KUWAIT MID-RANGE DEVELOPMENT PLAN
2015/2016 – 2019/2020

MAY 2015

TABLE OF CONTENTS

1 INTRODUCTION

1. INTRODUCTION

1.1. THE ENHANCED STRUCTURE OF THE MID-RANGE PLAN

The 2015/2016 – 2019/2020 mid-range plan presents a national direction for the coming years, derived from the vision of His Highness the Emir of Kuwait, Sheikh Sabah Al Ahmad Al Sabah. The envisioned direction sets areas of focus, and determines the plans and projects to achieve the desired state from Kuwait and its inhabitants.

The structure of the 2015/2016 – 2019/2020 mid-range plan has been revised to follow a clear cascading process, from the national vision, to specific areas of focus down to supporting projects. This process will focus and unify development efforts in Kuwait towards achieving common goals that serve the greater good of the nation.

The vision of His Highness the Emir is cascaded into five themes that represent a desired "end state" for Kuwait. These themes are supported by seven pillars that represent the drivers that Kuwait's different institutions (executive, legislative, and judicial) can use to achieve them. Global indices are used to measure Kuwait's progress to allow the comparison with other countries and remove political manipulation of data. Areas that require improvement are identified on an ongoing basis, and associated projects determined and pursued.

1.2. REFLECTION ON PREVIOUS PLANS

The previous mid-range plan presented several areas for improvement. Input from various stakeholders has been collected in order to develop a new plan structure that aims to resolve the prior issues which hindered success.

1. **Link between vision objectives and policies was not clearly defined**
    - Vision-objectives did not clearly link to the fields, sectors, and policies presented in the plan which did not allow for clear identification of whether a particular goal was sufficiently represented in the plan. This also prevented the identification of the effect of specific policies and projects on the vision objectives

2. **Policies used were often vague or presented multiple ideas**
    - Policies, which represented the crux of the plan, were often vague, wordy, and presented multiple ideas which allowed room for misinterpretation and thereby inclusion of projects that did not particularly support the vision

3. **KPI's did not clearly or exhaustively measure the plan's objectives**
   - There was no direct link between KPI's and goals, policies, and projects thereby a measurement of the improvement resulting from a goal, policy, or project was not possible

4. **Projects that were operational or not directly related to the vision were included in the plan**
   - Projects proposed by entities often included operational projects or projects that were important from an operational perspective but did not have a direct or high correlation with the vision

5. **"Strategic projects" selection was not based on a clearly defined criteria**
   - Strategic projects which were prioritized over other projects in the plan were not assessed for and selected based on impact

6. **Legislative requirements did link to specific projects or goals**
   - Laws proposed were not linked to specific projects or goals which did not allow prioritization of laws or provide assurance that all laws enabled vision execution

1.3 BENEFITS OF THE NEW MID-RANGE PLAN

The revised structure of the mid-range plan shall achieve four key benefits:

1. **Focus on a specific set of critical topics which cover the important gaps related to Kuwait's vision**
   - A higher degree of focus will help enable success

2. **Set clear and objective way to measure national performance against the vision**
   - Kuwait's performance will be measured with globally recognized indices

3. **Facilitate development of clear project plans that can be measured with objective indices**
   - Project owners shall include in their plans an expected level of impact

4. **Provide an objective methodology to prioritize projects**
   - Projects are prioritized based on their capacity to improve Kuwait's position across the focus areas

1.4. PURPOSE OF THE NEW MID-RANGE PLAN

The purpose of the mid-range plan is to provide a unified national direction for strategic planning in Kuwait. This is done by highlighting the areas that Kuwait needs to focus on, through measuring performance against global indices that are related to the vision, and identifying a set of projects that will have the highest impact on achieving the vision.

The mid-range plan is a dynamic document; it is updated annually to show progress against the vision and reflect the latest projects. Entities are expected to leverage the mid-range plan to prepare their entity-level plans, which should include the entity's high level goals and objectives, operational targets, and associated project list. These entity-level mid-range plans will be reviewed by the General Secretariat of the Supreme Council of Planning and Development, and will be the basis for certain parts of the national mid-range plan.

This document is the first version of the revised mid-range plan and represents an introduction to the new planning process. In the next version of the document, after completing a whole planning cycle, the plan will incorporate bottom-up input from the strategic entity-level plans. After incorporating entity-level plans, the third planning cycle will introduce prioritization of areas of focus. While the current plan focuses on all areas of improvement equally, eventually, the plan should include detailed target setting done at an indicator level[1] which will allow entities to prioritize their efforts for the various areas they can contribute to.

HOW ENTITIES SHOULD LEVERAGE THE MID-RANGE PLAN

Entities should familiarize themselves with the first two chapters of the mid-range plan, which introduce the vision as well as the components of the plan, and with the 20 mid-range indices. The five themes[2] should be used as guiding ambitions for all development plans at an entity level and the seven pillars[3] should be used as means to arrive at the mid-term and long-term targets. Vision indices are ultimately what will measure national performance, and therefore, entities should strive to submit projects that support improvement of these indices by addressing their strategic directions[4].

As every index should have an owner or a set of owners, each index and indicator listed in Section 3 of this document has been assigned to a potential owner. It is advisable that entities focus on the strategic directions that they are listed as potential owners for and plan projects to address those indicators.

However, if an entity is not mentioned as a potential owner, it is still highly encouraged that entities identify projects within their scope of work that would help Kuwait achieve its vision and improve its position on the various mid-range indices.

1. The plan includes 86 indicators which are the sub-components of the main 20 vision indices that measure Kuwait's progress against the vision.

2. Themes are desired end states that Kuwait, through its development plan, strategic and operational planning, should aim to achieve by 2035

3. A pillar represents the means by which the vision and its themes can be achieved

4. Strategic directions are areas of focus and improvement according to the vision strategy, which are then translated to projects at an entity level

2 VISION AND DIRECTIONS

2. VISION AND DIRECTIONS

2.1. VISION STATEMENT

Kuwait's mid-range plan is derived from the vision statement declared by His Highness the Emir of Kuwait Sheikh Sabah Al Ahmad Al Sabah, which sets the nation's long-term vision and priorities. This timeline is critical as it sets a clear target in terms of time and desired states to achieve in the next 20 years. From the vision statement we can extract multiple targets for Kuwait beyond being an area attractive for investors such as improving government institutions, developing human resources, and developing infrastructure.

His Highness' expectations and reason for this vision is "content residents and vibrant, sustainable communities". This highlights that people and their wellbeing are at the crux of the 2035 vision and that their environment is equally important.

Statement: "[To] transform Kuwait into a financial and trade center, attractive to investors, where the private sector leads the economy, creating competition and promoting production efficiency, under the umbrella of enabling government institutions, which accentuates values, safeguards social identify, and achieve human resource development as well as balanced development, providing adequate infrastructure, advanced legislation and inspiring business environment."

2.2. VISION THEMES AND PILLARS

2.2.1 THE VISION'S THEMES

The vision statement provides clear guidelines for what Kuwait must aspire to become and achieve by 2035, from which we can derive five main themes. Themes are desired end states that Kuwait, through its development plan, strategic and operational planning, should aim to achieve by 2035.

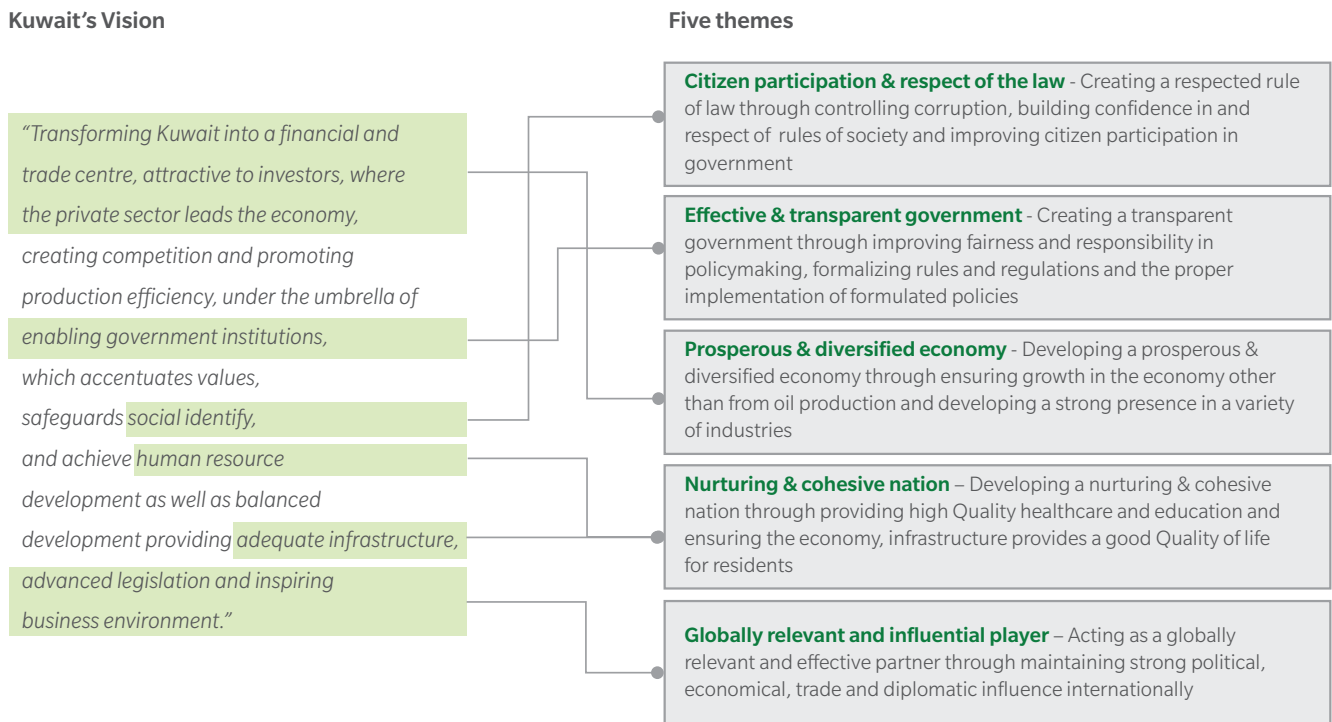**FIGURE 1: KUWAIT VISION THEMES**

Kuwait's Vision

Five themes

"Transforming Kuwait into a financial and trade centre, attractive to investors, where the private sector leads the economy, creating competition and promoting production efficiency, under the umbrella of enabling government institutions, which accentuates values, safeguards social identify, and achieve human resource development as well as balanced development providing adequate infrastructure, advanced legislation and inspiring business environment."

Citizen participation & respect of the law - Creating a respected rule of law through controlling corruption, building confidence in and respect of rules of society and improving citizen participation in government

Effective & transparent government - Creating a transparent government through improving fairness and responsibility in policymaking, formalizing rules and regulations and the proper implementation of formulated policies

Prosperous & diversified economy - Developing a prosperous & diversified economy through ensuring growth in the economy other than from oil production and developing a strong presence in a variety of industries

Nurturing & cohesive nation – Developing a nurturing & cohesive nation through providing high Quality healthcare and education and ensuring the economy, infrastructure provides a good Quality of life for residents

Globally relevant and influential player – Acting as a globally relevant and effective partner through maintaining strong political, economical, trade and diplomatic influence internationally

1. CITIZEN PARTICIPATION & RESPECT OF THE LAW

This theme aims to create a respected rule of law through controlling corruption, build confidence in and respect of rules of society, and improve citizen participation in government.

This involves reinforcing rules and regulations and increasing enforceability and accountability within public institutions. It also involves supporting the development of Kuwait's civil society, and increasing participation in governance.

2. EFFECTIVE AND TRANSPARENT GOVERNMENT

This theme aims to reinforce transparency, effectiveness, and efficiency in Kuwait's public institutions.

This involves fairness and responsibility in policymaking, formalized rules and regulations, and proper implementation of formulated policies.

3. PROSPEROUS & DIVERSIFIED ECONOMY

This theme aims to achieve strong and stable economic growth through a combination of private sector development, and diversification away from oil.

This involves ensuring growth in the economy other than from oil production, and developing a strong presence in a variety of industries.

4. NURTURING & COHESIVE NATION

This theme aims to develop a nurturing and cohesive nation as well as citizen.

This involves providing high quality healthcare and education for all residents, at a sustainable cost to the government, and ensuring that a well-balanced national economy and a modern infrastructure allow all residents access to a good quality of life.

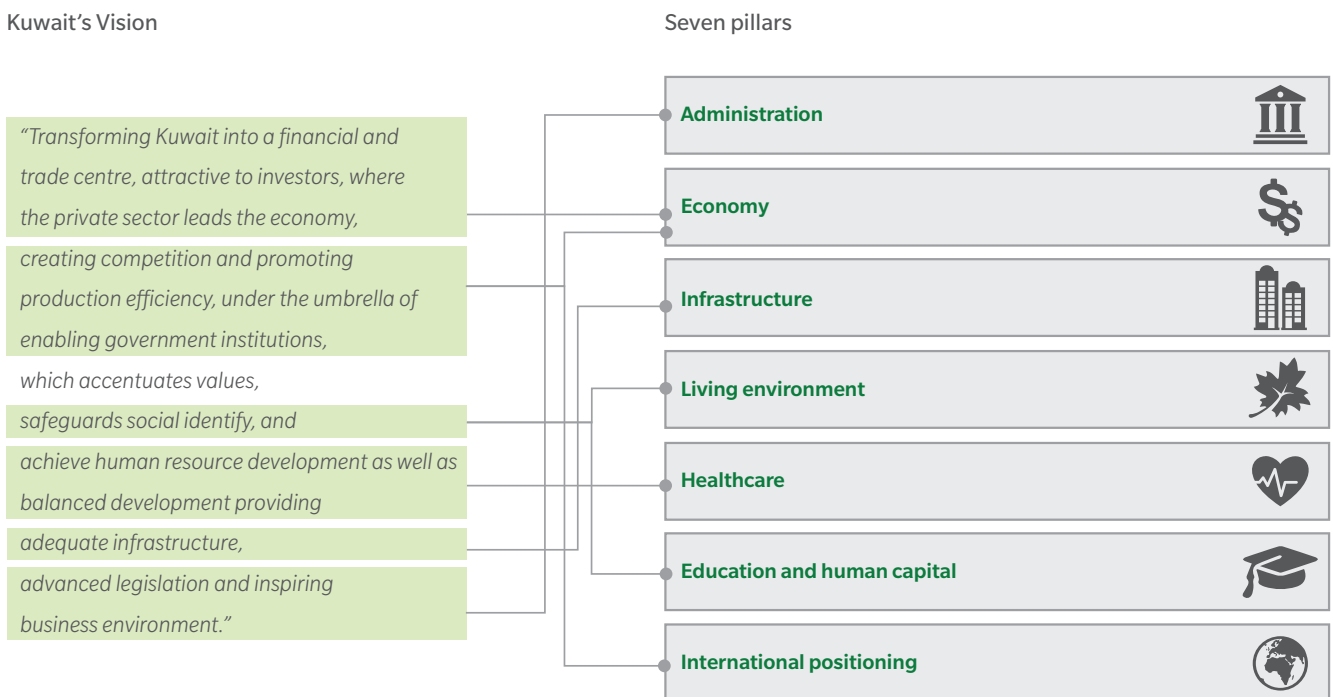## 5. GLOBALLY RELEVANT AND INFLUENTIAL PLAYER

This theme aims to develop a strong and influential regional and international presence through trade, political influence and humanitarian support.

This involves maintaining strong political and diplomatic influence internationally, and developing significant economic influence internationally, through investment abroad.

2.2.2. THE VISION'S PILLARS

To achieve the five desired end states, Kuwait will require the support of various institutions across multiple pillars. A pillar represents the means by which the vision and its themes can be achieved. The mid-range plan involves seven unique types of pillars mentioned below.

FIGURE 2: KUWAIT VISION PILLARS

Kuwait's Vision

"*Transforming Kuwait into a financial and trade centre, attractive to investors, where the private sector leads the economy, creating competition and promoting production efficiency, under the umbrella of enabling government institutions, which accentuates values, safeguards social identify, and achieve human resource development as well as balanced development providing adequate infrastructure, advanced legislation and inspiring business environment.*"

Seven pillars

- Administration
- Economy
- Infrastructure
- Living environment
- Healthcare
- Education and human capital
- International positioning

1. ADMINISTRATION

This pillar involves reforming administrative and bureaucratic practices to reinforce integrity, transparency and accountability throughout the government. Reforming public administration also improves effectiveness and efficiency in policy implementation and service delivery, as administration plays a very important role in Kuwait's social and economic affairs.

2. ECONOMY

Kuwait's economy represents the engine for broader development and gradually reducing the country's dependency on oil export revenues.This involves stimulating competition and innovation in the private sector and improving the mechanisms of the country's labour market, encouraging FDI investments, and stimulating the SME market.

3. INFRASTRUCTURE

This pillar involves developing and modernizing the national infrastructure to develop and improve the country's information and communication technology (ICT), transportation, logistics and trade, and electricity production and transmission.

4. LIVING ENVIRONMENT

This pillar involves ensuring the availability of living accommodation for Kuwait's inhabitants as well as achieving sustainable development through environmental conservation and reduced consumption of strategic natural resources such as water and oil.

5. HEALTHCARE

Healthcare institutions in Kuwait will play a vital role in achieving the desired quality of life for the people of Kuwait. This involves improving service quality in the existing public healthcare system and developing a national healthcare system capable of resolving growing public health issues at reasonable cost.

6. EDUCATION & HUMAN CAPITAL

Education and human capital involves reforming the education system in order better prepare youth to become competitive and productive members of the workforce, as well as improving the efficiency of education spending. The development of Kuwait's people through education and human capital
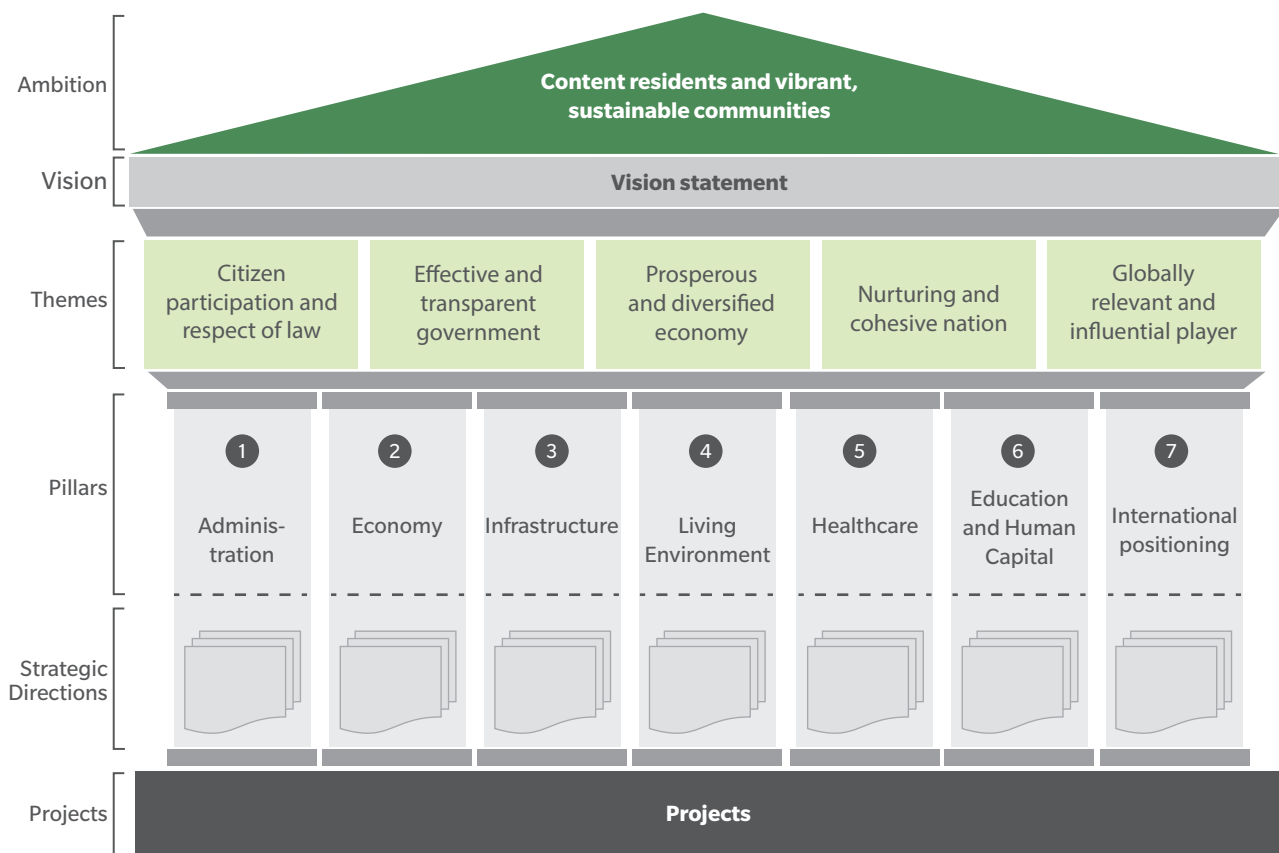
improvement will be a key driver of achieving the vision and overcoming challenges.

7. INTERNATIONAL POSITIONING

International positioning focuses on enhancing Kuwait's regional and global presence in spheres such as diplomacy, trade and culture, and will enable Kuwait to become a globally relevant player.

The themes and pillars presented in this section represent the main building blocks of actualizing the 2035 vision. As shown in the figure below, they are then cascaded into strategic directions, areas of focus and improvement according to the vision strategy, which are then translated to projects at an entity level.

FIGURE 3: KUWAIT VISION COMPONENTS

Ambition			Content residents and vibrant, sustainable communities			
Vision			Vision statement			
Themes	Citizen participation and respect of law	Effective and transparent government	Prosperous and diversified economy	Nurturing and cohesive nation	Globally relevant and influential player	
Pillars	1 Administration	2 Economy	3 Infrastructure	4 Living Environment	5 Healthcare	6 Education and Human Capital	7 International positioning
Strategic Directions						
Projects			Projects			

In order to establish the link between themes, pillars, and strategic directions, interdependencies between themes and pillars were identified and indices were allocated to each interdependency, as shown in the matrix below. The allocated indices, introduced in further detail in the next section, are considered the main mid-range plan indices and aim to objectively measure progress against the vision.

Pillars \ Themes	Citizen participation & respect of the law	Effective & transparent govt	Prosperous & diversified economy	Nurturing & cohesive society	Globally relevant & influential player
1 Administration	1 Ethical government index	2 Effective policy making index / 4 Government spending index	3 Ease of doing business index		
2 Economy			5 Business sophistication index	6 Labour market performance index	7 Exports of goods & services index
3 Infrastructure		8 Government ICT usage index	9 Logistics Performance Index	10 Quality of infrastructure (air/port/rail/roads)	11 Cross-border traffic flow index
4 Living environment		12 Resource & energy use index	13 Average time to obtain public housing	14 Environment performance index	
5 Healthcare				15 Healthcare quality index	
6 Education & Human capital			16 Workforce readiness index	17 Education quality index	
7 International positioning	18 Global peace index		19 Net inflows of FDIs		20 International relations index

2.3. INDICATORS AND STRATEGIC DIRECTIONS

Global indices have been selected to measure the interdependencies shown in the matrix above and allow for an accurate assessment of Kuwait's performance against the vision's themes.

All indices selected to measure vision progress are based on international sources or a composite of international sources in order to maintain impartiality in the measurement process. They serve to measure Kuwait's performance relative to other countries and to set targets for Kuwait's progression over time.

Indices are broken down into their constituent parts, or indicators, to identify specific and concrete areas of improvement. If Kuwait's performance in a particular indicator is below the targeted position, an area for improvement, called a "strategic direction", is identified. These strategic directions provide guidance to entities in identifying supporting projects.

The selection and revision of vision-related indices and indicators is a dynamic process. Indices and indicators could be added or replaced over time. An indicator could be added if it improves our understanding of the components of an index, or replaced if its counterpart is from a more reliable source that is updated on a more regular basis. An index could be added if it measures a distinct and fundamental link between a theme and a pillar that is of importance in achieving Kuwait's 2035 vision.

3 INDICES AND REVIEW OF PROGRESS

3. INDICATORS AND REVIEW OF PROGRESS

Indices have been selected as a means of measuring Kuwait's progress in regards to the vision and are measured as a rank which shows Kuwait's standing relative to other countries in the world. A rank of one indicates the highest possible ranking and best performance in that index.

In the table below, we present the twenty mid-range plan indices, each composed of indicators and sourced from international organizations such as the World Bank and the World Economic Forum. As the indices come from different global sources, the sample size of countries used to measure these indices vary, therefore, we have normalized these index ranks to represent a value out of 100, denoted as "current percentile" in the table below[1].

The following table presents the twenty indices, their current percentiles, and sources. The current percentiles are calculated as an average of the percentiles of the indicators that compose each index.

3.1. MID-RANGE PLAN INDICES

TABLE 1: MID-RANGE PLAN INDICES			
#	Index	Current Percentile	Source
1	Ethical government index *	40	World Economic Forum "Global Competitiveness Report", 2014-15
2	Effective policymaking index*	61	World Economic Forum "Global Competitiveness Report", 2014-15
3	Ease of doing business index	51	World Bank, 2014
4	Government spending index*	55	World Bank, 2011-2013 Business Monitor International, 2011-2014 Economic and social commission for Western Asia "National accounts studies of the Arab region" report, 2013
5	Business sophistication index	53	World Economic Forum "Global Competitiveness Report", 2014-15
6	Labour market performance index*	40	World Economic Forum "Global Competitiveness Report", 2014-15 United Nations Development Programme, 2013
7	Exports of goods & services index*	49	United Nations conference on Trade and Development (UNCTAD), 2013-14
8	Government ICT usage index*	67	World Economic Forum "Global Information Technology Report", 2014
9	Logistics performance index	38	World Bank "Logistics Performance Index report", 2014
10	Quality of transport infrastructure*	53	World Economic Forum "Global Competitiveness Report", 2014-15
11	Cross-border traffic flow index*	49	World Bank, 2013-14

1. For the ranks of each index, please reference section 7.1.4 in the appendix

TABLE 1: MID-RANGE PLAN INDICES			
#	Index	Current Percentile	Source
12	Resource & energy use index*	78	World oil and gas review, 2014; World Bank, 2010-13; International Energy statistics, 2012
13	Average time to obtain public housing	20 years[2]	Public Authority for Housing Welfare, to be internally calculated
14	Environment performance index	43	Environment Performance Index, 2014 (Yale Center for Environmental Law & Policy)
15	Healthcare quality index*	54	International diabetes Federation, Atlas 6th edition (2014 update) World Economic Forum "Global Competitiveness Report", 2014-15 World Health Organization "Globocan Report", 2012
16	Workforce readiness index*	65	World Economic Forum "Global Competitiveness Report", 2014-15 World Economic Forum "Human Capital Report", 2014-15
17	Education quality index*	69	World Economic Forum "Global Competitiveness Report", 2014-15
18	Global peace index	17	Institute for Economics and Peace, 2014
19	Net inflows of FDIs*	36	World Bank, 2013
20	International relations index*	59	Henley & Partners, 2014 Bloom Consulting "Country Brand Ranking Report", 2014-15
*Composite indices, calculated as a composition of various indicators based on international sources			

3.2. MID-RANGE PLAN STRATEGIC DIRECTIONS

Many of the indices are composed of indicators that provide deeper and more granular measurement criteria, and when assessed, help define areas of improvement. Every area of improvement is called a strategic direction and serves to guide the improvement efforts of entities.The following table presents the indicators that comprise each index, along with their current percentiles, historical percentiles, strategic directions, description, potential owner, and related projects. A percentile position of 1 indicates the best position rank on that index, while a position of 100 indicates the worst possible.

To achieve the vision, Kuwait should target to reach a position of at least **30th percentile by 2025** and at least **20th percentile by 2035** on a global level. These positions would provide Kuwait with a competitive positioning on a regional and global level, and would help ensure that Kuwaiti's citizens and residents experience a high standard of living.

Kuwait's performance against each of the indicators is measured on an ongoing basis and the following table presents Kuwait's latest standing on each of the indicators. For indicators where Kuwait needs to improve in order to reach the target position of 30th percentile by 2025, a strategic direction is defined and described. Out of the 20 indices tracked, Kuwait requires an improvement on 19 in the immediate term.

2. There is no international benchmark for this number, it should be tracked nationally

To obtain additional information about the projects relating to a particular indicator, a full project list is included between pages 42 to 67, where every project is annotated with a project code. Codes starting with the letter "T" refer to Tactical projects, those starting with the letter "E" to Enabler projects, and those starting with the letter "O" to Operational projects. Tactical projects are on p.42 – 50, Enabler projects are on p. 50 – 59, and Operational projects are on p. 59 – 67".

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS								
Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
1. Ethical government index (40)	1.1	Diversion of public funds	44	40	40	Enhance accountability regarding funds	▶ Introduce mandatory regular audit of public expenditures ▶ Require public reporting of fund allocation and use	Ministry of Justice	T1, E1, O1
	1.2	Favouritism in decisions of government officials	69	68	56	Improve fairness in government decision-making	▶ Remove rules that favour elite to enforce non-discriminatory standards ▶ Automate processes & applications where possible to reduce "wasta" practice	Kuwait Anti-Corruption Authority	
	1.3	Irregular payments and bribes	36	36	40	Curtail illegitimate payments & bribes	▶ Change law to make bribery illegal ▶ Strengthen oversight via law change with greater judiciary enforcement capability	Kuwait Anti-Corruption Authority	E2
	1.4	Judicial independence	25	24	26			Ministry of Justice	
	1.5	Trust in politicians	37	38	39	Strengthen ethical conduct of public officials	▶ Enforce judiciary action or resignation in case of misconduct	National Assembly	
2. Effective policymaking index (61)	2.1	Wastefulness of public spending	69	69	64	Optimize public expenditures	▶ Reduce inefficient government spending ▶ Link expenditures to identified projects that drive revenues to formalize yearly budget	Ministry of Finance	O2,O3
	2.2	Burden of government regulation	95	98	94	Minimize red-tape burden	▶ Streamline procedures for businesses to comply with admin. requirements through speedier permit processes and simpler reporting rules ▶ Upgrade judicial system by modifying laws to properly enforce rules & settle business disputes	Ministry of Commerce and Industry	
	2.3	Transparency of government policymaking	76	76	72	Enhance government transparency	▶ Establish a common platform across agencies for greater coordination within government structure ▶ Develop e-government services to improve participation & accessibility to policies in place	National Assembly	

☐ Indicators that require improvement in the coming period

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS								
Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
2. Effective policymaking index (61)	2.4	Efficiency of legal framework in challenging regulation	47	33	31	Allow for legal counteractions	▶ Enable businesses to contest governmental regulation & decisions	Ministry of Justice	
	2.5	Efficiency of legal framework in settling disputes	40	45	45	Improve speed of dispute settlement	▶ Reduce number of procedures & time taken to settle legal disputes	National Assembly	E3
3. Ease of doing business index (51)	3.1	Starting up a business	n/a	77	79	Improve business setup process	▶ Re-engineer and automate procedure as a one stop shop & full e-services program ▶ Minimize capital reduction for setup	Ministry of Commerce and Industry	
	3.2	Dealing with construction permits	n/a	52	52	Streamline procedures to build warehouses	▶ Speed up process to submit documents, undergo inspection & receive permits	Kuwait Municipality	
	3.3	Getting Electricity	n/a	46	49	Facilitate electricity procurement	▶ Reduce cost of inspections, connection works & time to finalize contracts with electricity utilities	Ministry of Electricity and Water	E4,E5,E6
	3.4	Registering Property	n/a	36	37	Speed up property-related transactions	▶ Reduce time required for purchase & transfer of properties	Kuwait Municipality	
	3.5	Getting Credit	n/a	59	61	Increase business credit availability	▶ Increase coverage, scope & accessibility of credit info	Central Bank of Kuwait	
	3.6	Protecting Minority Investors	n/a	23	23	–	▶ –	Ministry of Commerce and Industry	
	3.7	Paying Taxes	n/a	5	6	–	▶ –	Ministry of Finance	
	3.8	Trading Across Borders	n/a	59	62	Optimize cross border trade	▶ Establish a Mega-Border processing center to simplify procedures and cross-border waiting time (with a focus on import)	Ministry of Commerce and Industry	
	3.9	Enforcing Contracts	n/a	69	69	Increase enforceability of contracts	▶ Reduce wait time & efficiency of judicial follow up by introducing business-express court system	Ministry of Justice	
	3.10	Resolving Insolvency	n/a	66	67	Improve insolvency recovery	▶ Introduce improved auditing regulations with reduced insolvency recovery rates	Ministry of Justice	
4. Government spending index (55)	4.1	Education spending per pupil	n/a	n/a	82	Optimize education spending	▶ Ensure that education spending is focused on quality improvement, avoiding any wastage	Ministry of Education	
	4.2	Public health expenditures	26	25	25			Ministry of Health	
	4.3	Infrastructure spending	2	8	12			Ministry of Commerce and Industry	
	4.4	Public salaries spending	99	n/a	99	Optimize public salaries expenditures	▶ Ensure spending on pubic salaries is justified	Ministry of Finance	

Indicators that require improvement in the coming period

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
5. Business sophistication index(53)	5.1	Local supplier quality	60	59	73	Enhance quantity and quality of local suppliers	▶ Promote growth of local supply through procurement partnerships & supply chain integration	Ministry of Commerce and Industry	O4,O5
	5.2	Value chain breath	81	82	72	Encourage increased business sophistication	▶ Improve breadth of involvement in the energy value chain ▶ Encourage increasingly sophisticated production processes, using knowledge-intensive processes as opposed to oil technology or labour-intensive processes	Ministry of Commerce and Industry	O6,O7, O8,O9
	5.3	Production process sophistication	69	72	69	Encourage increased business sophistication	▶ Improve breadth of involvement in the energy value chain ▶ Encourage increasingly sophisticated production processes, using knowledge-intensive processes as opposed to oil technology or labour-intensive processes	Ministry of Commerce and Industry	O6,O7
	5.4	Nature of competitive advantage	57	66	60	Promote innovative approach to business	▶ Move towards a knowledge economy in Kuwait ▶ Promote more unique and innovative products and processes, as opposed to relying on low-cost labor or natural resources	Ministry of Commerce and Industry	T2,O10, O11,O12
	5.5	Extent of marketing	49	58	63	Develop local business marketing capabilities	▶ Promote more sophisticated approach to marketing & commercial orientation of businesses	Ministry of Commerce and Industry	
	5.6	State of cluster development	70	61	56	Enlarge & improve cluster development	▶ Increase number of economic clusters, focusing on logistics & media ▶ Develop logistics hub near Iraqi border to support international positioning as 'gateway' to Iraq	Ministry of Commerce and Industry	T3,T4,T5
	5.7	Control of international distribution	20	18	10			Ministry of Commerce and Industry	
	5.8	Willingness to delegate authority	24	26	27			Kuwait Chamber of Commerce & Industry	
	5.9	Local supplier quantity	22	19	44	Enhance quantity and quality of local suppliers	▶ Promote growth of local supply through procurement partnerships & supply chain integration	Ministry of Commerce and Industry	O4

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

☐ Indicators that require improvement in the coming period

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
6. Labour market performance index (40)	6.1	Gender equality	n/a	33	33	Increase female employment	▶ Ensure equal employment opportunities and non-discrimination in labour market	Ministry of Social Affairs and Labor	O13, O14, O15
	6.2	Capacity to retain talent	n/a	45	48	Improve talent retention capabilities	▶ Increase on-the-job training to improve career progression and encourage retention ▶ Improve performance based incentives to ensure retention of top talent	Ministry of Commerce and Industry	E7
	6.3	Cooperation in labour employer relations	36	42	39	Improve relations between employers and employees	▶ Increase contract standardization ▶ Develop associations allowing for negotiations and exchange between labour and employers	Ministry of Social Affairs and Labor	
7. Exports of goods & services index(49)	7.1	Diversification of exports	81	80	80	Diversify exports	▶ Increase the diversification of exports away from crude oil by participating in more of the oil value chain and encouraging the expansion of manufacturing in other areas ▶ Encourage expansion of knowledge economy to increase the export of services and more advanced goods ▶ Develop a greater number of unique economic clusters, such as the media city to support the economic expansion	Ministry of Commerce and Industry	T6,O16, O17,O18, O19
	7.2	Value of exports of goods and services	16	16	18			Ministry of Commerce and Industry	
8. Government ICT usage index(67)	8.1	Government success in ICT promotion	93	90	91	Promote enabling environment for ICT	▶ Provide funding for ICT R&D programs ▶ Strengthen governance & regulation to boost quality of ICT infrastructure	Central Agency for Information Technology	E8,O20
	8.2	Importance of ICTs on government vision of the future	83	85	89	Develop national ICT strategy	▶ Develop the government body in charge of ICT strategy ▶ Develop the ICT dedicated fund to support national vision & priorities	Central Agency for Information Technology	

Indicators that require improvement in the coming period

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
8. Government ICT usage (67)	8.3	E-Participation Index	50	49	53	Develop user-friendly e-government platform	▶ Develop quality & services of e-government platform ▶ Make public databases accessible electronically ▶ Enable two-way communication & submission of feedback	Central Agency for Information Technology	T7,O21, O22,O23
	8.4	Government online service index	33	32	37	Develop user-friendly e-government platform	▶ Develop quality & services of e-government platform ▶ Make public databases accessible electronically ▶ Enable two-way communication & submission of feedback	Central Agency for Information Technology	T7, O21
9. Logistics performance index (38)	9.1	Customs	34	n/a	43	Imrove efficiency of customs	▶ Implement simple & transparent customs formalities applied by border control agencies ▶ Adopt a unique process applying modern technology to facilitate clearance process (single-window regime with one submission of documents)	Kuwait General Administration of Customs	O24
	9.2	Timeliness	56	n/a	38	Reduce goods transit time	▶ Adopt streamline procedures & cross-border trade processing time to ensure shipments reach destination within scheduled delivery time ▶ Integrate logistics operations, from receipt to clearance & inspection	Ministry of Commerce and Industry	
	9.3	International shipments	58	n/a	56	Develop international shipment flows	▶ Implement easier processes for arranging shipments ▶ Adopt more competitive pricing for cargo deliveries across borders	Ministry of Commerce and Industry	
	9.4	Logistics competence	54	n/a	37	Improve logistics coordination capability	▶ Centralize logistics management to coordinate information and shipment flows	Ministry of Commerce and Industry	E9,O25
	9.5	Tracking and tracing	40	n/a	31	Enhance logistical tracking accuracy	▶ Develop technology use to obtain real-time information & improve accuracy of delivery tracking	Ministry of Commerce and Industry	
	9.6	Infrastructure	39	n/a	27			Ministry of Commerce and Industry	

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Indicators that require improvement in the coming period

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
10. Quality of transport infrastructure index (53)	10.1	Rail transport	n/a	n/a	n/a	Develop rail transportation	▶ Speed up construction process of metro and of rail road with link to port & neighbouring countries ▶ Accelerate permit process for mega infrastructure projects and refine project planning by developing capital cost estimates, passenger & revenue forecasts, financial viability and options for financing & governance	Ministry of Communication	T8,T9
	10.2	Port transport	51	50	57	Improve port infrastructure quality	▶ Centralize & set up PPPs for pilotage, mooring & towage activities ▶ Build sufficient quay space & storage space to enhance services through greater availability of infrastructure ▶ Upgrade supportive infrastructure, such as cranes, docks & digital equipment	Ministry of Communication	T10,O26, O27
	10.3	Air transport	60	63	69	Improve airport infrastructure quality	▶ Streamline transit process of passengers & shipments and develop greater offer of commercial services ▶ Boost quality of local airline fleet and service	Directorate General of Civil Aviation	O28,O29, O30
	10.4	Road transport	31	30	33	Improve road infrastructure quality	▶ Expand road network to enhance connectivity with hinterland & with key gateways (port, airport & rail)	Ministry of Public Works	E10
11. Cross-border traffic flow index (49)	11.1	Air traffic	48	50	50	Enhance airport capacity	▶ Expand current airport terminal & runway to absorb greater passenger/cargo flows ▶ Develop supportive infrastructure: build greater ground access for improved airport circulation	Directorate General of Civil Aviation	O31
	11.2	Availability of airline seats	40	41	41	Expand airline passenger volume	▶ Attract international airlines to fly greater routes connecting through Kuwait ▶ Develop quantity of local fleet with large passenger capacity	Directorate General of Civil Aviation	
	11.3	Linear connectivity index	68	65	61	Enhance connectivity to global shipping networks	▶ Attract companies to deploy container ships in Kuwaiti ports ▶ Create free trade zones ▶ Offer improved service	Kuwait Port Authority	O32,O33
	11.4	Container port traffic	45	44	44	Expand container port trade flows	▶ Increase number of ships & vessels ▶ Finalize construction of new port ▶ Equip ports with large containership handling capacity	Kuwait Port Authority	

▢ Indicators that require improvement in the coming period

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
12. Resource & energy use index(78)	12.1	Oil consumption	98	98	98	Reduce levels of oil consumption	▶ Promote use of biofuels & renewable fuels ▶ Implement fuel efficiency requirements, (such as corporate average fuel economy standards) & regulatory policies that demand energy efficient technology adoption	Ministry of Oil	
	12.2	Electric power consumption	80	n/a	80	Reduce electricity usage	▶ Restructure or gradually eliminate subsidies for electricity use	Ministry of Electricity and Water	
	12.3	Natural resource depletion	n/a	n/a	94	Minimize water & resource consumption	▶ Implement mandatory sustainability codes, which reduce average water & resource depletion	Ministry of Oil	O34,O35
	12.4	Fresh water withdrawals	n/a	42	42	Minimize water & resource consumption	▶ Implement mandatory sustainability codes, which reduce average water & resource depletion	Ministry of Electricity and Water	O34
13. Average time to obtain public housing (20 years)	13.1	Average time to obtain public housing	n/a	n/a	n/a	Increase land availability for housing			E11,O36, O37,O38, O39
14. Environment performance index (43)[3]	14.1	Health impacts	41	n/a	40	Strengthen environmental standards	▶ Impose stricter standards & regulation to limit negative impact of water & air pollution on health	Environment Public Authority	O40
	14.2	Air quality	95	n/a	94	Improve level of air quality	▶ Reduce level of pollutants from burning fossil fuels by promoting standards that limit household use of fuel and implementing air-conditioning performance standards	Environment Public Authority	
	14.3	Climate and energy	98	n/a	70	Enhance use of clean energy	▶ Promote adoption of renewables through green taxation ▶ Support funding of renewable energy development projects	Environment Public Authority	O41,O42, O43,O44, O45
	14.4	Fisheries	66	n/a	73	Protect local fisheries	▶ Introduce environmental standards which outlaw over exploitation of fish stock to ensure fishing sustainability	Public Authority For Agriculture and Fish Resources	T11
	14.5	Water resources	80	n/a	25			Ministry of Public Works	
	14.6	Agriculture	41	n/a	10			Public Authority For Agriculture and Fish Resources	
	14.7	Biodiversity and habitat	95	n/a	14			Environment Public Authority	
	14.8	Water and sanitation	23	n/a	17			Ministry of Electricity and Water	

☐ Indicators that require improvement in the coming period

3. The ninth sub-indicator "Forests" was removed from this list as it is not applicable to Kuwait

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
15. Healthcare quality index (54)	15.1	Diabetes	n/a	94	94	Reduce rate of diabetes and other lifestyle-related non-communicable diseases	▶ Improve preventative healthcare through a more integrated healthcare system and encouraging increasingly healthy lifestyle choices (Focus should be on obesity and diabetes) ▶ Increase public health campaigns and introduce regulations to target smoking and unhealthy foods	Ministry of Health	E12,E13, O46,O47, O48,O49, O50,O51, O52,O53, O54
	15.2	Life expectancy	n/a	47	47	Increase life expectancy of population	▶ Introduce modern continuum of care to ensure better healthcare, with a particular focus on improving primary healthcare provisions ▶ Develop a more competitive healthcare system through improved data tracking and increased private involvement ▶ Better attract and retain healthcare talent by providing favourable working conditions and improved training	Ministry of Health	T12,E14, O55,O56, O57,O58, O59,O60, O61,O62, O63,O64, O65,O66, O67,O68
	15.3	Cancer rate	22	n/a	22			Ministry of Health	
16. Workforce readiness index (65)	16.1	Local availability of specialized research and training services	67	66	69	Improve workforce training availability	▶ Increase vocational training and 'matchmaking' to help Kuwaitis find jobs & encourage employment in the private sector	Ministry of Higher Education	T13,O69, O70,O71
	16.2	Extent of staff training	64	64	67	Align workforce skillsets to job requirements	▶ Require local private sector companies to include extensive & adapted training programs for their employees to help boost necessary skillsets	Ministry of Social Affairs and Labor	T14,E15, O72
	16.3	Proportion of workforce with tertiary education	n/a	58	58	Increase number of people with tertiary education	▶ Encourage enrolment in tertiary education	Ministry of Higher Education	

　　Indicators that require improvement in the coming period

## TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
17. Education quality index (69)	17.1	Quality of primary education	62	63	72	Improve quality of primary education	▶ Improve competence of teachers in primary schools to increase education quality	Ministry of Education	E16,O73, O74,O78
	17.2	Quality of education system	72	72	73	Better align education system to competitive economy	▶ Ensure secondary & tertiary education system focuses on required subjects & improved calibre of teachers ▶ Introduce increased tailoring for high achieving students	Ministry of Education	T15,T16, T17,O78
	17.3	Quality of math and science education	72	67	71	Improve math and science education	▶ Increase funding to maths & science education, & improve training of teachers in these subjects to ensure students are best equipped for future work environment	Ministry of Education	
	17.4	Quality of business schools	71	62	60	Improve quality of tertiary education	▶ Attract greater calibre of speakers & teachers ▶ Develop international exchange programs with prestigious universities ▶ Focus on topics & programs in line with global trends	Ministry of Higher Education	O75,O76, O77,O78, O79,O80, O81
18. Global peace index (17)	18.1	Ongoing domestic and international conflict	n/a	n/a	16			Ministry of Foreign Affairs	
	18.2	Societal safety and security	n/a	n/a	25			Ministry of Interior	
	18.3	Militarisation	n/a	n/a	9			Ministry of Defense	
19. Net inflows of FDIs (36)	19.1	Average FDIs	31	36	36	Increase positive influx of FDIs	▶ Speed up trade liberalization with neighbouring countries to expand market size & enhance investment paybacks ▶ Foster proactive investment ties with target countries ▶ Enhance FDI regulatory environment by loosening restrictions on foreign ownership and adopting investment-friendly incentives and rules that enhance investor protection	Ministry of Commerce and Industry	O82

Indicators that require improvement in the coming period

TABLE 2: CURRENT KUWAIT RANKINGS FOR THE 20 INDICES AND INDICATORS

Index (percentile)		indicator	2012	2013	Current percentile	Strategic direction	Description	Potential owner	Project references
20. International relations index (59)	20.1	Country brand index	66	66	61	Improve international branding	▶ Support concerted effort to increase international branding, with focus on business potential, heritage & culture ▶ Conduct international country marketing campaign through targeted sponsorship and advertising and a comprehensive media campaign	Ministry of Foreign Affairs	O83, O84, O85, O86, O87, O88
	20.2	Visa requirements index	60	56	57	Improve diplomatic relations	▶ Continue tradition of diplomacy through developing strong ties with international partners ▶ Ensure Kuwait presents a united message internationally to support branding	Ministry of Interior	E17

The strategic directions listed in this section serve as filters for which projects should be included in the mid-range plan. A first-degree relation to a strategic direction qualifies a project as "vision-related". The final decision regarding project inclusion lies solely with the General Secretariat of the Supreme Council for Planning and Development.

Indicators that require improvement in the coming period

4 PROJECTS

4. PROJECTS

4.1. PROJECT SELECTION

Projects included in the mid-range plan are submitted by each entity to support a specific strategic direction, and thus indicator and index. To include a project in the mid-range plan, a project must be directly related to the vision. When submitting their projects, entities are expected to:

1. Link their project to one or more of the strategic directions

2. Explain how their project will address the strategic direction(s) and thereby improve its related indicator

The ultimate decision for inclusion of projects lies with the General Secretariat of the Supreme Council of Planning and Development.

Through this selection criterion, we are able to classify submissions into two main categories:

▶ **Vision-related**: projects directly addressing one or more strategic directions

▶ **Non vision-related**: projects not directly or clearly addressing one or more strategic directions, and those not related to any strategic direction

It is worth noting that not all government projects are reflected in the mid-range plan. Projects that do not satisfy the above criterion are kept at the level of entity mid-range plans and executed independently by entities.

4.2. MONITORING AND SUPPORT OF VISION-RELATED PROJECTS

MONITORING AND REPORTING

While project ownership and implementation is ultimately the responsibility of each government entity, a monitoring and support model, tailored by project type, has been developed to help ensure success of the vision-related projects.
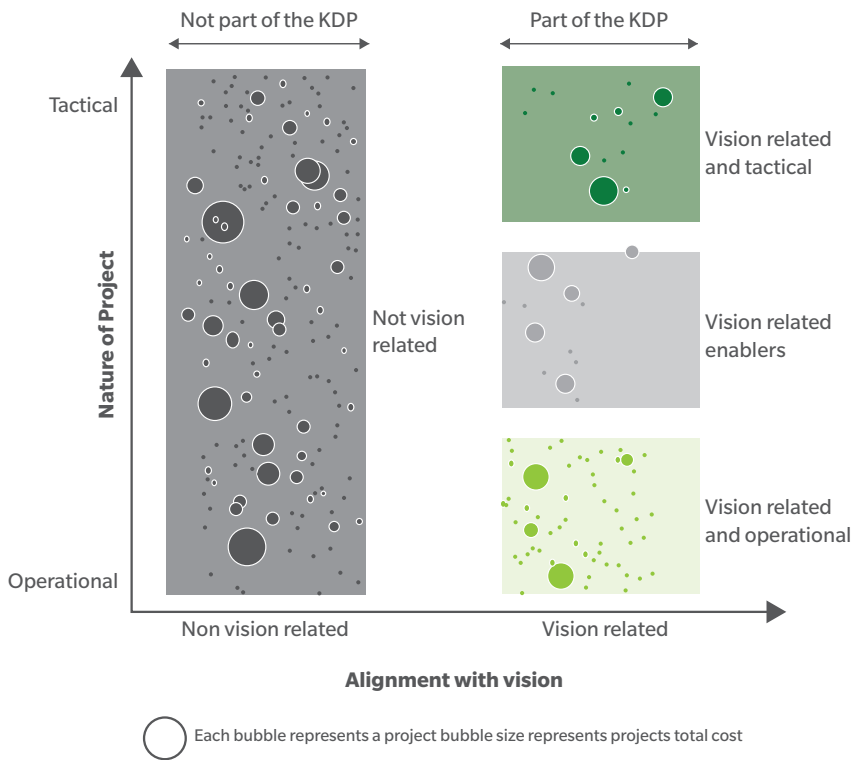
Projects that are vision-related are classified into three categories that require different levels of monitoring and support. The three categories are defined as follows and projects are grouped into the three categories by the General Secretariat of the Supreme Council of Planning and Development:

1. Tactical projects

    ◆ Projects that do not occur frequently in Kuwait and have a high measurable impact

    ◆ Projects which are not part of the current mandate of the entities but need to happen to achieve Kuwait's vision

2. Enabler projects

    ◆ Projects that do not have a high measurable impact on a standalone basis, but are required in order to support the implementation success of other projects

    ◆ Enablers can be infrastructure enablers, which include basic infrastructure such as roads, electricity, water, sewage, etc.., or administrative enablers, such as the improvement of key government processes or establishment of specialized institutions.

3. Operational projects

    ◆ Projects that occur on a frequent basis, or represent a core part of the activities of the government entity that own the project

Overlaying this classification of project type with that of vision relation, we arrive at a matrix of four project groups:

▶ Vision-related tactical projects

▶ Vision-related enabler projects

▶ Vision-related operational projects

▶ Non vision-related projects

FIGURE 4: PROJECT CLASSIFICATION FRAMEWORK

Not part of the KDP   Part of the KDP

Tactical

Nature of Project

Not vision related

Vision related and tactical

Vision related enablers

Vision related and operational

Operational

Non vision related   Vision related

Alignment with vision

◯ Each bubble represents a project bubble size represents projects total cost

Projects that are vision-related tactical and vision-related enabler projects will be monitored and reported on by a Vision Realization Committee (VRC). A Vision Realization Committee (VRC) is a committee setup to provide monitoring and implementation support for vision-related tactical and enabler projects and to help alleviate any implementation bottlenecks as they arise. The committee will assign a representative to follow-up with government entities regarding the detailed status of these projects, and raise flags where applicable.

Projects that are vision-related and operational will continue to be monitored and reported on by the General Secretariat of the Supreme Council of Planning and Development. Improvements will be made to the currently used electronic monitoring and reporting tools to facilitate this process, and representatives from the General Secretariat of the Supreme Council of Planning and Development will liaise with government entities to facilitate the process.

Projects that are not-vision related will be monitored at an entity level and not by the General Secretariat of the Supreme Council of Planning and Development as they are not part of the mid-range plan.

IMPLEMENTATION SUPPORT

Vision-related projects will have a support platform to help ensure implementation success.

Projects that are vision-related and categorized as either tactical or enabler projects may be supported by the Vision Realization Committee (VRC). If the Vision Realization Committee (VRC) identifies that specific projects are off-track or requires specific improvements, they may support the entity by bringing in internal or external experts whom can help turnaround or improve implementation. This support would be for a limited period, and with a defined scope. Similarly, the Vision Realization Committee (VRC) may escalate certain project concerns and liaise with other parts of government to help move these projects forward.

Projects that are vision-related and categorized as operational projects will be supported by the General Secretariat of the Supreme Council of Planning and Development, which would escalate certain project concerns and liaise with other parts of government to help move these projects forward.

The following framework summarizes the monitoring and support model guidelines described in this section:

FIGURE 5: MONITORING AND SUPPORT MODEL GUIDELINES
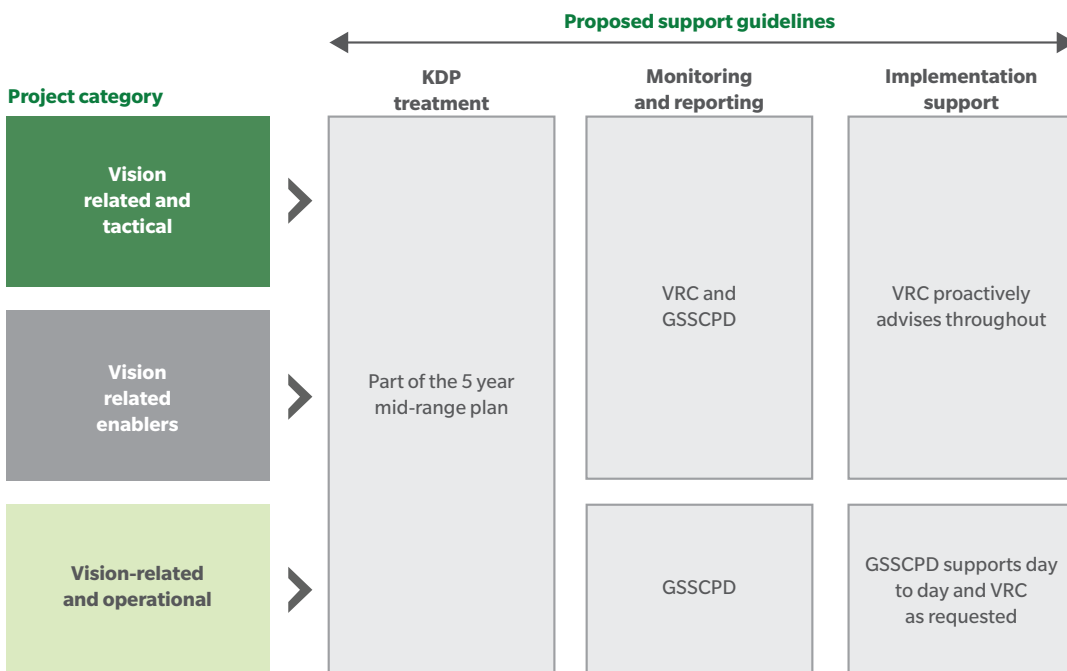
4.3 PROJECT FUNDING

Not all projects in the mid-range plan should be funded from government budget. Projects can be setup as a private-public partnership (PPP), through private investors, or through international development organizations such as the IMF and the UN. Source of funding for a given project should be determined by the ministry owning the project.

4.4. PROJECTS LIST

The Kuwait Development Plan includes 17 vision-related tactical projects, 19 enablers, and 88 vision-related operational projects.

4.4.1. PROJECT LIST BY INDEX

1. Ethical government index

- Adoption and implementation of sound corporate governance standards by the units of the banking and financial system, which would contribute to the consolidation of the basic ingredients for the durability of the financial centers of these units and to improve the efficiency of their performance and achieve financial stability
- Reform of the financial management of the state
- Revamp COOP societies
- Strategy preparation of a national integrity, transparency and anti-corruption strategy

2. Effective policymaking index

- Activating and developing legislative frameworks and institutional mechanisms in line with international conventions
- Develop capabilities
- Establish authority of man power project management office

3. Ease of doing Business index

- Al-Khairan power station and water distillation plant - Phase I
- Establishment and operation power generation plants (Abdaliyah)
- North Zour station - Phase II

5. Business sophistication index

- Automating licenses commercial services

- Create an incubator for small and medium enterprises

- Design and construction of the city's technical research and services, petroleum and petrochemical technology

- Develop Bubiyan Island and Silk City City (consultancy study only)

- Expansion in the creation and development of free zones in Kuwait

- Industrial Strategy for the State of Kuwait in 2035 draft

- Reconstruction of the 5 centers of commercial licenses (Mansuriya - around me - Khaitan - back - Jahra)

- Support cooperation between the research and development, production and service sectors of the private sector and state institutions

- Technological Center for Intellectual Property

- The contribution of scientific research and development institutions in support of plans and programs of technological development Kuwaiti private sector

- The establishment of the Petroleum Research Center continued KPC

- Unions cities project- 6 cities

- Zour refinery project

6. Labour market performance index

- Craft skills and economic development for Kuwaiti women

- Empowerment of women in community development

- Establish mechanisms to maintain the rights of migrant workers

- Training center, studies and Research on Women

7. Exports of goods and services index

- Building new reservoirs North LNG Mina Al- Ahmadi refinery

- Enhance the export capacity of industrial plants exportable cooperation with international organizations

- Project olefins and aromatics second third is integrated with Al-Zour refinery

- Public warehouses and border crossings Company (Abdali)

- The creation, delivery and operation and maintenance of the infrastructure of the industrial zone Shedadiya

8. Government ICT usage index

- And implementation of the national plan for business continuity and disaster management mode
- Automation of procedures in the management of public services
- Create organization Communications and Information Technology Commission
- Design and implement the e-Kuwait project
- Project update databases and information systems and the development of statistical information system of civil services
- The geographical spread of the card delivery devices and devices version and prompt delivery of the card through a subsidiary body of the centers in all provinces

9. Logistics performance index

- Create Transport Regulatory Authority
- Deepening the waterway between the Earth and the head of the island of Failaka and deepen the port of transportation on the island
- To facilitate customs procedures Aljmarkih- mall study

10. Quality of transport infrastructure index

- Build liquefied gas tankers load 58 tons meters per inhabitant carrier (VLGC)
- Improve roads infrastructure
- Metro project
- Mubarak Al-Kabeer port
- Railway project
- Reload systems and infrastructure for ports, Kuwait
- The development of the eastern runway airport and the establishment of the third runway
- The development of the eastern runway at the international airport
- The new air traffic control tower

11. Cross-border traffic flow index

- Determine the overall strategies of the Kuwaiti ports and ports of Business Development
- Increase the depth and width of the navigation channel of the port of Shuwaikh
- Kuwait Airport expansion project Terminal (2)

12. Resource & energy use index

◆ Supply, installation and maintenance of electricity and water meter system with electronic automatic meter reading and data collection system

◆ Supply, installation and operation of photovoltaic panels on the roofs of government buildings

13. Average time to obtain public housing

◆ Al-Khairan city project

◆ Al-Matla city project - design

◆ Implementation of the master plan of the State

◆ Low cost housing company

◆ Provide housing units

14. Environment performance index

◆ Design and construction of the power plant from renewable sources facilities (with a capacity of 75-100 MW)

◆ Electric power generation from renewable sources station (with a capacity of 75-100 MW)

◆ Enriching local fisheries through information management and developing techniques

◆ Environmental control system

◆ Environmental fuel project

◆ Study and evaluation of the implementation of pilot specialized research station to develop advanced technology for water desalination and renewable energy

◆ Study and evaluation of the typical specialized research station to develop advanced technology for water desalination and renewable energy

15. Healthcare quality index

◆ Ambulance Center's main hospital building Jahra

◆ Build public sports centers / facilities

◆ Build rehabilitation centre with home-care services2

◆ Children's Hospital building Mubarak great

◆ Development of health services for school project

◆ Encourage and motivate the practice of sport in society

◆ Health Promotion

- ◆ Healthy Cities Initiative
- ◆ Hospitals, health insurance company
- ◆ Improve quality of health services in Kuwait
- ◆ Jaber Al-Ahmad Hospital - South Surra
- ◆ Measuring patient satisfaction and dealing with the health services
- ◆ New building Adan Hospital
- ◆ New building Amiri Hospital
- ◆ New building Ibn Sina Hospital
- ◆ New building Razi Hospital
- ◆ New buildings Farwaniya Hospital
- ◆ New Morning Hospital
- ◆ Police Hospital
- ◆ Prevention and response to chronic non- communicable diseases
- ◆ Project activating the role of health information
- ◆ Project to ensure the safety of patients
- ◆ Sport support schools, colleges and universities
- ◆ Support the role of the private sector in the field of health project
- ◆ The development of occupational health services
- ◆ The development of primary health care services project
- ◆ The development of the blood bank services

16. Workforce readiness index

- ◆ Change concepts and values of work in the private sector
- ◆ Develop and implement a training program for Kuwaiti professionals
- ◆ Establishment of the National Employment Development Center
- ◆ Identify and syndicate vocational training needs2
- ◆ Take advantage of the training and continuing education at private universities capabilities
- ◆ Training centers, school districts

17. Education quality index

- ◆ Curriculum Development
- ◆ Determine the work of disciplines offered by private universities and colleges market needs

- Ensure quality control academic and professional accreditation Authority

- Establishment of vocational skills center

- Expansion and development of the Faculty of Dentistry Clinics

- Improve standards for learning in Kuwait for teachers, curricula, and management

- Introduce an electronic learning system across educational institutions in Kuwait

- National tests for university admission

- Promotion and development of infrastructure for scientific research at Kuwait University

- Sabah Al- Salem University Project

- Study "MESA advantage" to measure and evaluate the education system in Kuwait

- Support research and development activity in the private universities

- The development of educational and school departments and achieve professional development of leaders and workers in general education and all other types of education

19. Net inflows of FDIs

- Kuwait competitive in the international promotion of indicators

20. International relations index

- Activating the role of economic diplomacy

- Cultural and artistic exchange project inside and outside Kuwait

- Enhance the image of Kuwait internationally through the use of public relations firms

- Exhibitions of Islamic art inside and outside the State of Kuwait

- Linking embassies to issue a visa from abroad

- Publish and distribute Kuwaiti creations outside Kuwait

- Strengthening the role and efforts of the State of Kuwait in the field of human rights

- Supports multiple indices

- Building integrated legislative framework for environmental management

- Develop legislative frameworks to support the vision of the state and its strategic objectives

Supports multiple indices

- Building integrated legislative framework for environmental management

- Develop legislative frameworks to support the vision of the state and its strategic objectives

4.4.2. VISION-RELATED TACTICAL PROJECTS

Indicator #1.1: Diversion of public funds
Related strategic direction: Enhance accountability regarding funds

T.1. REVAMP OF COOP SOCIETIES SYSTEM[1]

Owner: Ministry of Social Affairs and Labor

Est. date for completion: 31-12-2020
Related policy: Not available

The project aims to revamp the cooperative societies system in Kuwait through the launch of a series of initiatives such as amending and issuing regulations and policies, optimizing data collection with a special focus on the development of a knowledge-based electronic environment, and publicly combating corruption by increasing operational transparency.

This project is classified as tactical as it is a major revamp of the cooperative societies system in Kuwait.

Indicator #5.4: Nature of competitive advantage
Related strategic direction: Promote innovative approach to business

T.2. CREATE AN INCUBATOR FOR SMALL AND MEDIUM ENTERPRISES

Owner: Restructuring the workforce and the executive of the state program

Est. date for completion: 30-03-2020
Related policy: Not available

The project aims to setup an incubator that will advance the growth of national employment and provide national labour with the capabilities that will encourage them to participate in the private sector. This will be done through signing collaboration agreements with various government and private entities to instill concepts and values of work amongst citizens, as well as overcome labour obstacles faced by national labour and study national employment needs in the local labour market.

This project is classified as tactical due to its important role in developing a key and regenerative source of financing to small and medium enterprises in the State of Kuwait.

1.This project is a result of a mid-term planning exercise conducted at the ministry of Social Affairs.

Indicator #5.6: State of cluster development
Related strategic direction: Enlarge & improve cluster development

T.3. DEVELOP BOUBYAN ISLAND AND SILK CITY (CONSULTANCY STUDY ONLY)[2]

Owner: Cabinet

Est. date for completion: 2016
Related policy: Not available

This project involves contracting with consultants and international experts to prepare a feasibility study for Boubyan Island and Silk City.

This project is classified as tactical as it is the first time Kuwait conducts such a largest cluster development initiative. This project not only constitutes the largest scale project in the history of Kuwait but is also outside the responsibilities of its establishing entity.

T.4. EXPANSION IN THE CREATION AND DEVELOPMENT OF FREE ZONES IN KUWAIT

Owner: Ministry of Commerce and Industry

Est. date for completion: 30-03-2017
Related policy: The establishment of "free trade zones" in appropriate locations, and equipping them with basic facilities for exports and imports

The Free Zones project will establish a strategically located "free trade zone" and equip the location with the essential requirements to attract commercial, industrial and technological activities to transform Kuwait into a financial & commercial hub. The free zones will include investment companies, health centers, subleasing investment complexes, light industry manufactures, commercial banks, unions' food complex, hotels, and logistics stores

This project is classified as tactical as it is a major effort to implement the free zone concept in Kuwait.

2. This project represents a group of projects of a similar nature

T.5. UNIONS CITIES PROJECT- 6 CITIES

Owner: Kuwait Municipality

Est. date for completion: 31-03-2020
Related policy: Good use of state land and made available to the private sector

The union cities project aims to provide proper and safe living areas for expatriate workers through securing adequate housing. The project will construct six different cities that will aim to house most of the expatriate workers in Kuwait. I will include housing, an entrainment centre, a commercial centre, and a public service centre. It will also aim to alleviate congestion on public facilities usages, sewage and traffic issues resulting from the current centralization of expatriate housing.

This project is classified as tactical as it is the first time a union workers city is created in Kuwait and constitutes a major revamp and repurposing of an area.

Indicator #7.1: Diversification of exports
Related strategic direction: Diversify exports

T.6. PUBLIC WAREHOUSES AND BORDER CROSSINGS COMPANY (ABDALI)

Owner: Kuwait Investment Authority

Est. date for completion: 31-12-2017
Related policy: Adopting pivotal projects in the development process through establishing joint stock companies

The Abdali project will establish a public joint-stock company to develop and implement public warehouses and border ports. The company will develop customs warehouses, free trade zones and establish the infrastructure to accommodate a variety of economic activities such as logistics services, storage services, light and medium manufacturing. The company's role will be limited to development and implementation of the construction of the project and will not include the management of the ports.

This project is classified as tactical as it's the first time Kuwait sets up a logistics zone. This project also lies outside the responsibilities of its establishing entity (KIA).

Indicator #8.3: E-Participation Index
Related strategic direction: Develop user-friendly e-government platform

T.7. DESIGN AND IMPLEMENT THE E-KUWAIT PROJECT[2]

Owner: Kuwait Municipality, Central Tenders Committee (CTC), Central Agency for Information Technology (CAIT), Ministry of State for National Assembly Affairs (MOSFNA)

Est. date for completion: 31-12-2020
Related policy: Develop and complete the transition to e- government projects, to collect the dues of the state in the field of public services and property

The e-Kuwait project will launch an e-government initiative across different entities in Kuwait to automate government services and processes. The project includes different ministries and government agencies, where the efforts vary in size and cost. The project will include automating services for all entities and specifically launching civil ID smart cards at the Public Authority for Civil Information.

This project is classified as tactical as it represents a first-time roll-out of large scale e-government initiatives in Kuwait.

Indicator #10.1: Rail transport
Related strategic direction: Develop rail transportation

T.8. RAILWAY PROJECT

Owner: Kuwait Authority for Partnership

Est. date for completion: 2041 – 2046 (25 – 30 years)
Related policy: Not available

The railway project will establish an integrated railway network that serves both passenger and cargo operations. The railway network will link Kuwait City with Kuwait International Airport, Kuwait sea ports, and all of the GCC countries. The project will construct a 511 km long railway to link to the ~2000km Gulf railway and will be implemented through a new established shareholding company.

This project is classified as tactical as it is Kuwait's first expansion into a new and major type of transport of infrastructure.

2. This project represents a group of projects of a similar nature

T.9. METRO PROJECT[2]

Owner: Kuwait Authority for Partnership, Kuwait Municipality

Est. date for completion: 2056
Related policy: Not available

The metro project aims to build a metro network of transit with frequent, all-day service between all areas of Kuwait. The plan is to build three railroads: first railroad covering 23.7 km, start from Salwa area and end the station of Kuwait University, passing through 19 stations; second railroad covering 21 km will start from Hawally area and end at Kuwait City, passing through 27 stations; and third railroad covering 24 km will start from the airport and end at Abdullah Al-Mubarak area, passing through 15 stations.

This project is classified as tactical as it is Kuwait's first expansion into a new and major type of transport of infrastructure.

Indicator #10.2: Port transport
Related strategic direction: Improve port infrastructure quality

T.10. MUBARAK AL-KABEER PORT

Owner: Ministry of Public Works

Est. date for completion: 31-08-2019
Related policy: The development of maritime transport and ports services, as well as Shuwaikh and Shuaiba and Doha port services, and completing the construction of the Mubarak Al-Kabeer port

Mubarak Al-Kabeer port will be constructed on Boubyan Island and will aim to stimulate Kuwait's maritime transport industry and revive it as a trans-shipment centre. The port will have a capacity of 24 berths and 8,100,000 containers and serve the goal of increasing all port capacity in Kuwait to ~44 million tons by the end of the second five-year mid-range plan.

This project is classified as tactical as it represents an unprecedented expansion in Kuwait's port infrastructure and is part of a first-time and highly strategic development of an area in Kuwait.

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2. This project represents a group of projects of a similar nature

Indicator #14.4: Fisheries
Related strategic direction: Protect local fisheries

T.11. ENRICHING LOCAL FISHERIES THROUGH INFORMATION MANAGEMENT AND DEVELOPING TECHNIQUES[2]

Owner: Public Authority for Agriculture & Fisheries

Est. date for completion: 2017
Related policy: Strengthening the regulatory and business environment that supports aquaculture and that contributes to the growth of fish and shrimp

The Agriculture and Fisheries project aims to improve the management, protection, and conservation of water resources, provide a permanent source of fish, and rehabilitation of depleted fish stock through assessing the current situation of fishery resources, developing aquaculture techniques and integrated systems to preserve local fisheries, providing accurate and documented data on all fisheries' activities, and building human resource capabilities within the area of breeding and production of marine fish

This project is classified as tactical as it constitutes a major revamp to the fishing industry.

Indicator #15.2: Life expectancy
Related strategic direction: Increase life expectancy of population

T.12. HOSPITALS HEALTH INSURANCE COMPANY

Owner: Kuwait Investment Authority

Est. date for completion: 31-12-2015
Related policy: Adopting pivotal projects in the development process through establishing joint stock companies

The health insurance company will issue and sell health insurance services inside and outside Kuwait for expatriates. It will serve as the sole health insurance provide for expatriates. To offer sufficient health coverage, it will establish, manage, and develop hospitals, medical centres, clinics, pharmacies, and specialized laboratories. It will also provide the needed health staff to hospitals, centres and clinics and issue pharmacy licenses.

This project is classified as tactical because it is a new concept in Kuwait that also happens to be outside the core responsibilities of the establishing entity (KIA).

2. This project represents a group of projects of a similar nature

Indicator #16.1: Local availability of specialized research and training services
Related strategic direction: Improve workforce training availability

T.13. DEVELOP AND IMPLEMENT A TRAINING PROGRAM FOR KUWAITI PROFESSIONALS[2]

Owner: (KFAED) Kuwait Fund for Economic Development, (KIA) Kuwait Investment Authority, (PIFSS) Public Institution for Social Security

Est. date for completion: 31-03-2020
Related policy: Account for the integration and modernization of the continuous development of the disciplines, programs, and curricula of higher education public and private institutions

This project will develop training programs to equip graduates with the knowledge, skills, & attitudes to meet the human capital requirements of both the public and private sectors. The programs will be provided in collaboration with large international organizations like the United Nations. The currently existing programs developed by the owners will continue to be standalone programs but job-readiness courses such as CV and interview preparation courses will be standardized. The project will also aim to fill gaps in the training program offering in Kuwait and match market needs e.g. program for the oil sector.

This project is classified as tactical as it is the first nation-wide graduate training program.

Indicator #16.2: Extent of staff training
Related strategic direction: Align workforce skillsets to job requirements

T.14. ESTABLISHMENT OF THE NATIONAL EMPLOYMENT DEVELOPMENT CENTER

Owner: Restructuring the workforce and the executive of the state program

Est. date for completion: 31-03-2020
Related policy: Raise the proportion of the Kuwaiti labor force relative to the total labor force

The National Employment Development Centre is considered to be the first of its kind in the Arab world and aims to promote Kuwait's economic and social growth. The centre will encourage national labour to work in the private sector by providing advanced training programs to accommodate the growing number of graduates annually, as well as preserve the national labour and protect it from any shocks that it might face.

This project is classified as tactical as it's a first of its kind in the region and will have a high impact on aligning workforce skillsets to job requirements.

2. This project represents a group of projects of a similar nature

Indicator #17.2: Quality of education system
Related strategic direction: Better align education system to competitive economy

T.15. SABAH AL-SALEM UNIVERSITY PROJECT[2]

Owner: Kuwait University

Est. date for completion: 31-03-2019
Related policy: Increase the capacity of higher education public and private institutions

Sabah Al Salem University project will increase the capacity of educational facilities at Kuwait University through building six environmentally, socially, and economically sustainable colleges. The colleges will provide world class educational facilities and will be equipped with advanced learning resources. The project entails the colleges (college of business & admin, college of science, college of petroleum & engineers, college of architects, college of social science, college of education), a medical campus, student housing, faculty housing, retail outlets, food services, and sports and recreational facilities.

This project is classified as tactical as it represents an unprecedented expansion in Kuwait's higher education infrastructure.

T.16. DETERMINE THE WORK OF DISCIPLINES OFFERED BY PRIVATE UNIVERSITIES AND COLLEGES MARKET NEEDS[2]

Owner: General Secretariat of the Council of Private Universities

Est. date for completion: 31-03-2035
Related policy: Expansion of licensing colleges and private colleges and universities

This project will aim to match disciplines offered by private universities with labour market needs to raise the attractiveness of private university graduates. It will specifically focus on encouraging graduates to work in the private sector or start their own businesses.

This project is classified as tactical as it is the first step in the direction of national manpower planning.

2. This project represents a group of projects of a similar nature

T.17. IMPROVE STANDARDS FOR LEARNING IN KUWAIT FOR TEACHERS, CURRICULA, AND MANAGEMENT[2]

Owner: National Centre for Education Development

Est. date for completion: 31-03-2020
Related strategic direction: Better align education system to competitive economy

Related policy: Preparation, rehabilitation, and training of national cadres to join the teaching profession (professional licensing system) in line with international standards for teachers

The project aims to develop and enhance efficiency and performance levels as well as quality standards of all components of the educational process within Kuwait's educational system in accordance to the new National Standards. The project will address students, teachers, management, curriculum, teaching and learning resources, methods of evaluation, and the educational environment, buildings and equipment. The project scope includes the development of a licensing system for teachers, performance management system, and monitoring and evaluation framework. It also includes the improvement of administrative management, and monitoring and evaluation functions, in certain schools.

This project is classified as tactical as it represents a major revamp of the entire education system.

4.4.3. VISION-RELATED ENABLER PROJECTS

Indicator #1.1: Diversion of public funds
Related strategic direction: Enhance accountability regarding funds

E.1. REFORM OF THE FINANCIAL MANAGEMENT OF THE STATE

Owner: Ministry of Finance

Est. date for completion: 31-03-2020
Related policy: Complete the steps of transforming the budget from accounting type to program budgeting and development performance type

The project aims to create a flexible financial legislative environment as well as develop a flexible macroeconomics-based budget. The project also contributes to maximizing the returns of public spending and the mobilization and optimal allocation of financial resources. The work scope will include creation of tools to measure return on public spend and impact of the annual spend. It also involves listing and monitoring completed projects, programs and actions, as well as identifying strengths and weaknesses in the management of public funds, and applying accurate and efficient accounting standards that are aligned with Universal accounting standards.

This project is classified as an enabler as it supports tactical projects focused on administration and achieving an effective and transparent government.

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2. This project represents a group of projects of a similar nature

Indicator #1.3: Irregular payments and bribes
Related strategic direction: Curtail illegitimate payments & bribes

E.2. STRATEGY PREPARATION OF A NATIONAL INTEGRITY, TRANSPARENCY AND ANTI-CORRUPTION STRATEGY

Owner: Kuwait Anti-Corruption Authority

Est. date for completion: 31-03-2017
Related policy: Develop a comprehensive national strategy for integrity, transparency and anti-corruption, and prepare the supporting mechanisms, plans, and programs, and follow-up on its implementation with the concerned authorities

This project aims to increase transparency and integrity in economic and administrative transactions in accordance with the United Nations Convention against Corruption standards. Scope includes fighting corruption crimes by setting the means for corruption prevention and risk assessment; developing whistle-blower protection mechanisms, and raising community awareness of the dangers of corruption and ways to prevent it.

This project is classified as an enabler as increasing transparency will promote efficiency of implementation of all projects in the mid-range plan.

Indicator #2.5: Efficiency of legal framework in settling disputes
Related strategic direction: Improve speed of dispute settlement

E.3. ACTIVATING AND DEVELOPING LEGISLATIVE FRAMEWORKS AND INSTITUTIONAL MECHANISMS IN LINE WITH INTERNATIONAL CONVENTIONS

Owner: Ministry of Justice

Est. date for completion: 31-03-2020
Related policy: Activating and developing legislative frameworks and institutional mechanisms, in accordance with international conventions

The project aims to study and follow-up on international, legal, and judicial agreements and apply them in Kuwait. In addition, it aims to ensure the rule of law and support the justice sector and the independence of the judiciary through following-up on the ratification of conventions on legal and judicial agreements, and fighting corruption and promoting transparency in the community.

This project is classified as an enabler as it supports tactical projects focused administration.

Indicator #3.3: Getting Electricity
Related strategic direction: Facilitate electricity procurement

E.4. NORTH ZOUR STATION - PHASE II

Owner: Kuwait Authority for Partnership

Est. date for completion: 2044
Related policy: Increase electricity production by expanding and maintaining power plants, and the development of transmission and distribution networks

Phase II of North Zour complex will include the construction of new desalination plants to address the increasing demand for drinking water. The project revolves around the development, design, engineering, construction, operation, maintenance, and transfer of a power desalination plant with a minimum capacity of 1500 MW and 102 MIGD. The station will apply combined cycle gas turbine and an open source desalination technology. In addition, it will construct a 400 KV substation to evacuate the generated power.

This program is classified as an enabler as it will provide critical infrastructure to major projects and various parts of Kuwait.

E.5. AL-KHAIRAN POWER STATION AND WATER DISTILLATION PLANT - PHASE I

Owner: Kuwait Authority for Partnership

Est. date for completion: 2044
Related policy: Not available

Phase I of Al-Khairan station and plant will serve to improve the reliability of power generation and water production capacities to reduce overall costs of the two activities for Kuwait, introduce competition and promote efficiency in the electricity and water sectors, and increase power generation capacity and desalinated water production capacity.

This program is classified as an enabler as it will provide critical infrastructure to major projects and various parts of Kuwait.

E.6. ESTABLISHMENT AND OPERATION POWER GENERATION PLANTS (ABDALIYAH)

Owner: Kuwait Authority for Partnership

Est. date for completion: 2044
Related policy: Not available

This project will establish a new integrated solar combined cycle in order to help Kuwait manage the increasing demand for electricity consumption, improve the efficiency of existing power stations using modern technology, and shift to using renewable solar energy to preserve the environment and reduce heat and greenhouse gas emissions.

This program is classified as an enabler as it will provide critical infrastructure to major projects and various parts of Kuwait.

Indicator #6.2: Capacity to retain talent
Related strategic direction: Improve talent retention capabilities

E.7. ESTABLISH MECHANISMS TO MAINTAIN THE RIGHTS OF MIGRANT WORKERS

Owner: General Authority for Manpower

Est. date for completion: 31-03-2020
Related policy: The development of employment registration system in the private sector

The project aims to make Kuwait a more attractive market for migrant workers through providing opportunities for work, enhancing enforceability of employment rights, and replacing the sponsorship system. This will improve Kuwait's human rights image internationally through developing labour market information system and mechanisms, establishing mechanisms to follow-up on violators, launching awareness programs, and implementing the expatriate labour legislation.

This project is classified as an enabler as it supports tactical projects focused on education and human capital and promoting a prosperous and diversified economy.

Indicator #8.1: Government success in ICT promotion
Related strategic direction: Promote enabling environment for ICT

E.8. CREATE ORGANIZATION COMMUNICATIONS AND INFORMATION TECHNOLOGY COMMISSION

Owner: Ministry of Transportation

Est. date for completion: 31-03-2017
Related policy: Complete the issuance of the executive regulations of the TRA and information technology to organize and control the telecommunications sector

This communications and IT Commission will improve and update communications and information services by organizing, improving, and restructuring the communications and information sector.

This project is classified as an enabler as it supports tactical projects focused on infrastructure.

Indicator #9.4: Logistics competence
Related strategic direction: Improve logistics coordination capability

E.9. CREATE TRANSPORT REGULATORY AUTHORITY

Owner: Ministry of Transportation

Est. date for completion: 31-03-2017
Related policy: Promote competition in the field of land and sea transport

The Transport Regulatory Authority will be established to organize, update, and improve transportation services in Kuwait as well as restructure the transportations sector through developing, organizing and modernizing the transport sector and adopting the transport authority law issued by the Parliament

This project is classified as an enabler as it supports tactical projects focused on infrastructure.

Indicator #10.4: Road transport
Related strategic direction: Improve road infrastructure quality

E.10. IMPROVE ROADS INFRASTRUCTURE[2]

Owner: Ministry of Public Works

Est. date for completion: 01-05-2021
Related policy: Raising the efficiency of the road transport network by increasing the road network length and maintenance

This program aims to reduce congestion and raise efficiency of the transport system by increasing the length of roads and bridges. The project will add ~1,440 km to the lengths of the main roads and add ~340 km to the lengths of internal roads in different areas during the development plan. It consists of 16 distinct projects under the same programme.

This program is classified as an enabler as it will provide critical infrastructure to major projects and various parts of Kuwait.

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2. This project represents a group of projects of a similar nature

Indicator #13.1: Average time to obtain public housing
Related strategic direction: Increase land availability for housing

E.11. IMPLEMENTATION OF THE MASTER PLAN OF THE STATE

Owner: General Secretariat of the Supreme Council for Planning and Development

Est. date for completion: 30-03-2017
Related policy: Good use of state land and made available to the private sector

This project involves the implementation of the Kuwait master plan which is a physical planning document that allocates land to the various projects in Kuwait. This plan was previously prepared by the Kuwait Municipality but has been recently handed over to the General Secretariat of the Supreme Council for Planning and Development. The Kuwait Master Plan includes three documents: Kuwait City Structural Plan, Metropolitan Area Structural Plan, and the National Physical Plan Strategy.

This project is classified as an enabler as it supports the success of most pillars, especially infrastructure.

Indicator #15.1: Diabetes
Related strategic direction: Reduce rate of diabetes and other lifestyle-related non-communicable diseases

E.12. HEALTHY CITIES INITIATIVE

Owner: Ministry of Health

Est. date for completion: 31-03-2020
Related policy: Encourage many good practices (sports, health food, early screening and periodic screening, hygiene, and disease prevention practices

The healthy cities initiative will build five healthy cities in line with the Global Healthy Cities Movement, with the approval of the World Health Organization. The act promotes improving the natural, social, and economic environment of surrounding communities. This project will add five new cities annually, create a health-supportive environment that will encourage good quality of life, provide basic sanitation and hygiene needs, supply access to health care, and promote a healthy life style.

This project is classified as an enabler as it supports tactical projects focused on the health industry.

E.13. HEALTH PROMOTION

Owner: Ministry of Health

Est. date for completion: 31-03-2020
Related policy: Encourage many good practices (sports, health food, early screening and periodic screening, hygiene, and disease prevention practices)

The health promotion project is a health awareness campaign that will address the dangers of smoking, the quality of medical service provided to mothers and infants, the benefits of natural breastfeeding. On smoking, the awareness programs will leverage statistics on level of smoking in Kuwait and false beliefs about smoking. On mothers & infants, they will provide health facilities with marketing material to promote breastfeeding, raise awareness amongst mothers on importance of breastfeeding and report on progress, and strengthen the understanding of the resources involved regarding the health of mothers and infants.

This project is classified as an enabler as it supports tactical projects focused on health.

Indicator #15.2: Life expectancy
Related strategic direction: Increase life expectancy of population

E.14. MEASURING PATIENT SATISFACTION AND DEALING WITH THE HEALTH SERVICES

Owner: Ministry of Health

Est. date for completion: 31-03-2017
Related policy: Importance of having an indicator that reflects the views of patients and clients with health services, so as to measure the quality of services from their point of view

This project aims to measure patient satisfaction developing surveys for measuring and identifying patient and customer satisfaction with the services provided in 10 government healthcare centres and 6 government hospitals along with their clinics. In addition, it will identify the gaps within health services and develop recommendations to address them.

This project is classified as an enabler as it supports tactical projects focused on healthcare.

Indicator #16.2: Extent of staff training
Related strategic direction: Align workforce skillsets to job requirements

E.15. CHANGE CONCEPTS AND VALUES OF WORK IN THE PRIVATE SECTOR

Owner: Restructuring the workforce and the executive of the state program

Est. date for completion: 31-03-2020
Related policy: Control workforce inflation in the government sector

This project will encourage Kuwaiti workforce to join the private sector and provide training programs to qualify for employment in institutions and private sector companies through launching awareness campaigns and changing work concepts and values

This project is classified as an enabler as it supports tactical projects focused on education and human capital and promoting a prosperous and diversified economy.

Indicator #17.1: Quality of primary education
Related strategic direction: Improve quality of primary education

E.16. STUDY "MESA ADVANTAGE" TO MEASURE AND EVALUATE THE EDUCATION SYSTEM IN KUWAIT

Owner: National Centre for Education Development

Est. date for completion:31-03-2020
Related policy: Enhance Kuwait's rank in the educational process, through curriculum development, application of domestic and international measurement tests, and scoring quality measuring tests

The project aims to improve the schools' performance level by performing evaluations that are based on scientific, comprehensive and objective information, define points of strength and weaknesses of schools and teaching system, and points of strength and weaknesses in student performance levels.

This project is classified as an enabler as it supports tactical projects focused on education.

Indicator #20.2: Visa restrictions index
Related strategic direction: Improve diplomatic relations

E.17. LINKING EMBASSIES TO ISSUE A VISA FROM ABROAD

Owner: Ministry of Interior

Est. date for completion: 30-09-2017
Related policy: Expand the use of electronic services to provide various security and traffic services

This project will enhance the quality of security services provided to the public by facilitating procedures for issuing visas. It will involve providing visas with high security specifications to prevent forgery and manipulation. This will be executed through electronically linking 20 ministries to the Ministry of Interior to allow them to issue visas from outside Kuwait, verifying identification and application of the visa applicants prior to arriving to Kuwait, and using electronic services to provide security services through the development of the required technical infrastructure and technology.

This project is classified as an enabler as it supports the success of most pillars, especially Economy and International Positioning.

Administrative enablers supporting all projects

E.18. ENFORCE LEGISLATIVE REQUIREMENTS OF VISION AND DEVELOPMENT PLAN

Owner: Fatwa and Legislation Department

Est. date for completion: 31-03-2019
Related policy: Activating and developing legislative frameworks and institutional mechanisms, in accordance with international conventions

This project will stress and enforce execution of the legislative requirements of the development plan. In turn, this will increase the legal culture in the community, encourage foreign investments in Kuwait, link Kuwait with international communities, and enforce the rule of law and the justice sector to support and strengthen the independence of the judiciary.

This project is classified as an enabler as it will facilitate all the projects of the mid-range plan from a legislative perspective.

E.19. BUILDING INTEGRATED LEGISLATIVE FRAMEWORK FOR ENVIRONMENTAL MANAGEMENT

Owner: Environment Public Authority

Est. date for completion: 31-03-2017

Related policy: Preparation and implementation of an environmental strategy, including specific actions and projects to address all current and future environmental imbalances

This project will set environmental regulations within a clear regulatory framework to achieve integrated environmental management in Kuwait. Scope includes designing and implementing an environmental strategy, including specific actions and projects to address all current and future environmental imbalances, with the participation of the private sector and civil society organizations. To ensure implementation, an electronic system will be built to link the Environment Public Authority to stakeholders to follow-up on commitments and measure performance in terms of water quality and solid waste management. It will also develop any regulatory procedures that will enable the new standards.

This project is classified as an enabler as it will facilitate all the Environment-related projects of the mid-range plan from a legislative perspective.

4.4.4. VISION-RELATED OPERATIONAL PROJECTS

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS				
	Strategic direction		**Project**	**Owner**	**Policy**
1.1	Enhance accountability regarding funds	O1	Adoption and implementation of sound corporate governance standards by the units of the banking and financial system, which would contribute to the consolidation of the basic ingredients for the durability of the financial centers of these units and to improve the efficiency of their performance and achieve financial stability	Ministry of Justice	Develop training programs in governance and internal monitoring systems of the boards of directors of units under the control of the Central Bank
2.1	Optimize public expenditures	O2	Establish authority of man power project management office[2]	General Authority for Manpower	Not available
		O3	Develop capabilities[2]	Ministry of Social Affairs and Labor	Not available
5.1	Enhance quantity and quality of local suppliers	O4	Zour refinery project	Kuwait Petroleum Corporation	Expand the local refining capacity of crude oil and operate local refineries at maximum efficiency
		O5	Industrial Strategy for the State of Kuwait in 2035 draft	Public Authority for Industry	Provide support and encourage the application of quality systems in transformative and extractive industries

	Strategic direction		Project	Owner	Policy
TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS					
5.2	Encourage increased business sophistication	O6	Design and construction of the city's technical research and services, petroleum and petrochemical technology	Kuwait Institute for Scientific Research	Establish a Global Petroleum Research Center to develop the capacities and expertise needed to implement scientific research programs
		O7	The establishment of the Petroleum Research Center continued KPC	Kuwait Petroleum Corporation	Establish a Global Petroleum Research Center to develop the capacities and expertise needed to implement scientific research programs
		O8	Automating licenses commercial services	Ministry of Commerce and Industry	Simplify issuance of licenses required for local and foreign investors
		O9	Reconstruction of the 5 centers of commercial licenses (Mansuriya - around me - Khaitan - back - Jahra)	Ministry of Commerce and Industry	Set a timeline for the development of business and public sector services to reduce both direct and indirect costs
5.4	Promote innovative approach to business	O10	Support cooperation between the research and development, production and service sectors of the private sector and state institutions	Kuwait Institute for Scientific Research	Develop an effective mechanism to link scientific research outputs with development priorities
		O11	The contribution of scientific research and development institutions in support of plans and programs of technological development Kuwaiti private sector	Kuwait Institute for Scientific Research	Develop an effective mechanism to link scientific research outputs with development priorities
		O12	Technological Center for Intellectual Property	Ministry of Commerce and Industry	Ensure the proper use and protection of intellectual property, by increasing the number of IP controls and inspection campaigns
6.1	Increase female employment	O13	Empowerment of women in community development	Kuwait University	Develop technical and technological skills
		O14	Training center, studies and Research on Women	Kuwait University	Support social, economic and crafts development programs for women and ensure women's stability from a psychological and familial standpoint by providing support to working women and implementing training programs aimed at increasing their capabilities as well as empowering/encouraging them to participate in public affairs and small scale projects
		O15	Craft skills and economic development for Kuwaiti women[3]	Ministry of Social Affairs and Labor	Support women's social, economic and professional capability building programs

3. The scope of this project may be modified as part of the entity level strategic planning exercise for the Ministry of Social Affairs and Planning

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS				
	Strategic direction		Project	Owner	Policy
7.1	Diversify exports	O16	Building new reservoirs North LNG Mina Al- Ahmadi refinery	Kuwait Petroleum Corporation	Expand the local refining capacity of crude oil and operate local refineries at maximum efficiency
		O17	Project olefins and aromatics second third is integrated with Al-Zour refinery	Kuwait Petroleum Corporation	Expand the petrochemical activity both locally and internationally to maitain Kuwait's position in terms of the olefins industry
		O18	Enhance the export capacity of industrial plants exportable cooperation with international organizations	Public Authority for Industry	Support the private sector to leverage various trade agreements
		O19	The creation, delivery and operation and maintenance of the infrastructure of the industrial zone Shedadiya	Public Authority for Industry	Provide the required industrial plots, public utilities and infrastructure to achieve the anticipated industrial progress
8.1	Promote enabling environment for ICT	O20	And implementation of the national plan for business continuity and disaster management mode	Central Agency for Information Technology	Increase focus on information security, disaster management, and informatic crises
8.3	Develop user-friendly e-government platform	O21	Automation of procedures in the management of public services	Ministry of Commerce and Industry	Set a timeline for the development of business and public sector services to reduce both direct and indirect costs
		O22	Project update databases and information systems and the development of statistical information system of civil services	Public Authority for Civil Information	Complete civil-services applications and services and establish authority offices in the Ministry of Interior service centers
		O23	The geographical spread of the card delivery devices and devices version and prompt delivery of the card through a subsidiary body of the centers in all provinces	Public Authority for Civil Information	Complete civil-services applications and services and establish authority offices in the Ministry of Interior service centers
9.1	Improve efficiency of customs	O24	To facilitate customs procedures Aljmarkih- mall study	General Administration of Customs	Resolve overlaps in specializations to simplify overall procedures and reduce documentation process time
9.4	Improve logistics coordination capability	O25	Deepening the waterway between the Earth and the head of the island of Failaka and deepen the port of transportation on the island	Ministry of Transportation	Promote competitiveness in land and sea transport sectors
10.2	Improve port infrastructure quality	O26	Build liquefied gas tankers load 58 tons meters per inhabitant carrier (VLGC)	Kuwait Petroleum Corporation	Maintain the size and quality of the marine fleet required to satisfy the marketing needs of oil tankers and improve competitiveness
		O27	Reload systems and infrastructure for ports, Kuwait	Ministry of Interior	Expand the use of electronic services when providing various security and traffic services

	Strategic direction		Project	Owner	Policy
			TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS		
10.3	Improve airport infrastructure quality	O28	The development of the eastern runway airport and the establishment of the third runway	Directorate General of Civil Aviation	Regulate the air transport industry and develop Kuwait International Airport's infrastructure
		O29	The development of the eastern runway at the international airport	Directorate General of Civil Aviation	Regulate the air transport industry and develop Kuwait International Airport's infrastructure
		O30	The new air traffic control tower	Directorate General of Civil Aviation	Regulate the air transport industry and develop Kuwait International Airport's infrastructure
11.1	Enhance airport capacity	O31	Kuwait Airport expansion project Terminal (2)	Ministry of Public Works	Regulate the air transport industry and develop Kuwait International Airport's infrastructure
11.3	Enhance connectivity to global shipping networks	O32	Determine the overall strategies of the Kuwaiti ports and ports of Business Development	Kuwait Ports Authority	Develop maritime transport services, and Shuwaikh, Shuaiba, and Doha ports services, and complete the construction of Mubarak Al Kabeer port
		O33	Increase the depth and width of the navigation channel of the port of Shuwaikh	Kuwait Ports Authority	Develop maritime transport services, and Shuwaikh, Shuaiba, and Doha ports services, and complete the construction of Mubarak Al Kabeer port
12.3	Minimize water & resource consumption	O34	Supply, installation and maintenance of electricity and water meter system with electronic automatic meter reading and data collection system	The Ministry of Electricity and Water	Systemize consumption by launching subsidized goods at market price and developing energy and water conservation systems
		O35	Supply, installation and operation of photovoltaic panels on the roofs of government buildings	The Ministry of Electricity and Water	Systemize consumption by launching subsidized goods at market price and developing energy and water conservation systems
13.1	Increase land availability for housing	O36	Al-Khairan city project	Public Authority for Housing Welfare	Not available
		O37	Al-Matla city project - design	Public Authority for Housing Welfare	Not available
		O38	Low cost housing company	Public Authority for Housing Welfare	Not available
		O39	Provide housing units (4 projects)	Public Authority for Housing Welfare	Provide new housing alternatives with sophisticated and modernized patterns to cope with global changes in construction methodologies and implement major housing projects
14.1	Strengthen environmental standards	O40	Environmental control system	Environment Public Authority	Develop and implement an environmental strategy which includes specific procedures and projects to address all current and future environmental imbalances

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS					
	Strategic direction		**Project**	**Owner**	**Policy**
14.3	Enhance use of clean energy	O41	Design and construction of the power plant from renewable sources facilities (with a capacity of 75-100 MW)	Kuwait Institute for Scientific Research	Increase electricity production by increasing the capacity if electric power stations, maintaing them, and developing transmission and distribution networks
		O42	Electric power generation from renewable sources station (with a capacity of 75-100 MW)	Kuwait Institute for Scientific Research	Increase electricity production by increasing the capacity if electric power stations, maintaing them, and developing transmission and distribution networks
		O43	Study and evaluation of the implementation of pilot specialized research station to develop advanced technology for water desalination and renewable energy	Kuwait Institute for Scientific Research	Support the cooperation of scientific research institutions locally, regionally and globally
		O44	Study and evaluation of the typical specialized research station to develop advanced technology for water desalination and renewable energy	Kuwait Institute for Scientific Research	Support the cooperation of scientific research institutions locally, regionally and globally
		O45	Environmental fuel project	Kuwait Petroleum Corporation	Expand the local refining capacity of crude oil and operate local refineries at maximum efficiency
15.1	Reduce rate of diabetes and other lifestyle-related non-communicable diseases	O46	Development of health services for school project	Ministry of Health	Encourage several good practices (sports, healthy food, early and periodic check-ups, hygiene, and disease prevention practices)
		O47	Prevention and response to chronic non- communicable diseases	Ministry of Health	Restructure the healthcare system by focusing on preventive care, chronic non-contagious, genetic and contagious diseases and reorganize the first care service specifically by prioritizing prevention on the one hand and medical care and treatments on the other hand
		O48	Project activating the role of health information	Ministry of Health	Develop information technology to enhance the overall health system efficiency and ultimately create a National Health Information System
		O49	Support the role of the private sector in the field of health project	Ministry of Health	Encourage the participation of the private sector, especially in terms of the service sector and advanced-care services
		O50	The development of occupational health services	Ministry of Health	Support initiatives promoting occupational health, as well as those aimed at decreasing road accidents and harmful behaviours in general

	Strategic direction		Project	Owner	Policy
15.1	Reduce rate of diabetes and other lifestyle-related non-communicable diseases	O51	The development of primary health care services project	Ministry of Health	Restructure the healthcare system by focusing on preventive care, chronic non-contagious, genetic and contagious diseases and reorganize the first care service specifically by prioritizing prevention on the one hand and medical care and treatments on the other hand
		O52	Build public sports centers / facilities (4 projects)	Public Authority for Youth and Sports	Develop sports facilities to allow Kuwait to host international and Olympic tournaments
		O53	Encourage and motivate the practice of sport in society	Public Authority for Youth and Sports	Promote sports and excercise through raising awareness on the importance of sport, and establishing sports arenas
		O54	Sport support schools, colleges and universities	Public Authority for Youth and Sports	Encourage sports in educational institutions
15.2	Increase life expectancy of population	O55	Ambulance Center's main hospital building Jahra	Ministry of Health	Develop new therapeutic services and units to meet the needs and expectations of health services beneficiaries
		O56	Children's Hospital building Mubarak great	Ministry of Health	Develop new therapeutic services and units to meet the needs and expectations of health services beneficiaries
		O57	Improve quality of health services in Kuwait (2 projects)	Ministry of Health	Apply the international quality accredetation in health care services and facilities, and in patient safety and rights, in both public and private sectors
		O58	New building Adan Hospital	Ministry of Health	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O59	New building Amiri Hospital	Ministry of Health	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O60	New building Ibn Sina Hospital	Ministry of Health	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O61	New building Razi Hospital	Ministry of Health	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O62	New buildings Farwaniya Hospital	Ministry of Health	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS

	Strategic direction		Project	Owner	Policy
15.2	Increase life expectancy of population	O63	New Morning Hospital	Ministry of Health	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O64	Project to ensure the safety of patients	Ministry of Health	Apply the international quality accredetation in health care services and facilities, and in patient safety and rights, in both public and private sectors
		O65	The development of the blood bank services	Ministry of Health	Apply the international quality accredetation in health care services and facilities, and in patient safety and rights, in both public and private sectors
		O66	Jaber Al-Ahmad Hospital - South Surra	Ministry of Public Works	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O67	Police Hospital	Ministry of Public Works	Increase health facilities capacity to address the increase in population, through the effective contribution of the private sector
		O68	Build rehabilitation centre with home-care services[2]	Public Authority for Disabilities	Not available
16.1	Improve workforce training availability	O69	Take advantage of the training and continuing education at private universities capabilities	General Secretariat of the Council of Private Universities	Organize domestic scholarships in private universities
		O70	Develop and implement a training program for Kuwaiti professionals	Kuwait News Agency (KUNA) -	Develop technical and technological skills
		O71	Training centers, school districts	The Ministry of Education	Develop technical and technological skills
16.2	Align workforce skillsets to job requirements	O72	Identify and syndicate vocational training needs[2]	General Authority for Manpower	Not available
17.1	Improve quality of primary education	O73	Curriculum Development	The Ministry of Education	Achieve advanced ranks in the education process through curriculum development, application of local and international measurement tests, and collection quality measurement tests
		O74	The development of educational and school departments and achieve professional development of leaders and workers in general education and all other types of education	The Ministry of Education	Increase the efficiency of the school and educational management and use of information technology in the educational process

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS

	Strategic direction		Project	Owner	Policy
17.4	Improve quality of tertiary education	O75	Support research and development activity in the private universities	General Secretariat of the Council of Private Universities	Organize domestic scholarships in private universities
		O76	Expansion and development of the Faculty of Dentistry Clinics	Kuwait University	Support the application of academic accreditation standards in higher education public and private institutions, through accelerating the development of academic accreditation standards within these institutions and regularly evaluating these institutions through the National Bureau for Academic Accreditation and Education Quality Assurance (NBAQ)
		O77	Promotion and development of infrastructure for scientific research at Kuwait University	Kuwait University	Increase the budget for scientific research and development in education and research institutions in both the public and private sectors
		O78	Introduce an electronic learning system across educational institutions in Kuwait (5 projects)	Kuwait University, The Public Authority for Applied Education and Training, Ministry of Education	Increase the efficiency of the school and educational management and use of information technology in the educational process
		O79	National tests for university admission	National Center for Education Development	Achieve advanced ranks in the education process through curriculum development, application of local and international measurement tests, and collection quality measurement tests
		O80	Ensure quality control academic and professional accreditation Authority	The Public Authority for Applied Education and Training	Support the application of academic accreditation standards in higher education public and private institutions
		O81	Establishment of vocational skills center	The Public Authority for Applied Education and Training	Enable the participation of higher education institutions in local, regional and global events through the development of cultural, artistic, and sports activities
19.1	Increase positive influx of FDIs	O82	Kuwait competitive in the international promotion of indicators	Kuwait Direct Investment Promotion Authority	Diversify sources of national income, attract foreign direct investment, and stimulate partnerships with the private sector

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS

TABLE 3: VISION-RELATED OPERATIONAL PROJECTS: KUWAIT VISION COMPOMEMTS					
	Strategic direction		**Project**	**Owner**	**Policy**
20.1	Improve international branding	O83	Activating the role of economic diplomacy	Ministry of Foreign Affairs	Initiate economic diplomacy to enhance the country's development contribution; globally and regionally, and to enhance the country's role in alleviating the suffering of people in other countries through multiple channels including the Kuwait Fund for Arab Development and other forms of development cooperation
		O84	Strengthening the role and efforts of the State of Kuwait in the field of human rights	Ministry of Foreign Affairs	Initiate the country's participation in global and regional forums and events
		O85	Enhance the image of Kuwait internationally through the use of public relations firms	The Ministry of Information	Increase and develop trade agreements between Kuwait, international countries and economic clusters
		O86	Exhibitions of Islamic art inside and outside the State of Kuwait	National Council for Culture, Arts and Literature	Not available
		O87	Cultural and artistic exchange project inside and outside Kuwait	National Council for Culture, Arts and Literature	Encourage artistic and literary creativity, care for culture, thought, and art, and support artists and talented Kuwaitis
		O88	Publish and distribute Kuwaiti creations outside Kuwait	National Council for Culture, Arts and Literature	Encourage artistic and literary creativity, care for culture, thought, and art, and support artists and talented Kuwaitis

5 LEGISLATIVE REQUIREMENTS

5. LEGISLATIVE REQUIREMENTS[1]

To effectively implement the projects listed in the mid-range plan, several legislative requirements should be established or amended. The following table summarizes the key legislative requirements:

TABLE 4: LEGISLATIVE REQUIREMENTS

Law project	Responsible entity	Implementation status			
		At the entity	At Fatwa and Legislation	At Council of Ministers	At National Assembly
SOCIAL AND HUMAN RESOURCES DEVELOPMENT					
NEW LAWS					
1 Real register Law	Ministry of Justice				■
2 Public Authority for Civil Protection Law	Ministry of Interior			■	
3 Private Security Companies Law	Ministry of Interior			■	
4 Psychological Health Law	Ministry of Health			■	
5 Patients' Rights Law	Ministry of Health			■	
6 Public Meetings and Convoys Law	Ministry of Interior				■
7 Shari'a Authentication Law	Ministry of Justice	■			
8 Educational, Social and Psychological Consultancy Law	Social Development Office	■			
9 Draft law of establishing National Science, Technology and Innovation	Kuwait Institute for Scientific Research	■			
AMENDMENTS TO EXISTING LAWS					
10 Amendment to the law on combining the 1/7/2005 increment with the salary that is subject to supplementary insurance of the private sector	PIFSS			■	
11 Amendment of Decree No. 5 of 1959 Real Estate Registration Law	Ministry of Justice				■
12 Amendment to the law No. 8 of 2010 on rights of people with disabilities	Public Authority for special needs Affairs	■			

	Law project	Responsible entity	At the entity	At Fatwa and Legislation	At Council of Ministers	At National Assembly
			Implementation status			

TABLE 4: LEGISLATIVE REQUIREMENTS

	Law project	Responsible entity	At the entity	At Fatwa and Legislation	At Council of Ministers	At National Assembly
13	Juvenile Law Amendment	Ministry of Social Affairs				■
14	Amendment to the Law on establishing therapeutic institutions No. (49) for the year 1960	Ministry of Health		■		
15	Modifying anti-smoking Law	Ministry of Health			■	
16	Amendment of Law No. 26/1962 on the regulation of prisons	Ministry of Interior				■
17	Amendment of Law No. 11/1962 on passports	Ministry of Interior				■
18	Amending some provisions of Law No. 23/1968 on the police force regime	Ministry of Interior				■
19	Amendment the law on regulating the profession of pharmacy and trading of medicines No. (28) of 1996	Ministry of Health		■		
20	Modifying the Law on use of ionizing radiation No. (131) for the year 1977	Ministry of Health		■		
21	Amendment of certain provisions of Chapter V of the Social Insurance Law	PIFSS	■			

ECONOMIC DEVELOPMENT

NEW LAWS

	Law project	Responsible entity	At the entity	At Fatwa and Legislation	At Council of Ministers	At National Assembly
1	Procurement and Public Tenders Law	Ministry of Finance				■
2	Value Added Tax Law	Ministry of Finance	■			
3	Insurance Law	Ministry of Commerce and Industry			■	
4	Land Line and International Communication Company Law	Ministry of Transportation	■			
5	Electricity and Water Company Law	Ministry of Electricity and Water			■	
6	Tourism Law	Ministry of Commerce and Industry	■			
7	Post Company Law	Ministry of Transportation	■			
8	Commercial Agency Law	Ministry of Commerce and Industry				■

TABLE 4: LEGISLATIVE REQUIREMENTS

	Law project	Responsible entity	Implementation status			
			At the entity	At Fatwa and Legislation	At Council of Ministers	At National Assembly
9	Intellectual Property Law	Ministry of Information			■	
10	Civil Aviation Law	Directorate General of Civil Aviation			■	
AMENDMENTS TO EXISTING LAWS						
11	Amendment to the law on fees and financial costs for the use of public facilities and services	Ministry of Finance				■
12	Commercial Registration Law Amendment	Ministry of Commerce and Industry		■		
13	Industry Amendment Law	Ministry of Commerce and Industry	■			
14	Amendment of Law No. 5 of 2005 on Kuwait Municipality	Kuwait Municipality				■

GENERAL ADMINISTRATION, PLANNING, STATISTICS AND INFORMATION

NEW LAWS

	Law project	Responsible entity	At the entity	At Fatwa and Legislation	At Council of Ministers	At National Assembly
1	Conflict of Interests Law	Kuwait Anti-corruption Authority	■			
2	Access to Information Law	Kuwait Anti-corruption Authority	■			
AMENDMENTS TO EXISTING LAWS						
3	Draft law No. 60 of 1986 on the economic and social planning	General Secretariat of the Supreme Council for Planning and Development				■
4	Modify some articles of the law No. 32 of 1982 on the civil information system	Public Authority for Civil Information	■			

6 CONCLUDING SECTION

6. CONCLUDING SECTION

"In conclusion, Kuwait's updated mid-range plan follows a well-tied vision cascading process that directs Kuwait's development efforts towards a common and well-defined goal and vision. This process is a simple yet solid and logical methodology that is built on Kuwait's previous experiences and best practices in the area of development.

The mid-range plan provides clear and measurable development objectives, through the themes, indices, indicators, and strategic directions, which are key for the development of Kuwait and its people. By addressing the required areas of development identified, we are able to improve as a nation and achieve the vision of His Highness, the Emir.

Succeeding at this journey is a shared responsibility of all facets of Kuwaiti society, a responsibility that we all bear, and one that requires true collaboration to maximize success.

We call on everyone to contribute their part in fulfilling His Highness the Emir's vision and to contribute to the creation of Kuwait's vibrant and sustainable communities with content residents. May God support us in doing what is right for our country and its prosperity."

7 APPENDICES

7.1. SOURCES, DEFINITIONS, AND REFERENCES

7.2. LIST OF TABLES AND FIGURES

7. APPENDICES

7.1. SOURCES, DEFINITIONS, AND REFERENCES

7.1.1. SOURCES

Below are the sources that were used to develop the Kuwait 2035 vision cascading framework and development plan.

SECTION 2.1

▶ Emir's vision statement as per the Emir's speech

SECTION 2.3

▶ Citizen participation and respect of rule of law index, World Bank

▶ Government effectiveness index, World Bank

▶ GDP without oil and government spending per capita; World Bank, BMI, IMF, Oxford Economics

▶ Human development index, UNDP

▶ Global influence index; UNCTAD, Henley & Partners, Bloom Consulting, World Bank

SECTION 3.1

▶ Ethical government index, Effective policymaking index, Business sophistication, Quality of transport infrastructure, Education quality index; World Economic Forum 2014-2015

▶ Ease of doing business index, Cross-border traffic flow index; World Bank 2014

▶ Labour market performance index; World Economic Forum 2014-2015, United Nations Development Programme, 2013

▶ Exports of goods & services; World Bank, 2013, United Nations conference on Trade and Development (UNCTAD), 2013

▶ Government ICT usage; World Economic Forum "Global Information Technology Report", 2014

▶ Logistics performance index; World Bank "Logistics Performance Index report", 2014

▶ Average time to obtain public housing; Public Authority for Housing Welfare, to be internally calculated

- ▶ Resource & energy use; World Bank, 2010-13, International Energy statistics, 2012

- ▶ Environment performance index; Environment Performance Index, 2014 (Yale Center for Environmental Law & Policy)

- ▶ Healthcare quality index; International diabetes Federation, 2013, World Health Organization, 2012

- ▶ Workforce readiness index; World Economic Forum, 2014-15, World Bank, 2011

- ▶ Global peace index; Institute for Economics and Peace, 2014

- ▶ Net inflows of FDIs; United Nations conference on Trade and Development (UNCTAD), 2011-2013

- ▶ International relations index; Henley & Partners, 2014, Bloom Country Brand Ranking, 2014

- ▶ Government spending index; World Bank, 2011-2013, Business Monitor International, 2011-2014, Economic and social commission for Western Asia "National accounts studies of the Arab region" report, 2013

SECTION 4

- ▶ Indices ranks are obtained from the indicator sources

SECTION 5.1

- ▶ General Secretariat for the Supreme Council of Planning & Development

- ▶ Ministry of Planning

- ▶ Other relevant stakeholders

SECTION 5.2

- ▶ Annual development plan 2016 – 2017

- ▶ Annual development plan 2015 – 2016

- ▶ General Secretariat for the Supreme Council of Planning & Development

- ▶ Ministry of Planning

OTHER SOURCES

- ▶ Expert interviews

- ▶ Reports from the World Bank, Financial Times, Markaz, UNDP, World Economic Forum, Business Monitor International, International Monetary Fund, Kuwait Finance House, Economist Intelligence Unit, UNESCO, IMD, OECD, Bloom Consulting, HSBC, BP, Exxon, IEA, NBK, OPEC, MGI, Genesis, EU, IDF, IPS, Lnacet, and WHO

7.1.2 GENERAL DEFINITIONS

▶ **Enablers** – projects that do have a high measurable impact on a standalone basis, but are required in order to support the implementation success of other projects

▶ **Index** – one of 20 key performance indices which have been selected to measure the performance of Kuwait against its vision

▶ **Indicator** - sub-component of a particular index, which provides deeper and more granular measurement criteria

▶ **Operational projects** – projects that occur on a frequent basis, or represent a core part of the activities of the government entity that owns the project

▶ **Owner** – a government body responsible for a project implementation

▶ **Pillar** – one of seven operational areas, through which Kuwait will achieve the above five themes. These are: administration, economy, infrastructure, living environment, health, education & human capital and international positioning

▶ **Project** – a project/initiative within each pillar Kuwait needs to tackle to ensure that the pillar's overarching targets are achieved

▶ **Rank** – serial number, which shows Kuwait's standing relative to other countries in the world

▶ **Strategic direction** – areas of improvement according to Vision strategy

▶ **Tactical projects** – projects that do not occur frequently in Kuwait, and do not form a core part of the activities of the government entity that owns the project

▶ **Theme** – one of the Vision's five main targets measured by a set of indices over 20-year period. Below we provide what we mean by each of these five themes

  ◆ **Citizen participation & respect of the law** – Creating a respected rule of law by controlling corruption, building confidence in and respect of rules of society and improving citizen participation in government

  ◆ **Effective & transparent government** – Creating a transparent government by improving fairness and responsibility in policymaking, formalizing rules and regulations and the proper implementation of formulated policies

  ◆ **Prosperous & diversified economy** – Developing a prosperous & diversified economy by ensuring growth in the economy other than from oil production and developing a strong presence in a variety of industries

  ◆ **Nurturing & cohesive nation** – Developing a nurturing & cohesive nation by providing high quality healthcare and education and ensuring the economy, infrastructure and environment provide a good quality of life for residents

  ◆ **Globally relevant and influential player** – Acting as a globally relevant and effective partner by maintaining strong political, economic, trade and diplomatic influence internationally

▶ **Vision Realization Committee** – a government body which will assign a representative to follow-up with government entities regarding the detailed status of Vision-related projects, and raise flags where applicable

7.1.3. MID-RANGE INDICES DEFINITION

This section defines the vision indicators introduced in Section 3.2 on p. 19 of this document and includes a description of each indicator. Note that a rank and percentile of an index are calculated as the average of ranks and percentiles of the indicators that comprise this index.

TABLE 5: MID-RANGE PLAN INDICATOR DEFINITION			
Index	**Indicator**		**Description**
1. Ethical government index	1.1	Diversion of public funds	Measures diversion of public funds to companies, individuals, or groups due to corruption
	1.2	Favoritism in decisions of government officials	Measures extent to which government officials show favoritism to well-connected firms and individuals when deciding upon policies and contracts
	1.3	Irregular payments and bribes	Measures average score across the five components of the Executive Opinion Survey about extra payments or bribes
	1.4	Judicial independence	Measures to what extent the judiciary is independent from influences of members of government, citizens, or firms
	1.5	Trust in politicians	Measures the ethical standards of politicians
2. Effective policymaking index	2.1	Wastefulness of public spending	Measures how efficiently the government spends public revenue
	2.2	Burden of government regulation	Measures how burdensome it is for businesses to comply with governmental administrative requirements (e.g., permits, regulations, reporting)
	2.3	Transparency of government policymaking	Measures how easy it is for businesses to obtain information about changes in government policies and regulations affecting their activities
	2.4	Efficiency of legal framework in challenging regulation	Measures how easy it is for private businesses to challenge government actions and/or regulations through the legal system
	2.5	Efficiency of legal framework in settling disputes	Measures how efficient the legal framework is for private businesses in settling disputes
3. Ease of doing business index	3.1	Starting up a business	Measures challenges of launching a business
	3.2	Dealing with construction permits	Measures procedures, time and cost to build a warehouse
	3.3	Getting Electricity	Measures challenges for a business to obtain permanent electricity connection in a warehouse
	3.4	Registering Property	Measures the ease with which businesses can secure rights to property
	3.5	Getting Credit	Measures scope, access and quality of credit information available
	3.6	Protecting Minority Investors	Measures the extent of disclosure, liability of directors, powers of shareholders to challenge the transaction
	3.7	Paying Taxes	Measures burden in paying taxes
	3.8	Trading Across Borders	Measures the costs and procedures involved in importing and exporting of goods
	3.9	Enforcing Contracts	Measures the ease of enforcing commercial contracts
	3.10	Resolving Insolvency	Measures the time and cost required to resolve bankruptcies

TABLE 5: MID-RANGE PLAN INDICATOR DEFINITION

Index	Indicator		Description
4. Government spending index	4.1	Public health expenditures	Measures public health expenditures
	4.2	Education spending per pupil	Measures education spending per pupil
	4.3	Infrastructure spending	Total capital investment in infrastructure, % of GDP
	4.3	Public salaries spending	Total public salaries expenditures, % of GDP
5. Business sophistication index	5.1	Local supplier quality	Measures the quality of local suppliers
	5.2	Value chain breath	Evaluates having a narrow or broad presence of companies in the value chain
	5.3	Production process sophistication	Measures how sophisticated production processes are
	5.4	Nature of competitive advantage	Evaluates what the competitive advantage of the country's companies in international markets is based upon
	5.5	Extent of marketing	Measures to what extent companies use sophisticated marketing tools and techniques
	5.6	State of cluster development	Measures how widespread well-developed and deep clusters are (geographic concentrations of firms, suppliers, producers of related products and services, and specialized institutions in a particular field)
	5.7	Control of international distribution	Measures to what extent international distribution and marketing from the country are owned and controlled by domestic companies
	5.8	Willingness to delegate authority	Measures the willingness to delegate authority to subordinates
	5.9	Local supplier quantity	Measures how numerous local suppliers are
6. Labour market performance index	6.1	Gender equality	Measures gender inequalities in important aspects of human development
	6.2	Capacity to retain talent	Evaluates country's capacity to retain talented people
	6.3	Cooperation in labour employer relations	Measures level of cooperation in labour-employer relations
7. Exports of goods & services index	7.1	Diversification of exports	Measures the market export diversification index which is a flow-weighted concentration index normalized to a range between 0 and 1--one being more concentrated
	7.2	Value of exports of goods and services	Measures value of exports
8. Government ICT usag index	8.1	Government success in ICT promotion	Measures how successful the government is in promoting the use of information and communication technologies (ICTs)
	8.2	Importance of ICTs on government vision of the future	Measures to what extent the government has a clear implementation plan for utilizing ICT to improve the country's overall competitiveness
	8.3	E-Participation Index	The E-Participation Index assesses the quality, relevance, and usefulness of government websites in providing online information and participatory tools and services to their citizens
	8.4	Government online service index	The Government Online Service Index assesses the quality of government's delivery of online services

TABLE 5: MID-RANGE PLAN INDICATOR DEFINITION			
Index	Indicator		Description
9. Logistics performance index	9.1	Customs	Measures the efficiency of customs and border clearance
	9.2	Timeliness	Measures the frequency with which shipments reach consignees within scheduled or expected delivery times
	9.3	International shipments	Measures the ease of arranging competitively priced shipments
	9.4	Logistics competence	Measures the competence and quality of logistics services
	9.5	Tracking and tracing	Measures the ability to track and trace consignments
	9.6	Infrastructure	Measures the quality of trade and transport infrastructure
10. Quality of transport infrastructure index	10.1	Rail transport	Measures the quality of the railroad system
	10.2	Port transport	Measures the quality of seaports
	10.3	Air transport	Measures the quality of air transport infrastructure
	10.4	Road transport	Measures the quality of roads
11. Cross-border traffic flow index	11.1	Air traffic	Measures air transport in terms of registered carrier departures
	11.2	Availability of airline seats	Measures available airline seat km/week, millions
	11.3	Linear connectivity index	Measures how well countries are connected to global shipping networks
	11.4	Container port traffic	Measured in TEU: 20 foot equivalent units
12. Resource & energy use index	12.1	Oil consumption	Measures oil consumption in kg of oil equivalent per capita
	12.2	Electric power consumption	Measures electric power consumption in kWh per capita
	12.3	Natural resource depletion	Measures natural resources depletion in % of GNI
	12.4	Fresh water withdrawals	Measures fresh water withdrawals in BN cubic meters
13. Average time to obtain public housing	13.1	Average time to obtain public housing	Ranks average time to obtain public housing
14. Environment performance index	14.1	Health impacts	Measures child mortality
	14.2	Air quality	Measures population-weighted exposure to fine particulate matter and percentage of the population burning solid fuel for cooking
	14.3	Climate and energy	Assesses mitigation actions and access to energy relative to a country's level of economic development
	14.4	Fisheries	Assesses countries' fishing practices - both the use of heavy equipment and the size of the catch
	14.5	Water resources	Tracks how well countries treat wastewater from households and industrial sources before releasing it back into the environment
	14.6	Agriculture	Assesses policies related to the effects of intensive agriculture, specifically farm subsidies and pesticide regulation
	14.7	Biodiversity and habitat	Tracks the protection of terrestrial and marine areas as well as threatened or endangered species
	14.8	Water and sanitation	Tracks percentage of population with access to improved drinking water sources and improved sanitation
15. Healthcare quality index	15.1	Diabetes	Measures diabetes national prevalence (%)
	15.2	Life expectancy	Measures average years of life
	15.3	Cancer rate	Measures malignant neoplasms per person

TABLE 5: MID-RANGE PLAN INDICATOR DEFINITION

Index	Indicator		Description
16. Workforce readiness index	16.1	Local availability of specialized research and training services	Measures to what extent high-quality, specialized training services are available
	16.2	Extent of staff training	Measures to what extent companies invest in training and employee development
	16.3	Proportion of workforce with tertiary education	Measures proportion of workforce with tertiary education, % of total
17. Education quality index	17.1	Quality of primary education	Measures the quality of primary schools
	17.2	Quality of education system	Measures how well the education system in the country meets the needs of a competitive economy
	17.3	Quality of math and science education	Measures the quality of math and science education
	17.4	Quality of business schools	Measures the quality of business schools
18. Global peace index	18.1	Ongoing domestic and international conflict	Assesses the level of domestic and international conflict
	18.2	Societal safety and security	Assesses societal safety and security
	18.3	Militarization	Assesses the level of militarization
19. Net inflows of FDIs	19.1	Average FDIs	Measures net inflows of FDIs, BN US$
20. International relations index	20.1	Country brand index	Measures the extent of the country's brand
	20.2	Visa requirements index	Measures number of countries and territories which can be entered without a visa by a citizen of the respective country

7.1.4. REFERENCES FOR MID-RANGE PLAN INDICES

This section provides references to the vision indices introduced in Section 3.1 of this document and includes the current ranking, current percentile, and source of each index. Note that a rank and percentile of an index are calculated as the average of ranks and percentiles of the indicators that comprise this index.

TABLE 6: MID-RANGE PLAN INDICES REFERENCES					
#	Indicator	Description	Most recent ranking/ Benchmarked countries	Current percentile	Source
1	Ethical government index *	Measures country ranking of government's ethical standards, control of corruption, favouritism in decision-making & judicial independence (1= best)	58/144	40	▶ World Economic Forum "Global Competitiveness Report", 2014-15
2	Effective policymaking index*	Measures country ranking in efficiency of public spending, ease of obtaining information regarding policies, burden of complying with administrative regulation & strength of legal system (1= best)	88/144	61	▶ World Economic Forum "Global Competitiveness Report", 2014-15
3	Ease of doing business index	Measures country ranking in how conducive is regulatory environment to business operations (1= best)	96/189	51	▶ World Bank, 2014
4	Government spending index*	Composite index, reflecting education, healthcare, infrastructure and public salaries expenditures. We assumed the higher rank gives the lower spending	63/114	55	▶ World Bank, 2011-2013 ▶ Business Monitor International, 2011-2014 ▶ Economic and social commission for Western Asia "National accounts studies of the Arab region" report, 2013
5	Business sophistication index	Metric calculated by WEF, covering 10 topics including local support quantity & quality, cluster development, value chain breadth – rank used	76/144	53	▶ World Economic Forum "Global Competitiveness Report", 2014-15
6	Labour market performance index*	Measures extent to which labour market supports the economy through capacity to retain talent, gender equality and level of cooperation in labour-employer relations	63/144	40	▶ World Economic Forum "Global Competitiveness Report", 2014-15 ▶ United Nations Development Programme, 2013
7	Exports of goods & services index*	Measures revenue from volume and price of exports of goods & services divided by population as well as level of diversification of exports	106/216	49	▶ United Nations conference on Trade and Development (UNCTAD), 2013-14

#	Indicator	Description	Most recent ranking/ Benchmarked countries	Current percentile	Source
8	Government ICT usage index*	Measures country ranking on government online services, government success in ICT promotion, e-participation and the importance of ICT to government vision of the future	96/142	67	▶ World Economic Forum "Global Information Technology Report", 2014
9	Logistics performance index*	Measures country ranking on performance along transport logistics supply chain	62/160	38	▶ World Bank "Logistics Performance Index report", 2014
10	Quality of transport infrastructure index*	Measures country ranking in quality, efficiency and extensiveness of road, port and air transport infrastructure	77/144	53	▶ World Economic Forum "Global Competitiveness Report", 2014-15
11	Cross-border traffic flow index*	Measures country ranking in air and port traffic as well as traffic handling connectivity and capacity	73/148	49	▶ World Bank, 2013-14
12	Resource & energy use index*	Measures country ranking in use of primary oil energy and electricity per capita, as well as rate of natural resource depletion as % of GNI (1 = best)	132/171	78	▶ World oil and gas review, 2014 ▶ World Bank, 2010-13, ▶ International Energy statistics, 2012
13	Average time to obtain public housing	Measures waiting time in years between application for a house and date of approval for Kuwaiti nationals	20 years	20 years	▶ Public Authority for Housing Welfare, to be internally calculated
14	Environment performance index*	Measures country ranking in impact on health, air quality, water resources & sanitation, agriculture & fisheries, biodiversity and climate (1= best)	68/163	43	▶ Environment Performance Index, 2014 (Yale Center for Environmental Law & Policy)
15	Healthcare quality index*	Indicator that measures countries' performance in terms of health outcomes across mortality rates, diabetes prevalence and years of life lost to cancer	105/183	54	▶ International diabetes Federation, Atlas 6th edition (2014 update) ▶ World Economic Forum "Global Competitiveness Report", 2014-15 ▶ World Health Organization "Globocan Report", 2012
16	Workforce readiness index*	Composite index covering local availability of specialized training, extent of staff training and proportion of labor force with tertiary education	89/137	65	▶ World Economic Forum "Global Competitiveness Report", 2014-15 ▶ World Economic Forum "Human Capital Report", 2014-15

TABLE 6: MID-RANGE PLAN INDICES REFERENCES

#	Indicator	Description	Most recent ranking/ Benchmarked countries	Current percentile	Source
			TABLE 6: MID-RANGE PLAN INDICES REFERENCES		
17	Education quality index*	Composite index covering quality of primary education, the education system, math and science education & business schools	100/144	69	▶ World Economic Forum "Global Competitiveness Report", 2014-15
18	Global peace index	Measure of global peace using three broad themes: the level of safety and security in society; the extent of domestic or international conflict; and the degree of militarization	27/162	17	▶ Institute for Economics and Peace, 2014
19	Net inflows of FDIs	Measure of net inflows of investment (new inflows less disinvestment) to acquire a lasting management interest (10% or more of voting stock) in an enterprise from foreign investors in current USD)	72/199	36	▶ World Bank, 2013
20	International relations index*	The international relations index is a basket index created from: ▶ Visa requirements index from Henley & Partners ▶ Country brand index from Bloom consulting	82/137	59	▶ Henley & Partners, 2014 ▶ Bloom Consulting "Country Brand Ranking Report", 2014-15
* Composite indices, calculated as a composition of various indicators based on international sources					

7.2. LIST OF TABLES AND FIGURES

7.2.1. TABLES:

▶ Table 1: Mid-range plan indices

▶ Table 2: Current Kuwait rankings for the 20 indices and indicators

▶ Table 3: Vision-related operational projects: Kuwait vision components

▶ Table 4: Legislative requirements

▶ Table 5: Mid-range plan indicators definition

▶ Table 6: Mid-range plan indices references

7.2.2. FIGURES:

▶ Figure 1: Kuwait vision themes

▶ Figure 2: Kuwait vision pillars

▶ Figure 3: Kuwait vision components

▶ Figure 4: Project classification framework

▶ Figure 5: Monitoring and support model guidelines