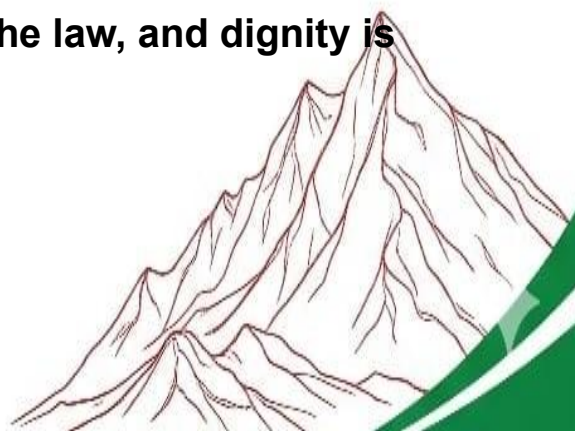




**National Strategy
for
Promoting the Rule of
Law and Its
Implementation
In the Republic of Iraq
(2025-2029)**

(Iraq, where justice prevails, ruled by the law, and dignity is protected)





National Strategy to strengthen the rule of law and establishing the justice in Iraq (2025–2029)



الصادر
نظام إدارة البريد الحكومي

Republic of Iraq
Prime Minister's Office

جمهورية العراق
مكتب رئيس مجلس الوزراء

العدد: 2526965 / 3012
التاريخ: 2025/06/23

إلى / وزارة العدل - مكتب الوزير

الموضوع / لجنة الامر الديواني (70) لسنة 2024

السلاام عليكم ورحمة الله وبركاته

وجه السيد رئيس مجلس الوزراء (أصادق أصولياً) بشأن ما ورد بكتابكم
ذي العدد (608) في 2025/6/3.

لأخذ ما يلزم وفق توجيه سيادته أصولياً واعلامنا .. مع التقدير.

مكتب الوزير
وزارة العدل
العدد: ٨٤٢٨
التاريخ: ٢٥/٦/٢٥

مكتب رئيس مجلس الوزراء

علي رزوقي الهلامي
/ مدير مكتب رئيس مجلس الوزراء
2025/6/ 22

صورة ضوئية عنه إلى /

- مكتب نائب مدير مكتب رئيس مجلس الوزراء / مع صورة عن الأوليات / للعلم .. مع التقدير .
- مديرية سكرتارية مدير مكتب رئيس مجلس الوزراء / مع صورة عن الاوليات / للعلم .. مع التقدير .
- قسم المتابعة.

طفى 2025/6/22



In the Name of Allah, the Most Merciful, the Most Compassionate

**Republic of Iraq
Prime Minister's Office**

No: 3012/2526965

Date: 23/06/2025

To: Minister's Office, Ministry of Justice

Sub: The Diwan Committee Order (70) of 2024

May Allah's peace, Mercy, and Blessings Be upon You

The Prime Minister response in regard to your letter (I approve according to the procedures) what was mentioned in your letter No (608) on 3 June 2025.

To carry out what is required in accordance to his excellency's orientation, and let us know.... with regards

Ali Razuqi Allami
Office Manager of the Prime Minister
22 June 2025

A hard copy of it to:

- Office of the Deputy to Office Manager of the Prime Minister/ in addition to a copy of required papers/for your knowledge... with respect
- The Directorate Secretary of the Office Manager of the Prime Minister / in addition to a copy of required papers/for your knowledge... with respect
- Follow up Department



كۆمارى عىراق
وه زاره قى دار
نوسىنگى بىرىكارى وه لىرى
نوكاروبارى كاركىزى ودارلى
Republic of Iraq
Ministry of Justice



جمهورية العراق
وزارة العدل
مكتب وكيل وزارة العدل
للمسودة الاستراتيجية والمالية

التاريخ: ٣ / ٦ / ٢٠٢٥ م

العدد ٨٠٧

السيد رئيس مجلس الوزراء المحترم

الموضوع/ لجنة الأمر الديواني (٧٠) لسنة ٢٠٢٤

نهدىكم اطيب التحايا ...

استناداً الى الأمر الديواني المرقم (٧٠) لسنة ٢٠٢٤، والمتضمن تأليف فريق وطني لإعداد الاستراتيجية الوطنية لتعزيز سيادة القانون وتنفيذها.
وبالإشارة الى محضر اجتماع الفريق الوطني المشار إليه أعلاه والمنعقد بتاريخ ١٩ أيار ٢٠٢٥ في مقر وزارة العدل، والذي تم من خلاله التوقيع على المسودة النهائية الخاصة بالاستراتيجية المذكورة آنفاً (المرفقة رباطاً).
لتفضلكم بالإطلاع، والمصادقة على الاستراتيجية الوطنية لتعزيز سيادة القانون وتنفيذها، مع إعلان انطلاقها في احتفالية تقام بهذه المناسبة تمهيداً للشروع بمرحلة التنفيذ.
مع فائق التقدير الاحترام.

المرفقات/

- محضر اجتماع.

- مسودة نهائية عن الاستراتيجية أعلاه.



الدكتور
خالد شوانى

وزير العدل
رئيس الفريق الوطني

٢ / حزيران / ٢٠٢٥



National Strategy to strengthen the rule of law and establishing the justice in Iraq (2025–2029)

**Republic of Iraq
Ministry of Justice
Office of the Deputy Minister for
Administration and Finance Affairs**

No:608

Date: 3/06/2025

To: His Excellency, Prime Minister

Sub: The Diwan Committee Order (70) of 2024

Greetings,

According to the Diwan Order No. (70) of 2024, which includes forming a National Team to develop the National Strategy for promoting the Rule of Law and implement it.

Reference to the minute of the National Team meeting, aforementioned, and held on 9 May 2025 in the Ministry of Justice headquarter, where the final special draft of the Strategy, aforementioned, was signed (attached).

Please see and approve the National Strategy for Promoting the Rule of Law and implement it, in addition to announcement of its launching in a ceremony which will be held this year as a preparation for the implementation phase.

With all due respect

Attaches:

- Minute of the meeting
- Final draft of the Strategy mentioned above

**Khalid Shwani
Minister of Justice
Chairperson of the National Team
3 June 2025**

E-mail: majagent@moj.gov.iq www.moj.gov.iq

**Add: Baghdad-Al-Salehiyah- Entrance to Haifa Street
Building Ministry of Justice**



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The Minister of Justice's Speech

Ladies and Gentlemen: Your Excellencies the Ministers, Members of Parliament, Heads of Independent Bodies, Syndicates, Unions, Organizations, and honorable Diplomatic Missions,

May Allah's peace, mercy, and blessings be upon you.



As the Chairperson of the National Team (NT) for developing the National Strategy for Promoting the Rule of Law and following its implementation, I am honored to welcome you today and to present you this national achievement, which is a crucial and necessary step to build a state that is founded on the rule of law.

This strategy is a clear roadmap that translates the directions of the Iraqi state towards building a state where justice prevails and equality before the law is achieved, in line with Iraq's international obligations towards achieving the Sustainable Development Goals 2030, especially Goal 16 related to peace, justice, and strong institutions, which enhances Iraq's position and role at the international level.

Iraq's adoption of this five-year strategy reflects the Iraqi government's commitment to its reform approach, led by Prime Minister Mohammed Shia'e Al-Sudani. This embodies our firm belief in human rights and the rule of law in Iraq and opens horizons for developing the legal and judicial institutions, enhancing integrity and transparency, combating corruption, and promoting a culture of law through the safeguarding of freedoms and combating impunity.

This strategy will be implemented by the official state institutions, each institution according to its specialty, in cooperation with universities, civil society, unions, and professional syndicates, and through benefiting from the international organizations' expertise to contribute and support these initiatives.

This strategy had been developed in accordance with the international best practices and applications in the field of the rule of law. Thus, it represents a qualitative step in building the Iraqi state, adding to the achievements that have been made in reconstruction, democracy, institution building, administration, stability, and establishing the foundations of good governance. This consolidates a political system based on the rule of law in its practices, aiming to achieve justice and consolidate its contents within the state and society.

The adoption of this strategy is the culmination of diligent efforts that the Iraqi government adopted as a large part of its plans and programs. It constituted a meeting point between many strategies that were approved, such as the National Anti-Corruption Strategy, the Human Rights Strategy, the National Cybersecurity Strategy, and others. This strategy is a part of Iraq's commitment to achieve the Sustainable Development Goals (SDGs), as Iraq affirmed its commitment to this since 2024. This commitment strengthens the development plans and programs across four key areas that will guide Iraq towards achieving the SDGs by 2030.



National Strategy to strengthen the rule of law and establishing the justice in Iraq (2025–2029)

This strategy was planned as a part of the Iraqi government's efforts to develop its international indicators and for a joint action that could serve common goals. It was developed in cooperation with the United Nations, where resolutions and projects were issued to support these goals and amend some legal provisions.

There are also efforts to strengthen this strategy through introducing a fourth strategy, which will promote the rule of law, in addition to Iraq's adoption of the National Security Strategy 2025-2030, to be the active hand and support office for consolidating the rule of law and reducing the negative phenomena in cooperation with the international community and the United Nations.

This constitutes a major step to enhance cooperation between the international community and governmental institutions. This initiative is merely a starting point in drawing up an initial roadmap for action in Iraq, because it is developed by the efforts of all the state's institutions, including the Kurdistan Regional Government (KRG), and through benefiting from the experiences and expertise of local and international institutions, and in a way that will contribute to meeting the requirements of the next phase.

Ladies and gentlemen,

Today, we are beginning a new phase that requires everyone to be committed to the immediate implementation efforts of the strategy, according to a specific timeline for activities and programs that ensure the actual implementation and achieve the desired goals, creating opportunities to strengthen the rule of law in partnerships with the international institutions and organizations, and opening the way for continuous follow-up through a high-level executive committee to monitor the achievement and evaluation phases.

We would like to extend our sincere thanks and appreciation to the "Investigator Organization for Supporting the Rule of Law and Democracy" for its efforts and active contributions in supporting and completing this strategy and for the constructive cooperation it provides, which reflects the true spirit of partnership between the state and civil society organizations.

In conclusion, I would like to extend my sincere thanks and gratitude to the Prime Minister for his support of this project and for issuing an order to form the committee to develop this strategy, which is clear evidence of his interest in this matter and his keenness for the development and implementation of the strategy.

Also, I would like to extend my thanks and appreciation to the members of the committee and the representatives of all ministries and state institutions for their efforts in preparing the strategy.

May Allah's peace, mercy, and blessings be upon you.



Introduction:

In pursuing a stable, fair, and prosperous future, the establishing and applying the rule of law is one of the basic pillars of any society, which is defined to be a principle that affirms that all individuals, institutions and government entities are subject to the laws that are publicly declared and enforced equally.

This principle forms a foundation to ensure justice and integrity in society through emphasizing that the legislation is enacted constitutionally and by the constitutional authority that is governing the country. The rule of law principle includes ensuring that legislation is clear and known and also include mechanisms for resolving disputes fairly and impartially.

The concept of the rule of law – according to the United Nations definition – is: (A principle of governance in which all persons, institutions, public and private entities, including the state itself, are accountable to laws that are publicly issued, and that have been applied to all equally, are subject to an independent judiciary, and are consistent with international human rights rules and standards. Also, this principle requires taking measures to ensure compliance with the principles of the rule of law, equality before the law, accountability before the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness, and procedural and legal transparency.)

The rule of law is essential for the stability, prosperity, and integrity of any state, because it ensures that the government exercises its powers within the bounds of the law, which will prevent the corruption and abuses, and promote the protection of individual's rights. It also supports economic development through creating an environment that allows businesses to operate with confidence, ensures the implementation of contracts, protecting of property rights, and resolves legal disputes fairly, which is essential to attract investments and boost economic activity.

In a democratic context, the rule of law is the cornerstone for protecting human rights, maintaining the public order, preventing the monopolization of power by a few, accordingly supporting democracy and ensuring that those in power are held accountable through legal means.

The application of the rule of law is a protection to states from significant risks such as descending into totalitarian rule and ensures that decisions are made in accordance with the law, and this will prevent the spread of corruption, reduce human rights violations, and eliminate social injustice, in a way to prevent the deterioration of confidence and bridge the gap between the government and citizens to prevent the outbreak of social unrest.

Furthermore, the absence of the rule of law leads to weak economic development, as investors hesitate to invest in such countries, and this will result in economic stagnation and increase poverty and inequality.

Iraq with its rich history and diverse cultural heritage faces challenges and unique opportunities on its path toward establishing a robust rule of law. This will help consolidate the pillars of a democratic state that respects human rights, strengthens anti-corruption programs, reinforces the relationship between the government and citizens, and will increase the implementation opportunity of the social protection programs.



This inclusive national strategy for the rule of law in Iraq is a crucial endeavor aiming to strengthen the legal institutions, promote justice, ensure the protection of human rights for all citizens, and improve Iraq's position on the Global Rule of Law Index in line with the various important efforts made by different governmental institutions and security entities to place Iraq in a prestigious global position and befitting its history and its people's civilization.

Reasoning behind the Strategy

Strengthening the rule of law in Iraq is a pressing strategic necessity linked to various political, social, economic, and security aspects. The rule of law is not limited to the application of legislation alone, but incorporates an integrated system that guarantees good governance, transparency, and accountability across all state institutions, in addition to enhancing the trust between citizens and the state.

The following reasons can be included for adopting the strategy:

First: The political and social environment in Iraq is complex because the studies show that Iraq is not included in Global Rule of Law Indices, such as the World Justice Project's Rule of Law Index, which measures the extent to which countries respect the rule of law and takes into account the absence of corruption, human rights, and justice. These indices demonstrate a clear need for how the legislations are applied and enhancing transparency, and this emphasizes the necessity of establishing a comprehensive strategic framework to ensure the rule of law is upheld in Iraq.

Second: The corruption is one of the most important obstacles facing state institutions in Iraq, which is weakening the public trust. The lack of transparency and accountability leads to the growth of corruption and nepotism which is hindering the sustainable development efforts and weakening Iraq's ability to attract foreign investment. Hence, the importance of this strategy lies in strengthening institutional oversight and activating anti-corruption mechanisms. This strategy pursues building transparent legal systems, characterized by integrity, and safeguarding the citizens' rights.

Third: Establishing the rule of law leads to the political and security stability since previous years have been characterized by remarkable progress and serious attempts to enforce the law; demonstrating that building strong institutions that ensure the fair and effective application of legislation is fundamental to state stability. The World Bank notes that countries with strong legal institutions are able to achieve higher levels of economic growth, as the rule of law contributes to providing a secure investment environment that protects investors' rights and ensures the fair execution of contracts.

Fourth: Adapting the Iraqi legislation to align with international standards, harmonizing it with global best practices, and ensuring that legislation is flexible enough to adapt to future societal changes, and this will enhance the fairness of the judicial system and effectively achieve the rule of law.

Fifth: The strategy represents a response to the recommendations of international and regional research which emphasized that state-building depends heavily on having an effective legal system. Iraq is a



National Strategy to strengthen the rule of law and establishing the justice in Iraq (2025–2029)

key player in the region, and its internal developments reflect on its regional and international stability. Therefore, this strategy aims to strengthen the role of Iraq as a state that respects the rule of law and contributes to the stability of the region as a whole. The strengthening of the rule of law is a fundamental pillar for achieving the 2030 Sustainable Development Goals adopted by the United Nations, particularly Goal 16, which focuses on "peace, justice, and strong institutions." Through this strategy, Iraq will endeavor to improve its ranking in international indices related to governance and the rule of law, thereby enhancing its ability to attract international support, contribute to the stability of its institutions, and achieve economic and social growth.

Sixth: The rule of law contributes to the protection of the citizens' rights and freedoms, which are emphasized in the Iraqi constitution, and will achieve justice and equality.

Strategy Development Goals

This strategy aims to create an integrated strategic framework that reflects the needs and aspirations of the Iraqi people in the legal area. It focuses on establishing the rule of law by focusing on eight key indices that form the foundation for optimal compliance with the law in any modern state:

- **Transparency:** Ensuring that all government actions are accessible to the public in a transparent and clear manner, which will enhance the trust between the government and citizens.
- **Civil Justice:** Providing a legal system that guarantees equal access to justice in civil matters for all, without discrimination.
- **Freedoms:** Protecting and promoting fundamental human rights, which makes the essence of the rule of law.
- **Security and Order:** Maintaining the internal peace and security through the fair and effective enforcement of legislation.
- **Oversight of authorities:** Ensure that government authorities operate within their authority and do not overstep or abuse it.
- **Absence of corruption:** Combating corruption at all levels through the development of transparent and accountable systems.
- **Criminal justice:** Developing a criminal justice system that strengthens the rule of law and protects the rights of both defendants and victims.
- **Enforcement of laws and regulations:** Ensuring that legislation and regulations are implemented fairly and continuously.

This strategy will also have Nine main areas around which the strategic Objectives and Enablers will revolve, in addition to other various strategic pillars:

- 1- **The First Area:** The role of the judiciary in strengthening the rule of law and establishing justice.
- 2- **The Second Area:** The role of the legislative power in enacting the laws stipulated in the constitution and conducting a legal review of all legislation, especially the decisions of the dissolved Revolutionary Command Council, and aligning them with current realities and international agreements.



- 3- **The Third Area:** The enforcement agencies' role of law, particularly the Ministries of Defense and Interior, and security agencies, in strengthening the rule of law.
- 4- **The Fourth Area:** The role of judicial institutions and departments, such as Real Estate Registration Offices and **enforcement offices**, notaries public, and Adult Reform Centers of men, women, and juveniles, in strengthening the rule of law.
- 5- **The Fifth Area:** The role of political parties and tribes in strengthening the rule of law, including the proper legal regulation of political parties, enhancing the role of the Independent High Electoral Commission (IHEC), keeping weapons under the control of the state, and ensuring that tribal reconciliation serves to uphold the law and combat tribal customs that contradict Sharia and the law.
- 6- **The Sixth Area:** The role of educational institutions, particularly Law Faculties in the universities and schools under the Ministry of Education, in disseminating culture of the rule of law.
- 7- **The Seventh Area:** The role of media institutions in guiding society towards adherence to the principles of the rule of law and encouraging society to uphold the law, given their role as the fourth power.
- 8- **Eighth Area:** The role of oversight institutions, such as the Public Prosecution Service (PPS), the Federal Board of Supreme Audit (FBOSA), the Federal Commission of Integrity (FCOI), and the Human Rights Commission (IHRC), in promoting the rule of law.
- 9- **Nineth Area:** The role of Civil Society Organizations (CSOs) and unions in adherence to the law and encouraging society to uphold the rule of law.

The strategy pursues to achieve strategic goals distributed according to a dual-domain and dimensional matrix (the **chronos scopes and successive technical scopes which are linked to the objectives**) as follows:

Short-term objectives: These objectives focus on strategic planning and cover the following points:

- **Ensuring proper strategic implementation:** This involves adopting a participatory approach that includes all stakeholders in society and promotes transparency. This will include developing monitoring systems supported by precise indicators to ensure progress towards the specific goals, in addition to preparing a comprehensive communication plan targeting all stakeholders.
- **Comprehensive legislative review and aligning:** Conducting a comprehensive review of laws, regulations, instructions, rules, decisions, circulars, etc., with the aim of harmonizing them with international standards and selecting best practices to ensure fairness and transparency in the application of the law.
- **Evaluation and Development of the Systems:** Improving existing systems to align with the status of related systems and the government's direction towards electronic connectivity and the digitalization of data storage and services. This will be essential to ensure the sustainability of legal processes and enhance efficiency.
- **Strengthening institutional capacities:** Focusing on building the institutional capacities of the judiciary and law enforcement institutions through continuous training and skills development to ensure the effectiveness and sustainability of legal systems.



National Strategy to strengthen the rule of law and establishing the justice in Iraq (2025–2029)

- **Sectoral partnership planning:** Building strong partnerships with various sectors to ensure that strategic goals are achieved in an integrated and effective manner.

Long-term goals: These goals focus on the application and strategic positioning of the rule of law:

- **Developing the national plans to rehabilitate the human resource:** Developing comprehensive training and development plans for employees of government institutions and the judiciary services to ensure the enhancement of skills and knowledge necessary to uphold the rule of law.
- **Strengthening the public trust:** Building and reinforcing citizens' confidence in legal institutions through transparency and accountability in all legal proceedings. This will be a crucial aspect in restoring and sustaining the public's trust in the legal system.
- **Ensuring equal access to justice:** Developing mechanisms to ensure that all segments of society will have access to justice, with a focus on vulnerable and marginalized groups, to ensure that no individual is subjected to discrimination or injustice.
- **Promoting human rights culture:** Spreading and promoting a culture of respect for human rights and the rule of law at all levels of society through education and awareness.
- **Fulfilling global obligations and requirements:** Working to achieve the international standards necessary for Iraq's inclusion in the Global Rule of Law Index; this will enhance its international standing and will support its long-term stability.



Strategy Development Phases

Based on the outputs of the national team's participatory design workshops and in accordance with a consultative approach with sectoral stakeholders, the strategy development phases could include:

Phase one: Preparing to develop the strategic plan and reviewing it.

Phase two: Analyzing the current situation.

Phase three: Drafting and reviewing the plan.

Phase four: Forming the strategic implementation team and proposing a detailed action plan for the team including a follow up, evaluation framework, media plan, and launching the national strategy.

Phase five: The strategic sequencing, follow up, and evaluation of the strategic plan.

Main Components of the Strategy

Strategic formulation methodology and strategic model

The National Strategy for Strengthening the Rule of Law and Establishing Justice in Iraq and its implementation plans are based on (the Strategy House model), a comprehensive methodology widely used in designing governmental and non-governmental strategies. This model is distinguished by its ability to provide a structured and systematic framework that enables governmental institutions to clearly define their vision, accurately analyze current conditions, and set their objectives based on those analyses.

It also empowers them to develop and select initiatives aligned with the specific goal, in addition to effectively plan the implementation of these initiatives, and ensure continuous monitoring and evaluation of strategic performance to identify necessary improvements.

The importance of the House Strategy model lies in its ability to align organizational strategic goals with the needs and expectations of citizens and stakeholders, which contributes to enhancing transparency and accountability within government institutions. This approach also helps to develop a comprehensive understanding of the internal and external environment of the institutions, including their strengths, weaknesses, opportunities, and threats.

Through this methodology, strong and actionable evidence-based strategies are formulated and designed, fostering collaboration and coordination among various government administrations and external stakeholders.

Furthermore, the model provides effective tools for monitoring and periodically evaluating progress toward strategic goals, to ensure modifying the plans and procedures as needed, which will lead to achieving the desired results with high efficiency.



The strategy formulation process has undergone the following sequential phases:

The First Phase

Preparation to develop and review the plan

The initial phase of preparing and reviewing the strategic plan is one of the most sensitive and crucial phases in developing an effective national rule of law strategy. It is not merely a preliminary phase, but rather the basis upon which all subsequent phases are built. This phase requires careful and comprehensive preparation to ensure that the adopted strategy will be able to meet the needs of the state and effectively promote the rule of law, and this stage was completed through:

1 . Forming the Strategy National Team

The National Team is the main machine of the strategic process. The national team is chaired by the Federal Government Minister of Justice and includes representatives from active entities to develop and implement the strategy, ensuring their representation of the Federal Government and the Kurdistan Regional Government (KRG).

The Iraqi government appointed two deputies to the Chairperson of the team: the Undersecretary of the Ministry of Justice for Administrative and Financial Affairs in the Federal Government and the Undersecretary of the Ministry of Justice in the Kurdistan Regional Government, in addition to representatives from specialized entities in the Iraqi government and the Kurdistan Regional Government, and a representative from the civil society, namely from the Investigator Organization for the Rule of Law (IoL).

The purpose of forming the National Team is not only to direct the work, but also to ensure that all the implemented activities are consistent with major national goals and the aspirations of the Iraqi people.

The existence of a strong and effective National Team directly impacts the success of its implementation, as its role is not limited to supervision, but extends to strategic decision-making and course correction when needed. Thus, the national team becomes the guarantee for achieving the state's vision of the rule of law.

2 . Reviewing the methodology of developing the strategy, improving and approving it

The review included an in-depth analysis of past experiences and a study of global best practices, providing an opportunity to learn lessons learned. Also, the review required consideration of the internal and external environments in which the strategy would be implemented, including existing legislation, regulatory frameworks, and economic and political challenges.

After completing the improvement of the methodology, the approval of the National Team was obtained, as this approval constitutes a green light to move to the next stages of developing the strategy and an affirmation that the methodology is capable of achieving the specified goals efficiently and effectively.



3. Developing an action plan for the National Team to develop the strategy

A comprehensive action plan was developed for the National Team, which is vital to ensuring the successful implementation of the strategy. The plan included a precise distribution of roles and responsibilities among team members, along with clear timelines for each planned activity.

The action plan serves as a detailed roadmap for all activities to be carried out during the strategy's development. The plan also includes mechanisms for continuous monitoring and evaluation, allowing for the necessary adjustments to be made in the event of any obstacles or challenges raised up.

The Second Phase Analyzing the Current Situation

The rule of law represents the basic pillar for achieving stability and justice in societies, as it ensures that power is fairly distributed among state institutions and is exercised within a strict legal framework that respects the rights of individuals and protects their interests. The rule of law faces diverse challenges with political, social, and economic dimensions that affect the effectiveness of the legal system in Iraq and limit the ability of Iraqi institutions to enforce the law effectively.

In this context, the importance of developing a comprehensive national strategy aimed at strengthening the rule of law in Iraq is highlighted by addressing these challenges and providing sustainable solutions that ensure justice and equality for all citizens. It is essential to understand and analyze these challenges in depth to provide a clear picture of the current state of the rule of law in Iraq, and to identify the necessary steps to strengthen the role of legal institutions and achieve stability and prosperity for Iraqi society.

The General Challenges Facing the Rule of Law in Iraq

First :The General Challenges Facing the Rule of Law in Iraq

Based on Iraq's second Voluntary National Review on achieving the Sustainable Development Goals, we can utilize the information contained in Goal 16: "Peace, Justice and Strong Institutions." The report explains the most important challenges facing the rule of law in Iraq and as well as explaining the financial and administrative challenges, such as:

•Changing political climates:

The political disturbances are one of the most prominent challenges affecting continuity and promoting the rule of law in Iraq. The frequent shifts in governments and political systems pose significant difficulties to the legal institution in achieving balance and continuity in the application of legislation. It impacts the performance of the legal system and increases the challenges associated with building trust between institutions and society. Achieving a strong and sustainable rule of law, there will be a need for support to establish a neutral and independent legal system that is consistent with the citizens' needs and aspirations and free from the influence of repeated political changes.



- **The overlap between Party Politics and the Law:**

The political parties play an important role in enhancing popular interaction and participation in democratic systems. The impact of party's activity is evident on some legal procedures, which sometimes affect the level of trust in legal institutions and in the effectiveness of law enforcement. Dealing with these challenges requires rebalancing the public interests with the needs of government's actions in order to achieve transparency and strengthen the rule of law.

- **Administrative and financial corruption:**

Corruption is one of the biggest obstacles to the rule of law. It directly affects the ability of institutions to implement the law fairly and transparently, making the legislation lose their effectiveness and turning the legal system into a mere tool for personal gain. This exacerbates the gaps between the state and society.

- **Absence of an inclusive strategy for the rule of law:**

Developing a national strategy for the rule of law will help the state achieve justice and stability. The national strategies, such as the Strategy to Counter Violent Extremism or the Strategy to Eradicate Poverty, provide a framework through which the state's efforts can be directed toward achieving specific goals. Developing a strategy for the rule of law will develop the functioning of legal institutions and reduce the lack of guidance and oversight on law enforcement operations.

Second: The Procedural Challenges to the Rule of Law in Iraq

- **Expansion of private national legislation:**

The Iraqi legal system is characterized by a multiplicity of laws, which contributes to the complexity of the legal process. Some specific laws occasionally create disparities among citizens. This multiplicity of laws further complicates the legal system and may require enhancing the coordination to ensure the fair and equitable application of the law to all.

- **Lack of knowledge and expertise:**

The disparity in knowledge and expertise within the legal institutions in Iraq represents a major challenge to achieving justice and the rule of law. There are big gaps in training and education among law enforcement personnel, leading to errors in handling legal cases.

- **Administrative bureaucracy**

The complex administrative bureaucracy is one of the major obstacles to achieving the rule of law in Iraq, where the bureaucracy contributes to delaying legal processes and hinders the implementation of decisions, leading to a waste of time and resources and making it difficult for citizens to access justice and legal services effectively. This complexity increases the suffering of citizens.



- **Weaknesses of the institutional performance and governance:**

Iraq has been suffering from delays in the areas of regulating the institutional work, distribution of roles, and automation (digitalization) processes, which lead to weak enforcement of laws and regulations. The absence of effective governance systems leads to a lack of transparency and accountability, and this weakens the citizens' trust in state institutions.

The institutional fragility means that decisions and actions may be subject to personal and social influences rather than legal and professional standards, which is hindering the achievement of the national goals and weakening the effectiveness of government institutions.

- **Inadequate infrastructure of institutions:**

The infrastructure of legal institutions in Iraq suffers from significant deficiencies and weaknesses in its suitability and readiness to meet the citizens' needs, and lack appropriate infrastructure such as taking into account the requirements of people with special needs or women, which is increasing the suffering of citizens when dealing with legal institutions. In addition to this, many institutions are overcrowded and unable to accommodate the number of visitors, further hindering access to justice and undermining the effectiveness of the legal system.

Third: The expected intersections of the strategy with various relevant national, regional and international strategies, and the set of relevant national commitments with the aim of determining the strategic positioning within the scope of the rule of law at the national and international levels.

In the context of developing the strategic framework for the rule of law in Iraq, it is necessary to achieve inclusive strategic consensus with various relevant national, regional, and international strategies and plans. Achieving this consensus enhances integration and harmony between the various initiatives, and places Iraq in a position that enables it to fulfill its international obligations and enhance its role in the areas of governance, human rights, and justice.

At the national level, the strategy will take into account the overlap with Iraq's broader development goals, as it was outlined in the National Development Plan, the Strategy of Poverty Reduction, and others. These plans emphasize the importance of good governance, institutional capacity building, and the rule of law as fundamental pillars for achieving sustainable development. Iraq can create a coherent political environment where legal reforms directly contribute to broader social and economic progress through aligning the rule of law strategy with these national frameworks.

Regionally, Iraq must work towards strategic alignment with the initiatives of regional bodies, such as the League of Arab States (LAS) and its human rights standards and the Arab Anti-Corruption Strategy. Iraq's commitment to regional standards and by enhancing cooperation with these bodies will strengthen the country's standing within the regional bloc and enhance its capacity to cooperate on transnational issues such as terrorism, illicit trafficking, money laundering, and organized crime, which are closely linked to the rule of law.



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On the international level, Iraq must position itself within the context of international indicators and standards, such as the United Nations Sustainable Development Goals, especially Goal 16, which focuses on peace, justice, and strong institutions.

Also, engaging with indicators such as the World Justice Project’s “World Rule of Law Index” is crucial, as this index provides a comprehensive measure of how the public experiences the rule of law, covering aspects such as the absence of corruption, basic rights, order and security, and the enforcement of legislations. By aligning the strategy with the standards of this indicator, Iraq can regularly track and improve its performance in the area of the rule of law at the international level.

Additionally, the World Justice Project (WJC), which is considered to be a collaborative platform for promoting the rule of law globally, can provide vital insights and resources that can be integrated into Iraq's strategy. This alignment will enhance the credibility and inclusiveness of rule of law initiatives in Iraq and will facilitate international cooperation and knowledge sharing.



Third Phase Developing Strategic Plan

Identifying the Strategical Scopes

The five-year strategy is the cornerstone of building a strong legal and institutional system that promotes the rule of law in Iraq. The following areas have been identified to guide efforts toward achieving clear and sustainable objectives within this strategy:

First: Reviewing the legislation and compliance

In this context, the focus will be on conducting a comprehensive and careful review of current legislation to ensure its compliance with the international standards and best practices that Iraq adheres to.

This requires a careful study of current legislation and identification of the legal gaps or loopholes that may hinder the achievement of justice, with the aim of creating an integrated legislative framework that promotes the citizens' rights and ensures compliance with legal standards, which will contribute to building confidence of various stakeholders in the legal system and achieving a state of law, institutions, and procedural and substantive contexts.

Second: Capacity building for government employees and relevant security personnel

Within the strategic scope of capacity building, the focus will be on developing a comprehensive approach that begins with assessing the current competencies of government and security personnel in relevant institutions. This assessment includes a comprehensive review of individuals' capabilities in terms of knowledge, skills, and experience necessary to perform their assigned tasks effectively and efficiently, through questionnaires, interviews, and previous performance evaluations to identify competency gaps.

Based on the results of this evaluation, a comprehensive capacity-building plan will be designed, including customized training programs aimed to improve specific skills, through the implementation of theoretical training activities, practical training, workshops, and practical simulations that will help individuals apply what they have learned in their daily work environment.

Implementing the capacity-building plan is a crucial step to ensure that employees are equipped with the latest skills and knowledge to perform their roles effectively. This plan will also be reviewed and updated periodically to ensure it remains responsive to new and evolving challenges that institutions may face.

Third: Strengthening systems

This strategy requires a focus on strengthening existing institutional systems by developing administrative and technological infrastructure. This includes improving administrative processes and procedures, and using modern technology to facilitate task execution and decision-making to contribute to increasing operational efficiency and reducing opportunities for corruption and administrative abuses.



Fourth: A strong accountability system with a clear implementation plan

To ensure justice and accountability, a clear implementation that includes developing a transparent and effective accountability system must be set to ensure monitoring the performance of institutions and individuals and to ensure their compliance with legal criteria.

Identifying the primary target stakeholders

As part of developing the National Strategy to Promote the Rule of Law in Iraq, the focus will be on strengthening the various roles of legislative bodies, law enforcement institutions, educational and research bodies, and oversight institutions, in addition to intensifying cooperation with local and international civil society organizations, the media outlets, and human rights activists, in order to ensure that the strategy's goals are achieved inclusively and sustainably.

The legislative bodies responsible for drafting laws: The strategy will focus on supporting responsible legislative bodies, such as the Iraqi Council of Representatives (COR) and the Kurdistan Regional Parliament (KRP) to develop a strong and modern legal framework that will keep pace with global developments and respect basic rights. The strategy will work to strengthen legislative capacities to ensure that laws are drafted and implemented in a way that promotes justice, equality, and transparency.

The law enforcement institutions in the Federal Government and Kurdistan Region: The strategy will aim to strengthen law enforcement institutions, including police and security forces, and judicial officers through providing them with the necessary training and equipping them with the latest technologies to enhance their ability to effectively implement legislation. The strategy will also pursue to strengthen coordination among these institutions to ensure that justice is served speedily and efficiently.

The educational and research institutions: The educational and research institutions are key stakeholders in implementing the National Strategy to Promote the Rule of Law in Iraq, due to their central role in building legal awareness and promoting a culture of rights and responsibilities to future generations.

The universities, institutes, and research centers contribute to the production of knowledge and analysis of legal realities. They also support the development of evidence-based public policies. These institutions contribute through including courses related to legal culture and human rights, promoting scientific research in legislative and judicial fields, in addition to developing educational institutions in ways that will establish principles of the rule of law.

They also play an active role in promoting a culture of integrity and accountability within the academic community through building human capital capable of protecting the principles of justice and promoting transparency in the state and societal institutions.

The judicial bodies enforcing the law: The strategy will target strengthening the law enforcement institutions, including the Judiciary, the Public Prosecution Service, and judiciary staff, through providing them with the necessary training and equipping them with the latest technologies to enhance their ability to effectively



implement legislation. The Strategy will also pursue strengthening coordination among these institutions to ensure that justice is served speedily and efficiently.

The Oversight bodies on the law enforcement institutions in Iraq: To ensure the transparency and integrity of the law enforcement institutions, the strategy will strengthen the oversight roles of bodies responsible for monitoring these institutions, such as the Federal Board of Supreme Audit (FBOSA) and the Federal Commission of Integrity (FCOI). The strategy will focus on establishing comprehensive oversight mechanisms that include periodic reviews and continuous evaluation, which will contribute to increasing public trust in the legal system.

The civil society organizations at the international and national levels, media outlets, and human rights activists: The cooperation with local and international civil society organizations, media outlets, and human rights activists will be strengthened through establishing strong communication and interaction mechanisms. The strategy will empower these entities to participate in monitoring and implementing the rule of law, which will enhance their role in promoting transparency and accountability of government's institutions. Platforms for dialogue and exchange of ideas will be provided to these entities to promote mutual understanding and active participation in achieving their objectives.

The strategy will pursue to intensify the media's role in raising awareness about the importance of the rule of law and promoting a culture of respect for the law among citizens. The role of the media will be examined as an independent monitor that promotes transparency and disclosures of any violations of the law; thus, it will contribute to strengthening community oversight.

Through these integrated pillars, the strategy will work to build a cohesive and comprehensive legal system that guarantees the rights of all citizens and promotes justice and equality in Iraq. It will endeavor to achieve tangible and sustainable changes through cooperation with various stakeholders, which will ensure its successful implementation and long-term sustainability.

The Strategic Ambitions¹

As part of preparing the National Strategy for Strengthening the Rule of Law and Establishing Justice in Iraq for the period of 2025-2029, the main ambitions we seek to achieve include the following:

Iraq achieves full alignment of national legislation with constitutional rights and freedoms and Iraq's international obligations: The strategy aims to review and improve the Iraqi legislation to ensure its compliance with the international standards of human rights and the rule of law.

1 - (According to the Business Terminology Dictionary [معجم مصطلحات الأعمال](#)) A clear and focused vision for achieving long-term goals, characterized by a commitment to pursuing significant opportunities and making deliberate choices that align resources and efforts toward achieving a desired future state



Developing government systems to enhance the effectiveness of legislation implementation and linking their procedures electronically: The strategy will pursue to modernize and develop administrative and technological systems in the government institutions to ensure greater effectiveness in implementing legislation. This will include establishing integrated systems to automate the legal and administrative procedures and enhance the cooperation between various government institutions to ensure consistent application of laws.

Building and enhancing the expert capabilities of government and security personnel: The strategy aims to raise the efficiency of government and security personnel through the implementation of specialized training programs aligned with international best practices. A comprehensive assessment of current competencies and capabilities will be conducted, and then capacity-building plans will be designed to address identified needs. These efforts will include developing investigation skills, crisis management, and ensuring respect for human rights at all stages of law enforcement.

Improving Iraq's ranking on the Global Rule of Law Index by 2029: The strategy aims to improve Iraq's ranking on the Global Rule of Law Index through implementing comprehensive reforms designed to strengthen the rule of law, promote transparency, combat corruption, enhance judicial independence, and ensure the fair and effective application of legislation. Iraq aims to improve its position on this index to reflect its commitment to strengthening the rule of law and guaranteeing citizens' rights.

Finally, the strengthening of public freedoms and human rights is a fundamental pillar for building fair and stable societies, as it is directly linked to citizens' trust in the public system and state institutions. Achieving this goal will require a comprehensive approach that ensures the rule of law is upheld, fundamental rights are protected, and transparency and accountability are enhanced to guarantee justice for all. This includes developing a legal and institutional environment that protects freedoms, strengthens the independence of the judiciary, and guarantees freedom of expression and peaceful assembly.

Empowering the civil society, supporting independent media, and promoting the public dialogue contribute to building an effective partnership between the state and its citizens, which will strengthen the sense of belonging and trust in public institutions. Furthermore, combating corruption, achieving social justice, and ensuring equal opportunities for all are crucial factors in upholding human rights principles and building a more inclusive and responsive system.

Achieving this vision depends on integrated cooperation between the government, human rights institutions, civil society, and the private sector to ensure an environment that protects the dignity of individuals and enshrines the values of justice and equality, which contributes to building more sustainable and equitable societies.



Fourth Phase: **Strategic Sequencing, Follow up, and Evaluation of Strategic Planning**

The strategic sequencing phase constitutes the launch towards its implementation in a way that ensures the achievement of strategic ambitions, and the strategic sequencing phase begins after its approval, and it consists of the following steps:

First: Forming the strategic management team

This is the team responsible for translating the strategy into plans and programs, forming the technical teams concerned with implementing the strategic initiatives, supervising their work, and identifying gaps between initiatives and goals, and it will primarily focus on monitoring the progress, reporting on the achieved progress, and providing the necessary recommendations to overcome obstacles.

Second: Reviewing the Strategy

The National Team will review and prioritize the goals and take into account any strategic developments or external influences to determine the strategic priority matrix.

Third: Managing the Strategic Initiatives

This will be carried out through defining the structure of initiatives of management, governance, and the adopted methodology, which starts from the initiative charter and implementation of monitoring to successful delivery, and evaluating the achieved impact, distributing them to the relevant directorates and departments, and forming technical teams, taking into account any gaps in expertise or tools necessary for implementation.

Fourth: The Sequencing of the Strategy, Implementation Plans, and Budgets

The implementation plans will be developed for the sequencing of the long- and medium-term strategic goals within a specific timeline in the short term, and will be supported by detailed annual plans and financial allocations to ensure the smooth and sequential implementation of the plan.

Fifth: The Strategic Communication Plan

An internal and external communication plan will be developed to keep leaders and internal and external stakeholders informed of updates and progress, and to provide reports, visual products and media messages to ensure high levels of adoption, support, and effective partnerships.

Sixth: The Performance Management Plan

Through defining the performance management, governance, and the methodology used to review, measure, monitor, and prepare reports versus achieving a set of key performance indicators, which enhances accountability.



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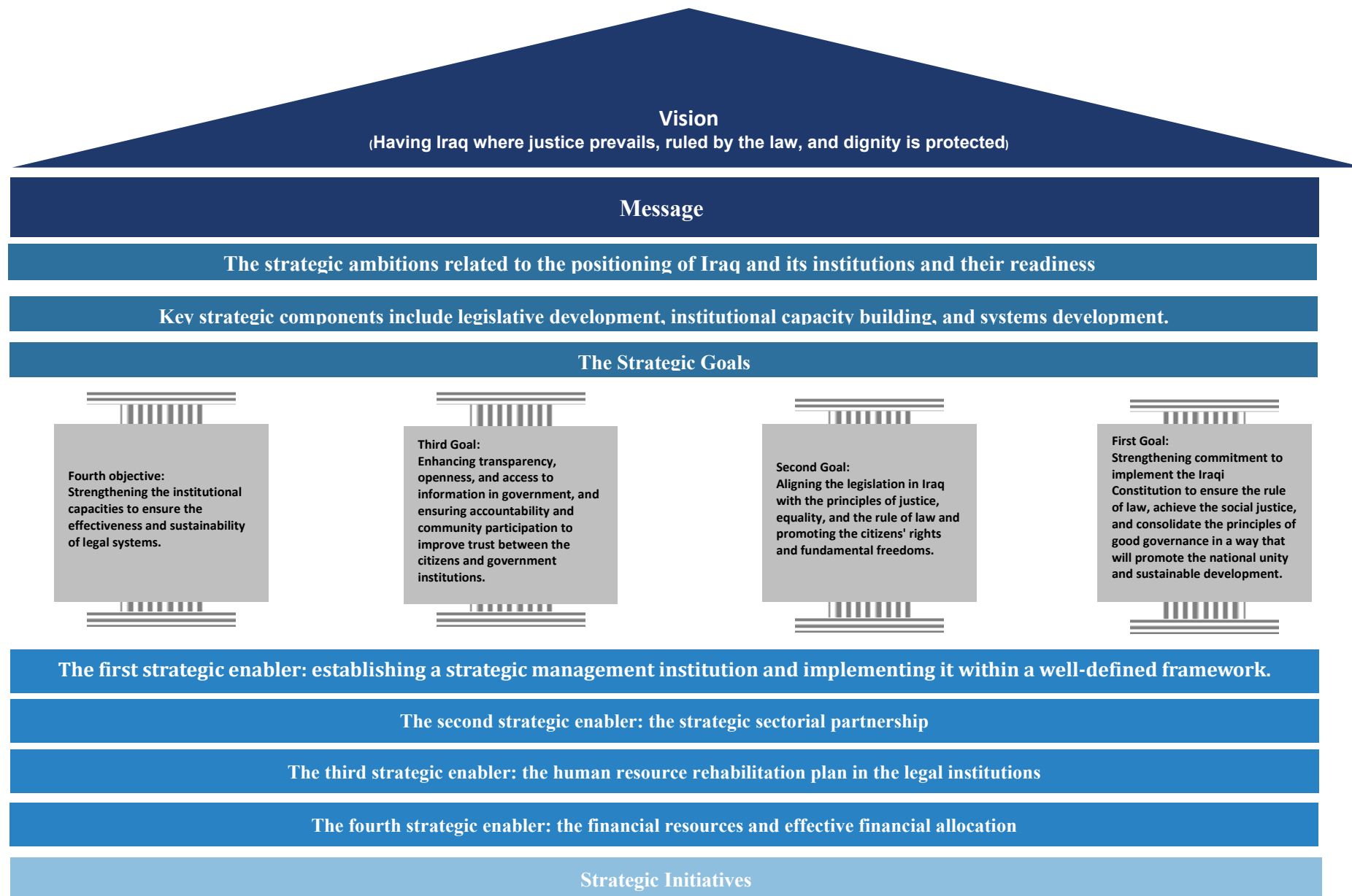
The performance management plan is a key component in the strategy implementation framework, as it aims to measure, analyze, and develop institutional and individual performance to ensure that goals are achieved efficiently and sustainably. This plan depends on setting clear and measurable performance indicators and periodic evaluation mechanisms, along with corrective actions to ensure continuous improvement and adaptation to internal and external variables.

The plan depends on a comprehensive monitoring and evaluation framework that includes defining responsibilities and roles and enhancing transparency and accountability to ensure that the strategy achieves its intended impact. It also focuses on using data and strategic analysis to support decision-making and improve organizational performance, which contributes to increasing the implementation efficiency and effectively directing resources towards strategic priorities.



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The Strategic Plan/Strategic Model





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Vision: Iraq, where justice prevails, the rule of law is upheld, and dignity is preserved.

The message: Establishing a strong and comprehensive legal system in Iraq that adheres to the highest legal standards and promotes equality and social justice through the development of legislation, building capacities for the law enforcement institutions, and raising the efficiency of government and security personnel. This system aims to protect human rights, ensure transparency and accountability, achieve social stability, and strengthen Iraq's position on the international scene as a role model in the rule of law.

The Strategic Ambitions

- Achieving full compliance with the national legislation in Iraq.
- Developing government systems to enhance the effectiveness of legislation implementation and linking their procedures electronically.
- Building and strengthening the specialized capabilities for the government and security personnel.
- Improving Iraq's ranking on the Global Rule of Law Index by 2029.
- Strengthening the legal protections for public freedoms and human rights, and enhancing the citizens' trust in the public system and the state.

The Strategy Components

The strategy focuses on three key components: legislative development, institutional capacity building, and development of systems. These components aim to achieve a comprehensive and sustainable transformation in how legislation is drafted and enforced, enhance the efficiency of governmental and security institutions to perform their duties, and provide a fair and transparent legal environment for all citizens.

By implementing these components, the strategy pursues to consolidate the rule of law as a fundamental pillar to achieve stability and prosperity in Iraq and to enhance its position on the international scene as an example of a state that relies on law as a basis for development and justice.

First: The Legislative Development

The legislative development is the cornerstone of ensuring the rule of law and strengthening the legal framework governing the work of government and security institutions in Iraq. This component aims to review and update the existing legislations, regulations, instructions, bylaws, and decisions to ensure their compliance with international standards and global best practices .

The legislative development will address the existing legal gaps, update legislation in line with modern challenges and needs, and ensure that legislation is flexible and adaptable to societal, economic, and political changes. This component also requires the involvement of all stakeholders, including civil society,



academic institutions, and international bodies, to ensure that the legislative framework is comprehensive, integrated and achieves justice and equality.

Second: Institutions Capacity Building

The institutional capacity building is a fundamental component to ensure the effectiveness and sustainability of the rule of law. This component aims to develop the technical and administrative skills and capabilities of personnel in governmental and security institutions, ensuring their ability to implement legislation effectively and efficiently.

The institutional capacity building will include assessing training and development needs and developing inclusive training plans targeting all administrative and technical levels. Additionally, this component will encompass implementing specialized training programs, exchanging expertise with international organizations, and enhancing capabilities in areas such as criminal investigations, human rights protection, and crisis management.

The institutional capacity building aims to achieve a sustainable transformation in institutional performance and promote a culture of integrity and accountability at all levels of government work.

Third: Developing Systems

Developing systems in Iraq requires improving the institutional framework and technological infrastructure that support the enforcement of the rule of law. This component will strengthen the administrative and judicial systems through the application of best technological and organizational practices.

Integrated information systems will be developed to enable the government institutions to exchange data efficiently and ensure the timely availability of accurate information to support decision-making. The development of the systems will also include improving monitoring and evaluation mechanisms to ensure the effective implementation of the legislation and to provide transparent and fast government services.

These efforts will contribute to reducing bureaucracy, achieving prompt justice, and enhancing citizens' trust in the state's institutions through providing more effective and transparent services.

Fourth: Strengthening the Accountability and Oversight

In implementing the strategy, enhancing accountability and oversight is essential to ensure that desired objectives are achieved efficiently and transparently. This approach requires establishing clear performance measurement mechanisms and precisely defining responsibilities to ensure that all stakeholders adhere to the strategy's implementation within the specified timeline and standards.

This will include developing internal and external monitoring systems to track progress and conducting periodic reviews to ensure that resources are used effectively and the expected results are achieved. It also requires promoting an accountability-based work environment through empowering the leaders and decision-makers to monitor performance and take corrective action when deviations occur.



In addition, promoting a transparency culture and reporting on challenges and achievements will help to ensure continuous improvement and achieve the maximum possible effectiveness from its implementation.

The Strategic Goals

- **The First Goal:**

Strengthening commitment to implementing the Iraqi Constitution to ensure the rule of law, achieve social justice, and consolidate the principles of good governance in a way to promote national unity and sustainable development.

- **The Second Goal:**

Aligning the Iraqi legislation with the principles of justice, equality, and the rule of law, and promoting citizens' fundamental rights and freedoms.

- **The Third Goal:**

Enhancing transparency, openness, and availability of information in government and ensuring accountability and community participation to improve trust between citizens and government institutions.

- **The Fourth Goal:**

Strengthening the institutional capacities to ensure the effectiveness and sustainability of legal systems.

Strategic Enablers²:

The enablers represent the fundamental pillars that allow for the efficient and effective implementation of the National Rule of Law Strategy in Iraq. These enablers include technical and administrative components that contribute to providing the necessary infrastructure for achieving the strategic objectives:

The first strategic enabler: Institutionalizing the strategic management and implementing it with a governance framework

2 - The strategic enablers according to ([Newcastle University](#)) work to identify the interrelationships and overlapping factors that affect our ability to achieve the vision and implement the strategy, which will create added value for employees, beneficiaries, and other stakeholders. The success of this approach is demonstrated through integrated planning, effective use of resources, effectively delegation of authority, increased flexibility in responding to emerging opportunities, and in addition, making informed decisions based on risk management.



Institutionalizing strategic management means creating a management structure having the capability to plan, implement, and evaluate the strategy effectively. This will require developing a strong governance framework that ensures that all activities are subject to monitoring and accountability in line with international principles and standards.

This framework includes establishing clear policies and procedures to promote transparency and accountability in decision-making, in addition to ongoing evaluation mechanisms to ensure course correction when needed. This will strengthen the organizational capacity of institutions to implement the strategy effectively and enhance their effectiveness in achieving their long-term goals.

The second strategic enabler: The strategic sectoral partnerships

Building the strategic partnerships with various active sectors is a crucial factor in achieving integration and unifying efforts towards achieving the rule of law. This includes coordination with government institutions, the private sector, civil society organizations, and international parties.

These partnerships contribute to unifying efforts and exchanging knowledge and resources to support the achievement of common goals. The partnerships also allow for broader impact and more inclusive results, where the experiences and expertise of all partners are leveraged to address common challenges.

The third strategic enabler: Human resource development plans in legal institutions

The human resource development includes an inclusive assessment of current competencies and skills and identifying training gaps that need to be addressed. The designing and implementation of the specialized training plans based on the results of training needs assessments ensure that the capacity of employees in legal institutions to carry out their assigned tasks is enhanced effectively.

This enabler includes the possibility of developing sustainable training programs based on global best practices in the areas of the rule of law and governance, which will enhance the efficiency of institutional performance and ensure the fair and effective application of legislation and regulations.

The fourth strategic enabler: The financial resources and effective financial allocation

Securing sufficient financial resources and allocating them effectively is a crucial factor in ensuring the success of strategy. This will require developing detailed funding plans that ensure the sustainability of funding for the projects and initiatives over the five years outlined in the strategy.

It also requires setting clear financial priorities, ensuring that the resources are directed to areas with the greatest impact, which will contribute to the efficient achievement of strategic objectives. The effective financial allocation enhances the ability to address financial challenges and make optimal use of available resources to achieve the desired impact.



The fifth strategic enabler: The integration and inclusive participation

Inclusivity is a key strategic factor in the rule of law strategy, ensuring equitable access to justice for all, especially women, people with disabilities, components (minorities), and the most vulnerable groups. It focuses on accessible justice systems, diverse representation in judicial institutions, and engaging communities to raise awareness about legal rights.

Involving these groups in the implementation, evaluation, and impact measurement of strategies ensures that their voices are heard and their unique challenges are addressed, which will enhance the legitimacy and effectiveness of the strategy, encourage active participation, and ensure that the rule of law effectively and fairly serves all segments of society.

The sixth strategic enabler: The strategic linkage

The strategic linkage is a key element of the rule of law strategy, ensuring its effective alignment and integration with all relevant national and institutional strategies. This alignment promotes coherence, prevents duplication, and benefits from the synergy between different initiatives through linking the rule of law strategy to broader frameworks to ensure its integrated implementation.

Strategic Initiatives

These initiatives represent key elements within the national strategic framework for achieving the rule of law in Iraq. These initiatives include a variety of projects and programs designed to achieve specific strategic goals and linked to various legal, institutional, and regulatory domains.

These initiatives aim to strengthen the legal system through developing legislation in line with international standards, building institutional capacity for judicial and security institutions, and modernizing systems and infrastructure to ensure effective and transparent law enforcement.

Through the implementation of these initiatives, tangible progress will be made in the area of legal compliance and international standards, with a focus on developing human competencies and providing the necessary financial resources to achieve institutional sustainability.

These initiatives will also work to strengthen the public-private partnerships and mobilize financial support from international bodies, which will ensure the effective implementation of the national strategy over the next five years.

These initiatives come within the framework of an inclusive national vision aimed at raising Iraq's level in the Global Rule of Law Index, achieving progress in the areas of justice and equality, and ensuring the protection of the citizens' rights through a strong and effective legal system.



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First: The initiatives that respond to the results of the current situation analysis

Second: The initiatives that respond to strategic enablers

Third: The initiatives that respond to the first strategic goal

Fourth: The initiatives that respond to the second strategic goal

Fifth: The initiatives that respond to the third strategic goal

Sixth: The initiatives that respond to the fourth strategic goal



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Strategic Initiatives Matrix

1 . The strategic initiatives that respond to strategic enablers

Initiative	Key outputs of the strategic initiative	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
1.1 Forming the National Team	1.1.1 Integrated strategy management framework. 1.1.2 The implementation plan for the strategic initiatives with the necessary resources for each initiative, and ensuring the strategic sequencing and full coordination with all relevant stakeholders from various sectors. 1.1.3 Governance framework. 1.1.4 The plan of follow up, evaluation, accountability and education. 1.1.5 The communication plan and integration of the sectorial stakeholders. 1.1.6 The theory of change and framework for monitoring and measuring the impact of the changes achieved. 1.1.7 Knowledge management plan. 1.1.8 Documentation mechanism 1.1.9 Matrix of powers 1.1.10 The updating mechanisms and strategic review. 1.1.11 The capacity building plan for the secretariat and staff of the national team. 1.1.12 A plan to develop the capabilities of the national team, the logistics and organizational secretariat, and the automated systems dedicated to monitoring, follow-up, and	The Federal Government Ministry of Justice and the KRG Ministry of Justice	The relevant international and local organizations registered in accordance with the law	2025	



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1 . The strategic initiatives that respond to strategic enablers

Initiative	Key outputs of the strategic initiative	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
	reporting mechanisms, and link them to relevant national reports.				
2.1 Developing a financial allocation model for the strategy	2.1.1 Allocation and financial management model for various strategic activities. 2.1.2 The spending plan for the executive plan for the various strategic activities contained in Output No. 1.1.2. 2.1.3 The updating mechanisms and reviewing financial allocations and financing resources.	National Team	The Ministry of Finance/ the Financial Departments concerned with the implementation	2025	
3.1 Institutionalizing and managing sectoral partnerships	3.1.1 Sectoral stakeholder map. 3.1.2 A plan to integrate and engage sectoral stakeholders. 3.1.3 A plan to attract funding and technical support, and linking it to Output No. 1.2.3.	National Team	Ministry of Planning/ The relevant international and local organizations registered in accordance with the law	2025	
4.1 Strategic linkage	4.1.1 The matrix of intersection strategies, national and sectoral plan, and strategies of the ministries and government institutions linked to the strategy. 4.1.2 The mechanisms of reporting and strategic documentation linkage. 4.1.3 The strategic linking matrix according to the Output No 1.1.2, Output No 1.2.2 and Output No 1.3.3.	National Team	Presidency of Council of Ministers/ Ministries and agencies not affiliated with a ministry related to the strategy/ Relevant international and local organizations registered in accordance with the law	2025	



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1 . The strategic initiatives that respond to strategic enablers

Initiative	Key outputs of the strategic initiative	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
5.1 Community awareness, enhancing political participation, ensuring the rule of law, and promoting citizenship	5.1.1 The inclusive awareness raising to members of the Parliament on the goals and working mechanisms of the National Strategy to Support the Rule of Law. 5.1.2 Incorporating the rule of law concepts into school curricula to enhance the legal awareness among future generations. 5.1.3 Supporting the implementation of awareness initiatives targeting the Iraqi youth across the country through youth centers, clubs, and civil society institutions.	The Federal Ministries of Justice/Education /Higher Education and Scientific Research/Youth and Sport, and the counterpart entities in the KRG	The local civil society institutions registered in accordance with the law and international organizations / Ministry of Defense / Ministry of Peshmerga	2025	
6.1 Establishing an inclusive team of experts, having diverse components and backgrounds (men and women, human rights and legal activists)	6.1.1 Specify the team's selection criteria and its framework to support the implementation of various strategy activities. 6.1.2 Improving the quality of recommendations and consultations provided on the rule of law and human rights. 6.1.3 Contribute to evaluating the achievement of strategic objectives.	Iraqi High Commission for Human Rights (IHCHR)	Specialized civil society registered in accordance with the law	2025	



2 . The strategic initiatives that respond to strategic objectives

2.1 The strategic initiatives responding to the first strategic objective: Strengthening commitment to implementing the Iraqi Constitution to ensure the rule of law, achieve social justice, and consolidate the principles of good governance in a way that promotes national unity and sustainable development.

Initiative	Initiative Summary	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
2.1.1 Reviewing the existing active legislation, including the decisions of the dissolved Revolutionary Command Council, and repealing any of those that contradict the constitution.	- Forming a committee in each official entity to identify the texts/provisions and legislative decisions that violate the legal public rights and freedoms contained in their laws and that contradict democratic principles. - Providing the government institutions with confidential issues of the Iraqi Gazette related to legal and public rights and freedoms through the Iraqi Gazette office at the Ministry of Justice	The Ministry of Justice, specialized sectoral bodies in the Federal Government, the KRG, the CoR, and the Kurdistan Region Parliament	All the ministries / all entities not related to a ministry		



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2.1.2 Inclusive legalization of the Constitution	- Identify laws that haven't been enacted based on the Constitution and develop a list of legislative priorities, such as the Federal Supreme Court Law, the Federal Council Law, and the Oil and Gas Law. - Defining the legal public rights and freedoms stipulated in the Article (19) of the Constitution and ensuring that all of them are organized by laws and are unified at the national level.	CoR/Supreme Judicial Council/the relevant Institutions in the Kurdistan Region	All the ministries / all entities not related to a ministry		
2.1.3 Setting a constitution for the Kurdistan Region as it was stipulated in the Article 120 of the Constitution		Representatives of the Kurdistan Region (Kurdistan Regional Parliament)	The specialized Civil Society Organizations registered in accordance to the law		
2.1.3 Implementation of the Article 140 of the constitution related to the disputed areas	- Establishing specific coordination mechanism to ensure the rule of law equally	The public bodies for the disputed areas in the Federal Government and KRG			
2.2 The strategic initiatives responding to the second strategic goal: aligning the legislation in Iraq with the principles of justice, equality, and the rule of law, and promoting the citizens' basic rights and freedoms.					
Initiative	Initiative Summary	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
2.2.1 Regulating the measurement of legislative impact	- Developing a guide for legislative impact analysis	The Council of Representatives/Parliament of the Kurdistan Region/The	The Ministry of Planning / The		



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	- Implementing the legislative impact measurement/current measurement of existing texts/future measurement through the implementing entities after a period of time has passed since the issuance of new legislation, which is determined by the specialists.	Ministries of Justice in the Federal KRG/Council of State/Shura Council in the Region	Legal Department of the General Secretariat of the Council of Ministers		
2.2.2 Updating and developing instructions for implementing government contracts	- Reviewing the instructions for implementing the government contracts in the Region (KRG) and the (Federal) Government to be consistent with the principles of the rule of law and support a legal environment that stimulates investment	The Ministry of Planning / The Contracts Office and Legal Department Office of the Federal Government and the KRG			
2.2.3 Amend some legislation related to the organized crime, such as the Narcotic Drugs and Psychotropic Substances Law, human trafficking, money laundering, etc.	- Tightening some provisions and items of these legislations, such as drug trafficking, as a stronger deterrent or specifying procedures in the preliminary investigation stages, and ensuring they conform to the principles of the constitution that protect the rights and dignity of the citizen	The National Security Advisory in the Federal Government and specialized sectoral entities/ the Kurdistan Region Security Council			
2.2.4 Enacting the law of the right of access to information according to the constitution		The CoR/ The General Secretariate of the Council of Ministers/ the KRG	The Federal Commission of Integrity/ The COI in KR		
2.2.5 Implementing Iraq's international obligations related to the rule of law	- Reviewing the legislations on which the United Nations had submitted comments and that are consistent with the directions of the Iraqi government and the legislative system.	The Ministry of Justice/General Secretariat of the Council of Ministers	The Federal Commission of Integrity/ The COI in KR		



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	- Official bodies shall identify the agreements that fall within their work, identify the texts related to judicial work, and propose amendments to their legislation during the agreement process, taking into account the duration of the agreement.				
2.2.6 Approval of the laws of the Ministry of Defense and Ministry of Peshmerga, considering separation of work filed and coordination regarding the security vacuum zones, and achieving institutional stability.	- Ensuring the development of coordination mechanisms between the Federal Government and the KRG in the area of military law.	The Ministry of Defense/Ministry of Peshmerga			
2.2.7 Ending the issue of acting appointments in all government institutions, independent bodies, and positions that are subject to a vote by the CoR		The General Secretariat of the Council of Ministers	CoR		
2.2.8 Enacting laws for the security and intelligence agencies and institutions	The security operations require coordination between activities and powers with the competent authorities before carrying out intelligence tasks.	The Federal National Security Advisory / the Kurdistan Region Security Council	The General Secretariat of the Council of Ministers		
2.2.9 Completing and developing the level of coordination	Identifying key representatives from the Region in the National Security Advisory	The Federal National Security Advisory / the Kurdistan Region Security Council			



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between the Iraqi National Security Advisory and the Kurdistan Regional Security Council	to ensure unified approaches to the security dossier				
2.2.10 Encouraging students of the Postgraduate Studies to study the Iraqi constitution	- Developing curricula and materials for faculties of law, administration, and political science. - Encouraging professors and students to conduct practical research and studies related to the Iraqi constitution and publish them in academic journals. - Publishing special issues dedicated to scientific records. - Establishing research centers specialized in fair legislation. - Developing an "Academic Legislation" program to align the legislation.	The Ministry of Higher Education and Scientific Research and Universities in the Federal Government and the Regional Government The following departments: 1-Research and Development 2- Postgraduate Studies 3-Faculties of Law and Political Science 4-Research and Studies Centers	The Ministry of Planning/ The Office of Human Development		
2.2.11 Unifying the legislation at the national level and aligning them with the principles of justice, equality, and the rule of law.	- Review the existing legislation and its amendments. - Review the secondary legislations (regulations and instructions) to facilitate the implementation of the aforementioned new legislation - Unifying the legislation related to the criminal justice. - Repealing the provisions that undermine the rule of law.	The CoR/KPI, the Ministries of Justice in the Federal Government and KRG, the Supreme Judicial Council	The specialized international and local organizations registered in accordance to the law		



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3.2 The strategic initiatives responding to the third strategic goal: Goal 3: Enhancing the transparency, openness, and access to the information in government, as well as ensuring accountability and community participation to improve trust between the citizens and government institutions.

Initiative	Initiative Summary	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
3.2.1 Improving the protection of vulnerable groups such as women, children and minorities to ensure equality before the law		The Ministry of Labor and Social Affairs	The Ministry of Planning / The Strategic Executive Directorate of the Poverty Reduction /Commission of Statistics and GIS/ Specialized Non-Governmental Organizations Registered in Accordance with the Law		
3.2.2 Establishing an infrastructure to digitalize the government services starting with samples of specialized institutions such as court decisions, case archiving, and remote trials.		The Supreme Judicial Council and Judicial Council in the KR	The Legal and specialized NGOs registered in accordance to the law		
3.2.3 Designing unified electronic system programs for the Judiciary and State Council in the		The Supreme High Council and Judicial Council in the KR			



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Federal and Regional governments with direct access to them for the purpose of applying and knowing knowledge about the details of capabilities, conducting some of documents processing, and following up while respecting the right to privacy.					
3.2.4 Designing and developing programs and systems that allow access to the legislation and its amendments, such as the Iraqi legislation database.		The Supreme High Council and Judicial Council in the KR			
3.2.5 Developing the investigative system from the legislative and procedural prospective	Forming a higher committee for the work mechanism, developing a residency project, and establishing model rules for criminal investigations.	The Supreme Judicial Council State Council, the Ministries of Interior and Justice in the Federal Government, the Judicial Council and Shura Council in the KR, the FCOI and COIKR	The Legal and specialized NGOs registered in accordance to the law		



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3.2.6 Expanding the scope of openness, making the information available, and ensuring the societal accountability	- Organizing regular media programs to clarify the role of security and intelligence agencies in combating terrorism in order to enhance the trust between the citizens and these agencies. - Reconsidering some of the approved applications for documents and determining what can be circulated to build trust between the citizen and the institutions, studying the research topic in a way that ensures the protection of the confidentiality of intelligence information. - Engaging the civil society in the legislation reforms	The presidency of the security and intelligence in the Federal and Region governments			
3.2.7 Expanding the access scopes to justice	- Activating legal clinics. - Establishing and activating the academic transparency platform - Launching an electronic portal for open data in higher education. - Linking the school curricula to research projects on enhancing trust between the citizens and government	The Ministry of Higher Education and Scientific Research and Universities in the Federal Government and the KRG	The IHCHR/ The Legal and specialized NGOs registered in accordance to the law		
3.2.8 Enhancing the media and information literacy	- Improving access to digital education to facilitate access to legal learning resources and provide electronic legal resources. - Expanding the scope of communication and dissemination of completed legislative reforms through innovative methods.	The Ministry of Higher Education and Scientific Research/Ministry of Education, Communication and Media Commission, and the KRG	The local and international civil society organizations registered in accordance with the law / Ministry of Youth and Sports		
3.2.9 Developing legislation regulating the government's administrative apparatus	- Regulating the legislative environment governing the work of the state's administrative apparatus	The General Secretariat of the Council of Ministers	Ministry of Planning		



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3.2.10 Creating unified electronic platforms for advertisements and tenders		The General Secretariat of the Council of Ministers/ The Ministerial Council for the Economy	Ministry of Planning		
3.2.11 Entering the Global Rule of Law Index	- Establishing the Technical Experts Committee - Determining the Global Index criteria - Communicate with the authorities responsible for managing the Index, conduct the necessary consultative meetings, and attract the necessary technical support. - Developing a detailed action plan to assess the situation and work to identify the gaps and areas for improvement in Iraq's situation to ensure entering the Index with a rating consistent with Iraq's national efforts and reputation. - Developing a sustainability plan to work for the Index to ensure Iraq's continued rise in the Global Index ranking	The National Team	The specialized international organizations / Specialized civil society organizations registered in accordance with the law	2026	2029



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4.2 The strategic initiatives responding to the Strategic Goal 4: Goal 4: Strengthening institutional capacities to ensure the effectiveness and sustainability of legal systems

Initiative	Initiative Summary	Responsible for the implementation	Partners for the implementation	Start date of the implementation	End date of the implementation
4.2.1 Expanding the scope of electronic services	- Accelerating the implementation of e-government procedures in Iraq in addition to ensuring a comprehensive awareness plan.	The General Secretariat of the Council of Ministers / Ministry of Defense in the Federal Government / and the Ministry of Peshmerga in the Regional Government			
4.2.2 Establishing military judiciary / Developing and supporting the role of military legal institutions	- Developing the judges and the military judiciary by involving them in specialized courses / building a joint database between the Center (Federal) and the Region.	The Supreme Judicial Council and Kurdistan Region Judicial Council	The Ministry of Defense/ Ministry of Interior		
4.2.3 Activating the cooperation mechanism in the area of training and capacity building	- Assessing and enhancing the capabilities of human resources in various relevant agencies through joint training programs and workshops to develop the capabilities of employees working in the judicial and administrative sectors on the concepts of the rule of law.	The National Team / The National Center for Administrative Development and Information Technology	The Ministry of Planning / The Local Civil Society Organizations registered in accordance with the law, and international organizations		



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4.2.4 Improving the quality of education and promoting the educational system in accordance with national policies and the rule of law	-Developing academic accreditation standards for law colleges -Developing the educational legislation and policies. -Effective management of the Higher Education institutions -Digital transformation and smart learning.	The Ministry of Higher Education and Scientific Research / University Presidencies in the Federal Government and the Regional Government	The National specialized NGOs registered in accordance with the law		
4.2.5 Training academists and ministries' staff on the concepts of the rule of law with the aim to improve awareness of the legal standards and human rights.	- Assessing the capabilities and job descriptions and planning capacity building according to clear priorities that are consistent with the requirements of strategic initiatives. - Using the digital solution in training employees and implementing the legislations more efficiently.	The Ministry of Higher Education and Scientific Research / University Presidencies in the Federal Government and the Regional Government	The National specialized NGOs registered in accordance with the law		
4.2.6 Linking the government program to standards of openness and transparency and developing government communication plans for the progress made on its various commitments		The General Secretariate of the Council of Ministers	FCOI/COIKR/ National specialized NGOs		
4.2.7 Promoting the capacity of law enforcement entities to contain the activities	- Developing the capacity of law enforcement agencies to contain the activities of armed groups operating outside the legal framework in Iraq and	The Ministry of Defense and			



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of armed groups operating outside the legal framework in Iraq	to ensure that weapons are only under the control of the state.	other security institutions			
4.2.8 Developing informing (notifying) procedures	- Activating the electronic signature law and making the necessary amendments for judicial notification and activating it in the Region. -Regulating the time periods for notification. - Notification is restricted to judicial, internal, and official institutions	The Supreme Judicial Council/ State Council/ The related institutions in the KR	The General Secretariate of the Council of Ministers		
4.2.9 Promoting the electronic linking of the joint shared databases at the national level		The General Secretariate of the Council of Minister/ KRG			
4.2.10 Evaluating and developing the infrastructure criteria for the courts and investigation rooms	- Developing a national standard framework that includes the engineering and judicial specifications necessary to ensure a safe, decent, privacy-sensitive, and easily accessible environment, especially for persons with disabilities. - Forming joint field evaluation teams between the Judiciary Power and ministries of planning and justice and relevant engineering institutions to implement survey and evaluation operations in various governorates. - Developing detailed evaluation reports for each site, including strengths, gaps, and priorities. - developing a phased development plan based on the evaluation results, including facility rehabilitation, strengthening the technological infrastructure, and providing basic facilities. - Monitoring the financial allocations and implementing development plans in coordination with relevant parties, taking into account the	The Supreme Judicial Council/ The Judicial Council in KR	FCOI/COIKR		



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	geographical distribution and fairness of resource allocation. - Ensuring sustainability through integrating infrastructure standards into future construction plans and updating them periodically to keep pace with developments in human rights and criminal justice standards.				
4.2.11 Developing (job) succession plans and knowledge transfer	- List the employees in the various relevant institutions and ministries whose services are about to end and who hold leadership positions. - Developing a succession and replacement plan that ensures the transferring of unwritten knowledge and norm-based practices to employees closest to being replaced in a systematic, clear, and consistent manner with civil service instructions.	The Ministry of Finance/ Ministry of Planning/ General Secretariate of Council of Ministers			



Performance Indicators Matrix

Reference number	Strategic Initiative	Performance Indicator ³	Achievement rates during the strategy time frame ⁴				
			2025	2026	2027	2028	2029
1. Strategic empowerment							
1.1	Forming the National Team	1/1.1.1 Developing an approved document for the national team framework	100%	0%	0%	0%	0%
		1/1.1.2 Developing an inclusive implementation plan for the strategy	100%	0%	0%	0%	0%
		2/1.1.2 The percentage of initiatives included in a detailed and funded implementation plan	25%	25%	25%	25%	0%
		1/1.1.3 Developing a strategic governance framework supported by a matrix of specific powers and responsibilities	100%	0%	0%	0%	0%
		1/1.1.4 Providing an approved and automated monitoring and evaluation system.	25%	75%	0%	0%	0%
		2/1.1.4 The number of reports prepared annually according to the plan	3	5 ⁵	5	5	5
		1/1.1.5 Completing and analyzing the sectoral stakeholders map for the strategy	100%	0%	0%	0%	0%
		2/1.1.5 Developing a communication plan and integrating the stakeholders	100%	0%	0%	0%	0%
		3/1.1.5 The number of activities carried out with stakeholders	2	4	4	4	4
		4/1.1.5 The number of progress reports sent to the stakeholders	1	2	2	2	2
		1/1.1.6 Developing a theory of change for the strategy	100%	0%	0%	0%	0%
		2/1.1.6 The number of impact measurement activities implemented	0	3	3	3	3
		1/1.1.7 The number of the institution’s documents related to the strategic management	10	10	5	5	2

3- The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives.

4- The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy.

5- The proposed number indicates the issuance of four quarterly reports and an annual report at the end of the last quarter of the targeted strategic year



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		1/1.1.8 Developing an electronic documentation mechanism for the strategic activities	100%	0%	0%	0%	0%
		2/1.1.8 The percentage of the compliance with the approved electronic documentation mechanism	100%	100	100	100	100
		1/1.1.9 Completing an assessment of logistical and organizational needs and automated systems dedicated to monitoring, follow-up and reporting mechanisms	100%	0%	0%	0%	0%
		2/1.1.9 Developing a plan to develop the logistical and organizational capabilities	100%	0%	0%	0%	0%
		3/1.1.9 The percentage of implementation of the logistical and organizational capacity development plan	100%	100	100	100	100
		1/1.1.10 Developing a mechanism for reviewing and updating the strategy	100%	0%	0%	0%	0%
Reference number	Strategic Initiative	Performance Indicators ⁶	Achievement rates during the strategy time frame ⁷				
			2025	2026	2027	2028	2029
1. Strategic empowerment							
1.1	Forming the National Team	2/1.1.10 The number of reviews implemented for the strategy according to the review and update mechanism for the approved strategy	1	1	1	1	1
1.2	Developing a financial	1/1.2.1 Designing a financial allocation model for the strategic activities	100%	0%	0%	0%	0%
		1/2.2. Developing a financial spending plan for the strategic activities	100%	0%	0%	0%	0%

6- The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives.

7- The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy.



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	allocation model for the strategy	2/2.2.1 The minimum percentage of initiatives and activities covered by the budgets of relevant ministries and government institutions in accordance with the strategy's implementation plan.	75%	75%	75%	75%	75%
		1/2.2.1 Developing a scheduled mechanism for reviewing the financial spending plan for strategic activities, which will be integrated with the strategic review and update mechanism in the performance indicator 1/10.1.1	100%	0%	0%	0%	0%
		2/2.2.1 The number of reviews implemented for the allocation and financial spending plan according to the approved review mechanism	1	2	2	2	2
1.3	Institutional izing and managing the sectorial partnerships	1/1.1.3 Developing an updated and approved national map for stakeholders according to sectors and fields related to partnerships and potential donors	100%	0%	0%	0%	0%
		1/2.3.1 Developing a communication plan, integrating the stakeholders from potential partners, and integrating it with the indicator No. 2/5.1.1	100%	0%	0%	0%	0%
		2/2.3.1 The number of activities implemented with the stakeholders will be integrated with indicator 3/5.1.1 as required	1	2	2	2	2
		3/2.3.1 The number of achievement reports sent to the stakeholders and will be integrated as possible with indicator No. 4/5.1.1	1	2	2	2	2
		4/2.3.1 The number of the updates implemented on the sector stakeholder map	0	1	1	1	1
		1/3.3.1 Developing a plan to attract funding and technical support and linking it with the Output No. 3.2.1	100%	0%	0%	0%	0%
		2/3.3.1 The minimum percentage of financial coverage for the strategic initiatives and activities	25%	25%	25%	25%	25%



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Reference number	Strategic Initiative	Performance Indicator ⁸	Achievement rates during the strategy time frame ⁹				
			2025	2026	2027	2028	2029
1. Strategic empowerment							
4.1	The Strategic Linkage	1/4.1.1 Developing an intersection matrix of the strategies and the national and sectoral plans	100%	0%	0%	0%	0%
		2/4.1.1 The number of updates implemented on the intersection matrix of the strategies and the national and sectoral plans	0	1	1	1	1
		1/4.2.1 Developing reporting mechanisms and documenting the strategic linkage	100%	0%	0%	0%	0%
		1/4.3.1 Developing the strategic linkage matrix according to Output No. 2.1.1, Output No. 2.2.1, and Output No. 3.3.1	100%	0%	0%	0%	0%
		2/4.3.1 The number of the updates implemented for the strategic linkage matrix	0	1	1	1	1
		3/4.3.1 The number of the reports issued on the status of strategic linkage and were combined with the indicator 2/4.1.1	3	5	5	5	5
5.1	The community awareness, promotion of political	1/5.1.1 The number of awareness meetings and sessions held for members of Parliament on	1	2	2	2	2

8- The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

9- The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy.



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	participation, ensuring the rule of law, and promotion of citizenship	the objectives and mechanisms of implementing the strategy and methods to support the implementation of the strategy's initiatives and activities					
		1/5.2.1 Forming a committee to integrate rule of law concepts into extracurricular activities in schools, universities, and youth centers, and to be supported by a clear framework and inclusive selection criteria	100%	0%	0%	0%	0%
		2/5.2.1 Developing a detailed business plan supported by performance indicators that include relevant stakeholders	100%	0%	0%	0%	0%
6.1	Establishing a team of experts with a guarantee of its inclusiveness from various components and backgrounds (men and women from human rights and legal activists).	1/6.1.1 The percentage of inclusiveness in the expert team formed (fair representation of men and women, local, regional and international expertise, and areas of expertise related to the rule of law)	70%	70%	70%	70%	70%
		1/6.2.1 The number of advisory sessions with experts in conjunction with the activities of indicator 3/5.1.1 and indicator 2/3.2.1	1	2	2	2	2
		1/6.3.1 The number of reports issued by the expert team as a result of their participation in the annual review, evaluation, and update activities related to the strategy included in indicator 2/10.1.1	1	1	1	1	1



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Reference number	Strategic Initiative	Performance Indicator ¹⁰	Achievement rates during the strategy time frame ¹¹				
			2025	2026	2027	2028	2029
2. The Strategic Goals							
2.1 The First Strategic Goal							
2.1.1	Reviewing the existing legislation including the decisions of the dissolved Revolutionary Command Council, and repealing any provisions that contradict the constitution.	1/2.1.1 The number of committees formed in the relevant government institutions	100%	0%	0%	0%	0%
		2/1.1.2 The percentage of official bodies that have completed identifying the legal provisions that violate the rights and freedoms out of the total targeted bodies.	25%	25%	50%	0%	0%
		3/1.1.2 The number of legal Articles that were officially repealed or amended as a result of the review process and published in the Iraqi Gazette.	TBD				
		4/1.1.2 The number of achievement reports issued by each committee formed in the relevant government bodies	1	1	1	1	1
٢.١.٢	Inclusive legalization of the constitution	1/2.1.2 Completion of the matrix of the legislative priorities	0%	100%	0%	0%	0%
		2/2.1.2 Developing a comprehensive legalization action plan for the legislative priorities.	0%	100%	0%	0%	0%
		3/2.1.2 The number of achievement reports issued by the formed committee.	0	1	1	1	1
		4/2.1.2 The percentage of public rights and freedoms that have been legally unified at the national level.	TBD		0		
3.1.2	Establishing a constitution for the	1/3.1.2 Forming a committee to draft a constitution for the Region	100%	0%	0%	0%	0%

10 - The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

11 - The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy



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	Kurdistan Region in accordance with the Article 120 of the Constitution.	2/3.1.2 The number of consultative steps completed with the relevant official bodies to draft the constitution for the Region.	TBD				
		3/3.1.2 Developing an executive roadmap with clear outputs for the stages of developing, reviewing, and approving the Region's constitution	0%	100%	0%	0%	0%
4.1.2	The implementation of Article 140 of the Iraqi Constitution relating to disputed areas	1/4.1.2 The number of meetings or joint committees held to follow up on the implementation of Article 140 within the framework of the rule of law.	TBD				
		2/4.1.2 Developing a timeline implementation plan for the implementation of Article 140, specifying the roles and responsibilities	0%	100%	0%	0%	0%
		3/4.1.2 The percentage of disputed areas in which practical steps have been implemented within the constitutional and legal framework	0%	10%	20%	30%	40%
		4/4.1.2 The level of satisfaction among local communities in disputed areas regarding justice and the rule of law	0%	30%	50%	70%	70+%



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Reference number	Strategic Initiative	Performance Indicator ¹²	Achievement rates during the strategy time frame ¹³				
			2025	2026	2027	2028	2029
2. The Strategic Goals							
2.2 The Second Strategic Goal							
2.2.1	Regulating the measurement of the legislative impact	1/1.2.2 Forming a committee of experts responsible for developing and implementing the legislative impact analysis	100%	0%	0%	0%	0%
		2/1.2.2 Developing a national guide for the legislative impact analysis	0%	100%	0%	0%	0%
		3/1.2.2 The number of official bodies that have adopted and used the Legislative Impact Analysis Guide in law review processes.	TBD				
		4/1.2.2 The number of government-trained staff using the legislative impact analysis tools.	TBD				
		5/1.2.2 The number of recommendations adopted in reviewing or amending the existing legislations	TBD				
2.2.2	Updating and developing instructions for implementing government contracts	1/2.2.2 Forming a joint committee to review instructions for implementing the government contracts	1	1	0	0	0
		2/2.2.2 The number of contract implementation instructions that were reviewed at the Federal and Regional governmental level	TBD				
		3/2.2.2 The number of consultation sessions held with the relevant authorities and stakeholders	2	2	0	0	0
		4/2.2.2 The number of training courses or workshops conducted to familiarize relevant employees with the updated instructions.	0	2	2	0	0
		5/2.2.2 The number of impact evaluations completed for the updated instructions	0	1	1	1	1

12 - The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

13 The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy



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Reference number	Strategic Initiative	Performance Indicator ¹⁴	Achievement rates during the strategy time frame ¹⁵				
			2025	2026	2027	2028	2029
2. The Strategic Goals							
2.2 The Second Strategic Goal							
3.2.2	Amending some legislation related to organized crime, such as the Narcotic Drugs and Psychotropic Substances Law, human trafficking, and money laundering.	1/3.2.2 Forming a committee specialized in reviewing and amending the relevant legislations in coordination with activities in relevant initiatives	0	1	0	0	0
		2/3.2.2 Developing a matrix for the legislative priorities and an action plan to update the relevant legislation	0%	100%	0%	0%	0%
		3/3.2.2 Number of coordination meetings between the relevant authorities	TBD				
		4/3.2.2 Number of the amended legislations that have been officially ratified and published	TBD				
		5/3.2.2 Number of impact evaluations completed for the updated instructions	0	1	1	1	1
4.2.2	Enacting the Right to Information Law based on the Constitution	1/4.2.2 Existing of a draft law of the Right to Access Information drafted in accordance with constitutional standards	0	1	0	0	0
		2/4.2.2 Number of the joint consultation and review sessions implemented by the participation of the relevant authorities	TBD				
		3/4.2.2 Enacting the Right to Information Law formally and publishing it in the Official Gazette	0	1	0	0	0

14- The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

15 - The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy



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		4/4.2.2 Number of impact evaluations completed for the law	0	0	1	1	1
		5/4.2.2 Number of awareness campaigns implemented to educate the citizens and employees on the law and their rights under it.	TBD				



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Reference number	Strategic Initiative	Performance Indicator ¹⁶	Percentage of achievement during the timeline of the strategy ¹⁷				
			2025	2026	2027	2028	2029
2. The Strategic Goals							
2.2 The Second Strategic Goal							
6.2.2	Enacting the Ministry of Defense and Ministry of Peshmerga laws with the separation of operation fields, coordination regarding the security vacuum zones, and achieving institutional stability.	1/6.2.2 Existence of draft laws for the Ministry of Defense and Ministry of Peshmerga which were developed and reviewed	0	1	0	0	0
		2/6.2.2 Number of the dialogue and coordination sessions between the Federal Government and the KRG regarding regulating the legal and security relationship	TBD				
		3/6.2.2 The percentage of the legislation of the laws of the Ministry of Defense and Ministry of Peshmerga and declaring them officially	0%	0%	100%	0%	0%
		4/6.2.2 Number of impact evaluations completed for the law	0	0	1	1	1
7.2.2	Ending the issue of acting appointments in all government institutions, independent bodies, and positions that are subject to a vote by the CoR	1/7.2.2 Number of the specialized committees formed to count acting vacant positions	0	1	0	0	0
		2/7.2.2 The percentage of vacant acting positions replaced by original positions	0%	50%	50%	0%	0%
8.2.2	Enacting laws for security and intelligence institutions and services	1/8.2.2 Number of specialized committees formed to facilitate the identification of security work areas and to establish joint coordination mechanisms that ensure smooth implementation.	0	1	0	0	0

16 - The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

17 - The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy



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		2/8.2.2 Number of meetings or coordinating committees formed to determine the work fields and distribute powers.	0	6	6	4	2
		3/8.2.2 The percentage of institutional compliance with new legislation and coordination mechanisms	0%	100%	100%	100%	100%
9.2.2	Completing and developing the level of coordination between the Iraqi National Security Advisory and the Kurdistan Region Security Council	1/9.2.2 Number of the joint specialized committees formed	0	1	0	0	0
		2/9.2.2 Number of the joint meetings held to develop the coordination mechanism	0	4	0	0	0
		3/9.2.2 The percentage of completion of the coordination mechanism and its approval by the competent authorities	0%	100%	0%	0%	0%
		4/9.2.2 The number of coordination meetings held annually between the two parties to address the common security issues.	0	2	2	2	2
		5/9.2.2 The number of unified or joint security plans regarding the cross-regional or national security issues	0	1	1	1	1
		6/9.2.2 The number of the impact evaluations completed for joint coordination mechanisms	0	1	1	1	1
10.2.2	Encouraging postgraduate students to study the Iraqi constitution	1/10.2.2 The number of the specialized committees formed	1	0	0	0	0
		2/10.2.2 The number of curricula and academic materials developed in the faculties of law, administration, and politics to include the study of the Iraqi constitution	TBD				
		3/10.2.2 The number of specialized research centers that have been established in Iraqi universities in the area of "fair legislation" and the constitution.	TBD				
		4/10.2.2 The number of special issues or scientific journals that have been published relating to the constitution or constitutional legislation	TBD				
		5/10.2.2 The percentage of the "Academic Legislation" development completion program with a clear	0%	100%	0%	0%	0%



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		guide and work mechanism to activate the role of academic institutions in aligning legislation					
		6/10.2.2 The number of academic activities or workshops implemented within the framework of encouraging higher constitutional studies.	TBD				
11.2.2	Unifying the legislations at the national level and aligning them with the principles of justice, equality, and the rule of law	1/11.2.2 The number of formed specialized committees	0	1	0	0	0
		2/11.2.2 The number of existing laws and legislations that have been reviewed, evaluated, and amended in terms of their conformity with the principles of justice and equality.	TBD				
		3/11.2.2 The percentage of completion of the comparative legislative map between the Federal and Regional legislations before and after the unification.	0%	0%	100%	0%	0%
		4/11.2.2 The number of coordination and technical sessions between the governmental and parliamentary bodies related to the unification process	TBD				
		5/11.2.2 The number of the civil society organizations participating in the work of the specialized committees	0	1	1	1	1
		6/11.2.2 The number of the impact evaluations completed	0	0	1	1	1



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Reference number	Strategic Initiative	Performance Indicator ¹⁸	Percentage of achievement during the timeline of the strategy ¹⁹				
			2025	2026	2027	2028	2029
2. The Strategic Goals							
3.2 The Third Strategic Goal							
2.3.1	Improving the protection of the vulnerable groups such as women, children, and minorities to ensure equality before the law	1/1.3.1 The number of social and preventive programs implemented in coordination between the Ministry of Labor and Social Affairs and NGOs to protect vulnerable groups.	It will be determined in coordination with the national protection strategy and related plans				
		2/2.3.1 The number of surveys of beneficiaries of the legal and social protection services	0	1	1	1	1
2.3.2	Building up the infrastructure to automate government services and beginning appointments from specialized institutions such as courts’ decisions, cases archiving, and remote trials	1/2.3.2 The percentage of courts that have been linked to a unified electronic system for documenting judicial decisions and archiving lawsuits.	TBD based on the resource availability				
		2/2.3.2 The number of judicial and administrative staff who have been trained to use automated systems	TBD				

18- The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

19 - The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy



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		3/2.3.2 The level of users' satisfaction (judges, lawyers, citizens) with the efficiency and transparency of automated judicial services	0%	50%	60%	70%	70+%
3.3.2	Designing unified electronic systems programs for the Judiciary and State Councils in the Federation Government and the KRG and having direct access to them in order to apply and have knowledge about the details of issued capabilities, to process some transactions, and to follow up while respecting the right to privacy.	1/3.3.2 The percentage of judicial institutions that have been effectively linked to the unified electronic system at the Federal and Regional levels	TBD				
		2/3.3.2 The completion percentage of the electronic portal that will allow citizens and relevant parties to have direct access to view the details of cases/transactions according to their powers	TBD				
		3/2.3.2 The percentage of users registered in the electronic system who are employees in the judiciary or related government institutions	TBD				
		4/2.3.3 The number of coordination sessions between the Federal Supreme Judicial Council and the Region Judicial Council to unify the technical and legal vision of the system	TBD				
		5/2.3.3 The number of users' satisfaction surveys (institutions, citizens, lawyers) regarding the ease of access and transparency of services provided through the system.	0%	50%	60%	70%	70+%
4.3.2	Designing and developing programs and systems that	1/4.3.2 Percentage of completion of the design of a unified national electronic	0%	50%	100%	100%	100%



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	provide access to the legislation and its amendments, such as the Iraqi legislation database.	system that contains all applicable legislation and its amendments.					
		2/4.3.2 The percentage of employees of relevant government institutions attending awareness workshops on how to use the system	0%	50%	50%	0%	0%
		3/4.3.2 The users' satisfaction level regarding the inclusiveness and quality of the available legal data	0%	50%	60%	70%	70+%
5.3.2	Developing the investigative system from a legal and procedural point of view	1/5.3.2 The number of specialized higher committees that are formed to develop the work mechanism and manage the legislative development for the investigations	0	1	0	0	0
		2/5.3.2 The percentage of completion of the draft model rules for the criminal investigations that were drafted and reviewed.	0%	50%	50%	0%	0%
		3/5.3.2 The number of workshops or technical meetings held to review the international practices and adapt them to the national context	TBD				
		4/5.3.2 The number of investigators or judges trained on the new system and procedures	TBD				
6.3.2	Expanding the scope of openness, making information available, and ensuring societal accountability	1/6.3.2 The number of media programs that were implemented to explain the role of security and intelligence services in combating terrorism	TBD				
		2/6.3.2 The number of updated official policy documents for managing the	0	1	0	0	0



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		circulation of public and security information, balancing between the transparency and the protection of national security					
		3/6.3.2 The number of community sessions or dialogues organized to discuss the role of security and justice before the public opinion.	TBD				
		4/6.3.2 The number of opinion polls conducted to measure the level of public trust in the security and judicial services (institutions)	0	1	1	1	1
7.3.2	Expanding scopes of the access to justice	1/7.3.2 The number of legal clinics operating within the universities or community institutions to provide free consultations	TBD				
8.3.2	Enhancing the media and information literacy	1/8.3.2 The number of specialized technical committees formed to plan the media literacy strategy	1	0	0	0	0
		2/8.3.2 The number of consultative sessions conducted with relevant stakeholders and experts.	2	10	2	2	2
		3/8.3.2 The number of national strategies developed and supported by an implementation plan and performance indicators	0	1	0	0	0
		4/8.3.2 The level of public awareness of media literacy concepts	0%	30%	40%	50%	50+%
9.3.2	Developing legislation regulating the government's administrative apparatus	1/9.3.2 The number of formed specialized technical committees	1	0	0	0	0
		2/9.3.2 The number of developed executive plans	1	0	0	0	0



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		3/9.3.2 The number of national matrixes developed for administrative legislation that include gap analysis and amendment recommendations	1	0	0	0	0
		4/9.3.2 The number of consultative sessions that include representatives from ministries and administrative institutions to review the legislation	4	4	0	0	0
		5/9.3.2 The percentage of administrative staff who attended training sessions and workshops on the developed legislations	0%	50%	50%	0%	0%
		6/9.3.2 The number of satisfaction surveys conducted for public employees and citizens regarding the performance of the administrative apparatus after the amendments	0	4	4	2 ²⁰	2 ²¹
		7/9.3.2 The number of completed impact evaluations	0	1	1	0	0
10.3.2	Creating unified electronic platforms for advertisements and biddings	1/10.3.2 The number of unified electronic platforms for advertisements and biddings that have been established and activated at the national and local levels	0	1	0	0	0
		2/10.3.2 The percentage of government entities linked to the central platform for advertisements and biddings	0%	50%	50%	0%	0%

20 - Especially for citizens only

21 - Especially for citizens only



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		3/10.3.2 The number of training sessions provided to government employees on using the platform	0	4	4	4	4
		4/10.3.2 The number of users' satisfaction surveys (companies, employees) conducted regarding the transparency and clarity of published advertisements and the ease of using the platform	0	3	3	2 ²²	2 ²³
11.3.2	Entering into the Global Rule of Law Index	1/11.3.2 The number of technical expert committees formed from multiple stakeholders concerned with the index (participation criteria, diversity, institutional representation...).	0	1	0	0	0
		2/11.3.2 The number of meetings and coordination sessions with the international body overseeing the index (World Justice Project)	0	3	4	4	4
		3/11.3.2 The number of national plans updated annually to follow up on the progress in the index.	0	1	0	0	0
		4/11.3.2 The number of annual reviews and updates implemented on the national plan	0	1	1	1	1
		5/11.3.2 The percentage of completion of the national action plan to reduce gaps	0	100%	100%	100%	100%

22 - Especially for citizens only

23 - Especially for citizens only



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		in Iraq according to the index standards					
		6/11.3.2 The number of consultative workshops with the civil society and experts to develop the improvement plans	0	12	12	12	12
		7/11.3.2 The number of national reports that were prepared and shared with the relevant international bodies	0	1	1	1	1

Reference number	Strategic Initiative	Performance Indicator ²⁴	Percentage of achievement during the timeline of the strategy ²⁵				
			2025	2026	2027	2028	2029
2. The Strategic Goals							
4.2 The Fourth Strategic Goal							
1.4.2	Expanding the scope of electronic services	1/1.4.2 The percentage of government institutions that have started using the unified electronic platforms	TBD according to the related plan's targets				
		2/1.4.2 The percentage of e-government services					
		3/1.4.2 The number of training workshops for the government employees on digital transformation					

24 - The first number indicates the performance indicator number, while the following numbers indicate the output number indicated in the matrix of the strategic initiatives

25 - The percentages should be updated in line with periodic updates and reviews of the implementation plan and the timeframes for the initiatives and the related activities to the strategy



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		4/1.4.2 The number of national awareness campaigns implemented to inform citizens about the electronic services					
		5/1.4.2 The percentage of citizens using electronic services compared to the target total					
		6/1.4.2 The number of citizens' satisfaction surveys conducted regarding the e-government services					
2.4.2	Developing the military judiciary / Developing and supporting the role of military legal institutions	1/2.4.2 The number of plans of evaluations and capacity building completed and updated annually	0	1	0	0	0
		2/2.4.2 The number of training courses conducted in the military law field	TBD				
		3/2.4.2 The percentage of military judges who obtained specialized certificates during the implementation period of the strategy	0%	10%	30%	30%	30%
		4/2.4.2 The percentage of progress in establishing and activating the shared database between the Center (Federal) and the Region	0%	50%	50%	0%	0%
		5/2.4.2 The number of updated cooperation protocols between the Center (Federal) and the Region in the military justice field	0	1	0	0	0
		6/2.4.2 The number of surveys of satisfaction of military legal institutions on the updates and new procedures	0	1	1	1	1
3.4.2	Activating the cooperation mechanism in the field of training and capacity building	1/3.4.2 The percentage of completion of the update to the plan for the cooperation mechanism in the field of training and capacity building	50%	50%	0%	0%	0%
		2/3.4.2 The percentage of the annual plans' implementation	0%	100%	100%	100%	100%
		3/3.4.2 The number of annual government satisfaction surveys conducted regarding the effectiveness of implementing the cooperation mechanism	0	1	1	1	1



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4.4.2	Improving the quality of education and enhancing the educational system in accordance with national policies and the rule of law	1/4.4.1 The number of technical committees formed	0	1	0	0	0
		2/4.4.2 The number of development plans developed, approved, updated annually, and supported by performance indicators	0	1	0	0	0
		3/4.4.2 The percentage of development plans, improvement of the quality of education and its alignment with national, and state policies and the rule of law	0%	100%	100%	100%	100%
5.4.2	Training academists and ministry staff on the concepts of the rule of law with the aim of improving awareness of legal standards and human rights	1/5.4.2 The percentage of academist participation in awareness-raising plans on human rights standards and the rule of law in coordination with the indicators of initiative No. 105	TBD				
6.4.2	Linking the government program to standards of openness and transparency, and developing government communication plans for the progress made in its various commitments	1/6.4.2 The number of annual government communication plans approved to present progress in implementing commitments	1	1	1	1	1
7.4.2	Strengthening the capacity of law enforcement institutions to contain the activities of armed groups	1/7.4.2 The percentage of reducing incidents of violence related to the armed groups not subject to the law	0%	30%	30%	40%	0%



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	operating outside the legal framework in Iraq						
8.4.2	Developing the notification (informing) procedures	1/8.4.2 The percentage of the completed legislative amendments related to the electronic notification (informing)	0%	50%	50%	0%	0%
		2/8.4.2 The percentage of judicial bodies and official institutions that adopt the unified notification mechanism	0%	100%	100%	100%	100%
		3/8.4.2 The number of completed satisfaction surveys	0	2	2	2	2
9.4.2	Enhancing the electronic linking of shared databases at the national level	1/9.4.2 The number of formed joint committees	1	0	0	0	0
		2/9.4.2 The number of completed protocols for electronic database linking	1	0	0	0	0
		3/9.4.2 The percentage of completion of electronic linking between the various government entities at the national level	TBD				
		4/9.4.2 The number of satisfaction surveys conducted on the effectiveness of electronic connectivity at the national level	1	1	1	1	1
		5/9.4.2 The number of semi-annual progress reports submitted to the national team regarding the electronic connectivity at the national level	2	2	2	2	2
10.4.2	Evaluating and developing standards for court and investigation room infrastructure	1/10.4.2 The number of specialized technical committees formed to develop national standard criteria, develop a plan, and develop the infrastructure of courts and investigation rooms	1	0	0	0	0
		2/10.4.2 The number of national standard frameworks related to the infrastructure standards designed and approved for courts and investigation rooms	0	1	0	0	0



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		3/10.4.2 The number of phased evaluation and development plans related to developing the infrastructure according to the approved national standard framework	0	1	1	1	1
		4/10.4.2 The percentage of courts and investigation rooms developed according to the approved national standards compared to the baseline	0%	30%	30%	30%	10%
		5/10.4.2 The number of satisfaction surveys conducted regarding the improvements of infrastructure to the courts and investigation rooms	0	2	2	2	2
11..4.2	Designing succession plans and knowledge transfer	1/11.4.2 The number of technical committees formed to plan and follow up on the implementation of succession and knowledge transfer plans in government institutions and institutions	1	0	0	0	0
		2/11.4.2 The number of semi-annual progress reports submitted to the National Team	0	2	2	2	2
		3/11.4.2 The number of inclusive executive plans related to succession in government institutions and the required legislative framework for this	1	0	0	0	0
		4/11.4.2 The number of annual reviews and updates implemented for the implementation plans	0	1	1	1	1
		5/11.4.2 The percentage of completion of the job sequencing matrix and its annual update in accordance with civil service instructions	0%	100%	100%	100%	100%
		6/11.2 The number of employee satisfaction surveys regarding the effectiveness of implemented succession plans	0	2 ²⁶	2	2	2

26 - An annual survey includes departments regarding the employees' performance and readiness to carry out their tasks, and another survey on the satisfaction of substitute employees and the effectiveness of the plans implemented in preparing them for new jobs.

