

مركز البيدر للدراسات والتخطيط

Al-Baidar Center For Studies And Planning



Brief

The National Development Plan (2024–2028)

Department of Planning and Policies

خطة التنمية الوطنية
(2028 - 2024)

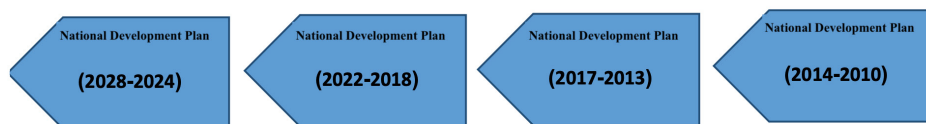
Publications of Al-Baidar Center for Studies and Planning

Introduction

The National Development Plan (2024–2028) is the fourth development plan issued by the Iraqi Ministry of Planning, extending over five calendar years. The National Development Plan aims to achieve development in all economic and social fields and serves as a foundation for determining the directions of human development through multiple sectoral objectives. The National Development Plan is prepared by the Ministry of Planning in coordination with ministries, entities not affiliated with a ministry, the private and mixed sectors, and civil society organizations, through Law No. 19 of 2009. The Council of Ministers issues the National Development Plan as it is responsible for planning and implementing the general policy of the state and general plans, as well as supervising the work of ministries and entities not affiliated with a ministry, as stipulated by Article 80 of the effective Iraqi Constitution of 2005. The National Development Plan (2018–2022) consists of nine chapters: the first chapter outlines the general framework of the plan, while chapters two through seven are dedicated to the topics of the National Development Plan. The eighth chapter is devoted to the programs of developmental action, and the ninth chapter is dedicated to risk management and the monitoring and evaluation framework.

The National Development Plan in Iraq

Up to the current plan, the Ministry of Planning has prepared four national development plans, each extending over five years, starting from 2010, as follows:



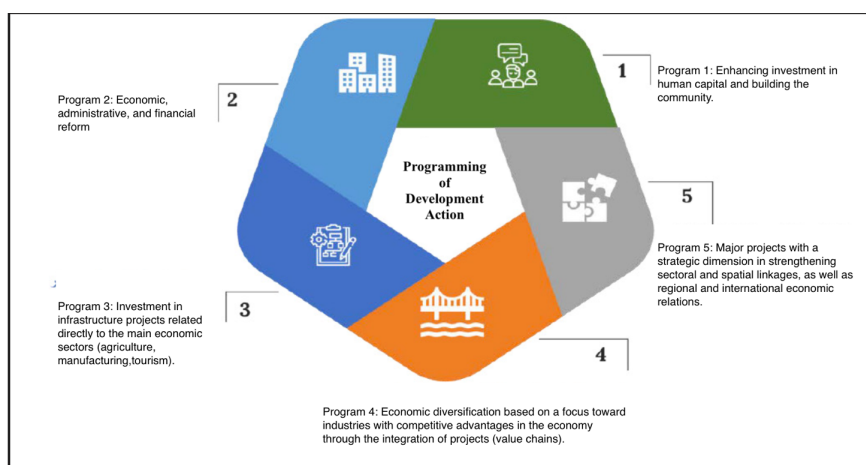
These plans include significant improvements in various indicators in each plan, such as:

- Increasing the growth rate of gross domestic product (GDP)
- Reducing unemployment rates
- Maintaining the inflation rate
- Increasing public and private investments
- Increasing the contribution of the agricultural sector to GDP
- Increasing the contribution of manufacturing industries to GDP
- Increasing the enrollment rate in primary education
- Reducing infant mortality rates
- Developing infrastructure and health services

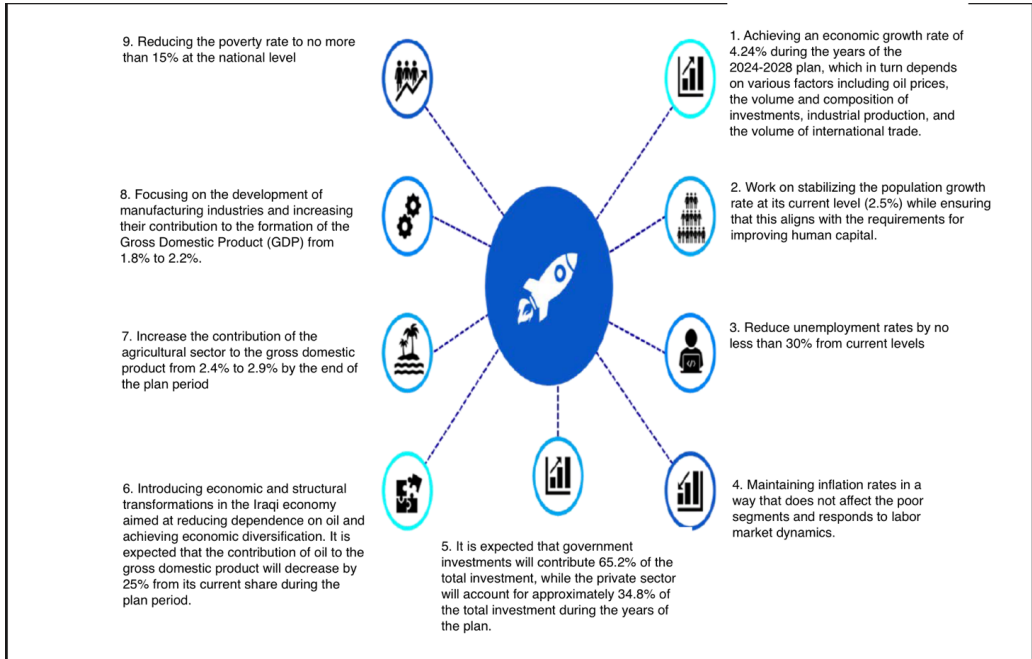
The National Development Plan (2024–2028), under the slogan “Programming Developmental Action with Innovative Means: Navigating a Turbulent World,” identifies four factors that must be recognized (the impact of international variables, population growth, technology, and innovation as the solution). The plan then presents a general framework for the development path and identifies the most prominent economic challenges, which mainly focus on the rentier nature of the Iraqi economy; institutional challenges, which mainly focus on corruption, weak law enforcement, and performance; environmental challenges, which focus on climate change; and social challenges, which focus on the spread of negative phenomena in society and the expansion of vulnerable groups, along with a set of other challenges related to the general situation. The plan then identifies a set of assumptions related to economic instability, dependence on oil, the possibility of

the economy being exposed to shocks, international instability, fluctuations in oil prices, and the potential emergence of social, health, climate, and environmental crises. The plan also identifies a set of general principles and characteristics.

The National Development Plan is based on a set of pillars, namely: the Iraqi Constitution, strategies, general and sectoral plans and policies, Iraq Vision 2030, international treaties and agreements, innovation, and investment in international cooperation. The plan then identifies thirteen general objectives related to diversifying the productive structure of the national economy, focusing on productive sectors, improving human and social development indicators, improving services and infrastructure, enhancing the investment environment for the private sector (national and foreign), accelerating the transition to digital technology, building partnerships between the public and private sectors, implementing mitigation and adaptation policies for climate change, reducing poverty and unemployment rates, developing youth capacities, enhancing international partnerships, increasing accountability and transparency, and reducing the development gap between provinces. The plan adopts two methodologies in its preparation: participatory planning with government institutions, the private sector, civil society, and the international community, and programming developmental action through five main programs.



Plan Targets: The National Development Plan seeks to achieve nine quantitative targets, including:



The plan includes a specification of national priorities that reflect the government's directions in development pathways, and includes:

- Economic diversification
- Improving human capital and capacity building
- Positive adaptation to climate change
- Spatial development that enhances competitive 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

The National Development Plan (2018–2024) sets out global trends and their challenges for the plan, identifying six expected threats: global economic disruption, exacerbation of uncertainty, the future of dependence on oil, rapid technological transformations, climate change, and a turbulent international environment. The plan evaluates the developmental performance of the previous National Development Plan (2018–2022).

The chapters of the National Development Plan, from the second to the seventh, provide an analysis of each topic targeted by the plan and present the current situation, including key indicators and challenges, and set out a set of main objectives and means of achieving them for each topic. These topics include: population, labor force, macroeconomic framework, human and social development, sectoral development, spatial and rural development, environmental sustainability, and climate change. The eighth chapter includes a detailed table of the five main programs of the plan, including a set of directives, sub-programs, proposed executive activities, and the implementing entities for each activity. The National Development Plan concludes with a risk management system and a monitoring and evaluation framework, in which the risks and challenges associated with each program and activity of the National Development Plan (2024–2028) are identified, as well as the relative importance of programs and activities, and the description and analysis of these risks in terms of the likelihood of occurrence and their impact if realized, and the mandatory and alternative solutions to these risks according to a risk management matrix and response procedures.

The plan includes the structure of the monitoring and evaluation system and the measurement of the impact of the National Development Plan through data collected on each target and program, and through coordination mechanisms consisting of five committees (General Coordination Committee, Monitoring Committee, Evaluation Committee, Communication and Reporting Committee, and temporary subcommittees as needed and by sector), and a performance measurement matrix for objectives and means of verification, consisting of tables that include (main programs, sub-programs, activities, performance measurement indicators, base year, initial value for the base year, and the target value for the planned and actual over the years of the National Development Plan).

Conclusion

The National Development Plan (2024–2028) included many explanations and analytical insights related to development in all its fields in Iraq. It contained many numerical indicators on various topics, with detailed commentary. It is noted that the plan is extensive in its coverage of multiple topics and sectors and is significantly dispersed between general objectives, main objectives, and programs, as well as focusing on structures and general mechanisms without delving into the precise details of each topic. It also included many general objectives, making it closer to a general framework for planning in Iraq rather than an executive plan, due to its generality and dispersion across multiple topics. Moreover, the plan did not specify the mechanisms for financing its projects, nor the costs of each project, and did not include a schedule of SMART objectives (Specific, Measurable, Achievable, Relevant, Time-bound). It is also noted that the plan was launched in August 2024, meaning that more than half of the first year of implementation had already passed without any executive step being taken, which is a recurring issue with many plans issued in Iraq.

Research Identity

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Note: The opinions expressed in this research do not necessarily reflect the views of the center, but only the opinions of its author.

About center

Al-Baydar Center for Studies and Planning is a non-governmental and non-profit organization established in 2015 and registered with the NGO directorate in the general secretariat of the council of ministers in Baghdad.

The center seeks to contribute to developing the state and its institutions, by proposing ideas and practical solutions to the main problems and challenges facing the state, including improving public sector management, policies, and strategic planning, using reliable data and best practices. The center engages the relevant authorities in the state with regular meetings to support this objective and utilizes the support of international organizations dedicated to assisting Iraq's development. The center also seeks to support economic reforms, and sustainable development and provide technical assistance to the public and private sectors. The center also seeks to support the development of the private sector to provide job opportunities for citizens through training and upskilling, in a way that reduces dependence on government institutions and contributes to supporting and diversifying the country's economy.

The center aims to utilize the vast amount of potential in Iraq's human resources by organizing programs to prepare and develop promising young people, including leaders capable of proposing, adopting and implementing visions and future plans that advance society and preserve its value-system based on the commitment to a high moral standard and rejection of all types of corruption.

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