



The National Plan for the Alliance of Iraqi Minorities Network
2020-2024

A promising future vision to enrich and enhance the authentic diversity of Iraqi society with all its minorities rooted in the depths of history

December 2019

Preamble of the National Plan

Mesopotamia represented the oldest and most ancient civilizations, and they are the owner of the first legal legislative obelisk (Obelisk of Hammurabi) which organized rights and duties and approved public freedoms, and on its land lived multiple and diverse people, and history maintains its religions, races, doctrines and nationalities that coexisted throughout history, on its soil the oldest temples and monasteries and sanctuaries were found, and in it authentic religions still live in the depth of history.

Over the past decades, the rights of indigenous peoples (currently minorities) have become an important part of the components of international law and policy, as a result of a movement led by the peoples themselves, civil society, international mechanisms and states at all local, regional and international levels, and these indigenous peoples (currently minorities) have contributed to building The civilization of Mesopotamia and its relevance among nations and peoples throughout the ages and ages, and it still contributes to this day in the same patriotic spirit and with all care, honesty and loyalty alongside majorities.

In the 1960s, three minority rights treaties were adopted, the first in 1960 when the United Nations Educational, Scientific and Cultural Organization (UNESCO) adopted the Convention against Discrimination in Education, and recognized the right of members of minority groups to carry out their own educational activities, including the establishment of their schools. And teaching in their own language, and after that in 1965 the United Nations adopted the International Convention on the Elimination of All Forms of Racial Discrimination, which prohibits any discrimination based on race, color, descent, or national or ethnic origin.

In 1966, the International Covenant on Civil and Political Rights approved its article (18), which stipulates (every person has the right to freedom of thought, conscience and religion, and this includes his freedom to convert any religion or belief he chooses, his freedom to express his religion or belief in worship and perform rituals Practice and education, alone or with the group, and in front of the public or alone (as stipulated in Article 27 of it). Persons affiliated with ethnic, religious, or linguistic minorities should not be deprived of enjoying their own culture, or professing their religion and establishing their rituals, or using their language, in participation with other members of their group).

In 1992, the United Nations General Assembly ratified the "Declaration on the Rights of Persons belonging to National or Ethnic and Religious and Linguistic Minorities", which is the first United Nations declaration that specifically addresses the rights of minorities in an independent UN document, as the preamble of the declaration linked the promotion of minority rights to the development process Society in a democratic framework based on the rule of law, and the aforementioned declaration clearly defined and detailed the rights of minorities within their societies.

In 2012, the Forum on Minority Rights Issues issued a “Declaration of the Rights of Persons belonging to National or Ethnic or Religious and Linguistic Minorities” and what was stated in the declaration (all countries should reaffirm their commitment to the principles contained in the Declaration on the Rights of Persons belonging to National or Ethnic Minorities or Religious and linguistic minorities, and to widely publicize the Declaration).

The United Nations' 2030 Development Goals Plan report endorsed by member states recently affirmed that we (look at a world that prevails in all its respects, respect for human rights, human dignity, rule of law, justice, equality and non-discrimination; a world that respects ethnicity, ethnic affiliation and cultural diversity; Achieve the full human potential and contribute to achieving overall prosperity, and all legal, social and economic barriers that prevent everyone from being empowered, a world based on justice, fairness, tolerance and openness and social inclusion for all).

The report also stressed the responsibility of all states, in accordance with the United Nations Charter, to respect, protect and promote human rights and fundamental freedoms for all, without distinction of any kind on the basis of race, color, sex, gender, language, religion, religion, religion or religion Ownership, birth, disability, or on any other basis, and that states pledge to enhance cultural understanding, tolerance, mutual respect, support for the spirit of global citizenship and shared responsibility, and recognize natural diversity. The cultural world recognizes that all cultures and civilizations can contribute to achieving sustainable development because it is one of its main enabling elements.

In Iraq, the current constitution came full of various articles which stated that it is (a country of diverse nationalities, religions, and sects - Article 3) and on the right to equality and non-discrimination (Iraqis are equal before the law without discrimination based on gender, race, nationality, origin, color, religion, or Doctrine, belief, opinion, economic or social status - Article 14) and that the state guarantees

(equal opportunities for all Iraqis, and takes effective measures to ensure this - Article 16) and the right to public participation (citizens, men and women), the right to participate in public affairs, and to enjoy rights Political, including the right to vote Elections and candidacy - Article 20 (as well) The state guarantees the protection of the individual from intellectual, political and religious coercion - Article 37 Second (as everyone has freedom of thought, conscience, and belief - Article 42) and that (this constitution guarantees the administrative, political, cultural and educational rights of different nationalities such as Turkmen, Chaldeans, Assyrians, and all other components - Article 125).

Who are we?

Alliance of Iraqi Minorities Network represents an independent legal entity by the rule of law. The network currently consists of 18 legally registered organizations in Iraq within the framework of a non-governmental alliance, a non-profit Iraqi framework coalition, and works to unify the positions of minorities on issues of common concern to their societies to defend them with a voice One on one front and it has a consultative body and they are a group of civil activists in the field of human rights and the minorities who are granted honorary membership status and have all the rights of delegates except for the right to vote and the right to run for the Board of Directors.

Alliance of Iraqi Minorities Network is a coalition of organizations and individuals representing the national, religious, ethnic, and linguistic minority communities from all parts of Iraq, including:

- Religions (Christians, Yazidis, Kaakais, Mandaiei Sabeans, Baha'is, Zoroastrianism, and without religion (seculars)).
- Nationalities (Assyrian Chaldean Syriac, Armenians, and Turkmen)
- Ethnic and linguistic (Shabak, Faili Kurds, brown skinned, and Circassians)

The alliance was established in 2010 by an elite of minorities and human rights advocates with the support of the United States Institute of Peace with the aim of improving the living of Iraqi minorities through dialogue and interaction with key stakeholders, and technical, administrative and logistical support.

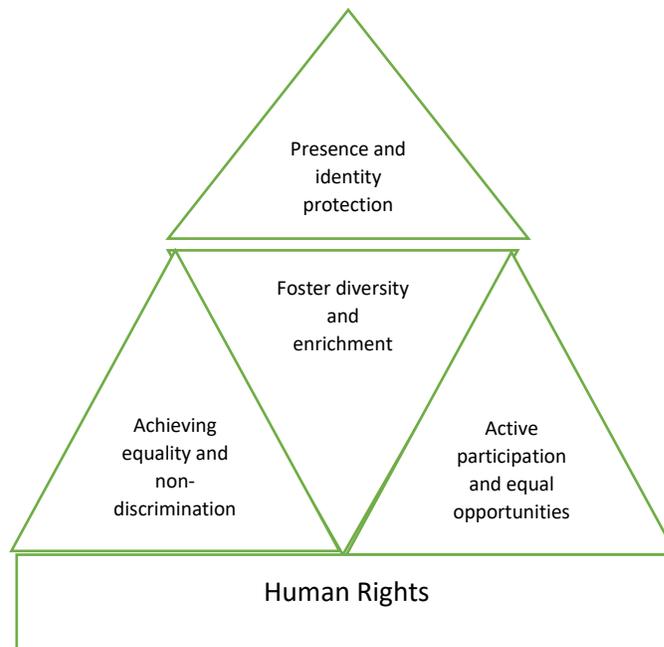
The Alliance Network took the beginning of 2015 and as a result of the support provided by the various Alliance partners, serious and effective steps in the field of independence and sustainability to become its independent institutional moral

personality by registering it as an independent entity in accordance with the laws in force in Iraq and the Alliance partners are still committed to providing continuous technical support within the framework of understanding with the Alliance leadership. As it strives to improve the situation of Iraqi minority communities through projects focusing on dialogue between minority and majority communities and key stakeholders such as local governments, it also seeks through advocacy campaigns to increase representation of formal, legal and social minorities and supporting legislation enabling and promoting minority communities and building bridges between them and Iraq's majority societies and to promote the rights and interests of minorities at the local, national and international levels, the alliance network consists of:

- 1- General Authority: - It includes representatives of member organizations of the network, including the administrative body, which is the highest authority in the network by two representatives from each organization, and each organization has one vote.
- 2- Board of Directors: - It shall represent the alliance between two meetings of the General Authority, appoint the executive body, direct supervision of its work, and submit periodic reports to the General Authority.
- 3- The advisory body: - A group of civil activists (individuals) concerned in the field of human rights and minorities who are granted honorary membership status by the network, and the advisory body includes all the rights of delegates except the right to vote and the right to run for the Board of Directors.
- 4- Executive Office: - It is the body responsible for running and managing the legal, administrative, financial and logistical affairs of the Alliance Network under the supervision and follow-up of the Board of Directors, implementing the policies and decisions taken by the Network's General Authority and its Board of Directors, securing business continuity requirements and providing requirements for the network organizations to complete the approved programs and projects within the annual plans for the work of the Alliance Network.

The pillars of the national plan

The construction of this plan is based on the foundations approved by international covenants and agreements that Iraq has ratified and has become part of its legislative fabric, and enjoys constitutional protection in accordance with the provisions of Article (13) of the Constitution, as well as the principles mentioned in the Iraqi constitution referred to above, where the concept of promoting diversity is based on The spectrums and components of Iraqi society, enriching it and creating conditions to protect this diversity and protect minorities on human rights principles within the following basic foundations:



1- **Presence and identity protection:** Religious, ethnic, and linguistic diversity is a permanent wealth for human societies. The presence of minorities enriches societies in all countries of the world without exception, and the work to protect them is an enhancement of creative human diversity. Mankind is a moral idea based on respecting others and their right to live in dignity, practice their beliefs openly, speak their language, and celebrate their ethnic or cultural heritage without fear or punishment. The identity problem for the minority arises when feeling that the larger social entity that coexists with it seeks through its institutions and practices to obliterate or dissolve the characteristics of its identity, thus forming a framework of the socio-political movement as an expression of self-awareness in order to confront the projection of cultural and nationalist biases on the minority by the

majority, and to preserve the elements of identity This is expressed in the context of ethnicity. The failure of the state and its society to take into account the characteristics of the identity of minorities and not recognize them is in fact the source of the problems of minorities and highlight the characteristics of the identity of the importance of language to the minority as a container of knowledge and preserving its history. To demand respect for their religious values and allow them to practice their religious rites away from any determinants that prevent this, and is related to language and religion, another element that is the customs and traditions that are the three pillars of the identity of minorities, it is part of its culture and assurance of adherence to it Is only an expression of originality and originality of minority habits and traditions as much as they relate to the culture of the minority, it is what distinguishes it from the society in which they live with. The sixth paragraph of the Minority Protection Convention states that (any society based on pluralism and democracy should not only respect the ethnic, cultural, linguistic and religious identity of every person belonging to a national minority, but rather create conditions to enable them to express and preserve this identity).

2- **Achieving equality and non-discrimination:** The right to equality and non-discrimination is one of the most important human rights, if not the most important of them, and it is a fundamental principle in all democratic countries and systems and the cornerstone of it, and its importance comes because it is the basis for the individual's enjoyment of all other rights and freedoms. The right to equality and non-discrimination is a general right that derives from it. Other human rights or "the starting point for all other rights and freedoms". It is clear that there is a close link and mutual dependence between the two ideas of equality and non-discrimination, as they are two sides of the same coin, and they can be seen as expressions of evidence and negation of the same principle, with equality absent discrimination, and with non-discrimination between groups and individuals, equality is achieved, and it is generally accepted that equality and non-discrimination They are two sides, one positive and the other negative to the same principle. And there is no meaning to citizenship without equality between all citizens regardless of any consideration of race, language, religion, gender, origin or other reasons on which prohibited discrimination is based. At the same time, duties and responsibilities towards its homeland and society, citizenship and democracy are organically linked, because the first arrangement of rights for members of society on an equal basis and without discrimination, but it lays the foundations of democracy, and in return, democracy establishes the basis for the rights of citizenship, and to the extent that the individual feels equal in enjoyment Rights and freedoms with others

as much as belonging to his country and his loyalty to it. Discrimination, exclusion and marginalization have devastating and frustrating effects that are not hidden from anyone, and the matter becomes worse when discrimination is inherent or institutional in nature, that is, when it takes the form of social patterns or institutional structures and legal structures that reflect and return discriminatory practices and results.

3- Active participation and equal opportunities: The democratic system is based on the participation of the people and providing opportunities for everyone. It is generally said that democratic systems consider that the goal of politics is to provide a social atmosphere in which individuals can participate freely and achieve their individual and collective aspirations, hence participation comes to describe those performances that citizens undertake in a manner Voluntary, including what aims to influence decisions. Participation is a paradox of melting, because active contribution while preserving the private cultural, religious and ethnic identity that also includes the enrichment achieved through the associated exchange; it allows for true integration, and against this background, minorities may raise the slogan of “integration through participation” and for the sake of accuracy and objectivity it should be noted that As the outcome of the participation of the diverse group of minorities in its own right, which comes without losing its fundamental specificity, in the context of the act of participation for the general community, but noting the societal entanglements of the minority seem very important, while examining participation of minority. Societal participation includes forms of participation in various tracks of societal action, including political ones, where political participation cannot be isolated from societal participation as a general context, and the relationship between them is undoubtedly a dialectical relationship, the more active community participation level increases for a human group or a minority, the greater The possibilities of active political participation, and the lower that level, the less effective opportunities for political participation and its capabilities, and the political participation itself reflects positively on developing the reality of community participation in its comprehensive concept, and stimulating it in relation to the human group or the minority intention. The concept of social participation is also related to the concept of social justice, which is a basic principle of peaceful coexistence between nationalities and nations, and it is more than just an ethical imperative, because it is the basis of national stability, prosperity and progress, and its concept acquires an increasing vitality, as a popular and international demand at the same time in our contemporary reality, Where states work to uphold and advance principles of social justice, to achieve equality, ensure equal opportunities, promote

the rights of indigenous peoples and migrants, and remove barriers faced by people because of gender, age, race, ethnicity, religion, or trust, so social justice and cultural sources come from within the communities themselves, there is no religion or cultural belief devoid of advocacy for social justice and equality and provide opportunities for all, and this would feed the communities self-incentives to achieve social justice for human well-being and development.

The strategic principles of the national plan

Starting from the foundations that guide the concept of promoting and enriching societal diversity, protecting minorities, safeguarding their rights and supporting equal opportunities in life, this strategy adopts three basic guidelines:

Safeguarding the rights of minorities: Safeguarding the rights of minorities, protecting their physical presence and continuing their presence in the regions in which they live to preserve the ancestral lands, ensuring permanent access to material resources to continue their presence in those regions and respecting and protecting their religious and cultural heritage.

Minorities are not excluded: Ensure the rights of minorities and all groups, whether small or large, to actually participate in society, and to establish their representation in all fields, and to eliminate all forms of discrimination, which also cover discrimination on the basis of ethnicity.

Absorbing minorities: Protection of cultural diversity, its development and strengthening of identity, ensuring the survival, continuity and development of the cultural, religious and social identity of the minorities concerned and transferring them to future generations according to their cultural patterns and social institutions, which enriches the fabric of society as a whole.

Diagnosis and analysis of current reality

Analysis results (SWOT)

Efforts to formulate strategies are based on the results of the analysis of internal and external factors, the diagnosis of current reality indicators, and the application of the analysis tool(SWOT). The following results emerged:

Opportunities

- 1- The emergence of an active alliance of minorities in Iraq to build bridges of communication between their societies and components of Iraqi society, and to promote their rights and interests at the local, regional and national levels.
- 2- The solidarity of the international community with minority issues and the interest of international organizations in Iraq, especially after the ISIS events.
- 3- The presence of declarations, agreements, covenants and international covenants protecting human rights and minorities.
- 4- The expansion and number of conferences, and the contribution of researchers by highlighting minorities issues.
- 5- Widening and increasing support of friends who support minority issues in Iraq.
- 6- The growing activity of immigrant people abroad to publicize the suffering of minorities in Iraq.
- 7- The growing interest in technology media to define and convey the reality of minorities in Iraq.
- 8- The majority responded and cooperated with opportunities for a comprehensive national dialogue on minority issues in Iraq.
- 9- Clarity of texts guaranteeing the rights of all minorities / components of Iraqi society in the federal constitution and the draft constitution of the Kurdistan Region - Iraq.
- 10- Election of representatives of some of minorities in the Iraqi parliament and the Kurdistan Region - Iraq.
- 11- The increasing interest of universities and studies & research centers interested in minority affairs in Iraq.

Challenges

- 1- The emergence of the tendency of exclusion and marginalization among some segments of Iraqi society, and avoiding the adoption of the foundations of public participation, and the expansion of the manifestation of political quotas.
- 2- Growing lack of interest in policies leading to demographic changes in the structure of Iraqi society.
- 3- The contribution of educational curricula in the attempts to eliminate and erase the identity of minorities in Iraqi society.

- 4- A large portion of minorities have been forced to flee their places of origin due to ethnic cleansing.
- 5- Some entities provide services for the migration of minorities outside Iraq.
- 6- Negative discrimination in the National ID Law, for example, Article 26 of it.
- 7- The Iraqi legislator ignored the rights of minorities when drafting laws, despite the clarity of the constitutional texts about this matter.
- 8- The weakness of the international community's attitude towards crimes against some minorities without any formal action on those crimes and violations.
- 9- Failure to implement the constitutional articles and ignoring the recognition of some minorities within the components of Iraqi society and the adoption of the Iraqi state and political system.
- 10- Some tend to adopt hate speech that threatens diversity within Iraqi society.
- 11- Widespread of arms outside the control of the state, which may jeopardize the security of minorities in Iraq.
- 12- Minorities feel lost and unstable as a result of the loss of land, property and businesses.

Strength Points

- 1- The alliance has a clear electoral system, which is reflected in the bylaw.
- 2- The alliance has an effective strategy that charts the course of the future of the alliance network.
- 3- The alliance has a clear separation between the authorities (General Authority - Board of Directors - Executive Authority).
- 4- The alliance adopts its rules of procedure as a basic constitution, which is referred to in all major decisions.
- 5- The alliance is characterized by a clear and detailed organizational structure.
- 6- The financial policies of the alliance are characterized by quality and efficiency, the alliance adopts an integrated accounting system with a bank account for it, the expenses procedures are distinguished by the method and application, the method of monitoring the financial situation is characterized by efficiency and accuracy, and technology is utilized by applying electronic calculation systems in addition to paper accounts.
- 7- The procedures for joining the Alliance membership and the criteria for acceptance and selection are clear and merit based.

- 8- Alliance management is characterized by efficiency, effectiveness and quality.
- 9- The alliance possesses expertise and technical resources at the level of policy change and advocacy campaign implementation.
- 10- The alliance has demonstrated leadership and management competence.
- 11- The alliance is characterized by high capabilities in enhancing societal reputation at the level of geographical groups, religions and even different sectors.
- 12- The alliance is achieving clear successes in influencing and lobbying strategies in proposing, stopping and adjusting policies and clear capabilities in working on the procedural side of these policies.
- 13- The alliance has a good representation of all minorities within the public and advisory body.
- 14- Alliance has three offices and an official website in addition to social networking sites.
- 15- Existence of a number of long-term funded programs with international partners and donors.

Weakness Points

- 1- The lack of a system to measure the performance of the Board of Directors and the Executive Office.
- 2- The incomplete registration of the network in the non-governmental organizations department in the General Secretariat of the Council of Ministers / Baghdad, which affects the clarity of the network's role in Baghdad and in some other provinces.
- 3- Weak development, follow-up and evaluation policies, despite their importance to foster alliance development.
- 4- The absence of a description of the roles and functions of the members of the committees in the alliance, which hinders the measurement of their performance.
- 5- The lack of a comprehensive and integrated procedural, regulatory, and institutional framework for the alliance.
- 6- The absence of a mechanism to measure and follow up the achievement of the strategic goals of the alliance.
- 7- Weak plan for developing the capabilities of the alliance members and the absence of mechanisms to follow up on it or the responsible party.
- 8- Weak monthly and periodic alliance reporting.

- 9- The lack of a plan or mechanism for communicating with the media due to the absence of media strategies that are closely related to the strategies of advocacy campaigns.
- 10- Unclear mechanisms for creating channels of communication with the targeted communities.
- 11- Weakness in determining readiness and stakeholders in the design phase of the alliance projects.
- 12- Poor follow-up to the verification level, following the intended goal of the project when the projects are completed.

Strategic Direction

Based on the results of the diagnosis of current reality indicators, and in anticipation of future prospects that are based on seizing opportunities and employing strengths and preparedness to deal with expected challenges and excluding weaknesses, the strategic direction of the alliance network during the next five years is determined by the following:

Strategic Vision: An independent, pioneering network active in protecting minorities' rights and preserving their identities, values and beliefs, holding a moral position in its competence and work spaces and contributing to enriching societal diversity.

The Mission or the Strategic Task: Ensuring protection of the presence of minorities and safeguarding their national, ethnic, cultural, religious and linguistic identities within the framework of the principles of human rights, peacebuilding and peaceful coexistence, laying the foundations for equality, justice and active participation based on citizenship principles and creating conditions for protecting and promoting the inherent diversity of Iraqi society rooted in the depth of history.

Strategic Targeted Goals:

- Safeguarding Rights: Employ and mobilize efforts to ensure minorities obtain their internationally and nationally recognized rights within the framework of respect for human rights and the promotion of societal diversity.
- Active Representation: to choose representatives of minorities who express their ambitions and goals.

- Partnership with the state: Create a partnership with decision makers that express needs and take necessary steps to fully comply with the rights established for minorities.
- Partnership with civil society: Building partnerships with non-governmental organizations and active individuals to defend, promote and protect minority rights and improve positive ways of life.
- Anti-isolation and ghetto mentality: Resisting isolationist trends that arise within society due to discriminatory attitudes or perceptions established in the majority, and facing dangerous trends that deter and hinder full integration and participation in various activities of the wider community.
- Adapt to the social environment: Develop mechanisms to build a relationship with influential social forces, enhance capabilities to confront conflicts, and employ these forces for the benefit of crisis management and conflict resolution or conflict response.

Strategic Goals

The formulation of the plan stems from the strategic direction, including its vision, mission and goals aimed at achieving it, and includes setting general goals and business policies during the coming years, as follows:

The First Strategic Goal

Presence and identity protection

Ensuring the right of minorities to live in dignity, to practice their religious beliefs and rituals in public, to speak their language, to celebrate their ethnic and cultural heritage, and to create appropriate conditions to enable them to express, preserve and develop this identity.

The Second Strategic Goal

Achieving equality and non-discrimination

Ensure that citizens of minorities enjoy all rights and freedoms on an equal basis and without any discrimination, regardless of any consideration of race, language, religion, gender, or origin. Everyone who holds the nationality of the state is a citizen with the same rights and freedoms.

The Third Strategic Goal

Active Participation and Equal Opportunities

Achieving effective participation, ensuring equal opportunities, upholding the principles of social justice, coexistence and active participation, while preserving the special cultural and religious identity that contributes to the enrichment achieved through the associated exchange.

General Policies

The determination of the general policies for future work is based on the contents of the strategic goals adopted in the plan. These policies represent the main paths adopted by the plan that outline the steps for their implementation in achieving the specified goals. The general policies include the following:

- Strengthening the role of the federal and local governments in protecting the existence of minorities and their national or ethnic identity, and creating conditions for the development and enrichment of this identity.
- Ensure that minorities enjoy their own culture, declare and practice their religious rites, and use their own language, freely and without interference or any form of discrimination.
- Broadening the participation of minorities at the national and local levels in decisions regarding the minorities to which they belong or the regions in which they live, taking into account national legislation.
- Ensure true representation of minorities in various fields, support their leaders and elites in defending constitutional and legislative rights, and transfer their voice to international, regional and local forums.
- Promote minority rights within the community development process in a democratic framework based on the rule of law.
- Establishing formal frameworks within which its responsibilities are to achieve peaceful coexistence, equality, enrichment of diversity, follow-up to minority concerns, and formulate policies to be followed to achieve this.
- Guaranteeing the constitutional rights of citizens, the first of which is the right to life, security and freedom, as stated in Article Fifteen of the Iraqi Constitution.

- Expanding the effectiveness of the justice system in facing prevailing cases of discrimination and looking into grievances for victims of religious or ethnic discrimination, and criminalizing hatred and combating discrimination.
- Extending the contribution of minority citizens to cultural and artistic life, participating in efforts for religious dialogue, intercultural communication, forming forums and interacting with them.
- Employ the constitutional and legislative principles and foundations guaranteeing the social, economic and political rights granted to minorities within society in accordance with Article 125 of the Constitution.

The Topics of future work and its strategic initiatives

The stage of formulating the plan includes identifying business axes and priorities and initiatives to be implemented to achieve the goals, as well as areas of participation of local and international bodies in implementing and / or financing those initiatives and extrapolating opportunities to build partnerships and alliances during the years of the plan, and to employ future work paths contained in public policies, work axes and priorities are derived:

The First Topic: Legislative minority rights (constitutional, legal, policy, and procedures)

Strategic initiatives within the topic:

- Working to establish an independent supreme body in which the components of minorities are represented in order to advise the government and parliament on legislative and institutional reforms, policies, monitoring and overseeing the implementation of programs related to their affairs in order to enhance respect and protect their fundamental rights.
- Harnessing efforts and the use of legal and constitutional frameworks to establish (the Independent Commission for Minority Rights) as stipulated in Article 108 of the Iraqi Constitution and the drafting of a draft law that includes organizing its composition and the mechanism for selecting representatives therein.
- Drafting a proposal and following up on its adoption to form a parliamentary committee for minorities affairs within the permanent parliamentary

committees to review laws and regulations to ensure their compliance with international standards in protecting and respecting the rights of all minorities.

- Support and expand the mobilization and lobbying campaigns to guarantee the constitutional rights of minority citizens, and activate the implementation of constitutional Article 125 and others.
- Consultation and coordination with international donors on the programs of the rights of the citizens of the various minorities and assisting in developing international standards regarding them, ensuring the implementation and application of human rights measures adopted by the state, and reporting to international humanitarian organizations.
- Coordination with the relevant authorities to form task force that will prepare a draft law (Protection of Diversity and Criminalization of Discrimination) based on the provisions of the Iraqi constitution and international human rights conventions, and adopt the principle of separating a person's enjoyment of his civil rights from his personal belief, because different religions should not lead to a difference in eligibility, And affirming the principle of freedom of belief among the components of small minorities and professing their religious rites.
- Mobilizing the capabilities necessary to activate the work with legal frameworks supporting the rights of minorities as an integral part of society and criminalizing any discriminatory tendencies that affect those rights or reduce the authenticity of their citizenship.
- Supporting the efforts of minorities to preserve their property and lands of their ancestors as one of the foundations of ethnic identity, and to develop and pass it on to future generations, because it represents the basis of continuous and permanent existence.
- Guaranteeing the right of minorities to establish and maintain associations.
- Adopting mechanisms to protect minority rights to ensure a coherent consultative approach to improving the conditions of minorities and preserving their identities.
- Rallying efforts to agree and approve the addition of (names of minorities, religions, languages, etc.) in the census form to be implemented in 2020, in accordance with what was established by the Iraqi constitution.

The Second Topic: Dialogue, peacebuilding, and social cohesion

Strategic initiatives within the topic:

- Ensure the implementation of laws requiring the return of Iraqi citizenship to minority citizens in Iraq which have already been withdrawn from them.
- Establish the right of minorities to create contacts with other members of their group and with other minorities within Iraq and across borders with whom they have national, ethnic, religious or linguistic links.
- Expanding and utilizing the capabilities necessary to increase education and awareness campaigns for the opportunities for progress and development achieved by laying the foundations for peace and harmony among the components of society through the available platforms for dialogue.
- Ensure that minorities enjoy their culture, practice their religious rituals, customs and traditions, and use their language.
- Enhancing the role of the media in promoting cultural understanding, tolerance, equality, mutual respect, support for the spirit of citizenship, shared responsibility, and non-discrimination.
- Work to amend the law on the list of official holidays to include and recognize religious and cultural events for Iraqi minorities.

The Third Topic: Community awareness and enriching diversity in the cultural, artistic and media environment.

Strategic initiatives within the topic:

- Expanding and strengthening the areas of awareness directed to the whole society, to introduce the history of minorities, their culture, traditions and contributions to society and their rights to equality and non-discrimination.
- Supporting efforts and mobilizing capabilities to define the customs and traditions of minorities to the general public by clarifying and illustrating their historical roots and cultural originality.
- Effective coordination and mobilization of capabilities to establish formal frameworks that support the achievement of peaceful coexistence, equality, enrichment of diversity and protection of privacy.
- Facing challenges that increase the isolation of some minorities and their individuals financially and socially, and using culturally and linguistically

appropriate means to address these practices and to expand and increase societal communication.

- Coordination with the Ministry of Culture to carry out activities that highlight and enhance the positive contribution and historical role that minorities have played and are playing in building the Iraqi state.
- Extending the contributions of minorities and merging them within the overall cultural life, and facilitating their participation in spreading their culture and defining their original heritage in cultural forums and various media.
- Motivating the presence of minority citizens in the media field in newspapers, magazines, television and the media market.
- Formulating policies to support the spreading out and expansion of sports and youth activities and women's forums in areas where minority citizens are present and provide the necessary infrastructure to carry out these activities.
- Support the establishment of media outlets (press, audio and video), including newspapers, magazines, and radio and television stations owned and operated by minority citizens.

The Fourth Topic: Active participation at the national and local levels

Strategic initiatives within the topic:

- Increasing the political representation of the citizens of the various minorities according to the population density in all the elected and legislative and executive councils (Parliament, local governments and municipal councils) and ensuring their active participation in all stages of decision-making.
- Strengthening the role of the federal and local governments in enforcing and applying laws that support the full participation rights of all citizens, including minority citizens, to stand for election and to assume official and public functions.
- Using the capabilities to activate the roles and activities of the national and local institutions concerned with minority issues.
- Creating constitutional and legal systems and mechanisms that encourage and expand the participation of the minority community and ensure national and local representation of all Iraqi citizens.
- Ensure the effective participation of minorities in public life, especially with regard to decisions that affect them and affect their rights.

The Fifth Topic: Sustainable development and strengthening economic structures and social justice

Strategic Initiatives within this topic:

- Promote minority rights within the tracks of the community development process and the development of economic and spatial structures for their cities and regions.
- Create national policies that foster comprehensive development that guarantees social justice, and create an enabling environment for social inclusion and decent work opportunities for all.
- Laying the foundations of social justice for all through governmental and societal policies and mechanisms that guarantee equal development opportunities and the distribution of GDP, and take on public burdens.
- Providing social care for citizens of various societal components, especially those with special needs, the displaced, widows, victims of military and terrorist operations, orphans, and other vulnerable groups without any discriminatory or marginal criteria.

The Sixth Topic: Equality and equal opportunity policies

Strategic Initiatives within this Topic:

- Leading efforts aimed at a comprehensive reform of the Iraqi law system, some of which demonstrate discrimination against components with a numerical minority in matters of religious conversion, marriage, divorce, lineage, inheritance, and others, to ensure the enforcement of Article (14) of the constitution, which stipulates that all Iraqis are equal before the law.
- Supporting and expanding the effectiveness of the justice system in facing prevailing cases of discrimination.
- Participation and support in drafting a law that allows the Independent Commission for Human Rights to investigate reports submitted on discrimination against minorities and inform Parliament of these investigations through cases submitted to the Iraqi courts.
- Mobilizing efforts to approve a national initiative to start implementing transitional justice that is based on the closing of unresolved files that were a reason for spreading the policy of discrimination, marginalization and exclusion, and led to a loss of citizens' confidence in the state apparatus, and

a cause of political instability during the past years. Leading to achieving national reconciliation on the ground.

- Utilizing the capabilities within the national institutions concerned with minority issues, and activating programs and activities that establish principles of equality and non-discrimination.
- Encouraging the generalization of the principle of equal opportunities, spreading the benefits of diversity and increasing the participation of minorities in the various activities of society.
- Partnerships with government and community authorities to change policies and / or formulate new policies that ensure and reinforce the principle of equal opportunities.

The Seventh Topic: Promote curricula in the mother tongue and incorporate the history, civilization and religions of minorities into it

Strategic Initiatives within this Topic:

- Mobilizing efforts and enhancing the capabilities to review the educational curricula for the various stages of the educational process to amend and update them in a manner consistent with the equal rights established by the Constitution for all components combined away from exclusion or marginalization.
- Launching a national campaign to reform educational curricula for all academic levels by including lessons that talk about the culture and history of the various Iraqi societal components.
- Providing a non-discriminatory national education environment towards minorities, encouraging the definition of their religions, beliefs, history, languages, and cultures, and strengthening means of coexistence and equality.
- Supporting, encouraging and financing academic research and publishing that deals with the history and customs of minorities by allocating a budget for that, in which universities and institutions of the ministries of higher education and culture participate.

The Eighth Topic: Ensuring the safe return of minorities to their areas

Strategic Initiatives within this Topic:

- Active participation in building and developing state institutions capable of providing security and protection for minority citizens, who are neutral and feel that all individuals represent them, belong to them and feel loyal to them, without which peaceful coexistence cannot be achieved.
- Monitor and diagnose entities that incite non-tolerance of minorities, publish hate speech or incite violence against them, and criminalize and punish them under the law.
- Supporting the mobilization effort of the official security forces, confining arms to the state, preventing the militarization of society, ensuring the return of the displaced to their areas, and working to liberate all the kidnapped and captives.
- Activating the state's active participation frameworks with minorities, fully communicating with its representatives and leaders, and fully understanding its needs, security concerns and challenges it faces.
- Drafting an appropriate legislative proposal criminalizing all incitement to violence and calls for religious and ethnic hatred and violence, and ensuring that this is fully implemented in practice, coupled with deterrent sanctions.
- Designing educational training programs to educate about ways to confront and anticipate conflicts, raising the level of awareness among state actors of the risks faced by minorities.
- Encouraging the participation and involvement of citizens from the various societal components in the various security services, and ensuring their placement in the security forces operating in their whereabouts.

Plan implementation mechanisms

Mechanisms for implementing the strategy are determined by the following:

- 1- The Board of Directors constitutes a strategic team in accordance with the controls and conditions determined by the Board, where this team is considered as a guiding body responsible for overseeing the stages of approving the plan, adopting it and following up on the stages of its implementation and proposing the required amendments in light of the implementation evaluation processes, and this team is responsible to the Board of Directors and linked to it.
- 2- The strategic team undertakes to explain and clarify the contents of the strategy in all its details to all workers in the alliance without exception, so

that it is understandable and clear to all, especially the vision, mission, goals and topics, and emphasize the role and responsibility of all workers to contribute to the implementation process of each of them according to its location and duties, and the importance of collective participation.

- 3- At the beginning of each year, the strategic team studies the strategic initiatives outlined in the strategic topics and approved within the work plan for that year, and defines the importance and priorities for their approval and implementation, and the dates and timing of their implementation.
- 4- The strategic team undertakes annually the distribution of works among its members, and defines the roles of each member in it, according to a clear division of business, consistent with the contents and topics of the strategic plan, so that each member of the team is a general supervisor of the set of strategic initiatives mentioned in the axis / topics that fall within his specific responsibility at the same time, it is a direct reference to its implementation.
- 5- Authorizing the strategic team and its members the necessary powers to supervise and follow up on the implementation of the strategic plan and the basic powers to take decisions related to assigning workers to perform their duties within the work teams, and providing the necessary requirements to complete the implementation operations, provided that this is done at the highest levels of coordination with managers and officials in the alliance, and without bias to carry out the ordinary work of the workers and their duties.
- 6- Each member of the strategic team shall form joint and specialized work teams from workers in the organization and the support agencies, consultants and experts representing the supporting bodies and others, and assign each working group to accomplish a specific activity or activity within the strategic initiative / initiatives that fall within the scope of its responsibilities, and define the duties and tasks of the team members Work, and follows the stages of accomplishing the activity or effectiveness according to mechanisms agreed upon with the work team, which are compatible with the work plan and stages of achievement.
- 7- Each working group, under the supervision of a member of the strategic team, prepares a detailed work plan to implement the activity or event assigned to it. The work plan is presented to the strategic team for discussion and approval.
- 8- The action plan for implementing each activity or events should include details of the primary and secondary steps and time lines for completing each of these steps.

- 9- Each working group determines the detailed procedures to implement each step of the activity or events.
- 10- Each working group under the supervision of a member of the strategic team, after defining the basic and secondary steps and procedures to accomplish the activity, distributes the tasks to the members of the work team and clarifies the role of each member in the implementation process, and this must be written, clear and understood by all members of the team.
- 11- Members of each working group, in group consultation and discussion, define two basic aspects of the work, the first: requirements and needs for implementing the activity or effectiveness in all its details, including ensuring that the necessary funding is available before starting implementation to move as far as possible from any obstacles that may arise during implementation, and the second: ensuring the availability of capabilities and capacities required by the members of the work team to accomplish the implementation process efficiently, as it sometimes leads to discussions and preparation of requirements to diagnose some weaknesses in the capabilities and skills of the team members responsible for the implementation process, which requires raising the recommendation of the strategic team for the necessity of providing the required training.
- 12- Adopting the principle of teamwork among the members of one team and the joint collective responsibility for the implementation process and adopting a spirit of cooperation and participation.

Mechanisms for monitoring and evaluating the implementation of the plan

Mechanisms for monitoring and evaluating the plan are determined by the following:

- 1- The strategic team prepares templates (forms) for periodic follow-up to evaluate the strategy and its implementation processes. These forms (forms) must include three types:
 - a- A monthly follow-up form divided according to weeks for each activity or activity within the strategic initiatives of the annual work plan.
 - b- A quarterly follow-up form (every three months) for each axis (topic) of the strategy.

- c- A semi-annual and annual follow-up form for all topics mentioned in the strategy (and these two reports are submitted to the Board of Directors for study and approval).
- 2- Each working group responsible for accomplishing an activity or events within the strategic initiatives of the axes of the strategic plan shall fill out Form No. (A) monthly, and every member of the strategic team responsible for the axis of filling in Form No. (B) quarterly, and the strategic team collectively fill out Form No. (C) Half yearly and annually.
 - 3- The strategic team studies and evaluates the monthly, quarterly and annual follow-up reports in regular meetings or in urgent cases as determined by the team to get acquainted and detail the stages and steps of implementing activities and events.
 - 4- After studying and evaluating the implementation processes through the follow-up reports, the strategic team shall take the necessary decisions to support the implementation processes, introduce amendments, overcome obstacles or correct deviations, according to the powers entrusted in it and in coordination with the work teams.
 - 5- The strategic team holds a general meeting every three months with all the work teams to discuss follow-up reports and brief them on the progress of the implementation of activities and events, and provides guidance, direction, listening to opinions and proposals, and identify any obstacles directly and in a free and democratic manner, creating an atmosphere of meaningful discussion, and value the efforts made and honoring the distinguished, to urge others, spreading teamwork and general responsibility.
 - 6- The strategic team submits follow-up reports on the completion of semi-annual and annual activities and events to the board of directors, and attends the meetings in which these reports are discussed and approved, where the council reviews and evaluates them and reviews the progress of implementation operations, providing support and sustenance and taking the necessary decisions when the situation calls for a decision from the council outside Powers of the strategic team.
 - 7- The strategic team undertakes - after the approval of the board of follow-up reports - to set up semiannual and annual seminars for all employees in the alliance, in which it reviews the achievements of implementing activities and events and topics of the strategy according to the semi-annual and annual follow-up reports and listens to opinions and suggestions and notify all

employees of the importance of their role in evaluating and implementing the strategy.

- 8- The strategic team prepares reports of accomplishments (abstract: an executive summary) presented to members of the General Authority of the Alliance for review and approval, for the purpose of sending them to the supportive and funding entities, partners and allies, to inform them about the work of the alliance and its accomplishments. It is also possible to use these reports for the purposes of media publishing.
- 9- The strategic team undertakes to submit recommendations and proposals related to the strategic plan to the Board of Directors in terms of introducing some amendments to it, or reconsidering the priorities identified therein, or adjusting its goals, or adding a new axis, or excluding an axis, or other recommendations and proposals that affect Formulating the strategy, and the board of directors must study it, discuss it and take the appropriate decision regarding it, provided that the recommendations or proposals are supported by convincing justifications.
- 10- The strategic team prepares at the end of the fifth year a comprehensive report that includes a general and detailed evaluation of everything that has been accomplished within the five years of the strategy with identifying the most important areas of development achieved from the adoption and implementation of the strategy and the most important challenges, so that this report is the input to the preparation of the next strategic plan.

Institutional performance evaluation indicators

The evaluation stage occupies an important part of the strategic team's attention, whether it comes to ensuring the accuracy of forecasting long-term results, or in ensuring that the implementation of the national plan is in line with what is expected of the results of this implementation. This stage focuses on how the alliance network is effective in achieving the desired results in its national plan and in achieving its goals.

The essence of the evaluation process is based on a comparison of the actual achieved performance with the targeted performance (planned) and it is thus characterized by continuity, and often the comparison between the actual achieved and the target achieved (planned) at the end of the specified time period, or the end

of the implementation of each of the strategic initiatives mentioned in the topics of the plan. The strategy, in the form of a deductive stand and a guiding sign for the administration in following up the implementation of its activities and events and overcoming and addressing deviations when preparing future plans. Where the necessity arises when preparing any performance appraisal system using specific criteria and indicators that are applied collectively to monitor and identify the level, type and quality of the evaluated performance, each criterion and indicator provides a specific indication that clarifies an idea of the level of implementation of the work, activity that is measured and evaluated.

Based on the foregoing, the alliance network can adopt the following indicators in the processes of evaluating the achievements of the strategic plan, as explained above:

- To measure and evaluate the goals established within the strategic plan and the extent of success in achieving them, an indicator can be adopted to compare the number of goals actually achieved with the number of goals to be achieved.
- To measure and evaluate the overall performance efficiency of the achievements of the alliance network, an index can be adopted to compare the results of the actual achieved achievement (initiatives, projects, activities, and events accomplished) with what is planned annually and for the overall years of the strategic plan.
- To measure and evaluate performance efficiency (at the level of initiatives, projects, activities and events implemented), an indicator can be adopted to compare the number of entities or individuals who actually benefit from the achievement with the number of entities and individuals planned to benefit from the initiative, project, activity or event.
- To measure and evaluate the efforts of the Board of Directors and the Executive Office in developing the organizational structure of the alliance, an index can be adopted to compare the initiatives undertaken to develop the organizational structure completed with the number planned to be achieved.
- To measure and evaluate the distribution of powers and the need to expand and delegate them to the administrative formations of the Alliance Network to facilitate and ease the completion of work and follow-up, an index can be prepared to compare the number of powers delegated to the alliance formations with the number of powers that are planned to be delegated.

- To measure and evaluate the efficiency of the information systems approved in the alliance network, an index can be used to compare the number of databases completed during the years of the plan with the number of databases planned.
- To measure and evaluate the efficiency of planning, analysis and financial spending in the alliance network, a set of indicators can be adopted, the most important of which are: The actual achievement comparison index with the total expenses incurred. It is also possible to use the index of comparison of the achieved expenses with the planned expenditures as a whole for all five-year plan or for each of these years. Also, the index of comparing administrative expenses can be applied only with the total expenses incurred annually or in total for the five years. On the revenue side, an index can be used to compare the total revenues achieved with the total planned revenues. It is also possible to adopt an index comparing the total revenues achieved with the total expenses incurred. As well as applying the index of investment spending (commodity) with the total expenses incurred.
- To measure and evaluate the efficiency of employing and developing human resources, it is possible to use several indicators, the most important of which are: An index comparing the total salaries and wages paid with the total expenses incurred in total for all plan years or annually. It is also possible to approve the actual achievement comparison index with the number of employees annually. As well as the index to compare the number of employees at the end of each year with the number of employees at the end of the previous year. It is also possible to measure and evaluate the efforts of the Alliance Network Administration in training employees through an index comparing the number of employees who participated annually in training courses with the total number of employees annually.
- To measure and evaluate the efficiency of the efforts of the executive office and the board of directors in self and institutional development, an index can be used to compare the amounts actually spent to support the development activity with the amounts planned to be spent for this purpose.

End of the Plan