges

- The housing deficit is getting worse.
- The problem of fragmenting residential units into small areas is exacerbated, leading to increased pressure on infrastructure services.
- The multiplicity of government agencies concerned with the land and housing sector makes it difficult to formulate housing policies.
- Limited financing capabilities available to finance the construction of low-cost housing complexes for low-income people.
- Delay and failure to complete basic infrastructure projects for residential subdivisions, as there are still unserved or partially served residential areas.
- The large number of violations and the establishment of housing units on agricultural and unserved lands has created large random settlements that lack basic services and housing conditions and constitute a burden on the rest of the 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 do not use efficient insulating building materials.

Main Objectives

First Objective: Alleviating the housing deficit and expanding options for segments of society, including low-income and poor people.

Means of Achieving the Objective

- 1.Completion of the current housing projects and those expected to be completed in 2027, numbering (312) projects, which will provide (279,803) housing units, in addition to what will be added by the other new cities, numbering (18) cities.
- 2.The state's commitment to creating housing units for the poor and low-income people and allocating a number of these units to these groups.
- 3.Increasing the number of loans granted through the Housing Fund and the Real Estate Bank.
4. Encouraging private residential investment outside city centers that provides affordable housing units.
- 5.Providing infrastructure services for lands that have been allocated within the basic design of cities and distributed with original titles.

Second Objective: Improving the quality of buildings to suit environmental characteristics and climate variables

Means of Achieving the Objective

- 1.Introducing modern building technologies and materials to ensure quality, speed of implementation and their suitability to climate change by adopting the principles of sustainability and thermal insulation.
- 2.Encouraging regional and international partnership with relevant parties to benefit from their expertise in this field.
- 3.Tightening technical supervision of private and public housing projects.

Third Objective: Addressing the situation of slums from an organizational and service perspective.

Means of Achieving the Objective

- 1.Treating and transforming slums into organized communities that can provide services in more than one way.
- 2.Providing basic services to informal areas and organizing them in a way that does not disrupt the urban system, and calculating the size of these services to ensure that they do not have a negative impact on regular housing areas.
- 3.Benefiting from international experiences in addressing the problem of slums.



5-7-2: Drinking Water

Main Indicators

Baghdad

-The percentage of the population served with clean drinking water in 2022 reached 100% for all regular inhabited areas, which is the same percentage as in 2018 despite the population increase.

-The average per capita share of potable water in Baghdad was 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 the water projects operating in the city of Baghdad reached (4,430,520) m³/ day, while the quantity of water produced reached (3,478,792) m³/ day for the year 2022.

-The number of operating liquidation projects (13) projects (5) in the Karkh side and (8) in the Rusafa side for the year 2022.

-The number of water complexes established to provide residents of areas far from purification projects (99) water units with different capacities distributed on both sides of Karkh and Rusafa, with their production capacity ranging between (50- 200) m³/ hour for each complex for the year 2022, while the number of complexes is (57) until the year 2017.

-The length of the clean water transmission lines in Baghdad reached (1129,235) km in 2022.

-The number of raw water stations is (5) stations with a production capacity of (842409) m³/day for the year 2022, which is the same number 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 until 2017 amounted to 7,043,739 m³/day, except for

Nineveh Governorate and the Kurdistan Region.

-The per capita share of drinking water in the governorates ranges between (539-156) liters/day in 2022, while the per capita share ranged between 110-460 liters/day until 2017, except for Nineveh Governorate and the Kurdistan Region.

Main Challenges

- Incomplete coverage of potable water.
- The high rate of losses is due to broken networks, encroachment on them, their intersection with other services, and poor maintenance.
- The huge waste of drinking water resulting from misuse by citizens.
- The lack of an integrated system to manage and organize production, maintenance, filtration and distribution operations in a way that ensures optimal performance of systems and improves performance efficiency.
- The absence of deterrent legislation and laws for those who violate various conditions (on water networks, on land, etc.) and the failure to amend and activate the existing ones.
- Low water levels and pollution of water sources due to the concentration of pollutants.
- The absence of any role for the private sector in this activity and the lack of experience in implementing specialized works for water projects.

Main Objectives

First Objective: Ensuring the provision of potable water in accordance with international specifications, while ensuring full coverage for all.

Means of Achieving the Objective

1. Implementing new projects to increase the quantity and quality of water in accordance with population growth rates.

2. Extending water networks to unserved areas, renewing existing pure water distribution networks, and improving distribution mechanisms.

Second Objective: Improving the efficiency of production and distribution systems.

Means of Achieving the Objective

1. Adopting an integrated system to manage and organize production, maintenance, filtration, distribution and tariff operations in a way that ensures optimal performance of systems and improves the efficiency of workers' performance



to keep pace with contemporary developments in the technology of managing and implementing water projects.

2. Sharing station management with the private sector to ensure long-term management, maintenance and operation, in addition to collection.

Third Objective: Reducing the loss rate to 10% compared to the base year.

Means of Achieving the Objective

1. Providing modern standards for all subscribers to control waste, reduce the loss of pure water, and make optimal use of water, while using the escalating tariff system.

2. Implementing the provisions, laws and legislations related to violators of public networks.

5-7-3: Sewage

Main Indicators

Baghdad

-The percentage of people served by sewage networks by the end of 2022 reached about 95% in the areas located within the basic design of the city of Baghdad, while it was about 90% by the end of 2016.

-The number of residential areas fully covered by sewage services amounted to (440) areas and (21) areas partially for the year 2022, while the number of areas without sewage networks amounted to (33) areas, in addition to (27) areas not covered by sewage services.

-Number of substations (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 (6369,993) km, of which (1048) km are sanitary, (556,997) km are rainwater, and (4764,546) 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 Kurdistan Region

-The percentage of the total population served by sewage and rain networks reached 28.3% in 2022.

-The length of heavy water networks is 10,343,895 meters in 2022 .

-The length of rainwater networks is 8,984,608 meters in 2022.

-The number of sewage disposal stations reached (66) stations until 2022, while it was (30) until 2017.

-The number of substations with vertical and submersible pumping systems is 863 stations in 2022.

-The amount of untreated water is 207,850 m³/day in 2022 , while it was 203,550 m³/day until 2017.

-The transmission lines are within the networks and according to their type, whether rain or heavy, their diameters range between (2000-315) mm.

Main Challenges

- There is a large 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 poor efficiency of the main and sub-stations, sewage networks, and poor maintenance, which has affected their efficiency and the resulting leakages, and the impact of this on the water networks.

- Violations of the connection to the networks by citizens in a random manner, especially the connection to the rain networks.

Main Objectives

First Objective: Full service coverage in Baghdad and increasing the percentage of those served in the governorates.

Means of Achieving the Objective

1. Rehabilitation and expansion of existing stations.

2. Completion of ongoing projects.

3. Implementing new projects.

Second Objective: Discharging treated water into rivers that meets standard specifications.

Means of Achieving the Objective

1. Improving the performance of main and sub-stations and ensuring the provision of operational requirements for them.

2. Obligating factories and hospitals to install their own treatment units and not to dispose of their waste in sewage and rainwater networks until after it has been treated.

3. Removing encroachments on rainwater networks.



5-8: Culture, Tourism and Antiquities

5-8-1: Culture

Main Indicators

-The first phase of revitalizing the old city centers of Baghdad, Basra, Mosul and Najaf has recently begun, and it represents a serious step towards reviving the heritage assets of Iraqi cities and preserving their cultural heritage.

-The performance of cultural activities has declined over the past five years.

-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 (507381) 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 the delay of projects and then the weakness of 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 and the dropout of many of them outside the country.
- The absence of strategies related to Iraqi culture and its development within an integrated framework to highlight the national culture.

Main Objectives

First Objective: Securing the requirements for building a solid, inclusive, and open Iraqi

culture to the world.

Means of Achieving the Objective

1. Building multi-dimensional cultural systems that operate using modern methods, capable of attracting young talents, and enhancing cultural communication between generations.

2. Rehabilitation of facilities and assets for the revival of the private cultural heritage, and support of related popular industries.

3. Reviving popular and heritage industries and managing them in an investment manner that preserves the cultural and civilizational heritage so that it is available to everyone and ensures its sustainability and the revival of the cultural heritage.

4. Qualifying the departments concerned with cultural activity in Baghdad and the governorates.

Second Objective: Promoting investment in cultural activity.

Means of Achieving the Objective

1. Issuing laws to facilitate investment procedures in cultural activity.

2. Increasing the private sector's contribution to establishing and financing cultural projects.

3. Encouraging small and medium enterprises and establishments concerned with cultural activity and providing them with the necessary support as an important element in promoting and introducing Iraqi culture.

4. Benefit from successful international experiences in the field of cultural investment.

Third Objective: Completion of ongoing or stalled infrastructure projects.

Means of Achieving the Objective

1. Completing legal treatments related to the problems of implementing and completing cultural projects.

2. Developing the performance of the staff supervising the implementation of projects.

5-8-2: Tourism

Main 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).

-The number of hotels and tourist accommodation complexes reached (776) in 2022.

-The number of vacations granted to travel and



tourism companies amounted to (122) vacations for the year 2022.

-The total number of visitors coming to Iraq for religious tourism increased by (14.09%). It reached (4,222,839) visitors in 2022, compared to (299,668) visitors in 2021.

Main Challenges

- The neglect suffered by all types of public sector tourist facilities.
- 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 because they are linked to the other party.

Main Objectives

First Objective: Strengthening the developmental role of tourism activity.

Means of Achieving the Objective

- 1.Developing infrastructure for the tourism activity.
- 2.Launching the electronic visa project to increase the number of tourists.
- 3.Developing complementary services for the tourism activity.
- 4.Develop tourism plans, support two-way tourism, and develop mechanisms for organizing low-cost trips.
- 5.Implementing the e-governance project and linking all tourism facilities and travel and tourism companies to it.
- 6.Amending laws to suit the needs of the sector.
- 7.Developing domestic tourism and exploiting the comparative advantages of the governorates and their connection to the tourist seasons.

Second Objective: Strengthening the role of the private sector in tourism investment.

Means of Achieving the Objective

- 1.Providing facilities and incentives to increase private investment in tourism activity.

2.Completing the legal framework supporting tourism investment.

3.Supporting an innovative private sector for tourism activities and governing its activities in a way that enhances its performance.

5-8-3: The Antiquities

Main Indicators

-The number of archaeological sites is (7664) sites, of which (3613) sites have been announced, while (4051) sites have not been announced.

Main Challenges

- Some cities and archaeological sites were almost completely destroyed, such as the city of Nimrud, and many of the archaeological monuments in Nineveh and other archaeological sites were vandalized.
- The lack of number and experience of Iraqi archaeological and technical cadres in all related fields.
- The complete loss of archives for 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

First Objective: Preserving the cultural and historical heritage of Iraq, and rebuilding and restoring archaeological and cultural landmarks.

Means of Achieving the Objective

- 1.Rehabilitation of archaeological sites.
- 2.Strict application of laws and regulations in force to preserve antiquities.
- 3.Coordination between executive tourism bodies, academic institutions (tourism colleges and institutes) and research centers specialized in the tourism sector to develop, organize and manage tourism to achieve sustainable development of tourism in Iraq.
- 4.Increasing the number of archaeological excavations.
- 5.Increasing efforts to recover smuggled and borrowed antiquities.



6. Establishing archaeological museums in all governorates to highlight their civilized face.

Second Objective: Increasing investment in supporting infrastructure and encouraging partnerships in its management and financing.

Means of Achieving the Objective

1. Encouraging private investment (local and foreign) to implement, finance and manage tourism-attracting projects in these areas.
2. Establishing infrastructure to support tourism activities related to antiquities.

Third Objective: Strengthening the technical and administrative capacities of workers in the archaeological sector.

Means of Achieving the Objective

1. Using foreign expertise and archaeological missions.
2. Resuming excavation projects to uncover covered antiquities.
3. Developing the capabilities of workers in the sector and motivating them to enroll in studies in specialized colleges.



Chapter Six

Spatial and Rural Development

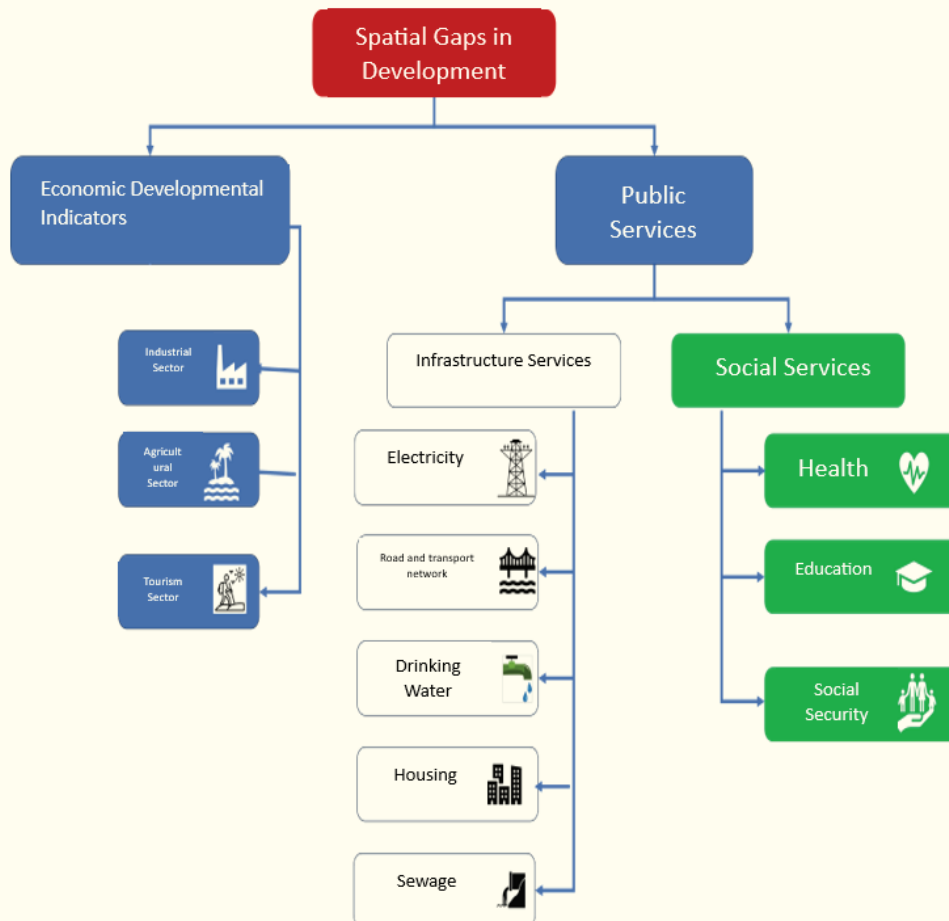
6-1: Main Indicators

6-1-1: Spatial Development Gaps

By studying the development reality of public services and economic activities according to 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 consistent with the level of spatial development gaps, as shown in Figure (14).

Figure (14): Spatial gaps in development



The Development Gap at the Level of Public Services

•Water and Sanitation Deficit:

-The highest percentage of the population not served by drinking water in 2021 was in Dhi Qar Governorate, at (37.8%) of the total population in the governorate, then in Salah al-Din and Babil Governorates, at (37%) (30.5%), respectively, followed by the governorates of Qadisiyah, Muthanna and other governorates.

-As for the population not served by a 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 reached in 2021 (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 (22,1%, 18.4%, 15.7%) respectively, then the rest of the governorates at lower rates.

-The highest deficit in kindergartens was in 2020 in the governorates (Baghdad, Nineveh and Basra) with numbers reaching (3596, 2089, 1518) respectively.

-The deficit in primary schools in 2023 in Baghdad Governorate amounted to (1426) schools, then Basra Governorate (829) schools, then Nineveh Governorate (531) schools, and according to the standard (360) students per school. The highest deficit in secondary schools

was in Baghdad Governorate (523) schools, then Basra Governorate (330) schools, according to the standard (360) students per school.

● **Deficit in the health sector:**

- The highest hospital deficit was in 2021 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 in 2023 was in the governorates of Baghdad (493), Basra (137), and Nineveh (119) specialized health centers.

- The highest shortage of doctors was in Nineveh Governorate (1304) doctors, then Basra Governorate (827) doctors, then Dhi Qar Governorate (788) doctors.

- As for the malnutrition index, in 2018 the highest number of children under 5 years of age was in Baghdad Governorate (8040) children, then Nineveh Governorate (4888) children, then Basra (4386) children.

● **Deficit in the road network:**

- The individual share of the total roads and streets amounted to about (1.84 m/person) of paving, which is much less than the international standard of (12 m of paving per person). At the governorate level, we find that most governorates are much less than the international standard, except for the governorates of Anbar, Wasit, Salah al-Din, Muthanna and Maysan, which indicated a slight increase of between three and four meters per person of paving.

6-1-2: Development Performance Gap

● **Industrial Activity**

- Analysis of indicators showed weak industrial activity in all governorates, and that industrial processes use imported raw materials to a large extent. 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 (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 unreclaimed agricultural areas in 2020 amounted to about (6.9 million dunums), and the unreclaimed areas were concentrated in the governorates of (Wasit, 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 Iraqi governorates (in 2018). Tourist facilities were concentrated in the governorates of Karbala, Baghdad and Najaf, at a rate of 46.5%, 26.0% and 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, then Najaf.

6-1-3: Rural Area Indicators

● **Number of villages and their population**

- 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 lowest 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. At its lowest level, the population of some villages reaches only (10) people, while in contrast, we find that the population of some villages has exceeded (20,000) people. It was also shown that the total number of villages with a population of more than (1,000) people has reached (1,854) villages in (11) governorates, constituting approximately (31%) of the total number of villages in these governorates.

- There is a clear disparity between the rural 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 of (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 more than (50%) of the total cultivated area was in Nineveh Governorate, which contained (1254) cultivated villages, while the rest of the governorates had low percentages that did not reach (8%) despite the increase in the number of villages, as is the case in Diyala and Dhi Qar.

- **Pattern of spatial distribution of villages in Iraq**

- The pattern of rural settlements spread takes various forms, with the widespread or scattered

pattern prevailing as is the case in the northern governorates, then the longitudinal pattern along the rivers, then the clustered or aggregated pattern in the rest of the governorates.

- **Services in the countryside**

- There is a large deficit in most indicators for all governorates, in addition to the clear spatial disparity between one governorate and another, except for what relates to the indicator of connection to the public electricity grid, as most villages are connected to it, and to a lesser extent to the paved roads connecting the villages, as well as with regard to the availability of the water share.



Table (17): Indicators of service coverage for some governorates according to the Rural Development Survey (%)

Governorate	Drinking water from the public network	Water from RO de-salination plants	Health center	Pharmacy	Elementary school	School (high school, middle school)	Public network electricity	A paved road leading to the village	Within a project to reclaim and dig an *outlet	Water share is available for agriculture	Sanitation (public network)
Anbar	68,0	4,3	24,1	18,4	98,	47,3	93,6	73,2	27,7	70,0	2,7
Babylon	55,5	24,8	21,7	9,8	76,2	27,6	99,6	92,9	76,4	94,1	0,6
Karbala	71,9	21,5	11,5	4,9	58,7	16	99	97,8	74,3	79,5	4,2
Wasit	51,4	35,7	8,5	0,6	84,9	13,5	98,7	64,3	15,9	86,2	0,3
Salah al-Din	61,9	5,4	24,2	33,2	99,7	47,1	99,7	86,7	23,0	52,0	2,4
Najaf	86,1	8,4	22,9	4	62,2	21,1	99,2	90	34,9	87,8	1,2
Al-Qadisiyah	67,7	16,7	10,7	0,9	56,3	10,7	98,8	56	45,2	92,2	1,1
Muthanna	48,9	5,6	9,1	2	67,5	12,5	98,9	70	18,2	83,8	0,7
Dhi Qar	20,5	20,4	10,4	0,6	63,8	23,1	96,2	64,7	14,4	84,8	0,5
Maysan	56,9	6,2	11,2	0,7	58,2	7,4	97,3	75	7,3	84,9	1,1
Basra	81,5	98,2	79,1	23,4	31,4	73,5	98,2	93	15,1	37,5	7,7

* Soil reclamation projects for cultivation, in addition to the construction 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 method, at a rate of (55.7%) of the total cultivated area in the villages, followed by the area cultivated by pumps, which constituted (30.6%).

6-1-4: Administrative Divisions Indicator

●The total number of administrative units in the (18) governorates reached (602) administrative units, including 172 districts and 430 sub-districts. The number of units created from 2014 until the

beginning of 2023 (which is the period during which the work of creating administrative units and organizing the administrative structure was resumed) amounted to (83) administrative units: (47) districts and (36) sub-districts, in addition to the establishment of Halabja Governorate (awaiting official approval).

●Spatial urban sprawl indicators (sprawl type)

-The current spatial development axes are limited to two main axes, which are the extension of the Tigris and Euphrates rivers and the extension of the main roads, the most important of which are the expressway (1) and the expressway (2) and other roads in the governorates and between the neighboring governorates. This was 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 mostly from north to south and there is no transverse axes from east to west or from west to east.

-The longitudinal pattern in spatial development is reflected in the directions of spatial distribution of economic activities and the extension of services of various types, and the resulting movement of population and trends in the growth and development of human settlements, both urban and rural, and is concentrated in three nodes: Mosul in the north, Baghdad in the center, and Basra in the south.

- The rest of the Iraqi cities are interconnected within a hierarchy, among 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.

6-2: 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 centers.
- The economic indicators vary and are weak at the spatial level for different 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, as a result of increased population or the displacement of additional numbers from districts, sub-districts and governorates.
- The weakness of the planning cadres' capabilities in the governorates to develop a local and regional planning vision with neighboring governorates to establish development axes and the continuous changes in the administrative apparatus as a result of the change in the political situation of governorate management.

- 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 exacerbation of this phenomenon from one year to the next.

- The absence of legal legislation, including the Urban Planning Law, to implement rural development plans, and the unrealistic legislation in force, which makes it difficult to implement, with the failure to identify the responsible administrative bodies sometimes.

- Many governorates lack the required level of basic public services such as health, education, water, cultural, entertainment and marketing centers.

- Desertification due to climate change and the decline of the rain line.

- Urban challenges represented by the ineffectiveness of basic city plans, overlapping administrative boundaries, encroachment on land uses, 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, the unrealism of the legislation in force and its contradiction with reality, which makes it difficult to implement, and the failure to identify the administrative bodies responsible for this sometimes.

6-3: Main Objectives

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, in a way that achieves fair distribution of the fruits of development.

Means of Achieving the Objective

1.Reducing the disparity in services between and within governorates through a methodology for analyzing gaps and priorities of services and infrastructure according to available financial resources based on planning standards.



2. Achieving justice in allocations and funding between and within governorates in distributing allocations and funding by increasing reliance on the level of deprivation in addition to population size, thus bridging the development gap.

3. Continuing the methodology of bridging development gaps by using the allocations of specialized funds (Social Fund for Development, Reconstruction Fund for the Poorest Areas, Liberated Areas Fund, Sinjar and Nineveh Plain Reconstruction Fund, Dhi Qar Reconstruction Fund) and enhancing 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 the optimal exploitation of comparative advantages at the level of economic activities (agricultural, industrial and tourism).

Means of Achieving the Objective

1. Optimizing investment of potential and advantages in the governorates, with a focus on projects that maximize resources such as border crossings, the Grand Al-Faw, gas refining, solar and wind energy, food industries, and agricultural and industrial localization.

2. Investing in the potential and relative development advantages available in medium and small cities.

3. Encouraging local and foreign investment in all governorates and directing it according to capabilities and advantages.

4. Exploiting the potential available in the Iraq

Development Fund.

5. Enhancing investment opportunities that may be available in exploiting the desert environment in the southwestern region of Iraq.

6. Establishment and development of industrial cities.

7. Implementing strategic projects (airports, free zones, main transportation hubs, refineries, power stations, border crossing projects, railways, dams, etc.) according to the planned time frame.

Third Objective: Creating new, unconventional development axes to achieve optimal exploitation of spatial advantages and ensure the distribution of the fruits of development.

Means of Achieving the Objective

1. Activating and developing border crossings.

2. Activating and developing the desert area and the desert of the island.

3. Activation and development of the Lakes Region.

4. Achieving the strategic development path with a focus on creating a new transverse development axis linking eastern Iraq to its west.

5. Construction of the desert road in western Iraq.

6. Establishing joint economic cities with neighboring countries: Cities and Urban Expansions

7. Establishing and completing strategic projects with spatial impact (Al-Faw Grand Port...).

8. Strengthening the transverse developmental axes in the spatial structure.



Frame (3): Desert Road in Western Iraq

The establishment of the desert road 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 the “desert road” extending from Safwan-Al-Busayyah-Al-Salman-Al-Shabaka-Al-Nukhayb-Al-Rutba and Al-Nukhayb-Rawa.

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, as Salman, Nukhayb and Rutba form development nodes within a network of branching movement and linking 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-Salman-Al-Shabaka-Nukhayb, where it branches in two directions, the first at kilometer 160 towards Rawah and the second at Rutba, close to Al-Qaim.

The presence of this road network contributes to creating a kind of spatial organization in linking the ties of the Western Sahara and its effects in its three dimensions: local, regional and national:

1. At the local level, the impact of this is evident in linking the desert environment together and overcoming the neglect and indifference experienced by the local population in providing settlements that provide the requirements of life and that guarantee them the smoothness of movement and roaming and the provision of their requirements away from the randomness of their travels and wanderings.

2. At the regional level, it will achieve a link between the human settlements located deep in the desert and the urban centers on the axis of the Euphrates River to the east. This extensive 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 to change through activating the potential and specificity of the desert environment, including the desert road extending from south to north between the provinces 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 in a way that contributes to reducing isolationism and addressing the geostrategic gap in western Iraq.

3. At the national level, it appears in the later and perhaps distant stages, through the emergence of a longitudinal development axis, alongside the Tigris and Euphrates axes, in linking southern Iraq with its north on the one hand, and creating a kind of spatial balance in the flexibility of functional relations between Iraq's southern and western outlets with Saudi Arabia, Jordan and Syria, in addition to its spatial connection towards Nineveh and the role it can play in the expected strategic project “the development road” that links Iraq with Turkey and then Europe.



Fourth Objective: Achieving sustainable rural development that improves economic, social and service conditions and restores the balance between urban and rural areas.

Means of Achieving the Objective

1. Providing basic services to villages (water, electricity, health and education).
2. Extending safe and connecting roads between rural areas, urban areas and vital facilities.
3. Increasing economic projects and activities and spreading them in rural areas according to the comparative advantage.
4. Providing detailed information about the reality of the villages.
5. Selecting villages nominated for development (mother villages) and including them in municipal services.
6. Organizing village management.
7. Better investment in human and natural potential and support for the development of social concepts that support them.

Fifth Objective: Organizing human settlement structures and creating sustainable cities to reduce structural imbalances in population distribution.

Means of Achieving the Objective

1. Studying and approving the expansions of existing and new city designs to facilitate supervision, follow-up, and provision of services, and to prevent overlap between the administrative borders of districts and sub-districts on the one hand and the expansions of existing cities and some new cities on the other hand, and working to implement the approved new cities.
2. Selecting the locations for expansions of existing cities and new cities according to the administrative boundaries of their affiliated units, and drawing up a clear economic policy for them that is consistent with the living reality of the population.
3. Creating attractive development nuclei in new cities to encourage housing and achieve economic independence for these cities.
4. Implementation of ring roads and roads linking existing nearby cities and new cities.
5. Stopping the expansion of governorate centers, especially Baghdad, to achieve balance in human settlements.



Chapter Seven

Environmental sustainability and:
climate change

7-1: Main Indicators

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 Evaluation (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, around 0.6% of global production.

- The amount of greenhouse emissions inventoried in the national communication 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 waste removed amounted to (17.3) million tons/year, and its percentages were as follows: Regular waste (64.3%), debris (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 from 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 open areas, where the danger still exists, amounted to (2232.9) million m², while the closed areas from which the danger has been removed amounted to (3328.6) million m², while the land in which work is still underway amounted to (486.6)m².

- Discharging part of the wastewater directly into water sources without treatment, as the percentage of safely treated domestic and industrial wastewater flow was recorded at 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. (149) of them do not have environmental approval in all

governorates except Babylon.

-The waste recycling rate did not exceed 10% of the normal amount of waste 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 Mahmoudiyah District/Al-Yusufiyah Sub-district, while the fourth plant is located in Dhi Qar Governorate.

- The number of regular transfer stations for the year 2021 is (20). As for the informal transfer stations (temporary collection sites), there were (70) stations, while the number of random waste dumping sites was (37).

Climate Changes

●Temperatures recorded a significant increase at rates exceeding global rates of increase in all cities, reaching their highest in Basra, Mosul and Baghdad, topping the list of the highest temperatures in the world.

●The period (2011-2021) was characterized by fluctuations in rainfall, but the years (2020 and 2021) witnessed a significant decrease in rainfall amounts from their normal rates in all governorates. The total desertified lands amount to about (50%) of the total area of Iraq, which poses a serious threat to its food security, and this percentage varies between governorates.

●The total area of the marshes (flooded and non-flooded) is about (5560) km², and the rates of marsh flooding 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 due to drought and desertification, from January 2019 to November 2022.

●The governorates located north of Baghdad, Nineveh, Kirkuk, Salah al-Din, Diyala, in addition to Anbar - Kabisa, Ankur and Rahaliya - were also affected by this phenomenon. Diyala Governorate was also exposed to the risk of drought and water shortages, the levels of which have decreased 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. The exploitation of this water in Iraq is still limited, as the exploitation rate in this region does not exceed (0.2%) only.

- The number of wells implemented by the Ministry of Water Resources during the year 2018 was (1061) wells, while in 2019 the number of wells implemented was (865) wells, i.e. a decrease of (11.5%).

7-2: Main Challenges

- Weak environmental footprint.
- Low efficiency of integrated water resources management coupled with low water imports.
- Desertification, deforestation and gradual shrinkage of forest area.
- Increasing amount of waste with less treatment plants, sanitary landfill 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 marshes and lakes due to water scarcity.
- Increased air pollution by greenhouse gas emissions.
- Lack of an integrated database for everything related to the environment.

7-3: Main Objectives

First Objective: Enhancing response to environmental sustainability and climate change requirements.

Means of Achieving the Objective

- 1.Directing human and material capabilities to respond effectively to environmental and climate changes at the local and national levels and in accordance with sectoral activities related to the location.
- 2.Implementing international agreements and strengthening partnerships to respond to environmental risks and climate change.
- 3.Completing national documents related to environmental and climate change issues

and transforming them into executive plans, programmes and projects.

- 4.Developing national capacities that respond to cognitive and international developments, including negotiation teams at the international level.

- 5.Spreeding environmental awareness related to environmental sustainability and climate change.

- 6.Integrated water management and securing water for drinking, agriculture, industry and sanitation using modern technologies.

- 7.Investing in the development of non-traditional water resources.

- 8.International cooperation to implement international climate agreements.

Second Objective: Reducing desertification, deforestation and the effects of climate change on agricultural activity.

Means of Achieving the Objective

- 1.Reducing the degradation of agricultural lands and vegetation cover and working to rehabilitate no less than 35% of degraded lands during the plan years.

- 2.Improving and developing agricultural field practices to achieve the principles of adaptation to confront climate change.

- 3.Completion and expansion of sand dune stabilization projects by no less than 15%.

- 4.Replanting green belts and maintaining their sustainability. Within the controls for preparing basic city plans.

Third Objective: Waste and Hazardous Waste Management

Means of Achieving the Objective:

- 1.Developing infrastructure for treating waste and hazardous waste.

- 2.Developing and implementing national policies and systems for the management of regular waste, construction and demolition waste and hazardous waste.

- 3.Encouraging waste sorting and recycling of at least 25% of the normal waste quantity.

Fourth Objective: Conserving biodiversity and mitigating the effects of climate change.

Means of Achieving the Objective

- 1.Preserving reserves and the ecosystem in Iraq to reach a percentage of no less than 17% of the total area of the country.

- 2.Supporting biodiversity and protecting and restoring ecosystems in a sustainable



manner (particularly in supporting agricultural productivity, soil fertility, and water quality and supply).

Fifth Objective: Gradual shift towards reducing greenhouse gas emissions by 1-2% of emissions to contain global warming to less than 2 degrees Celsius.

Means of Achieving the Objective

- 1.Reducing the use and controlling the sources of greenhouse gas emissions (stopping the flaring of associated gas and reducing emissions of methane and other greenhouse gases).
- 2.Increasing the use of clean energy and cleaner technologies.
- 3.Gradual shift from emissions-generating sectors.
- 4.Shifting towards smart construction and sustainable cities.

Sixth Objective: Providing Environmental Data

Means of Achieving the Objective

- 1.Calculating the Iraq Environmental Index.
- 2.Developing the capabilities of specialists in the fields of environment and environmental statistics.
- 3.Using modern technologies and information systems in collecting and analyzing environmental data.
- 4.Providing national environmental data to calculate Iraq's various indicators and developing the capabilities of environmental statistics specialists to use modern technologies and information systems in presentation and analysis.



Chapter Eight

Developmental Action Programming

According to its preparation methodology, the eighth chapter of the plan aims to adopt a context for directing development action to achieve the objectives of the plan in its various sectors through a set of basic programs that reflect priority directions that can move the path of development in Iraq with realistic steps aimed at making the desired change process and achieving the criteria of economic efficiency and social justice, which goes on to complement the path of the National Development Plan 2018-2022 in “laying the foundations of an effective developmental state with social responsibility.”

First Program: Promoting Investment in Human Capital and Community Building

This program reflects a strategic priority approach for this plan that aims to build a comprehensive and diverse society based on human capital development as a basis for sustainable development. National investments and efforts are enhanced to improve the level of health, expand education and training opportunities, and provide economic and social opportunities for all segments of society

Sub-programs	Suggested Activities	Executing Party
Orientation: Development begins with childhood		
Develop an enabling environment that promotes early childhood development	Development and establishment of nurseries and kindergartens in all governorates	Ministry of Education
	Providing care and mental health for children, especially in areas of displacement and poor governorates	Ministry of Health, Ministry of Education/Educational Counseling
	Developing educational staff specialized in early childhood	Ministry of Education
	Inculcating early authentic values and citizenship, stimulating creativity and encouraging voluntary work among children	Ministry of Education, Ministry of Culture, Ministry of Planning, International Organizations, Civil Society Organizations
	Establishment of primary studies departments in universities concerned with early childhood	Ministry of Higher Education, Ministry of Planning
	Supporting educational laboratories according to the method of stimulating innovation and creativity	Ministry of Education, Ministry of Planning, International Organizations

Sub-programs	Suggested Activities	Executing Party
Orientation: A stimulating environment for the development of the educational process		
Providing a motivational environment for students to raise enrollment rates and improve the level and quality of the learner	Amending the Compulsory Education Law No. (118) of 1976 and the Eradication of Illiteracy Law No. (23) of 2011	Ministry of Education/Executive Authority for Literacy
	Classification of 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, International Organizations, Civil Society Organizations
	Launching policies that promote student health (school health, school feeding) with a focus on remote and poorest areas	Ministry of Education, Ministry of Planning, International Organizations
	Comprehensive awareness of the education of girls, adolescents and poor children	Ministry of Education
	Strengthening ties between family and school and creating electronic applications for follow-up and communication	Ministry of Education
Developing the educational process in order to ensure the transition from the method of indoctrination to the participatory (interactive) method	Developing the abilities and skills of the educational and parenting family	Ministry of Education, Ministry of Planning, International Organizations
	Developing educational platforms and digitizing curricula to provide educational resources and interactive events	Ministry of Education, Ministry of Planning, International Organizations
	The application of modern teaching methods and the use of educational and parenting explanatory methods	Ministry of Education
	Cultural exchange and participation in international tests	Ministry of Education, Ministry of Planning, International Organizations
	Greening school curricula (supporting sustainable development)	Ministry of Education, Ministry of Planning, International Organizations, Civil Society Organizations
	Developing the student's self-cognitive functions	Ministry of Education/Child and Family



Sub-programs	Suggested Activities	Executing Party
Orientation: Higher education keeps pace with developments, responds to the needs of society and the labor market, and encourages competitiveness and innovation		
Updating admission policies, regulations and higher education patterns	Developing a clear policy for admission to Iraqi universities with a focus on technical education	Ministry of Higher Education and Scientific Research
	Establishing and developing the digital university admission portal according to artificial intelligence techniques	Ministry of Higher Education and Scientific Research
	Achieving a balance between the numbers of students enrolled in primary and higher studies and technical and academic disciplines in accordance with the requirements of development and the labor market	Ministry of Higher Education and Scientific Research
Achieving a qualitative leap in academic disciplines and graduate specifications to meet the needs of the labor market	Establishment of colleges/technical institutes and rare specializations in public and private education in accordance with regulations	Ministry of Higher Education, Ministry of Planning
	Updating academic curricula and training programs that promote sustainability principles	Ministry of Higher Education, Ministry of Planning, International Organizations
	Developing standards for the innovations of majors and academic programs in primary and graduate studies	Ministry of Higher Education, Ministry of Planning
	Developing incubators, technology parks, and job fairs	Ministry of Higher Education, Ministry of Planning, International Organizations
	Promoting 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, Community Research Centers, Community Service Centers)	Ministry of Higher Education and Scientific Research
	Activating Takaful funds for poor students	Ministry of Higher Education and Scientific Research
Adopting modern methods in evaluating and supporting solid scientific research	Improving the accreditation of Iraqi academic journals	Ministry of Higher Education and Scientific Research
	Enhancing financial allocations for scientific research in the general budget	Ministry of Finance, Ministry of Planning, Ministry of Higher Education and Scientific Research



Sub-programs	Suggested Activities	Executing Party
Orientation: Professional education responsive to the labor market		
Improving the reality of vocational education that stimulates societal trends and the labor market	Increasing the number of vocational schools, establishing and developing workshops and laboratories, and creating innovation centers	Ministry of Education, Ministry of Planning, International Organizations
	Updating vocational education and training curricula and programs and keeping them up to date with the requirements of the contemporary labor market	Ministry of Education/Ministry of Labor and Social Affairs
Orientation: Comprehensive and Improved Health Care		
Improving primary, secondary and tertiary health care services and providing medicines	Intensifying awareness activities regarding the prevention and control of diseases	Ministry of Health
	Ensuring comprehensive medicine coverage for all governorates and health institutions	Ministry of Health
	Improving dialysis services throughout Iraq	Ministry of Health
	Improving mental health, rehabilitation and addiction treatment services and developing protocols and action guides	Ministry of Health
	Application of Health Insurance Law No. 22 of 2020 to improve health services	Ministry of Health
	Enhancing services for pregnant women, mothers, children and family planning, especially in poor and remote areas	Ministry of Health
Improving the health prevention system and providing vaccines	Supporting prevention in the field of AIDS, viral hepatitis and sexually transmitted infections and improving services for people living with HIV, viral hepatitis and those with sexually transmitted infections	Ministry of Health
	Providing adequate and sustainable amounts of blood and 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	Ministry of Health
	Maintaining a gradual reduction in the incidence of tuberculosis in Iraq	Ministry of Health
	Improving vaccination services within the National Immunization Program	Ministry of Health



Sub-programs	Suggested Activities	Executing Party
Keeping up with the capabilities of medical, health and nursing staff to global developments	Supporting creative and innovative medical and health staff	Ministry of Health, Ministry of Higher Education and Scientific Research, Ministry of Planning
	Allocating seats for rare specialized medical specialties as part of the scholarship policy	Ministry of Health, Ministry of Higher Education and Scientific Research, Ministry of Planning
	Achieving global amounts and indicators from medical and health specialties according to population growth	Ministry of Health, Ministry of Higher Education and Scientific Research, Ministry of Planning
	Using the electronic reference card	Ministry of Health, Ministry of Higher Education and Scientific Research, Ministry of Planning
	Updating the database for patients with thalassemia, heart and digestive system disease	Ministry of Health, Ministry of Higher Education and Scientific Research, Ministry of Planning
Increasing the involvement of the private sector in providing health services and improving their level	Improving the quality of private health institutions	Ministry of Health
	Activating voluntary health services for the private sector	Ministry of Health
	Completion of joint operating models for large new hospitals	Ministry of Health
	Contracting with private sector service providers periodically to provide health insurance services to guarantors	Ministry of Health, Ministry of Finance, Insurance Companies



Sub-programs	Suggested Activities	Executing Party
Orientation: We will not forget people of determination		
Improving the economic and social reality and quality of life for people with disabilities and special needs	Simplifying procedures and facilitating access to services to provide disability-friendly infrastructure	Ministry of Labor and Social Affairs, Ministry of Planning and Ministry of Finance
	Enhancing opportunities to participate in social, political, cultural and environmental events	Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Health, Baghdad Municipality and Governorate Offices
	Encouraging registration in the 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/Baghdad Municipality and Governorate Offices
	Establishment, development and rehabilitation of rehabilitation centers and operational institutes concerned with people with disabilities and special needs	Ministry of Labor and Social Affairs
	Granting privileges and priorities to people with disabilities and special needs in order to ensure their effective inclusion in public life	Ministry of Labor and Social Affairs
	Increasing the number of integrated classes and the number of teaching staff with qualifications in the field of special education	Ministry of Education



Sub-programs	Suggested Activities	Executing Party
Orientation: Establishing community building		
Promoting social cohesion and preserving culture and authentic values	Early implantation of the values of citizenship and belonging from the early stages of 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, Media and Communications Authority
	Preserving the family entity by reducing the impact of incoming systems that threaten the social fabric	Ministry of Culture, Tourism and Antiquities, Information and Communications Authority, Ministry of Labor and Social Affairs
	Raising the cultural and social level of families and young people, promoting authentic values and protecting against values that are 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 are immune to moral systems to promote the values of tolerance and acceptance of others among young people	Ministry of Education, Ministry of Culture, Tourism and Antiquities, Ministry of Youth and Sports, Ministry of Higher Education and Scientific Research, Endowments Offices
Promoting the solid Iraqi culture and spreading it in society	Comprehensive cultural awareness through modern methods that attract young people and talents in order to revive the authentic Iraqi heritage and culture	Ministry of Culture, Tourism and Antiquities
	Rehabilitation of facilities and assets for the revival of heritage and the promotion of cultural activities through public and private investment	Ministry of Culture, Tourism and Antiquities, National Investment Authority
Orientation: Bringing Life Back		
Social and economic rehabilitation of correctional inmates, juveniles and convicts	Involving inmates in public works programs	Ministry of Labor and Social Affairs, Ministry of Justice, Ministry of Construction, Housing, Municipalities and Public Works, Ministry of Culture
	Setting up operational workshops and supporting products and handicrafts	
	Providing psychological and social rehabilitation services	
(Orientation: Flexible, responsive and sustainable social protection (from support to empowerment		
Improving the quality of services provided in residential institutions for vulnerable groups of the elderly, juveniles, orphans, excommunicated and displaced persons	Increasing 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 and shelter homes	Ministry of Labor and Social Affairs



Sub-programs	Suggested Activities	Executing Party
Developing the elements of the social protection network system	Completing and implementing a strategy to reform the social protection system to ensure access to target groups in order to achieve the adequacy and sustainability of 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 social protection network	Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations, House of Representatives
	Improving targeting criteria for inclusion in the social protection network	Ministry of Labor and Social Affairs
	Amending Social Protection Law No. 11 of 2014 in accordance with the pillars and objectives of the Social Protection Reform Strategy	House of Representatives, Ministry of Labor and Social Affairs
A flexible protection system that responds to the shift from dependency to empowerment and productivity	Granting loans for income-generating projects, especially for the poor	Ministry of Labor and Social Affairs
	Enhancing the role of the inspection committees to follow up 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



Sub-programs	Suggested Activities	Executing Party
Orientation: A productive and protected workforce		
Designing and implementing public works programs	Creating and activating a public works platform that responds to vital labor-intensive projects	Ministry of Finance, Ministry of Housing, Construction, Municipalities and Public Works, Ministry of Planning, Ministry of Labor and Social Affairs, Central Bank/Engineering and Service Effort, Reconstruction and Development Funds
	Localizing the skills of expatriate workers to develop the capabilities of the national workforce in public works programs	
	Developing guidance and monitoring mechanisms to evaluate the program and its role in reducing high unemployment rates, graduating from the social protection network and reducing poverty rates among youth and women in particular	
Activating the mechanisms of transition towards a regulated economy	Updating legislation that supports and stimulates the transition to the regulated sector while adopting effective mechanisms for implementation and compliance and providing access to justice at work	Ministry of Labor and Social Affairs, Ministry of Finance, Ministry of Agriculture, Ministry of Industry and Mines, Ministry of Commerce, Ministry of Planning, Cooperative Sectors, International Organizations, Federation of Trade Unions
	Continuing to implement the strategy of developing the private sector in its remaining stages	
	Following up the completion of the registration of companies and employees through the unified registration platform with a call to reduce the tax rates imposed	
	Providing financing and logistical benefits to small and medium industries and craft industries to ensure spatial and sectoral (coverage (youth and women	
	Investment of state-owned land in establishing projects founded by young people of both sexes	
	Enhancing 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 order to expand social security coverage in light of the organized economy in the future	



Sub-programs	Suggested Activities	Executing Party
Orientation: Reducing the inheritance of poverty		
Increasing public investments directed to the poorest areas	Providing financial allocations for the implementation of the third poverty reduction strategy	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, Fund for the Reconstruction of the Poorest Governorates, Local Administrations in the Poorest Governorates
	Updating poverty databases and implementing specialized surveys	Ministry of Planning, International Organizations
Attention to the social dimensions of fiscal policy	Ensuring the provision and sustainability of the necessary allocations for the poverty reduction strategy	Ministry of Planning, Ministry of Finance
	Ensuring the provision and sustainability of the necessary allocations for social protection programs	Ministry of Planning, Ministry of Finance
Orientation: Young people who are aware, immune and committed		
Improving the social and family reality of young people to enhance their abilities to meet the challenges of cultural and intellectual invasion	Improving the organizational capacity of cooperative sectors in promoting decent work and promoting rights at work to increase productivity	Ministry of Youth and Sports, Ministry of Health, Ministry of Planning, National Security Advisor
	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 Advisor
	Cultural, educational and scientific activities that protect the value systems of young people	Ministry of Youth and Sports, Ministry of Health, Ministry of Planning, National Security Advisor
	Organizing discussion 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 Advisor
Preparing young leaders	Developing the empowering capacities of young people to enhance their participation 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 leadership development and administrative development	Ministry of Planning, Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Supporting young community leaders to play developmental roles that promote community stability and sustainability	Ministry of Planning, Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations



Sub-programs	Suggested Activities	Executing Party
Developing the activities of sports clubs and cultural youth forums that keep pace with global developments that promote innovation and energy investment	Establishing and rehabilitating the infrastructure of sports clubs and youth forums and establishing model camps	Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Upgrading popular stadiums and youth clubs and supporting sports and cultural activities run by young people	Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Preparing a national program to support innovation among young people and creating awards that stimulate creativity	Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Enhancing the role of accountability institutions and establishing transparency	Ministry of Youth and Sports, Ministry of Finance, Civil Society Organizations
	Providing a legislative environment and supportive work systems to involve 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 the labor market and providing the financial facilities necessary to sustain their financial inclusion	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
	Activating mechanisms for the transfer of women's work from the informal sector to the formal sector	Ministry of Labor and Social Affairs
Enhancing the developmental role of rural women	Enhancing the capacities of rural women, developing their agricultural projects and encouraging traditional handicrafts for them, with a focus on poor areas	Ministry of Agriculture, Ministry of Environment
	Establishing a discriminatory policy in favor of women in granting agricultural loans	Ministry of Agriculture, Ministry of Environment
	Developing effective, flexible and climate-responsive adaptation mechanisms to protect women's economic activities	Ministry of Environment Ministry of Agriculture, Ministry of Planning



Sub-programs	Suggested Activities	Executing Party
Orientation: Instill the values of volunteering		
Spreading the culture of voluntary work among community groups	Launching awareness campaigns about voluntary work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Organizing workshops on mechanisms for integrating youth into voluntary work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Establishing interactive forums that encourage positive experiences for volunteers	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Conducting 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 their needs and preferences	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations



Sub-programs	Suggested Activities	Executing Party
Creating an environment conducive to voluntary work	Building the legal and institutional framework for voluntary work	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Encouraging the initiatives provided by employees in the framework of voluntary work, linking job performance evaluation to the performance of voluntary community services, and forming teams and groups for charitable activities related to the institution's function	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Partnerships with local NGOs working in specific fields such as education, health, and environment to provide diverse and stimulating volunteer opportunities for young people	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Providing and organizing financial support and necessary resources (from governmental and private sources) to carry out voluntary activities	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Making the best use of the energies of young people in universities and abroad to participate in voluntary 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
	Establishment of voluntary community service centers	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
	Providing volunteer work opportunities for the elderly and retirees to ensure that they benefit from their experience in different fields and transfer their knowledge and experience to new generations	Ministry of Youth and Sports, Ministry of Planning, Ministry of Labor and Social Affairs, Civil Society Organizations
Orientation: Basic services that cover and take into account spatial gaps		
Direct financial allocations commensurate with the level of deprivation and development gaps in the governorates of Iraq	Implementation of drinking water projects (1212) projects	Governorates in coordination with the concerned ministries
	Implementation of sanitation projects (637) projects	Governorates in coordination with the concerned ministries
	Implementation of health sector projects (692) projects	Governorates in coordination with the concerned ministries
	Implementation of education sector projects (2547) projects	Governorates in coordination with the concerned ministries
Promotion of rural development and provision of services	Implementation of the Rural Development Survey in Baghdad, Kirkuk and Diyala Governorates	Ministry of Planning, Statistics and Geographic Information Systems Authority
	Achieving rural development strategies for each governorate	Ministry of Planning, Governorates
	Including villages nominated for development in municipal services by opening a municipal section for these villages	Ministry of Planning, Ministry of Justice, Council of State
	Issuing a law regulating the administration of villages	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Water



Sub-programs	Suggested Activities	Executing Party
Alleviating the housing deficit and improving the quality and sustainability of buildings	Completion of the (312) housing projects that are currently in place and are expected to be completed in 2027, which will provide (279803) housing units	Ministry of Construction, Housing, Municipalities and Public Works
	Increasing the number of loans granted through the Housing Fund and the Real Estate Bank	Ministry of Construction, Housing, Municipalities and Public Works
	Introducing modern technologies and building materials to ensure the quality and speed of implementation and its suitability to climate change by adopting the principles of sustainability and thermal insulation	Ministry of Construction, Housing, Municipalities and Public Works
	Tightening the technical control of private and public housing projects	Ministry of Construction, Housing, Municipalities and Public Works
Expanding the level of drinking water processing and improving its quality in accordance with priorities and gaps at the governorate level	Implementing new projects to increase the quantity and quality of water in accordance with population growth rates	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Water
	Extending water networks to unserved areas, renewing existing clean water distribution networks and improving distribution mechanisms	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Water
	Adopting an integrated system to manage and organize production, maintenance, filtering, distribution and tariff processes in order to ensure the optimal performance of systems and improve management efficiency for employees to keep pace with contemporary developments in the technology of management and implementation of water projects	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Water
	Preparing modern standards for all participants to control waste, reduce waste of clean water and make optimal use of water	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Water
Expanding sanitation services and maintaining environmental sustainability in accordance with priorities and gaps at the governorate level	Completion of ongoing projects and implementation of new projects	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Sewerage
	Improving the performance of main and substations and ensuring the provision of operational requirements	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Sewerage
	Requiring laboratories and hospitals to set up their own treatment units and not to release their waste into sewage and rain .networks until they are treated	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Sewerage
	Removing violations from rain water .networks	Ministry of Construction, Housing, Municipalities and Public Works/ General Directorate of Sewerage
Completion of the ongoing or suspended infrastructure projects of the Ministry of Culture	Completion of legal remedies related to the problems of implementing and completing cultural projects	Ministry of Culture, Tourism and Antiquities
	Improving the performance of the staff supervising the implementation of projects	Ministry of Culture, Tourism and Antiquities



Sub-programs	Suggested Activities	Executing Party
Increasing the generating capacity of the electrical system and providing other capabilities to cover the highest required pregnancy rate	Converting gas generating plants from the simple cycle to the vehicle	Ministry of Electricity
	Renewable energy projects	Ministry of Electricity
Increasing the capacity of the transmission networks of the electrical system to absorb the energy produced by the generating stations and transfer it to the 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 distribution networks of the electrical system to absorb the energy exported from the transmission networks and processing it to consumers and increasing the rate of processing hours	Establishment of new secondary stations ((fixed and mobile	Ministry of Electricity
	Equipping distribution transformers	Ministry of Electricity



Second Program: Economic and Administrative Reform

This program is the general framework, the main framework and the main pillar for achieving all the goals of the plan, as it is the necessary and governing condition for achieving a comprehensive and sustainable development process.

Sub-programs	Suggested Activities	Executing Party
Orientation: A stimulating environment for investment		
Improving the business and investment environment	Strengthening the rule of law, including providing adequate protection to local and foreign investors and enforcing the law on the subject of lands allocated for investment	General Secretariat of the Council of Ministers, Ministry of Planning, Private Sector Development Council, National Investment Authority
	Creating 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 Authority
	Providing adequate support to regulatory institutions	The General Secretariat of the Council of Ministers, the Private Sector Development Council, the National Investment Authority, the Federal Bureau of Financial Supervision, and the Federal Integrity Authority
	Simplifying administrative and routine procedures and activating digital procedures in investment activities	General Secretariat of the Council of Ministers, Ministry of Planning, Private Sector Development Council, National Investment Authority
	Expanding the provision of loans to local and foreign projects while providing appropriate credit facilities	Ministry of Finance, Central Bank of Iraq, Private Sector Development Board, National Investment Authority
	Insolvency Settlement and Debt Restructuring Program for Local or Foreign Enterprises	Ministry of Finance, Central Bank of Iraq, Private Sector Development Board
	Implementing projects according to the best forms of public-private partnerships	General Secretariat of the Council of Ministers, Private Sector Development Council, Ministry of Finance, National Investment Authority
	Improving the infrastructure of the economy including energy and water supplies and highways	Ministry of Planning, Ministry of Construction, Housing, Municipalities and Public Works, Ministry of Water Resources, Ministry of Electricity, National Investment Authority
	Activating the provisions of the Iraqi Investment Law 13 of 2006 and its amendments, especially with regard to Chapter III of (Benefits and Guarantees) and Article 27 I of the Law on the possibility of resorting to international arbitration to resolve disputes arising from the application of the Investment Law	House of Representatives, Ministry of Foreign Affairs, Private Sector Development Council, National Investment Authority



Sub-programs	Suggested Activities	Executing Party
Orientation: A rational fiscal policy		
Correcting the structure of public spending	Reducing increases in current expenditures in favor of investment expenditures	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Reviewing the system of government appointments and establishing the basis for appointment based on the actual need of ministries	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
Shifting to program and performance budgeting	Develop an accounting and financial system that is compatible with the budget of programs and performance	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Developing a computer program to deal with program budget and performance data	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Developing guidelines on program budget details and performance	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
	Developing programs to improve the capabilities of employees to deal with program budgeting and performance in the preparation and implementation stages	General Secretariat of the Council of Ministers, Ministry of Finance, Ministry of Planning
Orientation: Digitizing government services		
Smart, secure and comprehensive government services to improve customer service	Developing plans and policies towards digital transformation	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Communications
	Providing infrastructure that supports digital transformation (software, hardware, communications)	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Communications
	Issuing the laws and legislations necessary for digital transformation	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 comprehensive smart services	General Secretariat of the Council of Ministers/National Data Center, all service ministries
	Automating and improving the quality of services provided by sectoral entities to make them digitally accessible	General Secretariat of the Council of Ministers, Ministry of Planning, Ministry of Health, Ministry of Education, Ministry of Labor and Social Affairs, Ministry of Higher Education and Scientific Research, Ministry of Transport, Ministry of Commerce, Ministry of Communications
	Developing the skills of human staff 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 Financial Supervision Bureau



Sub-programs	Suggested Activities	Executing Party
Digital transformation and expansion of the provision of electronic services to citizens	Digital transformation in road transport services, travelers and private transport	General Secretariat of the Council of Ministers, Ministry of Transport
	Digital transformation of private and public health sector activities	General Secretariat of the Council of Ministers, Ministry of Health
	Digitizing health control	General Secretariat of the Council of Ministers, Ministry of Health
	Building a unified register of storage systems for warehouses of medicines, vaccines, medical equipment and supplies	General Secretariat of the Council of Ministers, Ministry of Health
	Governance of the digitization of education and higher education information systems, supervision, evaluation and data circulation	General Secretariat of the Council of Ministers, Ministry of Education, Ministry of Higher Education and Scientific Research
	Digitizing the provision of social protection services	General Secretariat of the Council of Ministers, Ministry of Labor and Social Affairs
	Protecting, monitoring and supervising data and systems from breaches using modern technologies	General Secretariat of the Council of Ministers
	Developing a social, family and economic database for people with disabilities	General Secretariat of the Council of Ministers, Ministry of Labor and Social Affairs
	Creating a digital work 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		
Developing a system of skills and competencies for the workforce in the government sector	Training and qualifying government sector employees and workers in the field of data management, project management, problem solving and improving communication skills	Training centers in ministries, Ministry of Higher Education and Scientific Research, Ministry of Industry and Mines, Ministry of Planning, Ministry of Labor and Social Affairs, and international organizations
	Enhance effective leadership and teamwork skills	
	Digital literacy	
	Approval and implementation of the strategic plan to improve the productivity of the workforce in the government sector	
Improving the performance of education and higher education institutions to achieve their goals effectively and efficiently	Effective implementation of standards of institutional excellence and digitization of supervision and evaluation	Ministry of Higher Education and Scientific Research, Ministry of Education, Ministry of Planning, General Secretariat of the Council of Ministers/Leadership Development Institute, Integrity Authority
	Developing university leaders and teaching staff	



Sub-programs	Suggested Activities	Executing Party
Restructuring government banks and reconsidering the work of private banks	Addressing the problem of receivables and accumulated debts as they appear in the bank budget	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 procedures to analyze credit and manage the investment portfolio in banks in line with their banking activities	Ministry of Finance, Central Bank of Iraq
	Developing the IT infrastructure in government banks and automating all banking activities	Ministry of Finance, Central Bank of Iraq
	Enhancing and developing information security, cybersecurity and data protection	Ministry of Finance, Central Bank of Iraq
	Conducting appropriate administrative promotion in a manner that suits recent developments in banking	Ministry of Finance, Central Bank of Iraq
	Continuing to work with companies specialized in banking reforms, including Ernst and Young, and taking measures to restructure banks after conducting the financial audit of government banks	Ministry of Finance, Central Bank of Iraq
Strengthening the participatory relationship between the three authorities	Participation of parliamentary committees and the judiciary in policy-making and development planning	Ministry of Planning
	Organizing workshops and seminars with the parliamentary committees concerned with development policies	Ministry of Planning
	Creating a discussion forum	Ministry of Planning
Supporting and creating digital projects related to future careers and jobs	Updating legislation and procedures and providing enhanced facilities for the transition to the .digital labor market	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Granting loans to support the establishment of digital production projects	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Supporting the development of academic disciplines and programs and developing curricula that respond to the digitization of knowledge in line with the labor market and future jobs	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations



Sub-programs	Suggested Activities	Executing Party
Orientation: An Innovative Community		
Innovation is a key pillar for achieving development	Developing the national innovation system, including a supportive legal environment, an appropriate infrastructure, and 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 funding for 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 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, leadership and apprenticeships that respond to job needs and enhancing production efficiency	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, public and professional education)	Ministry of Commerce, Ministry of Higher Education and Scientific Research, Ministry of Labor and Social Affairs, Ministry of Planning, Ministry of Youth and Sports



Sub-programs	Suggested Activities	Executing Party
Orientation: International Development Support		
Higher mobilization of international effort to meet development requirements	Better communication for distinguished international development relations	Ministry of Foreign Affairs, Ministry of Planning
	Directing the efforts of regional and international agencies, bodies and organizations in line with the priorities and directions of the government and the development plan	Ministry of Planning
Fighting corruption and promoting integrity and the rule of law	Strengthen the legal framework to criminalize corruption in all its forms supported by strict executive procedures	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau
	Providing adequate support to the Integrity Commission and the Financial Supervision Bureau to perform their role effectively	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau
	Enhancing transparency about the work of public institutions and disseminating information on public spending, contracts and public projects	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau
	Enhancing the role of NGOs and the media in monitoring government activities and reporting possible cases of corruption	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau
	Inclusion of educational curricula that focus on integrity and the importance of the rule of law	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau
	Promoting professional ethics by developing codes of conduct for employees and politicians	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau
	Cooperation with international organizations to promote good practices	Government of Iraq, Integrity Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Federal Financial Supervision Bureau



Third Program: Investing in infrastructure projects directly linked to the main economic sectors focusing on (agriculture, industry and tourism).

This program reflects the aim of establishing infrastructure projects that raise the efficiency of the performance of major economic sectors with a comparative advantage and enhance competitiveness in the national market at lower costs and multiple options.

Sub-programs	Suggested Activities	Executing Party
Orientation: Enhanced Infrastructure for Economic Activities		
Rehabilitation of infrastructure for tourism projects to enhance their contribution to economic activity	Developing infrastructure for tourism activity	Ministry of Culture, Tourism and Antiquities
	Developing complementary services for tourism activity	Ministry of Culture, Tourism and Antiquities
Rehabilitation and expansion of the network of roads and bridges in order to improve service to its users	Rehabilitation of road and bridge networks, construction of second lanes for main roads, as well as increasing the length of the road network of all types, main, secondary and border roads	Ministry of Construction, Housing, Municipalities and Public Works
	Rehabilitation and increase of the number of cross-river bridges, highways, main roads, transit bridges and traffic distribution	Ministry of Construction, Housing, Municipalities and Public Works
	Completion of the first phase of projects to remove bottlenecks in the capital and large cities and build roads	Ministry of Construction, Housing, Municipalities and Public Works
The development of the railway system	Completing the duplication of single lines, including the completion of the northern line and the implementation of new axes with high specifications	Ministry of Transport
	Equipping the railway network with modern trains, new cars and trucks and rehabilitating existing ones	Ministry of Transport
	Modernization of communications and signals systems in the current railway network, including the system of communications with satellites that is currently under implementation	Ministry of Transport
	Expanding railway subnetworks and linking them to vital facilities (refineries, silos, customs, power stations, etc)	Ministry of Transport
Rehabilitation and development of the infrastructure of the current ports	Enhancing partnerships between the public and private sectors in the areas of developing the infrastructure necessary for the operation of ports, operating and providing port services such as compensation and berthing, and operating container docks	Ministry of Transport



Sub-programs	Suggested Activities	Executing Party
Increasing grain storage capacity in order to enhance strategic grain storage and food security	The inclusion of new projects, keeping pace with the development of storage techniques to suit the geographical nature of Iraq, taking into account the increase in population growth by (3%) .per day and to avoid any emergency	Ministry of Commerce
	Reconstruction of silos, rehabilitation of obsolete and damaged silos as a result of military actions and the introduction of modern methods and techniques in 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 to ensure that it keeps pace with technical developments, ensuring comprehensive and automated coverage, and moving towards a digital society	Increased investment in the telecommunications sector	General Secretariat of the Council of Ministers, Ministry of Communications
	Covering all geographical areas and ensuring access for all segments of society, including low-income people	General Secretariat of the Council of Ministers, Ministry of Communications
	Focusing on optical cable connection projects and improving the security aspects of communications	General Secretariat of the Council of Ministers, Ministry of Communications
	Providing infrastructure that supports digital transformation (software, hardware, communications)	General Secretariat of the Council of Ministers, Ministry of Communications
Rehabilitation and development of airport infrastructure in line with the development requirements and geographical location of Iraq as a regional and international corridor	Rehabilitation and development of airport infrastructure and addition of new buildings	Ministry of Transport
	Activating joint operation by concluding partnership agreements with regional and international bodies specialized in .air freight	Ministry of Transport
Orientation: Directing Investments		
Investment Promotion Program to increase employment and develop infrastructure in the main sectors: Agriculture, Industry, Tourism	Identify high-priority infrastructure projects for the agriculture, industry and tourism sectors	Ministry of Planning, Ministry of Finance, Ministry of Industry and Minerals, Ministry of Agriculture, Tourism Authority
	Monitoring adequate investment allocations and their sustainability for 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 method of agricultural licenses to stimulate investment in the agricultural sector	Ministry of Planning, Ministry of Agriculture, Ministry of Water Resources, National Investment Authority



Sub-programs	Suggested Activities	Executing Party
Orientation: Enhanced infrastructure for a sustainable spatial environment		
Program to promote spatial development and optimize the potential and comparative advantages of governorates	Ring roads 4 in Baghdad governorate	Ministry of Transport in coordination with the concerned ministries
	Ring roads 5 in Baghdad governorate	Ministry of Transport in coordination with the concerned ministries
	(Highway No. (2	Ministry of Transport in coordination with the concerned ministries
	Baghdad-Amara railway	Ministry of Transport in coordination with the concerned ministries
	Kut railway -Baghdad	Ministry of Transport in coordination with the concerned ministries
	Urban transport railway in Baghdad	Ministry of Transport in coordination with the concerned ministries
Providing appropriate and sustainable educational infrastructure	Rehabilitation, development and construction of school buildings and infrastructure (building 3000 school buildings) as follows: -96 kindergartens -1100 primary schools, 12 classes -550 primary schools, 18 classes -1254 secondary schools, 18 grades	General Secretariat of the Council of Ministers, Ministry of Education, Ministry of Finance, Ministry of Planning, National Investment Authority, International Organizations
	Enhancing partnership and attracting private sector investments to establish low-cost schools	Ministry of Education, National Investment Authority
	Increasing buildings for literacy centers and accelerated education schools, especially in the poorest governorates	Ministry of Education/Executive Authority for Literacy
	Supporting educational laboratories according to the method of stimulating innovation and creativity	Ministry of Education, Ministry of Planning, International Organizations
Orientation: Environmentally friendly infrastructure		
Promoting a sustainable manufacturing system and addressing climate change	Sustainable Development Goal-responsive manufacturing	Ministry of Industry and Minerals



Sub-programs	Suggested Activities	Executing Party
Carbon Emissions Mitigation Program The gradual transformation of clean energies	A project to produce electricity for residential complexes from waste	Ministry of Construction, Housing and Municipalities, Baghdad Municipality, Ministry of Science and Technology, Ministry of Electricity, Ministry of Industry/Al-Rasheed Company
	Private sector partnerships in emissions control project	Ministry of Environment, Governorates
	Stopping the burning of associated gas by 2030, and reducing emissions of methane and other greenhouse gases	Ministry of Oil
	Encouraging cleaner production and recycling programs in factories and establishments in order to avoid waste disposal	Information and Awareness Department and Planning Department/Department of Sustainable Development
	Establishment of stations to capture carbon gas from the atmosphere and use it in industry or store it and mix it with water in rock formations	Ministry of Environment
	Investment projects in renewable energy (sources (solar energy, wind energy	Ministry of Electricity
	Investments in the research and development of local building materials in order to improve their properties in line with the principles of sustainability ((reuse, material reduction, recycling	Ministry of Electricity, Governorates, Ministry of Science and Technology
Program to protect the environment from pollution	Privatization of the solid waste management sector	National Investment Authority, Private Sector Development Council, Governorates Ministry of Construction, Housing, Municipalities and Public Works, Baghdad Municipality
	Transport sector - Project to prepare an integrated plan for public transport in major cities	Ministry of Planning, Ministry of Transport
	Developing the air quality monitoring network in Iraq	Ministry of Environment, Governorates, Ministry of Health, Ministry of Electricity
	Shifting towards reducing technical and non-technical losses using modern technical methods and switching from the simple cycle to the combined cycle while increasing opportunities for the private sector	Ministry of Environment, Ministry of Electricity, National Investment Authority, Private Sector Development Council
	Treatment of brick plant contaminants	Governorates, Ministry of Construction, Housing, Municipalities and Public Works, Ministry of Industry/Development, Ministry of Science and Technology, Ministry of Oil, Ministry of Environment



Sub-programs	Suggested Activities	Executing Party
Establishing and developing buildings and infrastructure for Iraqi universities	Expansion, rehabilitation and construction of university buildings and infrastructure	Ministry of Higher Education and Scientific Research, Ministry of Finance, Ministry of Planning, Ministry of Environment
	Incorporating the concept of green university buildings that take into account the principles of environmental sustainability	Ministry of Higher Education and Scientific Research, Ministry of Planning
Expansion, completion and rehabilitation of health institutions and infrastructure	Establishment, rehabilitation and reconstruction of major hospitals and specialized centers	Ministry of Health, Ministry of Planning
	Completion of the lagging projects fixed in the state budget (100, 200, 300 and 400) beds	Ministry of Health, Ministry of Finance, Ministry of Planning
	Establishment of hospitals that are included in the state budget (100, 200 (and 400) beds	Ministry of Health, Ministry of Finance, Ministry of Planning
Orientation: Mitigating the effects of climate change		
Adaptation to reduce climate change and its consequences	Updating data and statistics on climate change in coordination with the neighboring countries in which the Tigris and Euphrates basins are located to assess the extent to which the two basins are affected by climate changes and to exchange data and studies continuously in this regard	Ministry of Water Resources, Ministry of Foreign Affairs, Ministry of Planning, Ministry of Environment, General Authority for Meteorology and Seismic Monitoring
	Working to monitor the water entering Iraq (quantity and quality), paying attention to the existing hydrological stations, and establishing modern hydrological stations in important river areas	Ministry of Environment, Ministry of Water Resources, General Authority for Meteorology and Seismic Monitoring
	Developing the management of water resources by implementing plans for the distribution of water revenues to governorates, working to remove abuses of water quotas, whether for agricultural purposes or other uses, and holding those responsible for abuses accountable	Ministry of Environment, Ministry of Agriculture, Ministry of Construction, Housing and Municipalities
	Launching an (investment) remote sensing project to monitor the quality of the water of the Euphrates River and Lake Habbaniya and the charges offered to them	Ministry of Environment
	Increasing the number of automatic stations in order to increase climate data and increase accuracy in forecasts	Ministry of Transport



Sub-programs	Suggested Activities	Executing Party
Reducing desertification and reducing vegetation cover, which is reflected in reducing climate migration	Rehabilitating fragile communities and poor vulnerable communities and restoring their resilience	Ministry of Health, Ministry of Labor and Social Affairs
	The exploitation of treated wastewater plants in agriculture and the change of treated water from sewage treatment plants to sites outside cities to create artificial lakes and water marshes and the possibility of using them for agricultural, industrial and construction purposes	National Investment Authority, Ministry of Environment, Ministry of Water Resources
	Continuing to develop and cultivate short-lived, highly productive agricultural varieties that are resistant to drought, heat, salinity and low water consumption by calculating virtual water for agricultural crops	Ministry of Agriculture
	Enhancing livelihoods in Southern Iraq	Ministry of Environment, Ministry of Agriculture
	Encouraging investments in industries that support the agricultural sector such as the manufacture of fertilizers, pesticides, mechanization and irrigation systems	National Investment Authority, Ministry of Agriculture, Ministry of Water Resources, Ministry of Industry and Minerals
Preserving biodiversity and reducing the effects of climate change	A project to prepare a national plan to deal with water scarcity cases in the marshes	Ministry of Water Resources/Marshes Department
	A project to benefit from the recycling of water and materials in the marsh communities	Ministry of Environment, Governorates
	A project to include the marshes of Iraq in international and regional agreements	Ministry of Foreign Affairs, Ministry of Water Resources, Ministry of Environment
	A project for the conservation of biodiversity in the marine environment	Ministry of Environment, Ministry of Higher Education/Basra University/ Marine Science Center
	A project to establish the National Network of Natural Reserves	Ministry of Environment/Global Environment Facility
	Rain water harvesting” projects, especially in the wavy and western areas	Governorates, Ministry of Agriculture, Ministry of Water Resources
	Implement adaptation activities in the most vulnerable sectors, regions and ecosystems in partnership with civil society	Ministry of Water Resources, Ministry of Agriculture, Ministry of Health, Ministry of Environment, Governorates



Fourth Program: Economic diversification based on the orientation towards industries with a competitive advantage in the economy through project linkages (value chains)

This program reflects the trend towards selecting industries based on value chains as a priority option to accelerate the process of economic diversification, based on employing comparative advantage to support and enhance these industries (establishing linkages between the agricultural, industrial, tourism, agricultural and tourism sectors...).

Sub-programs	Suggested Activities	Executing Party
Orientation: A leading private sector		
Enhancing 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 in favor of the private sector	Ministry of Industry, Private Sector
Orientation: Protected and competitive production		
Encouraging exports of goods with a comparative advantage	Designing an incentive system that supports the transformation of the private sector from service activities towards commodity production activities with comparative advantage	Cabinet, Ministry of Finance, Ministry of Commerce, Private Sector Development Council
	Providing government support and facilities for export activities	Cabinet, Ministry of Finance, Ministry of Commerce, Private Sector Development Council
	Providing tax exemptions while increasing the export percentage of the output generated by projects	Cabinet, Ministry of Finance, Ministry of Commerce, Private Sector Development Council
	Promoting local goods for export by holding trade fairs	Cabinet, Ministry of Finance, Ministry of Commerce, Private Sector Development Council
	Adopting preferential exchange rates for export activities that give the national product a better competitive position	Cabinet, Ministry of Finance, Ministry of Commerce, Private Sector Development Council
	Encouraging the establishment of export companies and providing them with adequate support	Cabinet, Ministry of Finance, Ministry of Commerce, Private Sector Development Council
Protecting goods and local markets as a phase of gradual transition towards import substitution policy	Unification of customs procedures at all border crossings	Ministry of Finance, Central Bank, Ministry of Commerce
	Adopting preferential exchange rates for primary or intermediate inputs to production	Ministry of Finance, Central Bank, Ministry of Commerce
	Determining import quotas according to the needs of the local market	Ministry of Finance, Central Bank, Ministry of Commerce
	Raising the local component of the commodity supply	Ministry of Finance, Central Bank, Ministry of Commerce



Sub-programs	Suggested Activities	Executing Party
Increasing the production of natural gas (4250) per day and reducing gas burning to its lowest levels in order to achieve Iraq's commitment to reducing emissions while ensuring supplies of free gas in the long term by targeting (2000) mq/day	Increased investment in the field of associated and free gas	Ministry of Oil
	Exploring and developing the reserves of this gas in order to provide flexibility to meet demand	Ministry of Oil
Self-sufficiency and export of derivatives up to refining capacities of (1250) thousand barrels per day.	Establishment of giant refineries with modern technology	Ministry of Oil
	Updating existing refineries and adding new capacities	Ministry of Oil
Preserving the cultural-historical heritage and reviving the monuments	Rehabilitation of archaeological sites	Ministry of Culture, Tourism and Antiquities
	Strict application of laws and legislation in force to preserve monuments	Ministry of Culture, Tourism and Antiquities
	Using foreign expertise and archaeological missions	Ministry of Culture, Tourism and Antiquities
Orientation: Various investment opportunities		
Promotion of investment maps	Conducting a promotional campaign for investment maps to motivate investors to seize available investment opportunities in accordance with national priorities and sustainable development goals	Ministry of Planning, National Investment Authority, Private Sector Development Council
	Continuing to extend invitations to businessmen to reputable companies to see investment opportunities and motivate them to invest in Iraq	Ministry of Planning, National Investment Authority, Private Sector Development Council
	Training and qualifying Iraqi diplomatic missions to enhance their contribution to promoting investment opportunities	Ministry of Planning, National Investment Authority, Private Sector Development Council
Securing an attractive environment for foreign investment in manufacturing and extractive industries other than oil	Creating opportunities for economic partnership between national industrial companies and foreign industrial companies	Ministry of Industry, Private Sector Development Council
	Completing the legislative aspect in accordance with the legal framework of partnership and training contracts to reduce the knowledge shortage in this field	Ministry of Industry, Private Sector Development Council
Increasing the amount of the tax for the supply of electrical energy and its percentage of the amount of read energy	Application of smart meter systems	Ministry of Electricity
	Application of electronic payment of electricity charges	Ministry of Electricity



Sub-programs	Suggested Activities	Executing Party
Enhancing the developmental role of a tourism activity that generates income and generates job opportunities	Launching the e-Visa project to increase the number of tourists	Ministry of Interior
	Developing tourism plans, supporting two-way tourism and developing mechanisms for organizing low-cost trips	Ministry of Culture, Tourism and Antiquities
	Implementing the e-governance project and linking all tourism facilities and travel and tourism companies to it.	Ministry of Culture, Tourism and Antiquities
Preserving the sustainability of the marshlands and the monuments of Ur and their neighborhoods as tourist sites with an international horizon	Encouraging private investment (local and foreign) to implement, finance and manage projects that attract tourism in these areas	Ministry of Culture, Tourism and Antiquities
	Establishing infrastructure that supports tourism activity for antiquities	Ministry of Culture, Tourism and Antiquities
Orientation: Sustainable food production		
Sustainable food security	Increasing agricultural production (plant and animal) in a sustainable manner to achieve food security	Ministry of Agriculture, Ministry of Water Resources
Orientation: Digital transformation in the labor market		
Supporting and establishing projects related to future careers and jobs	Providing infrastructure that supports digital professions	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Updating responsive legislation and procedures to create 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, especially for women	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Granting productive loans in support of digital projects	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations
	Supporting the development of specializations and academic programs that promote future jobs	Ministry of Communications, Ministry of Labor and Social Affairs, Ministry of Planning, International Organizations



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

This program reflects the plan's interest in major strategic projects that promote sectoral and spatial linkages and exploit the opportunities offered by these projects to enhance international economic relations.

Sub-programs	Suggested Activities	Executing Party
Projects with a strategic dimension		
Organizing the structure of human settlements in Iraq	Studying and approving new cities for the purpose of referring them for advertising and implementation	Ministry of Construction, Housing and Public Municipalities
	Start implementing (5) new cities in Baghdad, Diyala, Nineveh, Karbala and Basra	Ministry of Construction, Housing and Public Municipalities
	Implementation of Al-Sadr City in Baghdad	Baghdad Municipality
Achieving the goals related to the production, storage and export of crude oil, taking into account the limitations of production by OPEC while adhering to international standards	Continuation of service contracts and licensing rounds	Ministry of Oil
	Developing the fields of national effort	Ministry of Oil
Focusing on implementing giant projects related to this field, such as seawater treatment for the purpose of injecting oil wells and oil export systems	Pipeline Network and Advisory Work for the Joint Seawater Project/Chinese Framework Agreement - Investment Account	Ministry of Oil
Expanding port capacities to meet development needs and enhance Iraq's economic position	Completion of the Grand Al-Faw Port Project	Ministry of Transport
	Deepening, drilling and furnishing shipping channels leading to ports, removing boats and removing deposits from shipping lanes	Ministry of Transport
	Raising the efficiency of the performance of the General Company for Ports of Iraq and introducing modern and electronic systems in the field of management and operation	Ministry of Transport
	Contracting with an international consulting company to provide consultations and proposals to raise the efficiency and improve the performance of the General Company for Ports of Iraq to be able to compete with companies in neighboring countries	Ministry of Transport

Sub-programs	Suggested Activities	Executing Party
Increasing air transport capacity while improving services and ensuring safety conditions in accordance with international standards	Improving the efficiency of the national carrier's performance to comply with international standards by building alliances with reputable international companies operating in this activity	Ministry of Transport
	The governance of the air transport sector and the fulfillment of international standards of safety, safety and air traffic management	Ministry of Transport
	Licensing Iraqi airports and air navigation services in accordance with national and international standards	Ministry of Transport
	Activating air transit for cargo planes and developing the necessary infrastructure	Ministry of Transport
Qualified Infrastructure		
Project for (joint studies, designs and consultations in accordance with the agreement for the Al-Nibras (HOA) giant petrochemical vertical project/ (commitment of the Iraqi side	Encouraging strategic partnerships with foreign investors	Ministry of Industry and Minerals
Major industrial partnerships with joint capital between the public and private sectors with various participation methods	Project for (rehabilitation of the plants of the General Company for Iron and Steel	Ministry of Industry and Minerals
	Project for (modernization and development of the plants of the General Company for Phosphates/ Phase II	Ministry of Industry and Minerals
Rehabilitation and development of dry gas and liquid gas pipeline networks to accommodate the increase in the quantities of dry gas and liquid gas planned under new gas investment projects	Eastern liquid gas pipeline (Halfaya - Basra) section, 16 knots	Ministry of Oil
Water Resources Infrastructure	Take advantage of tap water after being purified for irrigation purposes to obtain water with specifications that comply with national and environmental legislation and after conducting the necessary studies that show the technical and economic feasibility of it	Ministry of Water Resources
	Using closed irrigation and modern irrigation techniques of all kinds and improving the efficiency of field irrigation	Ministry of Water Resources
Renewable Energies		
Converting simple cycles of gas stations into complex cycles	Inclusion of projects to convert simple cycles of stations into a vehicle	Ministry of Electricity
Renewable energy projects between 7500 MWh to 12000 MWh	Inclusion of renewable energy projects	Ministry of Electricity



Chapter Nine

Risk Management and Monitoring
and Evaluation

9-1: Risk Management and Response Procedures

Risk management is an essential part of the National Development Plan, in which it systematically identifies risks and challenges associated with its programs and activities. Risk management focuses on determining the relative importance of a program or activity, identifying these risks, analyzing the risk in terms of probability of verification, describing risks and their impact if the risk is realized, and proposing solutions and mandatory and alternative response procedures.

The table below is a model of risk management and response procedures. At the level of main and subsidiary programs, and selected activities, we would like to note that there is a full detail of risk management in the detailed plan of the National Development Plan 2024-2028.



Table (18): Risk Management and Response Procedure

Main Programs	Subprogram and Activity	Percentage of importance of % the program or activity			Risks and Challenges	Probability of Verification	(Risk Description) The effect if the risk is realized	Alternative solutions and confrontational procedures depending on the importance of the program	
		Very high	High	Medium				Mandatory Solutions	Alternative Solutions
First Program: Promote investment in human capital and community building	Subprogram: Develop an enabling environment that promotes early childhood development								
	Development and establishment of nurseries and kindergartens in all governorates	✓			-Lack of financial allocations -The weak role of the private sector	Medium	Very high	Provide financial allocation for investment	Private sector support for nursery and kindergarten departments
	Providing care and mental health for children, especially in areas of displacement and poor governorates	✓			-Lack of financial support -Poor psychological support programs in poor governorates and areas of displacement	Medium	Very high	The need to complete, launch and implement the school health strategy	Implementing health tours to schools
	Developing educational staff specialized in early childhood		✓		-Lack of financial support -Poor training programs	Medium	Very high	- Supporting the establishment of sections concerned with early childhood - Effective commitment to implementing the early childhood development strategy	Organizing training courses and workshops
Subprogram: Providing a motivational environment for students to raise enrollment rates and improve the level and quality of learners									
	Amending the Compulsory Education Law No. (118) of 1976 and the Eradication of Illiteracy Law No. (23) of 2011	✓			The Compulsory Education Law does not include paragraphs on compulsory education up to the middle school	Medium	Very high	Coordinating with the legislative authority on the importance of approving the amendment of the law	Activating some articles of the law Article 13 First
Subprogram: Enhancing the developmental role of rural women									
	Enhancing the capacities of rural women, developing their agricultural projects and encouraging traditional handicrafts for them, with a focus on poor areas	✓			Challenges (financial, social, environmental)	High	-Lack of funding to enhance women's capabilities and develop programs that respond to the challenges facing the work of rural women -Poor participation and empowerment of rural women and poor social and living standards	-Supporting the financing of the activity from the state budget -Establishment of group projects supported by the Ministry of Agriculture to promote the products of rural women	Develop training programs suitable to the requirements of the labor market for rural women

Main Programs	Subprogram and Activity	Percentage of importance of % the program or activity		Risks and Challenges	Probability of Verification	(Risk Description)	Alternative solutions and confrontational procedures depending on the importance of the program	
		Very high	High				Mandatory Solutions	Alternative Solutions
Second Program: Economic and Administrative Reform	Strengthening the rule of law, including providing adequate protection to local and foreign investors and enforcing the law on the subject of lands allocated for investment	✓		Targeting foreign investment zones for political purposes	High	The deterioration of the investment environment and the decline in investment levels, and hence employment and income	Raising awareness among political and party leaders and ruling elites of the importance of foreign investment. Targeting this type of investment is targeting the interests of Iraq and Iraqis	Activating the role of investment zones and providing all the requirements for their success
				It is not possible to solve the problems related to land allocated for investment	Medium		Forming a committee in the Council of Ministers with full powers to end all problems related to land	
	Reducing increases in current expenditures in favor of investment expenditures	✓		Political pressure to achieve increases in certain items for ongoing allocations	High	-Depletion of budget resources in the form of current expenditures -Low level of investment in infrastructure, which weakens its efficiency -The low level of private investment due to the poor efficiency of infrastructure and the congestion of the public sector with the private sector due to its dominance over resources	Failure to approve the budget with exaggerated operating expenses	Proposing a law on the upper ceilings of budget items that includes the upper limits of current expenditures as a percentage of the state budget expenditures

Main Programs	Subprogram and Activity	Percentage of importance of % the program or activity		Risks and Challenges	Probability of Verification	(Risk Description)	Alternative solutions and confrontational procedures depending on the importance of the program	
		Very high	High				Mandatory Solutions	Alternative Solutions
Third Program: Investment in infrastructure projects directly linked to the main economic sectors (agriculture, industry and tourism) (and tourism)	(Subprogram: Investment in infrastructure projects directly linked to major economic sectors with a focus on (agriculture, industry and tourism						Forming a committee in the Ministry of Planning consisting of ministry experts, a group of experts from state ministries and a number of specialized academies to identify priority projects based on the economic feasibility of projects and the necessity of projects in creating sectoral networks	
	Identify high-priority infrastructure projects for the agriculture, industry and tourism sectors	✓		Different views on top priorities	Medium	The distribution of investment allocations according to non-scientific principles and for projects that have weak forward and backward links and do not contribute to reducing structural imbalances or increasing employment	Relying on loans from the local banking system to provide the necessary credit facilities	Benefiting from international organizations to provide grants or credit facilities for infrastructure projects
	Monitoring adequate investment allocations and their sustainability for these projects	✓		Lack of financial allocations due to emergency circumstances or due to the expansion of current expenditure allocations	High	The continued deterioration of the investment climate, the continuation of interrelated structural imbalances in the structure of output, foreign trade, the general budget of the state, and the low levels of employment		
Fourth Program: Economic diversification based on the orientation towards industries that have a comparative advantage in the economy through enterprise linkages ((value chains	(Subprogram: Rehabilitation of infrastructure for tourism projects in order to enhance their contribution to economic activity							
	Subprogram: Promoting spatial development and optimizing the potential and comparative advantages of governorates		✓	Neglecting the desert area in western Iraq, which constitutes a large area of Iraq despite having many natural resources and the presence of human settlements scattered in the desert	High	High	Implementing the road and railway network to ensure longitudinal and transverse links between regions of Iraq and achieve spatial development	Encouraging investment and the private sector to establish major strategic projects for the transport sector
	Increasing agricultural production (plant and animal) in a sustainable manner to achieve food security	✓		Subprogram: Sustainable food security	High	Lack of food security for the population (quantity and quality)	Providing financial allocations and approving the budget on time annually	
	Subprogram: Enhancing the developmental role of a tourism activity that generates income and generates job opportunities	✓		Financial, climatic, diseases and agricultural pests	High	High	Increasing financial allocations within the investment budget	Enhancing the role of the private sector in tourism investment
	Subprogram: Preserving the cultural-historical heritage and reviving the monuments	✓		Limited financial resources available within the investment budget	High	High	Increasing financial allocations within the investment budget	Encouraging private investment (local and foreign) to implement, finance and manage projects that attract tourism in these areas
Subprogram: Preserving the sustainability of the marshlands and the monuments of Ur and their neighborhoods as tourist sites with an international horizon	✓		Limited financial resources available within the investment budget	High	High	Increasing financial allocations within the investment budget		

9-2: The Institutional Framework of the Monitoring and Evaluation System

Data is increasingly seen as an institutional asset used by various government and business institutions as a basis for planning processes, making more informed decisions, improving the targeting of individuals and families, improving processes and increasing the chances of successful plans and planning. On the contrary, lack of good data or poor data management can burden institutions with inconsistent data. In addition, data quality problems can limit the ability of these institutions to perform analyses, learn lessons and employ business intelligence concepts and artificial intelligence to analyze and manage big data and integrate it into planning tools development.

From this point of view, the monitoring and evaluation system of the National Development Plan is an essential tool for obtaining data and information to improve the efficiency of planning and implementation and to ensure the achievement of the goals and visions set 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 the implementation of various programs and projects by ministries and implementing bodies in order to ensure the achievement of the desired results and improve performance in the short and long term. Designing a modern system of follow-up and evaluation is an integral part of preparing development plans and completing a system that ensures that the plan follows its planned course towards implementation.

The importance of the monitoring and evaluation system stems from its ability to form 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 that affect its implementation, identify the strengths and weaknesses of the executive process, and issue interim follow-up reports and final reports, but also seek to ensure the completion of tasks, help make the right decisions and adjust future directions for national development based on performance and challenges that arise during implementation.

The system of monitoring, evaluation and impact measurement processes consists of various

work teams in ministries and governmental and non-governmental bodies responsible for participating in the implementation of the plan. It works in coordination with the committees formed for follow-up, coordination, communication, problem solving, the data management system and databases a number of key performance indicators that allow collecting and analyzing data on them and their rates of progress by extracting performance rates and results achieved and submitting periodic reports to the concerned authorities. The team also provides recommendations to improve performance and achieve the desired goals.

9-2-1: Objectives of the monitoring and evaluation

system and measuring the impact of the National Development Plan 2024-2028

- Enabling all the main and subsidiary bodies involved in the implementation of the National Plan to formulate their executive plans to implement their strategic objectives within the programs and legislations of the National Development Plan.
- Forming the main building block in the information infrastructure around the National Development Plan 2024-2028 for all participating parties, in order to serve the Sustainable Development Goals and Iraq's vision, with specific goals and measurement indicators that can be measured in order to facilitate the follow-up process in implementation of the government's work program.
- Providing a great deal of transparency in the implementation of programs and projects included in the country's development plan by standardizing the achievement of projects and differentiating between the best administrative practices followed in each case.
- Enabling planning and executive bodies to own a database through which to prepare and develop future plans at the national and local levels.
- Designing a flexible and adaptable system of follow-up, monitoring and evaluation that can be updated and adjusted based on changes in the national economic and social context, allowing 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 the areas of public

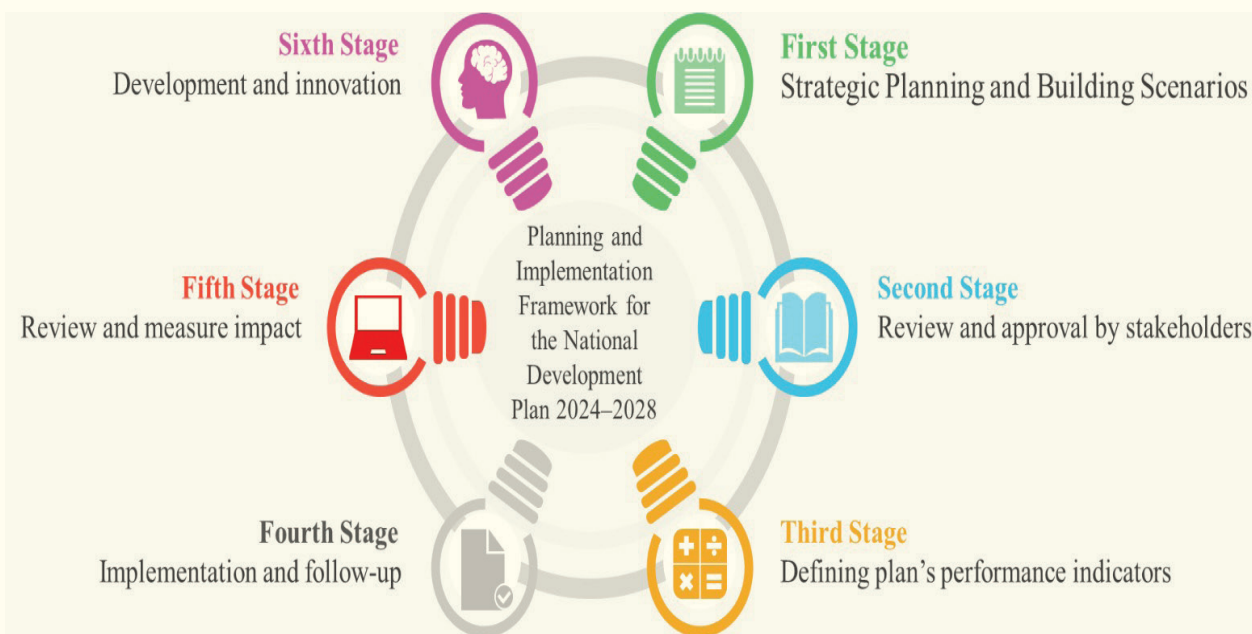


policies and executive updates on completion rates.

Figure (15) shows the planning and implementation framework for 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. It is an ongoing process that begins with the strategic planning phase and scenario

building, then reviewing and obtaining feedback and approving stakeholders, and then setting all indicators to measure the performance of the plan's goals, then implementation, and the follow-up and evaluation process from which lessons and recommendations are extracted and reinjected into the plan through the final stage of improvement and innovation.

Figure (15): Framework designed for planning, implementation and follow-up of the National Development Plan 2024-2028



9-2-2: Methodology of the monitoring and evaluation system and measuring the impact of the plan

The monitoring and evaluation system includes all the details that ensure optimal follow-up, monitoring and evaluation in accordance with international best practices and in a manner that achieves the highest rates of achievement. It includes the following items::

1. Developing the policy and values of the monitoring and evaluation system, which will be adhered to during the follow-up and monitoring of the performance of the various bodies in implementing the plan.

2. The process of determining the goals and general indicators of the plan by all ministries and bodies concerned with the implementation of the national plan.

3. Selecting data collection tools by focusing on the data platform, which represents the main electronic records of plan data, in the database system used by the Ministry of Planning.

4. Designing effective follow-up tables. 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 progress made, identify any deviations from the planned path, and take the necessary corrective actions in a timely manner, in accordance with the guidelines to be set by the plan's steering committee. A number of follow-up tools will be used, namely: spreadsheets, dashboards, project management software, and social networking tools.

5. Data analysis and reporting. Data analysis and reporting are among the basic tasks of the system of follow-up, monitoring and evaluation of plan completion. It includes extracting knowledge from

data and analyzing it, then using this knowledge to make decisions, improve government administrative processes carried out by various government agencies and participate in the plan.

6. The mechanism for ensuring the quality of data. The monitoring and evaluation system also includes the step of auditing, reviewing the accuracy of data and ensuring its quality through the work team at the Ministry of Planning in cooperation with the various committees that will be formed to coordinate the monitoring process, the intersection of data with different bodies, ensure its quality, and the responsibility of ensuring access to best practices in the process of data quality control.

7. Coordination mechanisms between the concerned authorities in achieving common and intersecting goals and ensuring the necessity of following effective procedures and practices due to the magnitude and complexity of the goals contained in the plan and the programs it included. A number of committees will be formed to coordinate efforts, namely:

- The Supreme Committee to follow up the implementation of the National Development Plan.

- The Higher Technical Committee to follow up the implementation of the National Development Plan 2024-2028.

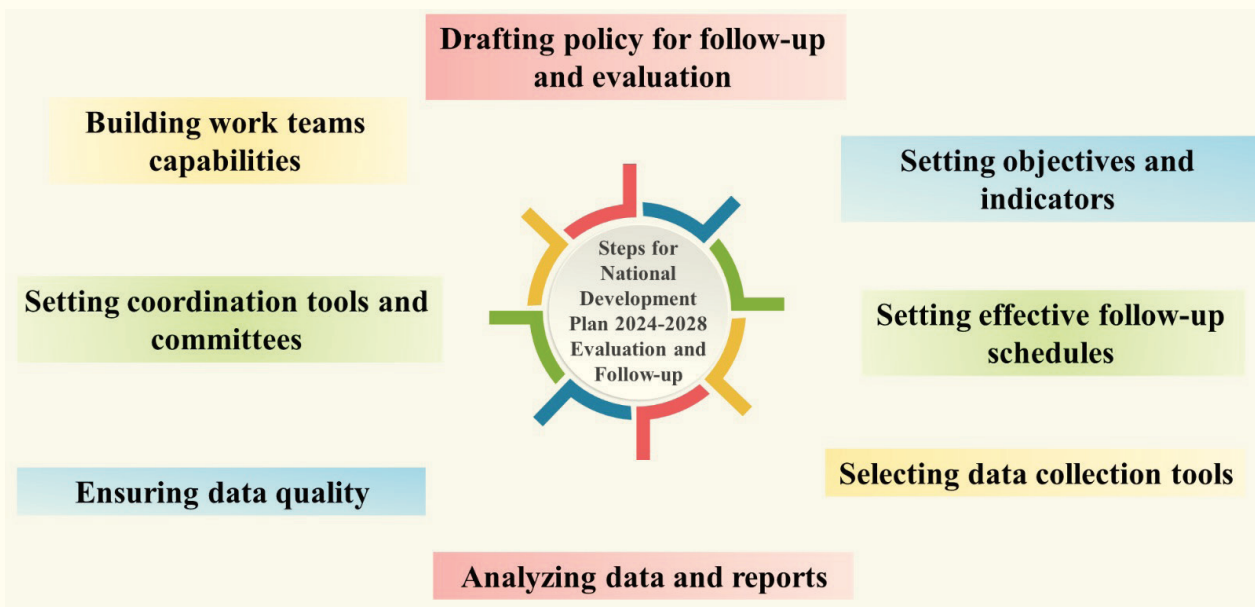
- Communication, Reporting and Impact Measurement Committee.

- The temporary subcommittees proposed by the three previous committees depending on the need and sector.

8. Building the capacity of follow-up and evaluation teams to unify concepts and ensure effectiveness and quality in data.



Figure (16): Steps to establish a follow-up system and evaluate the National Development Plan 2024-2028



9-2-3: Structure of the monitoring and evaluation system and measuring the impact of the National Development Plan 2024-2028

Due to the size and complexity of the goals contained in the National Development Plan 2024-2028, and related projects, and due to 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 based on a limited set of follow-up and coordination committees that work according to a set of goals and tasks, including ensuring effective follow-up of the implementation of the plan and achieving the goals set, helping to allocate responsibilities, coordinating efforts between different bodies, facilitating the process of following up the progress of work on the plan, and identifying and solving problems that may face implementation as you go. In addition to playing important roles in motivating teams and thus enhancing cooperation between them, the following committees will be formed, whose framework will be set by the Department of Economic and Financial Policies at the Ministry of Planning and under the direct supervision of the plan's general coordinator (Chairman of the Technical Committee for Preparing the Plan).

1. Supreme Committee to Follow up the Implementation of the National Development

Plan

This committee is chaired by His Excellency the Minister of Planning. Its members include the Chairman of the Interprovincial Coordinating Body, the Chairman of the Government Program Monitoring Team, the Office of the Prime Minister, the undersecretaries of ministries (Planning, Finance, Oil, Electricity, Higher Education and Scientific Research, Education, Health, Transport, Labor and Social Affairs, Agriculture, Industry, Water Resources, Environment, Construction, Housing, Municipalities, Public Works, and Commerce), the Deputy Governor of the Central Bank, the Chairman of the Statistics and Geographic Information Systems Authority, the President of the National Investment Authority, the Second Deputy Chairman of the Private Sector Development Council.

The committee is responsible for the following tasks:

- Supervising the implementation of the National Development Plan in line with national goals and priorities.
- Enhancing coordination between different ministries to ensure the integration of national efforts and achieve the goals of the plan.
- Evaluating the risks that may affect the implementation of the plan and identifying solutions to address them and mitigate their effects.
- Monitoring the use of financial resources



and directing them effectively towards the implementation of development action programs.

- Ensuring the existence of effective mechanisms to monitor performance and ensure transparency in the implementation of the plan's programs and projects.
- Reviewing the follow-up reports on the progress of the National Development Plan 2024-2028 prepared by the Technical Committee.
- Identifying a list of common - overlapping - goals between ministries and stakeholders clearly and accurately in order to ensure that all understand these goals.
- Clearly clarifying the roles and responsibilities of each entity, and allocating tasks appropriately to ensure that goals are achieved efficiently.
- Exchanging information between ministries and stakeholders on the plan's programs and objectives.

2. The Supreme Technical Committee to follow up the implementation of the National Development Plan 2024-2028

This committee is chaired by the Undersecretary of the Ministry of Planning for Technical Affairs and its membership includes the directors of the following departments in the ministries:

- Technical departments in 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 in the General Secretariat of the Council of Ministers.
- The Economic Department of the Ministry of Finance.
- The Private Sector Department in the Ministry of Commerce.
- Planning and follow-up departments in ministries of (Oil, Electricity, Higher Education and Scientific Research, Education, Health, Transport, Agriculture, Industry, Water Resources, Environment, Construction, Housing, Municipalities and Public Works).
- Department of Labor and Vocational Training in 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:

- Following up on the implementation of the plan's programs and projects in accordance with the specified time standards.
- Using baseline measures to evaluate the impact of interventions and adjust the goals of programs and projects to increase the impact achieved, not only achieving numbers and quantities, but also paying attention to setting standards to measure the impact of procedures, whether in raising the level of services or the standard of living of citizens and others, allowing the concerned parties to evaluate effectiveness and make the necessary decisions to improve performance and achieve the goals set out in the National Development Plan.
- Proposing and supervising the implementation of a number of in-depth side studies to monitor returns and results, measuring the effects of programs and projects in the plan, and ensuring that the results achieved have had the desired effects upon design.
- Developing indicators to measure the performance achieved and review the completion rates in the plan
- Coordinating data collection efforts and ensuring the achievement of goals in a consistent manner.
- Preparing reports on the achievement of the plan and submitting them to the Supreme Committee.
- Resolving daily problems caused by delayed completion, failure to provide timely data, or data quality

3. Communication, Reporting and Impact Measurement Committee

This committee is chaired by the Director General of the Department of Economic and Financial Policies of the Ministry of Planning. Its members includes: Representatives of the departments represented in the Higher Technical Committee, in addition to the Director of Information of the Ministry of Planning.



It carries out the following tasks:

- Developing a system for managing and exchanging information and data on the plan between ministries and different bodies.
- Collecting and analyzing data and monitoring the baseline metrics matrix as a reference point for evaluating progress in all projects and programs.
- Preparing press releases, pictures, figures, and your infographic for the most important information to be published.
- Coordinating efforts with the media and international and local organizations that follow up the implementation of the plan and seek updated information. It should be noted that the process of coordinating communication, communication and information exchange is effective.
- 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 achievements or failures.

4.The temporary subcommittees proposed by the three previous committees as needed and by sector

- These are specialized committees formed according to the circumstances and challenges to be dealt with in a specific sector. They are concerned with solving problems and challenges, 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 of a special nature. Their formation is in accordance with the vision of the plan’s general coordinator and determines the level of representation in it at the required level from participating parties as well as experts in the intended sector.

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 at the level of goals, programs and activities will be followed up and evaluated and the extent of deviation will be found. Below:

Table (19): Proposed model for the performance measurement matrix at the level of goals and programs for the education sector for the National Development Plan 2024-2028.

Main Programs	Sub-programs	Activities	Performance measurement indicators	Base year	Initial value (base year)	Target value									
						2024		2025		2026		2027		2028	
						Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Promoting Investment in Human Capital and Community Building	Development and establishment of nurseries and kindergartens in all governorates	Number of kindergartens	2022	828	16		20		20		20				
					Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
	Providing care and mental health for children, especially in areas of displacement and poor governorates	Number of courses	2022	4			4								
					Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual			
Developing educational staff specialized in early childhood	Number of courses	2022	5			1		1		1		1			
				Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual				
Supporting educational laboratories according to the method of stimulating innovation and creativity	Number of laboratories	2022	7474	33		70		70		70		70			
				Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual				

