



KUWAIT NATIONAL DEVELOPMENT PLAN 2020-2025

KUWAIT VISION 2035

To transform Kuwait into a financial and trade hub, 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 identity, and achieves human resource development as well as balanced development, providing adequate infrastructure, advanced legislation and inspiring business environment.

H.H. Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah





Kuwait has put forward an ambitious vision aimed at transforming the country into a financial and trade hub in the region. Achieving this requires five major issues to be addressed, with each as the focus of a single development plan.

The first development plan from 2010-2015 laid the legislative groundwork as the basis for Kuwait's economic transformation, while the second development plan (2015-2020) targeted investment in Kuwait's infrastructure. To this end, we have successfully launched major transportation infrastructure projects such as the Jaber al Ahmad Causeway, and Kuwait International Airport T4. In the power sector, the North Al Zour power station is now fully operational and supplies the country with 10% of its energy needs and 20% of its water needs.

The country's third development plan is set to empower the private sector further as a driver of sustainable economic development.

The private sector is being given a more prominent role in growing the economy, and one manifestation of this is the privatization of several government assets, such as the first phase of the privatization of Boursa Kuwait in February 2019. The government will support this shift towards a bigger private sector role by acting as an enabler for private sector growth, and by creating a conducive regulatory and investment environment. It will achieve this by using mechanisms of change identified in this plan, which will increase Kuwait's attractiveness as a regional investment and trade hub.

Kuwait possesses all the ingredients to achieve a high level of economic development, ranging from a highly talented and creative national labor force to strong financial buffers. The next and subsequent development plans will aim at efficiently leveraging these factors to achieve the long-term prosperity of our nation and its people.

H.H. Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah



I am honored to present the third National Development Plan, for the period 2020-2025. This plan marks the mid way of achieving the ambitious 2035 Vision, highlighting the importance accelerating our efforts towards building the New Kuwait.

I would like to thank all of the government entities, representatives of the civil society and the business sector for their important contributions to preparing this plan. Thanks to their involvement, the plan became more reflective of the needs and aspirations of our society.

Going forward, the success of the plan is dependent on the continued collaboration among all stakeholders in its implementation.

By collaborating with the National Assembly, the government aims at passing and updating all necessary legislations and regulations. This will ensure that the legal framework is conducive to strengthen the role of the private sector which is the main goal of this plan.

On the government side, having clearly defined implementation roles and responsibilities will help in ensuring that resources are efficiently utilized and will bring in more coordination between all entities.

Continuing the open dialogue with the civil society and private sector representatives will complement all official efforts and ensure high levels of momentum in implementing the plan.

Finally, I call on all the relevant stakeholders to join forces for the benefit of Kuwait and its future generations.

**H.H. Sabah Al-Khaled Al-Hamad
Al-Sabah**

مخيم العمل الشبابي

يعتمد المخيم على ..

فلسفة التيسير والتنمية الشبابية

الإيجابية والالتزام والانضباط

والعمل والمشاركة

تنمية الذات

والتأمل والتفكير

الكويت





Kuwait is proud to launch its third five-year National Development Plan – part of the Kuwait Vision 2035. KNDP 2020-2025 will build on the lessons learnt from the first two plans and will position the private sector as an engine for economic growth. To achieve this objective, Kuwait has produced an evidence-based plan that analyzes the key challenges facing the country, and provides policy directions within eight core programs for the next five years.

To achieve this transformation, the plan invites all government stakeholders to put forward mechanisms of change, which could include updating the regulatory and legal framework to ensure a conducive and supportive ecosystem for the private sector and to improve the quality of services offered by the government. Additionally, improving the capabilities and skills of public sector employees, alongside accelerating digitization of services will enhance service delivery and promote transparency.

Kuwait will explore opportunities to expand the private sector's role in the provision of services with the ultimate aim of boosting the economy and creating jobs for everyone.

This will mark a shift from focusing on government expenditure as a medium of economic growth to a more prominent role for the private sector as a trigger of change.

Great effort has been taken to involve all relevant stakeholders to ensure highest levels of support for the plan and its success. The General Secretariat of the Supreme Council for Planning and Development has organized various workshops, which have been attended by representatives from both the public and private sectors.

Finally, the government's decision to align the third National Development Plan goals with the United Nations Sustainable Development Goals (SDGs) is a clear manifestation of Kuwait's responsibility towards global economic, ecological, and humanitarian development – with a focus on building a sustainable future.

Mariam Egeal Al-Saied Hashem Al-Aqeal

Minister of State for Economic Affairs

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Background to the KNDP 2020-2025

Having started as a trading port, Kuwait is building the future on four distinct types of capital



SOCIAL CAPITAL

- Population of 4.5 million, with a median age of 34 years
- Kuwaiti nationals comprise 30% of the total population
- Population growth rate of 3%



INSTITUTIONAL CAPITAL

- Constitutional monarchy
- Democratic political system
- Civil law system
- Separation of power between legislature, executive and judiciary



NATURAL CAPITAL

- Large crude oil reserves, representing almost 10% of global reserves
- Sunshine all-year round
- Extensive coastline of 500 kilometers



GEOGRAPHICAL CAPITAL

- Strategic location at the upper tip of the Arabian Gulf
- Land borders with Saudi Arabia and Iraq
- Close proximity to other major regional markets

DEVELOPMENT OF KUWAIT



- A hub for trade through several civilizations: Mesopotamian, Dilmun, Babylonian, Greek, and Ottoman



- Part of the Silk and Spice route



- Discovery of oil in modern day Burgan field



- Independence achieved with the end of the British Protectorate

- Establishment of Kuwait Fund for Arab Economic Development



- Drafting of Constitution and signing it into law
- Holding of first parliamentary elections



- Reconstruction of Kuwait continues
- Dependency on oil continues, despite attempts to diversify the economy

6500 BCE – 1450

1600 – 1930s

1938

1952 – 1953

1961 – 1963

1982 – 1991

1991 – Present

- Establishment of Kuwait City and the port of Qurain, which acted as a trading port between India and the Middle East
- Settlement of a few fishermen, with main activities being boat building and diving for pearls



- Expansion of Kuwait into one of the biggest oil exporters
- Establishment of Kuwait Investment Board, predecessor to the Kuwait Investment Authority



- Occurrence of major economic crisis after Souq Al-Manakh stock market crash and a steep decrease in oil price
- Incidence of Iran-Iraq regional war and several terrorist attacks
- Liberation of Kuwait, as first Gulf war ends after seven months of invasion



OIL REPRESENTS

90%
of state revenue

90%
of exports

50%
of GDP

RELIANCE ON OIL

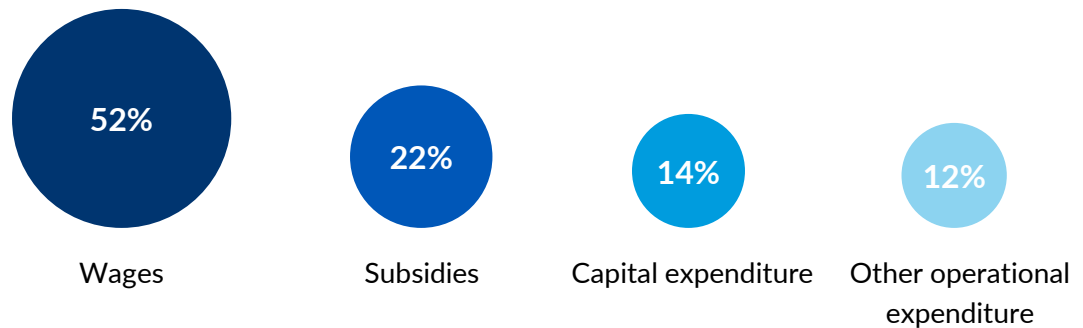
Kuwait relies heavily on oil to finance its budget.

Relatively low extraction costs combined with high oil prices provided the country with a comfortable fiscal position for the majority of its post oil-discovery history.

In recent years, however, Kuwait was reminded of the volatile nature of the global oil market as the price fell from over \$100 to less than \$40 per barrel in less than two years. This steep decline was a shock on the state's budget, which lost 60% of its revenue. As a result, the hydrocarbon-based economy experienced its first fiscal deficit in 15 years in 2014/15, and has remained in deficit since then.

The income of Kuwaiti citizens is highly dependent on the state's oil revenue, especially as over 80% of nationals work in the government sector, and wages and subsidies together comprise more than 70% of the state budget.

Distribution of expenses in the state budget, 2018/19



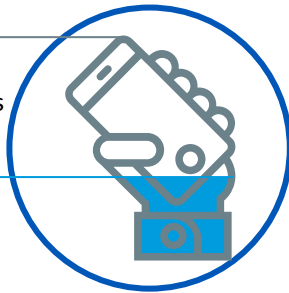
Over-reliance on oil is a structural issue that threatens Kuwait's sustainability in the long-term.

AREAS OF FOCUS FOR 2035

In 2018, Kuwait ranked 72nd out of 193 countries in the **E-Participation Index**

193
countries

72nd
rank



By 2035, the percentage of Kuwaiti nationals in the private sector **labor force** is expected to increase to 69%. The private sector needs to grow considerably to absorb this increase

503,000

New jobs created in the private sector by 2035

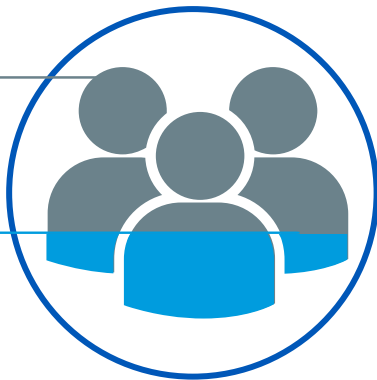
74,000

Kuwaitis work in the private sector today

Non-communicable diseases (NCDs), such as diabetes and cancer, cause around 72% of deaths in Kuwait, contributing to shorter life-expectancy than the average for developed countries

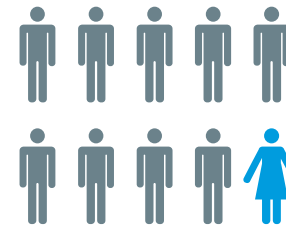
157
countries

111th
rank

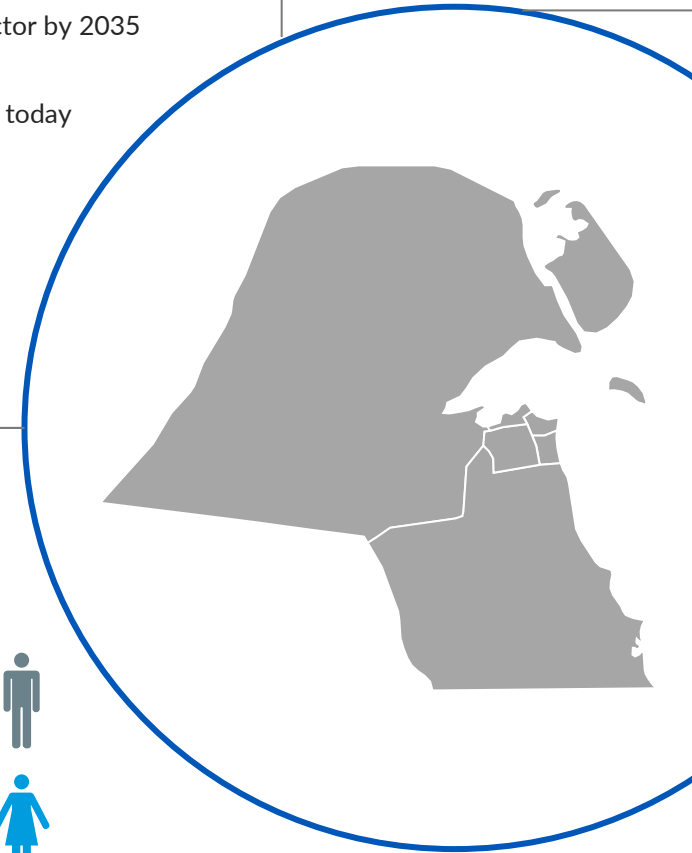


Only 13% of **leadership positions** in the public sector are being held by **women**, despite representing 43% of employees

13%
Women
leaders
in the
public sector



In 2018, Kuwait ranked 111th out of 157 countries in results of standardized tests measured in the **Human Capital Index**





72%
of deaths caused
by NCDs

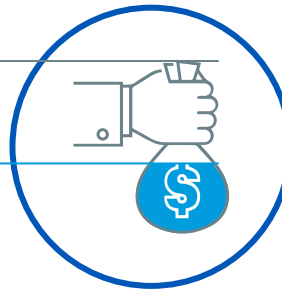
Over the next 15 years, 250,000 additional **housing units** will be required to absorb the growth in housing demand. However, taking into account the current rate of house delivery, only 180,000 will be built by 2035



250,000
housing units
needed in 2035

180,000
housing units that will
be built at current rate

180
countries
78th
rank



In 2018, Kuwait ranked 78th out of 180 countries on the **Corruption Perception Index**



Young Kuwaitis seeking jobs represent 27% of the active labor force within their age bracket (15-24 years). This is over four times the overall unemployment rate amongst nationals

27%
youth unemployment

In 2019, Kuwait ranked 46th out of 141 countries in the **Global Competitiveness Index**



141
countries

46th
rank

With the current fiscal spending trend and oil price, the **national net reserves** composed of the general reserve funds and future generation fund **will erode**, by 2035



Eroded
by 2035

Kuwait has built high net reserves over several decades, which provide it with a strong financial position today.

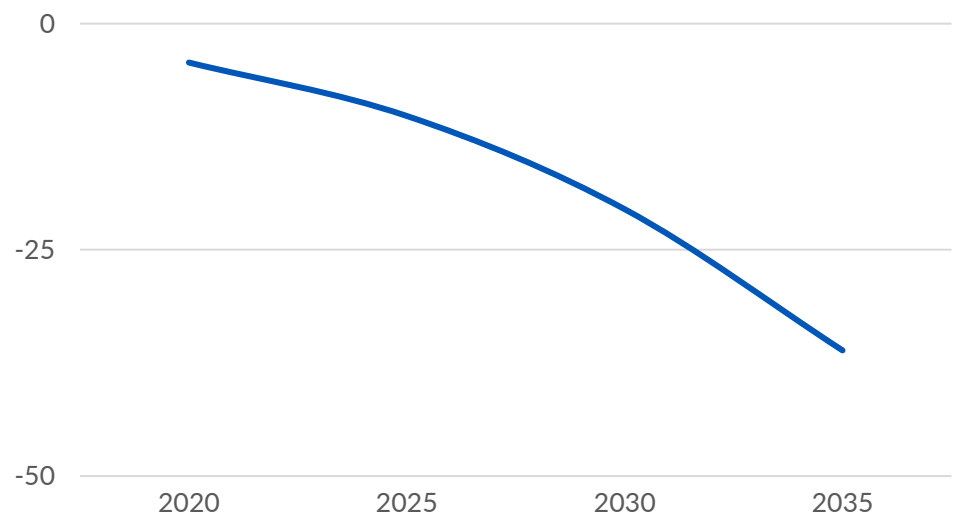
However, ever-increasing public spending, along with uncertain oil prices, pose a risk of exhausting the national net reserves within the next decades.

It is critical to reduce the dependency on public sector employment and on oil, to achieve a sustainable economic model.

IF NOTHING CHANGES KUWAIT CAN GET TRAPPED IN A DOWNWARD TREND

- 1 Continuing with current oil price and public spending trend, the fiscal deficit will widen year by year

Fiscal balance
(in KD billions for \$65 Brent oil price scenario)

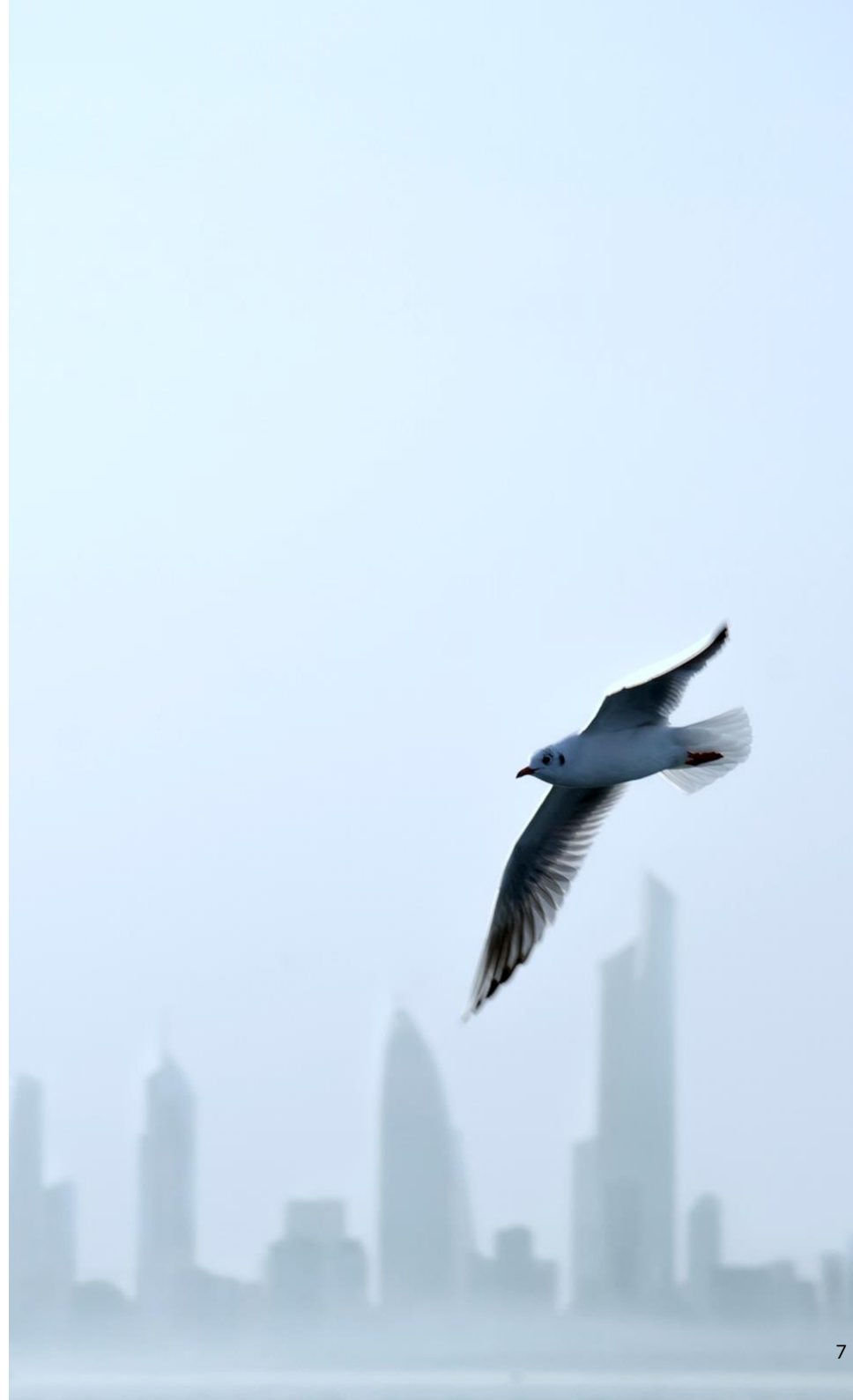
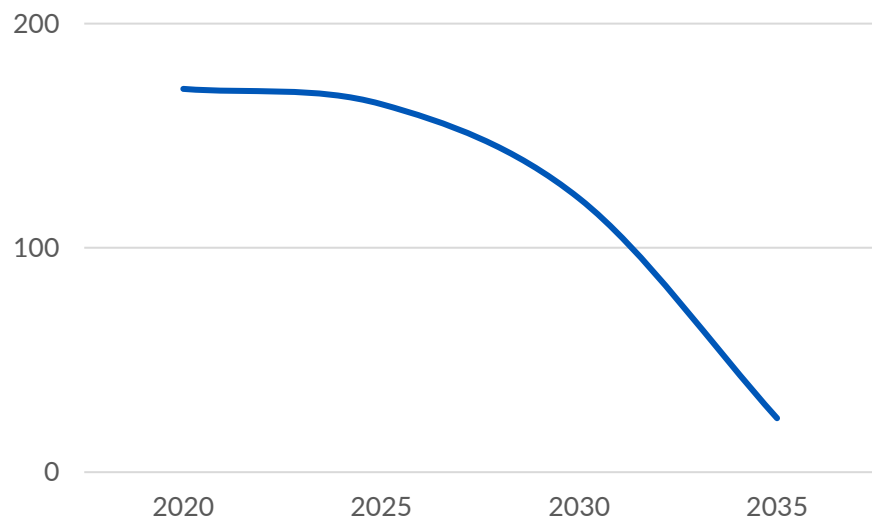


Note: Net state assets equals General Reserve Fund, plus Future Generation Fund, minus state debt
Source: Oxford Economics 2019, GSSCPD Macro Model 2019, Ministry of Finance 2019, Sovereign Wealth Fund Institute 2019

- 2 In an effort to bridge the deficit, Kuwait will have to take on debt and draw down wealth funds, eroding net assets

Net state assets

(in KD billions for \$65 Brent oil price scenario)



The KNDP 2020-2025 addresses key challenges facing Kuwait.

Focusing on the private sector, it will create more private sector jobs for Kuwaitis and grow GDP.

Through a participatory approach, it will improve performance across many dimensions including human capital, wellbeing and the environment.

The KNDP 2020-2025 is a bold step towards achieving the Vision 2035.



BY 2035, THE KNDP HAS THE POTENTIAL
TO:

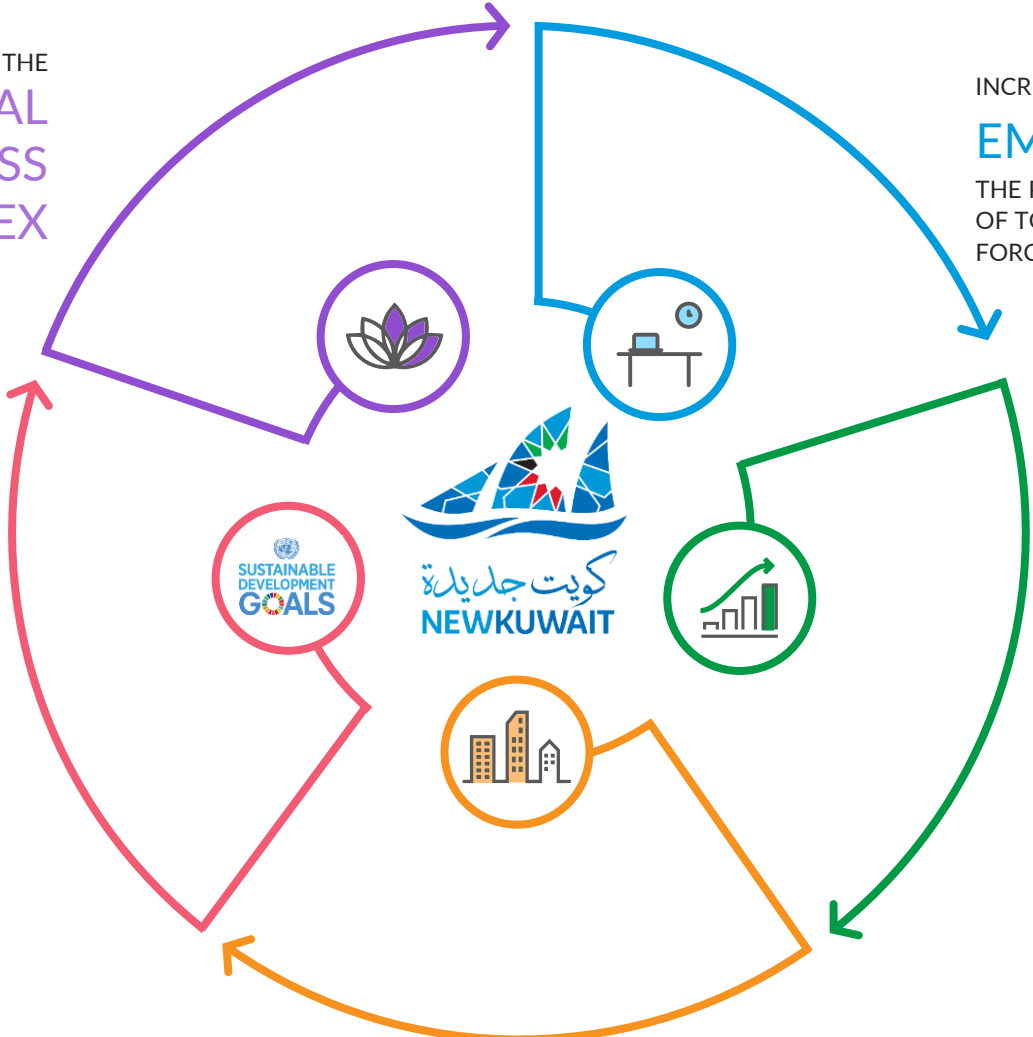
REACH THE 35th PERCENTILE OF THE
**GLOBAL
COMPETITIVENESS
INDEX**

INCREASE **NATIONAL
EMPLOYMENT** IN
THE PRIVATE SECTOR TO 69%
OF TOTAL NATIONAL LABOR
FORCE

ADVANCE KUWAIT IN THE
**SUSTAINABLE
DEVELOPMENT
GOALS**

ACCELERATE THE GROWTH
RATE OF THE PRIVATE
SECTOR
GDP TO 5.5%

INCREASE
PRIVATE SECTOR PARTICIPATION
BY INCREASING PRIVATE SECTOR SHARE OF GDP TO 39%



Developing the KNDP 2020-2025



Workshop at the Kuwait Economic Society on April 30, 2019

The formulation of the Kuwait National Development Plan 2020-2025 followed the most extensive and rigorous process. It incorporated learnings from the preparation and execution of previous development plans and involved hundreds of stakeholders from government institutions, civil society, and the private sector.

The approach was highly iterative and included meetings and workshops with multiple stakeholders across all stages of the formulation process.

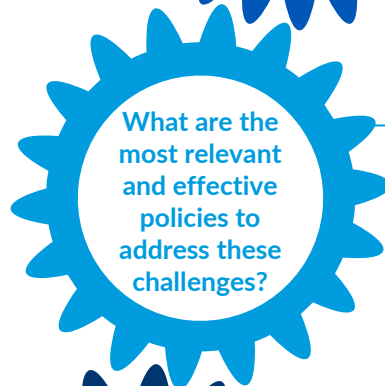


KEY QUESTIONS FOR THE KNDP 2020-2025

1

To answer the first question, a **current situation assessment** was performed with inputs from multiple sources:

- **Interviews and workshops** with stakeholders from the government, civil society, and the private sector
- Review of more than 200 **documents** from national and international institutions
- Analysis of Kuwait's performance on various KPIs on **global indexes** to objectively assess the severity of the different challenges identified

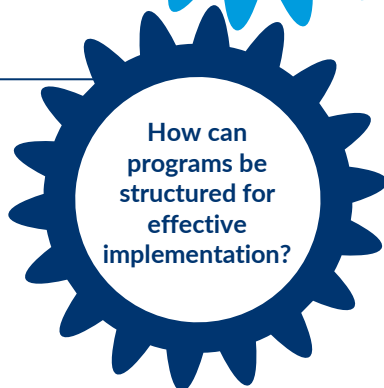


2

Subsequently, a **problem-solution tree** was prepared to identify the **most relevant policies** to address the challenges and achieve the desired outcomes for the country.

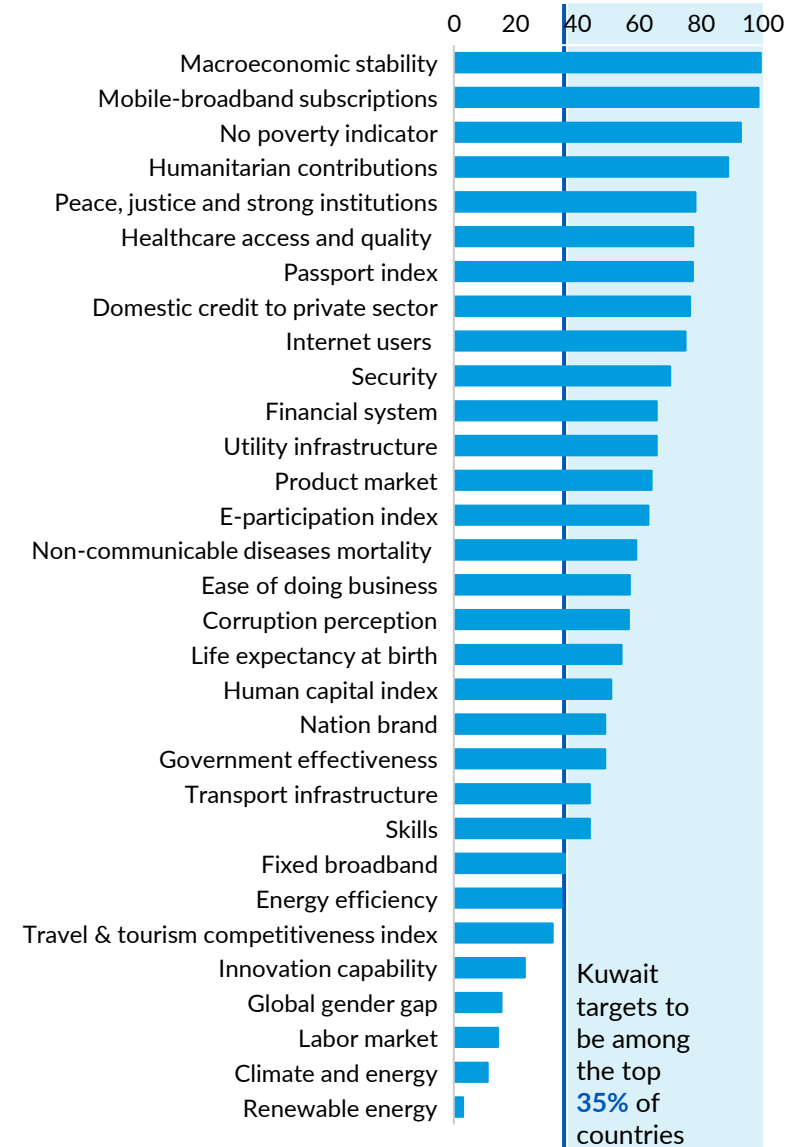
3

Finally, the policies were **prioritized and grouped into eight synergetic programs** designed for successful implementation.



Kuwait's performance on KPIs on global indexes

(Percentage rank from top, where 1 is best and 100 is worst)



Sources: World Economic Forum, Bertelsmann-Stiftung, United Nations, World Bank, World Health Organization, Transparency International, Brand Finance



1
2010-2015
LEGISLATURE
ACTIVITIES

3
2020-2025
PRIVATE SECTOR
ENGAGEMENT

5
2030-2035
TOWARDS
SMART KUWAIT

2
2015-2020
INFRASTRUCTURE
BUILDING

4
2025-2030
KNOWLEDGE
BASED ECONOMY

The Kuwait National Development Plan defines the most important programs and policies to advance the nation towards a prosperous and sustainable future, as laid out in Vision 2035 by His Highness Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah.

The Vision 2035 is the starting point for the Kuwait National Development plan. It sets the direction for each of the five consecutive five-year plans that lead up to 2035, and of which the first plan was initiated in 2010.

The government has assigned each of the plans with its own focus, in order to phase the development and ensure synergies in the execution.

The focus of the plan for 2020-2025 is to increase the involvement of the private sector in all sectors of the economy.

Key legislation issued on the following:

Economic development

- Law No. 2 of 2012, concerning the Protection of Competition
- Law No. 7 of 2010, concerning the establishment of the Capital Markets Authority and the Regulation of Securities Activity
- Law No. 37 of 2010, concerning the Regulation of Privatization Programs
- Law Decree no. 25 of 2012, concerning the Promulgation of the Commercial Companies Law
- Decree No. 240 of 2012, concerning the establishment of the Agency for the Development of the Silk City and the Boubyan Island
- Law No. 98 of 2013, concerning the National Fund for Development of Small and Medium Enterprises
- Law No. 116 of 2013, concerning the Promotion of Direct Investment in Kuwait

Human and social development

- Law No. 6 of 2010, concerning Labor in the Private Sector
- Law No. 8 of 2010, concerning the Rights of Persons with Disabilities
- Amiri Decree No. 417 of 2010, concerning the establishment of the National Authority for Academic Accreditation and Quality of Education
- Law No. 42 of 2014, concerning the Protection of the Environment
- Law No. 101 of 2013, concerning Unemployment Insurance
- Law Decree No. 109 of 2013, concerning the establishment of the Public Authority for Manpower

Administrative development

- Law Decree 24 of 2012, concerning the establishment of the Public Anti-Corruption Authority and the Financial Disclosure Related Provisions
- Law No. 20 of 2014, concerning Electronic Business Transactions
- Law No. 37 of 2014, concerning the establishment of the Public Regulatory Authority for Communications and Information Technology

FIRST NATIONAL DEVELOPMENT PLAN 2010-2015

The first national development plan was structured based on the State Vision 2035 together with a set of desired strategic long-term goals:

- The plan adopted a structured planning approach where a set of quantitative objectives, achievable during the term of the plan, were set out to support the State's Vision to transform to a financial and commercial center
- It aimed at boosting the country's efforts and capabilities to face the various development challenges in three main areas: economic, human and social development, as well as public administration
- The KNDP document contained a package of public policies that directly address development challenges facing the country, with a total 231 policies. The policies also addressed various approaches and mechanisms to achieve development targets in vital areas
- The First Development Plan was issued by Law No. 9 of year 2010

76

policies on economic development

132

policies on human and social development

23

policies on public administration

SECOND NATIONAL DEVELOPMENT PLAN 2015-2020

The second national development plan introduced a strategic framework to achieve the Vision 2035, New Kuwait, building on seven pillars to ensure a holistic approach:

- Seven pillars: Public Administration, Economy, Human Capital, Environment, Health, Infrastructure, Global Positioning
- The plan adopted two main tracks. The first track focused on addressing current development challenges and imbalances, and the second track focused on supporting efforts to achieve the future vision of the state
- Legislative and institutional requirements for the achievement of the policies and the objectives were identified
- A set of criteria were defined and used to select development projects, including: linkage with vision, improvement in global competitiveness indicators, feasibility study, investment return, clarity of outputs, creation of national jobs in the private sector, the ability to empower the private sector, the ability of the entity to implement
- The Second Development Plan was issued by Law No. 11 of year 2015

342

policies across the seven pillars

105

international indicators

35%

ranking from top on global indices defined as national target by 2035

Key legislation issued on the following:

Economic development

- Law No. 26 of 2015 amending certain provisions of the Code of Civil and Commercial Procedure
- Law No. 49 of 2016 on Public Tenders
- Law No. 13 of 2016 regulating commercial agencies
- Law No. 22 of 2016 on copyright and related rights
- Law No. 18 of 2018 on the Commercial Register

Human and social development

- Law No. 21 of 2015 on the rights of the child
- Law No. 5 of 2016 amending some provisions of Law No. 8 of 2010 on the rights of persons with disabilities
- Law No. 87 of 2018 on sports affairs
- Draft of amending some law provisions from section (5) of the National Fund for Social Insurance Law

Administrative development

- Law No. 63 of 2015 on combating information technology crimes
- Law No. 7 of 2016 on development planning
- Law No. 13 of 2018 on the prohibition of conflicts of interest

Key projects

- Sheikh Jaber Al-Ahmad Bridge Project
- Mubarak Al-Kabeer Port Project
- Expansion and Development of International Airport (Terminal 2)
- Sabah Al-Salem University City
- Al Shaqaya Renewable Energy Complex
- Al-DebDiba for Solar Energy

The Kuwait National Development Plan 2020-2025 is designed to achieve higher impact while remaining realistic and implementable.

It follows an execution-oriented approach centered around fostering collaboration, driving alignment around critical themes, achieving global KPIs and involving the private sector.



Workshop at the Kuwait Women's Society April 22, 2019



Dialogue between hundreds of stakeholders from government institutions, civil society, and the private sector across all stages of the formulation process



Alignment across all government entities and stakeholders by building the KNDP around relevant themes, and adopting a whole-of-government, coordinated approach



Connection with a global agenda and promotion of a sustainable society by aligning the KNDP to global KPIs such as SDGs

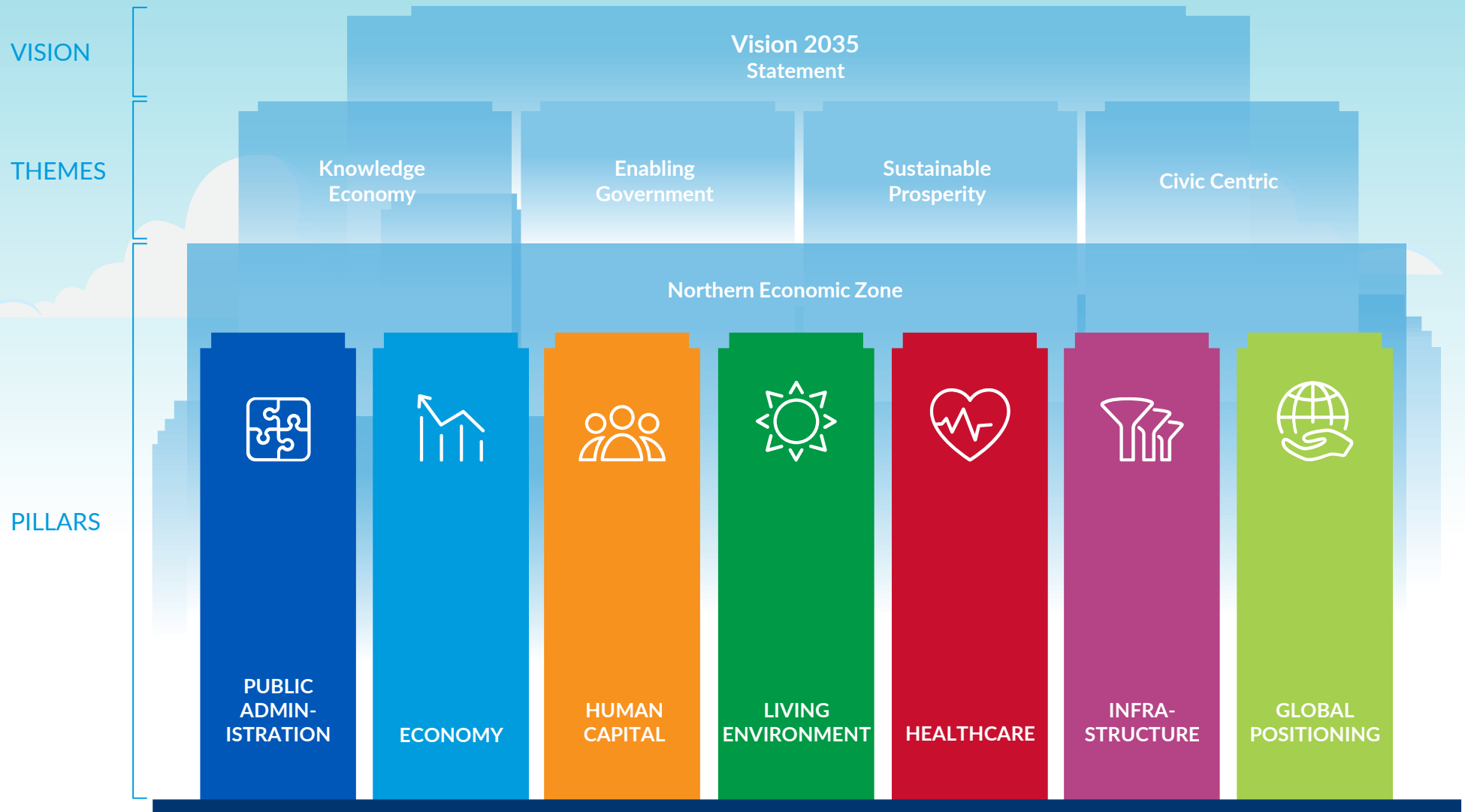


Focus on eight concise programs that highlight the need to boost the regulatory role of the government and involve the private sector throughout all sectors to improve effectiveness



Implementation through clear mechanisms and ownership to trigger the required change, whereby entities are appointed and responsible to lead the implementation of each policy

Building on the **Vision 2035** and guided by five strategic themes, the formulation of the **KNDP 2020-2025** followed a rigorous methodology to define a coherent set of policy-driven programs across the seven pillars of the New Kuwait



Themes - The government will forge alignment around the key national priorities across these five themes

Northern Economic Zone



Creating an **investment-friendly environment** and world-class infrastructure to attract international investments, and significantly grow Kuwait's economy beyond oil

Knowledge Economy



Building the foundations for Kuwait to **carve out a role in the global knowledge-based economy**, driven by specialized jobs created by the private sector

Enabling Government



Reshaping the **government's role from operator to policymaker and regulator**, creating an inspiring and fair environment for people and businesses

Sustainable Prosperity



Developing the path for **long-term prosperity** through a balanced and private sector driven economy

Civic Centric



Equipping and empowering citizens and residents with skills and incentives to participate and thrive in the private sector

SUSTAINABLE DEVELOPMENT GOALS



To also help ensure Kuwait's alignment with the broader global development agenda, numerous meetings and reviews have taken place with representatives from the UN. Based on the discussions and feedback from the UN representative office in Kuwait, the policies included in the plan address all 17 Sustainable Development Goals (SDGs)

In 2019, Kuwait produced its first Voluntary National Review (VNR) and presented it to the UN on July 17th, 2019. The presentation highlighted the alignment between the SDGs and the programs of the KNDP 2020-2025 along with Kuwait's efforts to stimulate Agenda 2030

Kuwait achievement in reaching the SDGs (in 10% steps)



Source: Kuwait Voluntary National Review, 2019



KUWAIT'S EFFORTS TOWARDS THE SDGs

 <p>1 NO POVERTY</p>	<p>Kuwait has achieved zero poverty, and offers support to vulnerable groups such as low income families, widows and orphans</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Kuwait relies heavily on fossil fuel energy today but plans to focus on developing renewable energy to meet the national target</p>	 <p>13 CLIMATE ACTION</p>	<p>Kuwait's arid climate puts it at a high risk of climate change, and Kuwait plans to take action to develop climate change adaptation</p>
 <p>2 ZERO HUNGER</p>	<p>While hunger is not an issue for Kuwait, the high incidence of overweight and obesity due to poor nutrition is alarming</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>For long-term economic prosperity, Kuwait aims to tackle youth unemployment by boosting the private sector</p>	 <p>14 LIFE BELOW WATER</p>	<p>Kuwait has a marine biodiversity that is threatened by seawater pollution from industrial and urban coastal development</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Kuwaitis have access to free healthcare. As the ageing population grows, Kuwait must meet the health needs of all</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Kuwait aims to promote local industries, expand production base and strengthen industrial cooperation with Gulf countries</p>	 <p>15 LIFE ON LAND</p>	<p>Kuwait's unique desert ecosystem is under severe climate pressures and has become increasingly vulnerable</p>
 <p>4 QUALITY EDUCATION</p>	<p>Kuwaitis have access to free education but challenges remain in improving the overall quality of education</p>	 <p>10 REDUCED INEQUALITIES</p>	<p>Kuwait is committed to achieving a resilient society, free of inequalities and discrimination</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Kuwait has historically been engaged in promoting peace, cooperation and inclusive societies</p>
 <p>5 GENDER EQUALITY</p>	<p>Kuwait has made significant achievements in gender equality yet strides remain to be made to ensure the empowerment of all women</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Being a city state, Kuwait is faced with the challenge of achieving sustainable urban development</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Kuwait is committed to advancing the sustainable development goals through global partnerships</p>
 <p>6 CLEAN WATER AND SANITATION</p>	<p>Despite challenging and dry climate, the state of Kuwait ensures access to clean and affordable water to all residents</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Kuwait has ratified a number of conventions to ensure sustainability in production and consumption patterns</p>		



Theme	Program	Pillar
Northern Economic Zone	1 Unlock the northern hub potential	
	2 Privatization program	
Knowledge Economy	3 Foster a dynamic private sector	
	4 Equip the people with the skills and incentives for future growth	
Enabling Government	5 Develop a transparent and synergistic government	
	6 Build a connected and integrated infrastructure	
Sustainable Prosperity	7 Build a livable and harmonious environment	
Civic centric	8 Improve our health and wellbeing	
	9 Contribute to the global community	



Since the discovery of oil, Kuwait has strived to secure the welfare of future generations. The first steps taken in 1952 by the late Amir Sheikh Abdulla Al Salim, included setting up the Kuwait Investment Board, an investment vehicle of surplus oil revenue. In 1976, the Future Generations Fund followed. It is an intergenerational savings platform, to which 10% of all state revenues are diverted annually.

The launch of the Northern Economic Zone in the northern region of Kuwait builds on these previous efforts, and is the government's next big endeavor to ensure a prosperous, sustainable future for younger Kuwaitis.

Given Kuwait's desire to reduce its dependence on oil as the main source of national income, investing in the Northern Economic Zone and implementing reforms proposed in this plan are imperative to diversify the Kuwaiti economy.

The implications of this zone will be profound – it is projected to boost the country's non-oil GDP by 13% to 16%, and to generate more than 200,000 private sector jobs. The zone provides a valuable opportunity to propel our economy into the future, by creating a vibrant and dynamic market.

Sheikh Nasser Sabah Al-Ahmad Al-Sabah

First Deputy Prime Minister and Minister of
Defence of Kuwait

Program 1

Unlock the northern hub potential

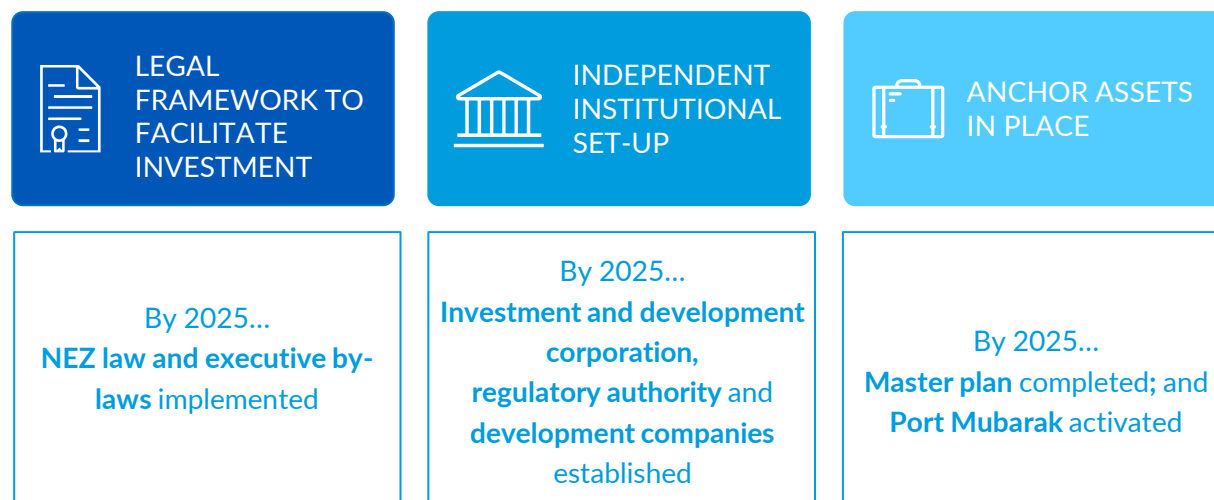


Northern Economic Zone (NEZ)

OVERVIEW

- This program, manifested through a special economic zone, will catapult the economy of Kuwait to the next level
- The creation of a semi-autonomous economic region in the north will reduce Kuwait's reliance on oil and lead to a more sustainable economy

DESIRED OUTCOMES



POLICIES

- 1.1 Define a framework for an international business ecosystem and align with international partners
- 1.2 Ensure independent governance and regulation to administer the territory
- 1.3 Ensure that projects follow a holistic master plan to maximize the impact of the development of the territory
- 1.4 Prioritize critical initiatives to expedite investment and development

CHAMPIONS

First Deputy Prime Minister

GOVERNMENT SPONSOR

Government Program Preparation and Follow Up Committee

SCPD SPONSOR

Vision 2035 Committee

IMPLEMENTATION PARTNERS

- Hareer City and Boubyan Island Development Agency
- Ministry of Public Works
- Northern Economic Zone Corporation (to be established)
- Development companies (to be established)

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITY FOR CHANGE

Thanks to its strategic location at the northern tip of the Gulf, Kuwait has a unique opportunity to develop a special economic zone to serve the region. Predominantly made up of five islands off the coast in the north, it will act as a catalyst for Kuwait's transformation into a financial and commercial hub.

- The creation of the Northern Economic Zone is expected to **stimulate significant foreign direct investment (FDI) inflows**, which currently stand at around KD 105 million after falling by 17% since 2016
- The development of **new economic sectors** will decrease Kuwait's reliance on oil exports, which currently represent 50% of GDP and 90% of the state budget
- By attracting high value-added sectors, new **private sector jobs will be created for the young and talented population**, providing attractive alternatives to civil service, which currently employs over 80% of the national labor force

- Building **world-class infrastructure**, such as Mubarak Al Kabeer Port, will support international investment and trade
- As a major step, the **Jaber Al Ahmad Causeway was completed in 2019**, creating a direct connection between the Northern Economic Zone and Kuwait City

230,000

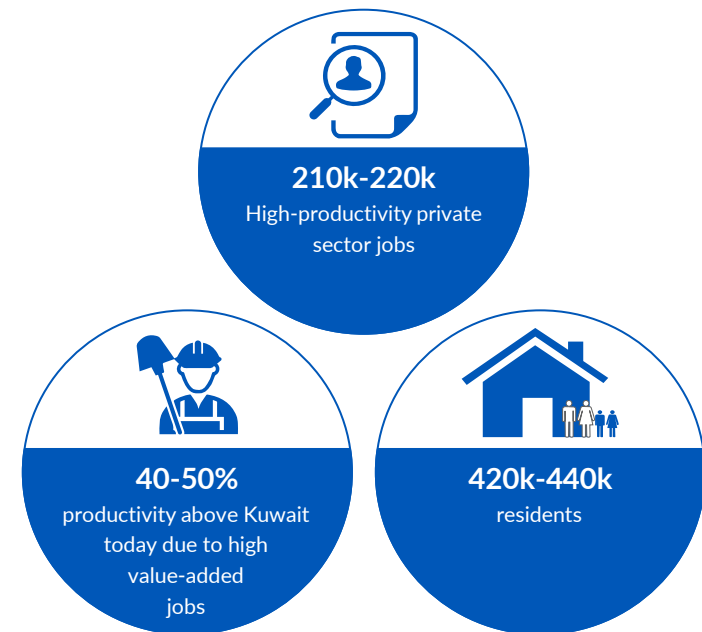
private sector jobs for Kuwaitis required by 2035 in comparison to around 74,000 in 2018

43%

of the population will be under 30 in 2030

95%

of private sector employees are currently expats





The Northern Economic Zone will be an autonomous international territory of Kuwait, the Northern Gulf gateway for trading and cultural exchanges, a modern global city-state to champion contemporary urbanism and wellbeing, funded by global capital markets in a sustainable private-led development and propelling Kuwait's progress beyond oil in the region and the world.



Proposed NEZ Law



DESIRED OUTCOMES



LEGAL
FRAMEWORK TO
FACILITATE
INVESTMENT

A semi-autonomous legislative zone within Kuwait's mainland to support independent regulations and business-friendly laws. Liberal policies to help build trust among investors and improve ease of doing business. This will help promote the region globally and serve as a model to drive change across mainland Kuwait

By 2025...
NEZ law and executive by-laws
implemented



INDEPENDENT
INSTITUTIONAL
SET-UP

Adequate supporting infrastructure and a human-centric environment to attract FDI and facilitate the growth of innovative industries. An independent authority working hand-in-hand with businesses to offer tailored incentives to accelerate investment and economic development

By 2025...
**Investment and development
corporation,
regulatory authority and
development companies**
established



ANCHOR ASSETS
IN PLACE

Endorsed anchor projects to champion the development of the region (such as Mubarak port, tourist resorts, etc.). These assets will accelerate private investment and the creation of vibrant communities in this sparsely-populated region

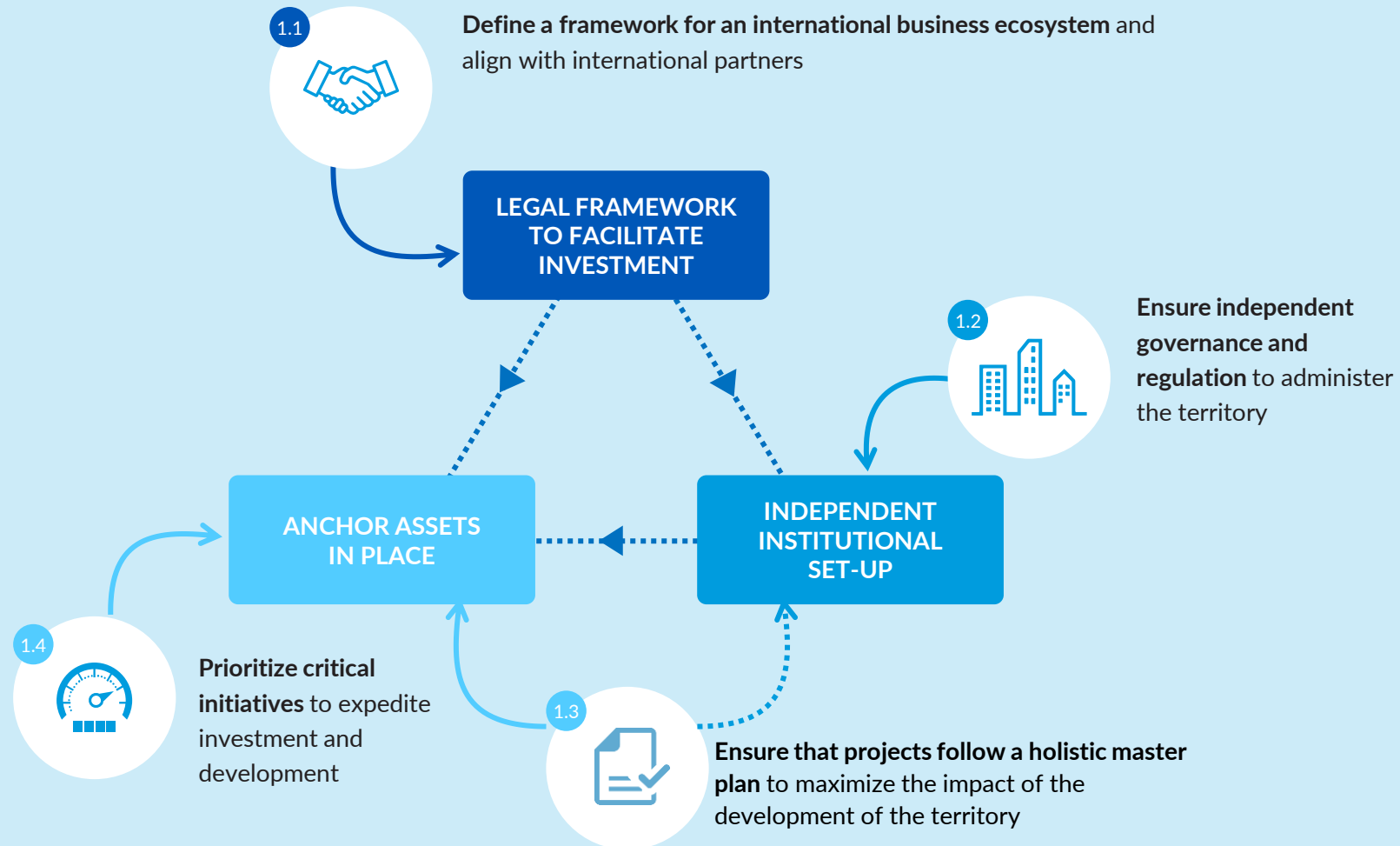
By 2025...
**Master plan completed; and Port
Mubarak activated**





*The region's contribution to Kuwait's GDP is expected to reach
KD 5 billion to 7 billion by 2035*

Presentation to Accompany NEZ Law, 2019



HOW WE PLAN ON GETTING THERE



Policy	Potential implementation mechanisms	Policy Owners
1.1  Define a framework for an international business ecosystem and align with international partners	<ul style="list-style-type: none"> • Implement NEZ Law • Define free zone business legislation 	Hareer City and Boubyan Island Development Agency
1.2  Ensure independent governance and regulation to administer the territory	<ul style="list-style-type: none"> • Establish independent corporation and assign Board of trustees • Develop policies for NEZ 	Northern Economic Zone Corporation (to be established)
1.3  Ensure that projects follow a holistic master plan to maximize the impact of the development of the territory	<ul style="list-style-type: none"> • Complete the NEZ master plan 	Northern Economic Zone Corporation (to be established)
1.4  Prioritize critical initiatives to expedite investment and development	<ul style="list-style-type: none"> • Complete the Port Mubarak • Initiate construction of additional projects 	Ministry of Public Works/ Development companies (to be established)

Total population in the Northern Economic Zone is expected to reach 440,000 people, supported by 220,000 jobs

Presentation to Accompany NEZ Law, 2019

Pillars impacted



SDG targets impacted



CHAMPIONS

First Deputy Prime Minister

GOVERNMENT SPONSOR

Government Program Preparation and Follow Up Committee

SCPD SPONSOR

Vision 2035 Committee

IMPLEMENTATION PARTNERS

- Hareer City and Boubyan Island Development Agency
- Ministry of Public Works
- Northern Economic Zone Corporation (to be established)
- Development companies (to be established)

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

SDG TARGETS IMPACTED



By setting up a business-friendly regulatory environment, fostering a human-centric environment and setting up anchor infrastructure projects, this programme will attract FDI and facilitate the growth of innovative industries. This way, Kuwait will be able to decrease its heavy reliance on oil and foster a more sustainable economy. The development of the Northern Economic Zone will be beneficial for the country as a whole and will contribute to achieving all SDGs

The total area of the NEZ will encompass around 1,700 square kilometers of land, of which around 900 square kilometers is the net developable area

Presentation to Accompany NEZ Law, 2019



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Overview of Northern Economic Zone location

Program 2

Privatization program



Sustainable Prosperity

OVERVIEW

- This program will privatize more state-owned assets and services by updating the legislative framework, preparing potential assets for privatization, which will help in reforming public finances
- This program will also diversify the economy, provide better quality services, and offer more job opportunities in the private sector alongside increasing efficiency and innovation

DESIRED OUTCOMES



Privatization projects completed

Operational sectors privatized

Government expenditure saved



Technical Bureau for Privatization analysis, 2019

Technical Bureau for Privatization analysis, 2019

Technical Bureau for Privatization analysis, 2019

POLICIES

- 2.1** Develop the legislative and regulatory framework to increase citizen ownership in prospective privatized companies, and support sectoral and competition regulation reform
- 2.2** Establish public-private partnerships (PPP) companies in targeted sectors and distribute shares to citizens at subsidized prices
- 2.3** Create social protection umbrella in the form of educational and health insurances (vouchers) for Kuwaiti citizens when privatizing operational sectors
- 2.4** Set a budget deficit cap (not to exceed 5% of expenditures) and distribute parts of the surplus to citizens if the privatization program was achieving positive results

CHAMPIONS

Minister of State for Economic Affairs
Minister of Finance

GOVERNMENT SPONSOR

Economic Affairs Committee

SCPD SPONSOR

Economic Development Committee

IMPLEMENTATION PARTNERS

- Communication and Information Technology Regulatory Authority
- Kuwait Direct Investment Promotion Authority
- Kuwait Investment Authority
- Ministry of Education
- Ministry of Electricity and Water
- Ministry of Finance
- Ministry of Health
- Ministry of State for Services Affairs
- Supreme Council for Privatization

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



1. Excluding the KIA owned equities; 2. Pilot privatization of three schools and one hospital during this period; 3. Fiscal impact of privatization plan is projected to be KD ~0.8 BN

OPPORTUNITY FOR CHANGE

Kuwait's ambitious privatization program has the potential to diversify the economy and lessen the country's reliance on oil as a source of revenue

- **Accelerating the privatization of state-owned entities** will speed up the shift of economic activity from the public to the private sector. This will help to realize efficiency gains, product innovation and improve services for citizens and residents beside providing more jobs for Kuwaitis in the private sector
- Major steps were taken towards creating the foundations for a solid privatization program which included **passing the law in 2010 and establishment of the related government entities**. Amending the law in line with the best international practices and empowering the agencies will provide the necessary boost for the privatization program
- The government previously formulated a long term national privatization plan and identified **communications and logistics** as key targets of privatization. These sectors will help in further unlocking the potential of the private sector as Kuwait aims to be a regional trade hub
- In 2019, Boursa Kuwait was fully privatized with 44% of its shares being auctioned off to strategic investors, and 50% being offered to Kuwaiti citizens. This transaction was the **first successful privatization attempt** after a hiatus of more than 20 years
- In parallel, the government is also moving forward with the privatization of North Shuaiba Power Plant, and fixed lines, alongside the Ministry of Electricity and Water main workshops. Recently the Supreme Council for Privatization issued advisory and valuation services tenders for the privatization of these three aforementioned assets. Completing these projects will also aid in **attracting high quality foreign direct investment** in the energy and telecommunications sectors
- This new wave of privatization will **improve the general business environment** by encouraging greater competition and cost reduction, as well as increasing transparency and efficiency – all of which are central tenets of Vision 2035

~1.7 BN

KD growth in GDP driven by private sector growth and unlocked efficiencies

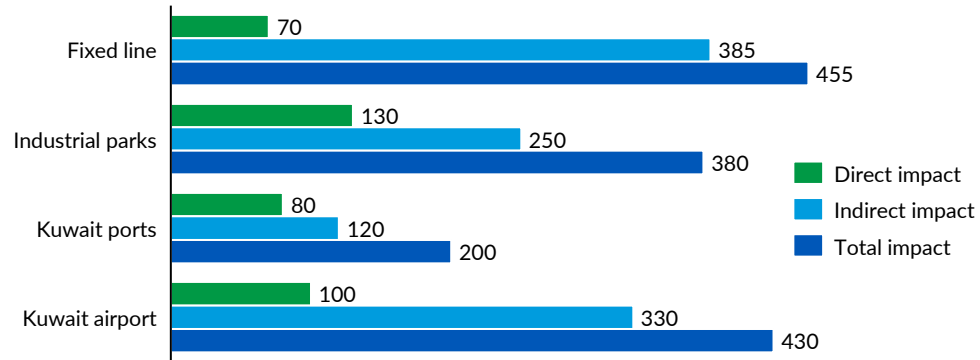
~34 K

private sector jobs created

~0.8 BN

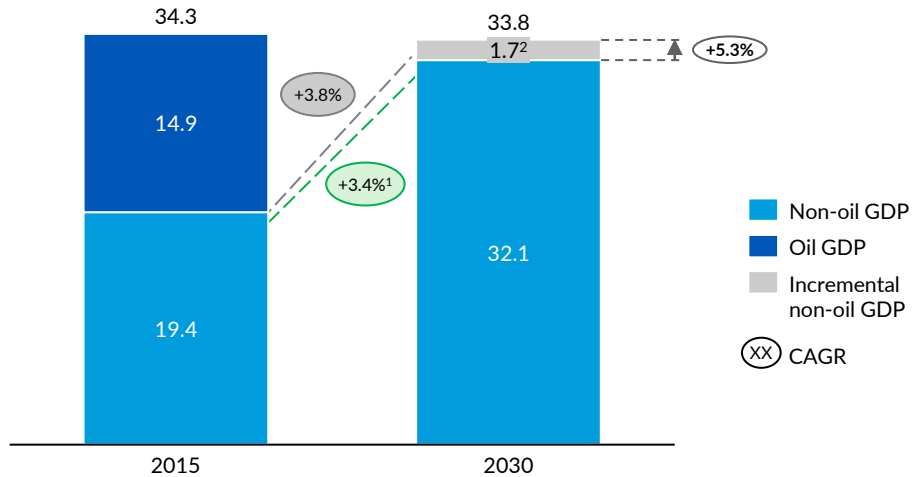
KD reduction in government expenditure

Economic impact of privatization by asset in 2030
(KD million)



Source: Technical Bureau for Privatization analysis, 2015

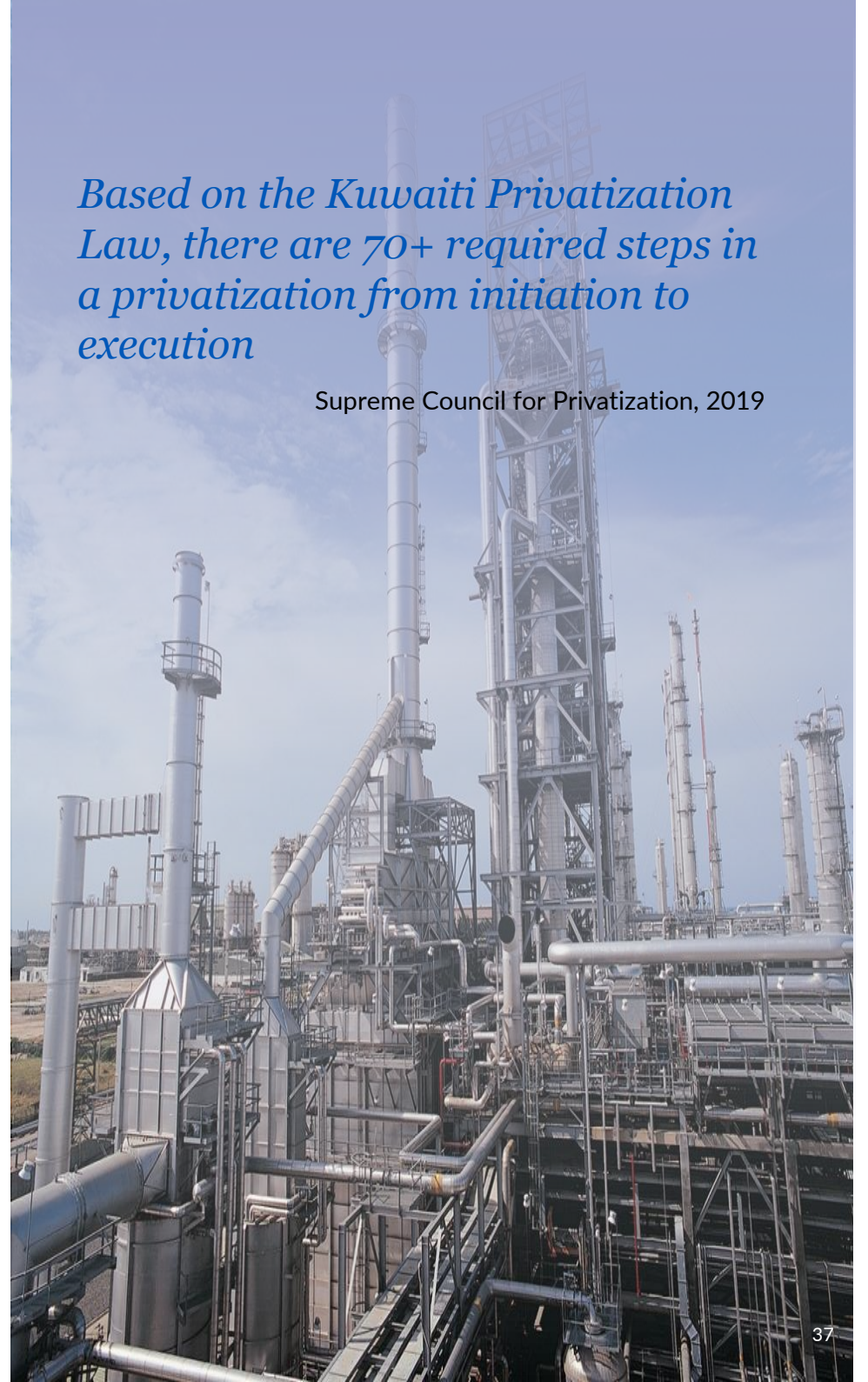
Economic impact of privatization on GDP
(KD billion)



1. Calculated as the average annual growth in non-oil GDP between 2011 and 2016; 2. Combined direct and indirect impact of the privatization of 40 government entities
 Source: Revised and provisional estimates of national accounts, 2015. IMF Article IV Consultation with Kuwait, 2015. Technical Bureau for Privatization analysis, 2015

Based on the Kuwaiti Privatization Law, there are 70+ required steps in a privatization from initiation to execution

Supreme Council for Privatization, 2019





DESIRED OUTCOMES

CITIZEN OWNERSHIP IN PRIVATIZED ASSETS

Conducive legislations and institutions that will ensure a smooth and a transparent privatization process. Both citizens and the private sector will reap the benefits of privatization

Privatization projects completed



Technical Bureau for Privatization analysis, 2019

GRADUAL PRIVATIZATION OF OPERATIONAL SECTORS

Efficient publicly-owned assets that are readily available for privatization alongside the introduction of supportive mechanisms that aim to alleviate any potential negative effects on Kuwaiti citizens

Operational sectors privatized



Technical Bureau for Privatization analysis, 2019

RESTRUCTURED PUBLIC FINANCES

Sustainable public finances by introducing a budget deficit cap which will provide more clarity for the government in managing public funds

Government expenditure saved

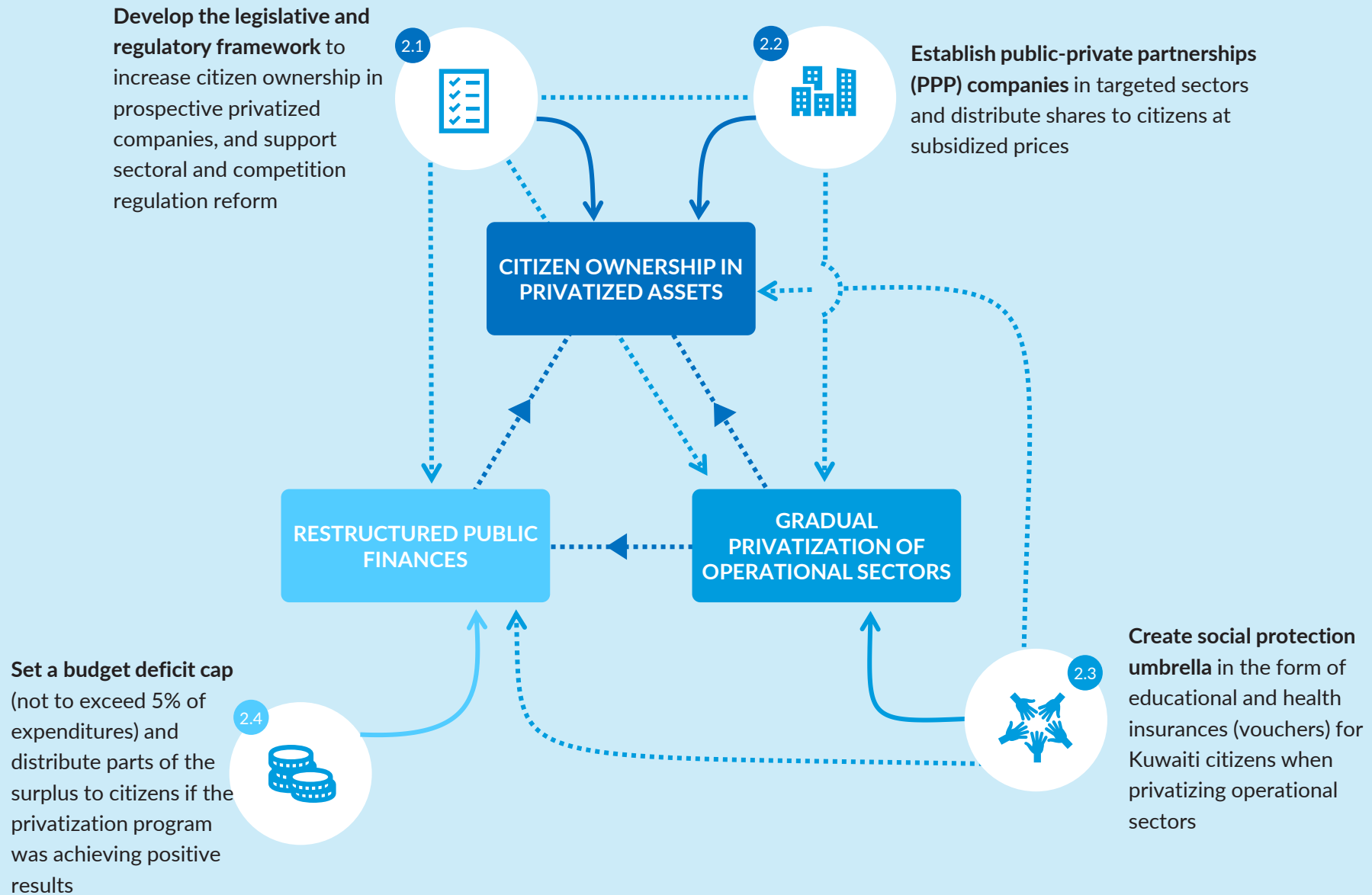






Technical Bureau for Privatization analysis, 2019

Projected government savings due to privatization of selected assets could amount to ~4% per year

Technical Bureau for Privatization analysis, 2019

HOW WE PLAN ON GETTING THERE



Policy			Potential implementation mechanisms	Policy Owners
2.1		Develop the legislative and regulatory framework to increase citizen ownership in prospective privatized companies, and support sectoral and competition regulation reform	<ul style="list-style-type: none"> • Amend the privatization law • Improve anti-trust regulations to ensure competition, and protect consumers and employees • Establish independent regulators for ports, aviation, electricity, and water sectors 	Supreme Council for Privatization
2.2		Establish public-private partnerships (PPP) companies in targeted sectors and distribute shares to citizens at subsidized prices	<ul style="list-style-type: none"> • Corporatize potential assets for privatization 	Supreme Council for Privatization
2.3		Create social protection umbrella in the form of educational and health insurances (vouchers) for Kuwaiti citizens when privatizing operational sectors	<ul style="list-style-type: none"> • Formulate the educational vouchers plan • Amend the retired health insurance plan to cover all Kuwaitis 	Ministry of Finance
2.4		Set a budget deficit cap (not to exceed 5% of expenditures) and distribute parts of the surplus to citizens if the privatization program was achieving positive results	<ul style="list-style-type: none"> • Amend the budget law 	Ministry of Finance

Pillars impacted



SDG targets impacted



CHAMPIONS

Minister of State for Economic Affairs
Minister of Finance

GOVERNMENT SPONSOR

Economic Affairs Committee

SCPD SPONSOR

Economic Development Committee

IMPLEMENTATION PARTNERS

- Communication and Information Technology Regulatory Authority
- Kuwait Direct Investment Promotion Authority
- Kuwait Investment Authority
- Ministry of Education
- Ministry of Electricity and Water
- Ministry of Finance
- Ministry of Health
- Ministry of State for Services Affairs
- Supreme Council for Privatization

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

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SDG TARGETS IMPACTED



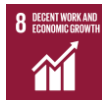
By privatizing the healthcare sector and ensuring that all new health institutions follow a PPP model, the program aims to provide high-quality services, including outpatient and inpatient facility care



By privatizing the education sector and ensuring that all new schools follow a PPP model, the program aims to provide access to high-quality education across all levels, including technical, vocational and tertiary education



By encouraging private sector involvement in electricity generation, the program aims to ensure access to affordable, reliable and modern energy services



By shifting government's role from service provider to regulator, the program aims to achieve higher levels of economic productivity through diversification, technological upgrading and innovation



By promoting economic diversification, the program promotes R&D and enhances the quality of products and services



By adopting fair fiscal, wage and social protection policies, the program aims to eliminate discriminatory practices and ensure equal opportunities for all



By promoting efficient procurement practices, the program aims to ensure sustainable and efficient use of natural resources in accordance with national policies and priorities



By fostering competitive markets, the program aims to develop effective institutions at all levels, promote greater public transparency and accountability, as well as reduce corruption



By increasing the private sector's involvement in the economy, the program aims to promote effective public, public-private, and civil society partnerships, resulting in improved effectiveness and additional FDI

Dual IPOs of Boursa Kuwait and Az-Zour North One Power Plant, both of which were oversubscribed, have been hailed as an unprecedented historic milestone

Kuwait News Agency, 2019



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IMPLEMENTATION INITIATIVES

INITIATIVE 1

TATWEER: Amend laws and reform regulations



RELATED POLICY

- 2.1  Develop the legislative and regulatory framework to increase citizen ownership in prospective privatized companies, and support sectoral and competition regulation reform

INITIATIVE DESCRIPTION

TATWEER initiative aims at improving the current privatization legislative and governance frameworks. This will include updating the current privatization law which was issued in 2010 and investing further in improving the capabilities of the Supreme Council for Privatization to ensure its ability to efficiently execute the privatization program.

MECHANISMS

-  Further invest in improving the capabilities of the implementing bodies
-  Update the current legislations

INITIATIVE OWNER

Supreme Council for Privatization

IMPLEMENTATION PARTNERS

- Civil Service Commission
- Fatwa and Legislation


TARGET

TBD*

INITIATIVE 2

TA'HEEL: Prepare public assets for privatization



RELATED POLICY

- 2.2  Establish public-private partnerships (PPP) companies in targeted sectors and distribute shares to citizens at subsidized prices

INITIATIVE DESCRIPTION

The goal of **TA'HEEL** initiative is to improve the readiness of public assets prior to their privatization. This initiative will include recapitalizing potential assets and establishing the necessary legal structures to ensure a smooth and a successful privatization process.

MECHANISMS

-  Further Invest in improving the attractiveness of potential assets
-  Corporatize potential assets

INITIATIVE OWNER

Supreme Council for Privatization

IMPLEMENTATION PARTNERS

- All entities
- Fatwa and Legislation

TARGET


TBD*

IMPLEMENTATION INITIATIVES

INITIATIVE 3

MOSANADA: Develop social welfare umbrella



RELATED POLICY

 **2.3** Create social protection umbrella in the form of educational and health insurances (vouchers) for Kuwaiti citizens when privatizing operational sectors

INITIATIVE DESCRIPTION

MOSANADA initiative will provide the necessary mechanisms that will reduce any negative effects of privatization on Kuwaiti citizens – especially on educational and health services. The support will come in the form of national insurance and educational vouchers.

MECHANISMS

-  Amend the current retired health insurance law to also include other Kuwaitis
-  Design the educational vouchers system

INITIATIVE OWNER

Ministry of Finance

IMPLEMENTATION PARTNERS

- Ministry of Education
- Ministry of Health
- Ministry of Finance

TARGET


TBD*

* Data to be finalized by Program Champion

INITIATIVE 4

SAQF: Impose budget deficit cap


RELATED POLICY

 **2.4** Set a budget deficit cap (not to exceed 5% of expenditures) and distribute parts of the surplus to citizens if the privatization program was achieving positive results

INITIATIVE DESCRIPTION

Introduction of a budget deficit cap will provide the government with more clarity when it comes to the management of public finances. **SAQF** initiative aims at imposing a 5% budget cap of expenditures through making the necessary amendments on the budget law.

MECHANISMS

-  Amend the budget law to provide for the 5% budget cap

INITIATIVE OWNER

Ministry of Finance

IMPLEMENTATION PARTNERS

- Fatwa and Legislation
- Kuwait Investment Authority

TARGET

TBD*

Program 3

Foster a dynamic private sector

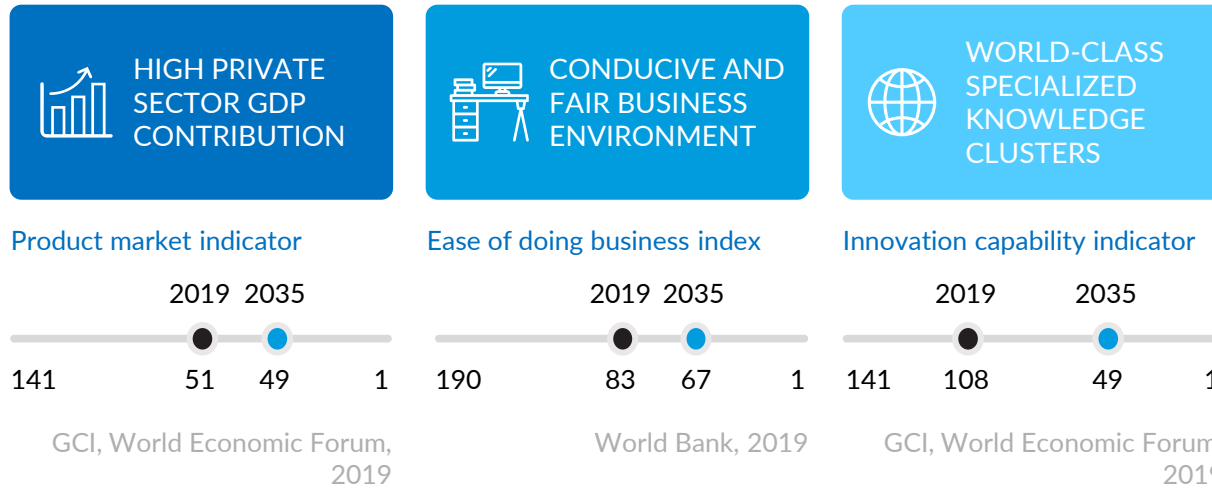


Knowledge Economy

OVERVIEW

- This program will boost private sector growth by improving the business environment, and by enhancing innovation capability and international competitiveness

DESIRED OUTCOMES



POLICIES

- Shift activities from the public to private sector by **accelerating the privatization of government operating entities**
- Increase private sector participation by **growing the share of projects financed through public-private partnerships (PPP)**
- Develop economies of scale by **aligning and incentivizing the priority sectors for the economy**
 - Enable a level playing field for all companies by **strengthening the competition framework**
- Make it easier to **start, operate and expand businesses**
- Grow foreign direct investment (FDI) by **facilitating entry into the national economy**
- Accelerate the development of innovative products and services by **creating an integrated ecosystem for technology, innovation, and knowledge**
 - Enable entrepreneurs and small and medium enterprises (SMEs) by **expanding the private sector's role in SME incubation, funding and upscaling**

CHAMPIONS

Minister of Commerce and Industry
Minister of Economic Affairs

GOVERNMENT SPONSOR

Economic Affairs Committee

SCPD SPONSOR

Economic Development Committee

IMPLEMENTATION PARTNERS

- Competition Protection Agency
- Kuwait Authority for Partnership Projects
- Kuwait Direct Investment Promotion Authority
- Kuwait Institute for Scientific Research
- Kuwait National Fund for SME Development
- Public Authority for Industry
- Public Authority for Manpower
- Supreme Council for Privatization

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITY FOR CHANGE

Kuwait's private sector has the **potential to grow significantly**, increasing its share of the economy from around 30% today to over 40% by 2035

- **Accelerating the privatization of state-owned entities** will speed up the shift of economic activity from the public to the private sector. This will help to realize efficiency gains, product innovation and improve services for citizens and residents
- One large-scale Private-Public Partnership (PPP) project, North Al-Zour Phase 1, has been completed in Kuwait. **Growing the share of projects financed through PPP** will allow for more projects to be funded and leverage the experience from world-class private sector partners
- Thanks to significant reform efforts, Kuwait was among the **top 10 improvers in the Ease of Doing Business ranking** released in 2019 by the World Bank. Continuing the improvement will support the creation, operation and expansion of Kuwaiti businesses

83rd

out of 190 countries in the Ease of Doing Business Index in 2019

46th

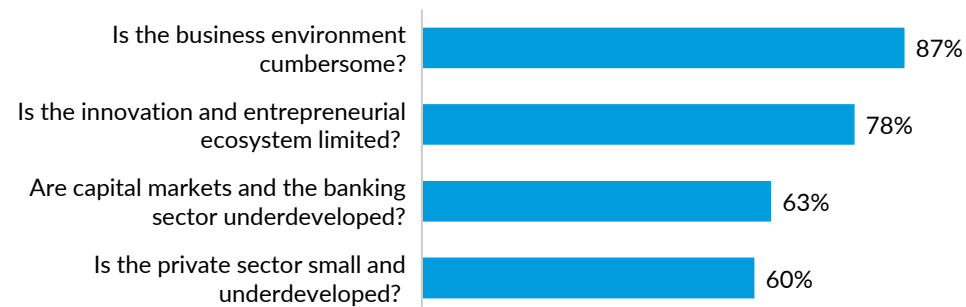
out of 141 countries in the Global Competitiveness Index in 2019

~50%

of GDP driven by non-oil sectors in 2018

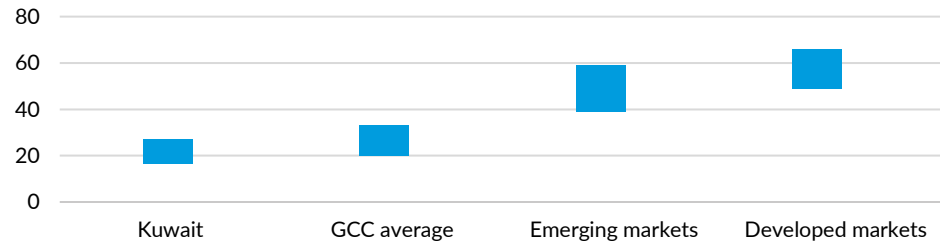
- There are **opportunities to further improve the business environment** by digitizing processes, strengthening competition regulation and making it easier for international companies to invest in Kuwait
- Kuwait can **improve its international competitiveness by developing its innovation capability**, which currently ranks 108th out of 141 countries in the Global Competitiveness Index. Fostering **innovation will create new opportunities** for national products and services to enter international markets
- International benchmarks show the **potential for small and medium enterprises (SMEs) to become engines for job creation and economic growth**. Fostering a supportive, private sector-led ecosystem for entrepreneurs is a key element of unlocking this potential

Ranking of levers for change related to the Economy pillar (% agreement)



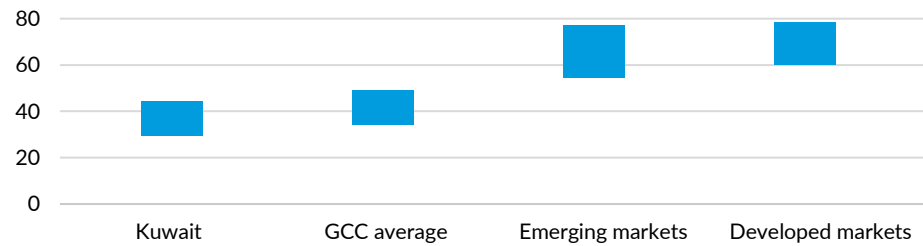
Source: SCPD social media survey, 2019

Small and medium enterprise contribution to the GDP
(in %, Kuwait vs. regional and international benchmarks)



Source: SMEs and global markets: The missing link for inclusive growth, World Economic Forum, 2015. The National Fund for SME Development as a Vehicle of Economic Reform in Kuwait, Baker Institute for public policy, 2018. Taking Stock of SME Banking in Kuwait, Institute for Banking Studies Research, 2016

Small and medium enterprise contribution to the labor force¹
(in %, Kuwait vs. regional and international benchmarks)

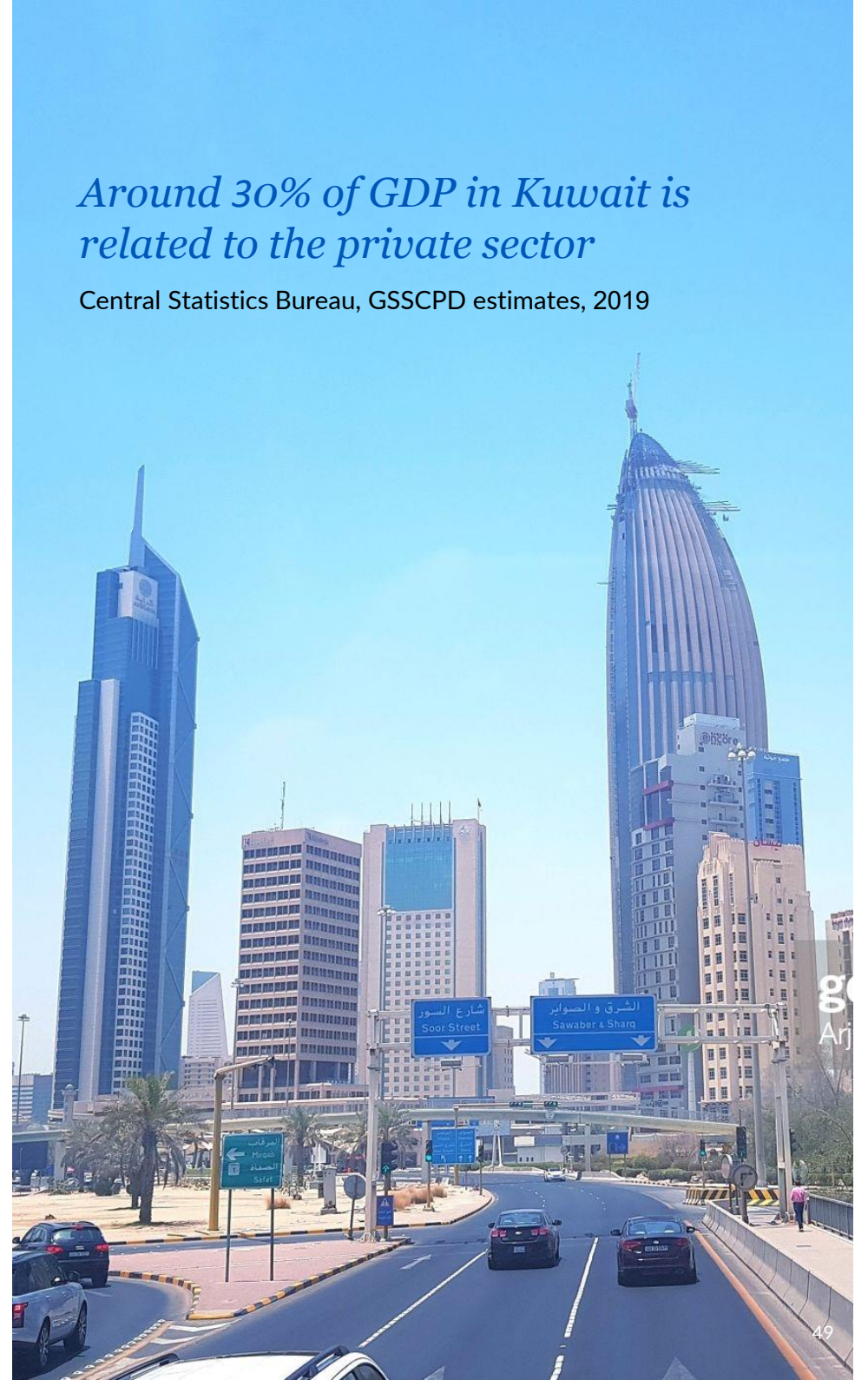


1. Range of estimates provided account for diversity of SME definitions in different countries and studies

Source: SMEs and global markets: The National Fund for SME Development as a Vehicle of Economic Reform in Kuwait, Baker Institute for public policy, 2018. Taking Stock of SME Banking in Kuwait, Institute for Banking Studies Research, 2016 The missing link for inclusive growth, World Economic Forum, 2015.

Around 30% of GDP in Kuwait is related to the private sector

Central Statistics Bureau, GSSCPD estimates, 2019



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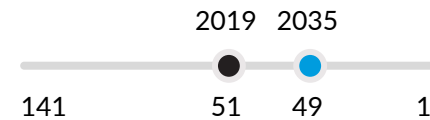


DESIRED OUTCOMES


HIGH PRIVATE SECTOR GDP CONTRIBUTION

Economic growth driven by the private sector, with the public sector playing a reduced role in commercial activities. All key sectors witness healthy competition, with national and international firms contributing to employment and economic prosperity

Product market indicator

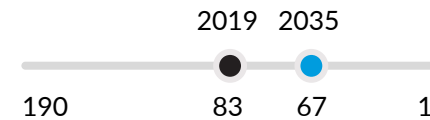


GCI, World Economic Forum, 2019


CONDUCTIVE AND FAIR BUSINESS ENVIRONMENT

Administrative processes perceived as enablers of a conducive business environment and not as barriers to doing business. International corporations view Kuwait as an attractive destination for investment

Ease of doing business index

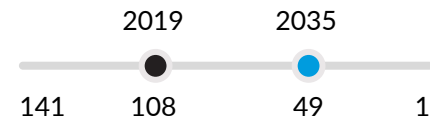


World Bank, 2019


WORLD-CLASS SPECIALIZED KNOWLEDGE CLUSTERS

Innovative private sector firms collaborate with public sector institutions on leading research projects. National and international talent is attracted to work on world-class innovative projects in Kuwait

Innovation capability indicator



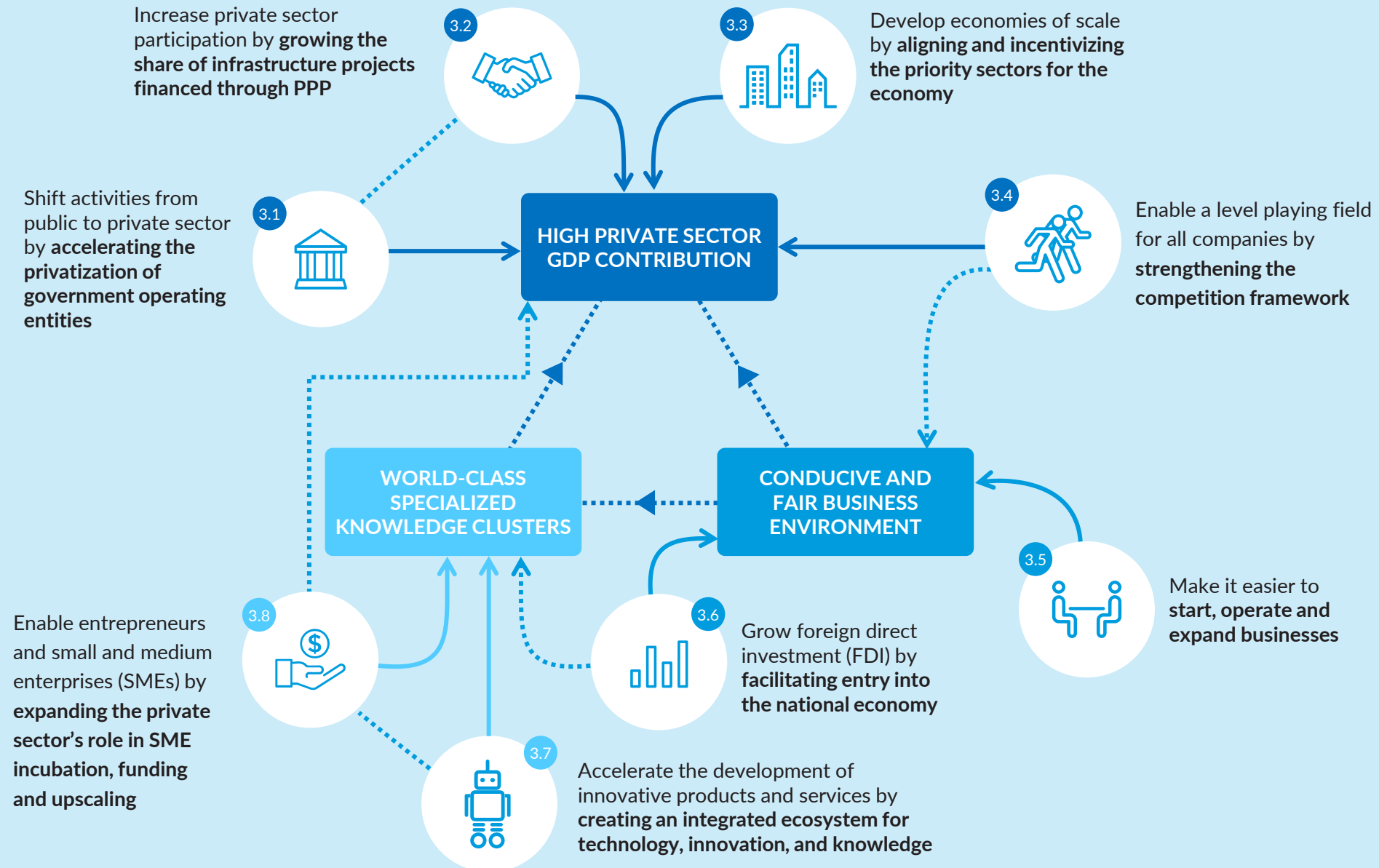
GCI, World Economic Forum, 2019







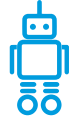

Over 80% of working Kuwaiti citizens are employed in the government sector

Central Statistics Bureau, 2019



HOW WE PLAN ON GETTING THERE



Policy	Potential implementation mechanisms	Policy Owners
<p>3.1  Shift activities from the public to private sector by accelerating the privatization of government operating entities</p>	<ul style="list-style-type: none"> • Implement privatization roadmap 	Supreme Council for Privatization
<p>3.2  Increase private sector participation by growing the share of projects financed through PPP</p>	<ul style="list-style-type: none"> • Review PPP process to reduce investor uncertainty 	Kuwait Authority for Partnership Projects
<p>3.3  Develop economies of scale by aligning and incentivizing the priority sectors for the economy</p>	<ul style="list-style-type: none"> • Develop a national industrial strategy • Establish sectorial industrial parks 	Public Authority For Industry
<p>3.4  Enable a level playing field for all companies by strengthening the competition framework</p>	<ul style="list-style-type: none"> • Review competition regulations and associated laws 	Competition Protection Agency
<p>3.5  Make it easier to start, operate and expand businesses</p>	<ul style="list-style-type: none"> • Strengthen existing national coordination mechanisms for streamlining business environment in Kuwait 	Kuwait Direct Investment Promotion Authority
<p>3.6  Grow FDI by facilitating entry into the national economy</p>	<ul style="list-style-type: none"> • Develop the right strategic fit for FDI policy and promotion • Provide full facilitation and after care services for investors 	Kuwait Direct Investment Promotion Authority
<p>3.7  Accelerate the development of innovative products and services by creating an integrated ecosystem for technology, innovation, and knowledge</p>	<ul style="list-style-type: none"> • Establish innovation grants • Expand research facilities at KISR, that can be used by the private sector 	Kuwait Institute for Scientific Research
<p>3.8  Enable entrepreneurs and SMEs by expanding the private sector's role in SME incubation, funding and upscaling</p>	<ul style="list-style-type: none"> • Allow the provision of guarantees for SME loans provided by private financial institutions 	Kuwait National Fund for SME Development

Pillars impacted

SDG targets impacted



CHAMPIONS

Minister of Commerce and Industry
Minister of Economic Affairs

GOVERNMENT SPONSOR

Economic Affairs Committee

SCPD SPONSOR

Economic Development Committee

IMPLEMENTATION PARTNERS

- Competition Protection Agency
- Kuwait Authority for Partnership Projects
- Kuwait Direct Investment Promotion Authority
- Kuwait Institute for Scientific Research
- Kuwait National Fund for SME Development
- Public Authority for Industry
- Public Authority for Manpower
- Supreme Council for Privatization

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

SDG TARGETS IMPACTED



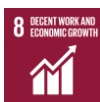
By promoting innovation, research and knowledge, this program encourages youth to acquire relevant skills for employment and for entrepreneurship



By ensuring the end of all forms of discrimination to women, full and effective participation and equal opportunities at all levels of decision-making, the government aims to strengthen women's capabilities and enhance their economic and political participation



By promoting R&D for greener technologies, the government aims to induce investment into projects



By making it easier to do business, the government aims to support productive activities, decent job creation, entrepreneurship, creativity and innovation, resulting in economic growth and diversification



By encouraging the development of knowledge-based clusters, the government aims to enhance scientific research, upgrade technological capabilities to support inclusive industrialization, and lay the foundation for a national knowledge economy



By ensuring a level playing field for all companies and removing barriers to business, the program aims to grow the number of people participating in the economy



By promoting best practices of the circular economy, the program aims to ensure sustainable and efficient use of natural resources



By increasing the private sector's involvement in the economy, the program aims to promote effective public, public-private, and civil society partnerships, resulting in improved effectiveness and additional FDI

Kuwait is among the top 10 improvers in Doing Business 2020 by the World Bank

The World Bank, 2019



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IMPLEMENTATION INITIATIVES

INITIATIVE 1

TAKHSEES: Privatize government operations



RELATED POLICY

- 3.1  Shift activities from the public to private sector by **accelerating the privatization of government operating entities**

INITIATIVE DESCRIPTION

The public sector dominates the Kuwaiti economy and represents around 70% of the total market. **TAKHSEES** will support the growth of the private sector by shifting some activities away from government operation. This will support the transformation of government into a regulator and will optimize the use of public resources. Key milestones of the privatization process include corporatization of the public entity under the government, sale of shares to strategic investors and public share offering to Kuwaiti citizen.

MECHANISMS

-  Privatize public entities through share sale to strategic private investors and Kuwaiti Citizens
-  Equip the Technical Bureau of the Supreme Council for Privatization with the human resources required to execute the national privatization strategy

INITIATIVE OWNER

Supreme Council for Privatization

IMPLEMENTATION PARTNERS

- Line ministries of assets under privatization


TARGET

TBD* government entities privatized

INITIATIVE 2

SHARAKA: Establish public-private partnerships



RELATED POLICY

- 3.2  Increase private sector participation by **growing the share of projects financed through public-private partnerships (PPP)**

INITIATIVE DESCRIPTION

Today, the government finances and manages the construction of most large infrastructure projects. **SHARAKA** initiative will increase the engagement of the private sector in infrastructure development, the PPP model. Key milestones of the PPP process include project feasibility study, request for proposal from private sector companies, selection of partners and establishment of Joint Stock Companies between the government and the selected private investors.

MECHANISMS

-  Establish public-private partnerships in accordance with the law
-  Review and implement improvements to the current tendering processes

INITIATIVE OWNER

Kuwait Authority for Partnership Projects

IMPLEMENTATION PARTNERS

- Line ministries responsible for the respective projects


TARGET

TBD* Joint Stock Companies established

INITIATIVE 3

IBTIKAR: Create platforms for innovation



RELATED POLICY

-  3.7 Accelerate the development of innovative products and services by **creating an integrated ecosystem for technology, innovation, and knowledge**

INITIATIVE DESCRIPTION

Kuwait has a long tradition of entrepreneurship and innovation. The **IBTIKAR** initiative aims to support this spirit through incubators that foster innovation, competition, risk and entrepreneurships. These incubators will be aligned to national strategies and will offer the infrastructure necessary for a thriving ecosystem.

MECHANISMS

-  Encourage venture capital funds targeted at priority sectors
-  Provide facilities and infrastructure for innovation, including ICT

INITIATIVE OWNER

Kuwait Institute for Scientific Research

IMPLEMENTATION PARTNERS

- Kuwait National Fund for SME Development
- Kuwait Foundation for the Advancement of Sciences


TARGET

TBD* industry specific innovation incubators established

INITIATIVE 4

MUBADARA: Expand commercial bank financing for SMEs



RELATED POLICY

-  3.8 Enable entrepreneurs and small and medium enterprises (SMEs) by **expanding the private sector's role in SME incubation, funding and upscaling**

INITIATIVE DESCRIPTION

SMEs in Kuwait are primarily supported by the Kuwait National Fund for SME development. **MUBADARA** aims to increase the participation of the private sector in the financing of SMEs. It will expand the role of commercial banks by engaging them in the financing and evaluation process for SME projects.

MECHANISMS

-  Establish SME funding portfolios with commercial banks
-  Formulate and implement the SME loans guarantee scheme

INITIATIVE OWNER

Kuwait National Fund for SME Development

IMPLEMENTATION PARTNERS

- Kuwait Banking Association

TARGET

KD TBD* million secured from commercial banks for SME funding

Program 4

Equip the people with the skills and incentives for future growth

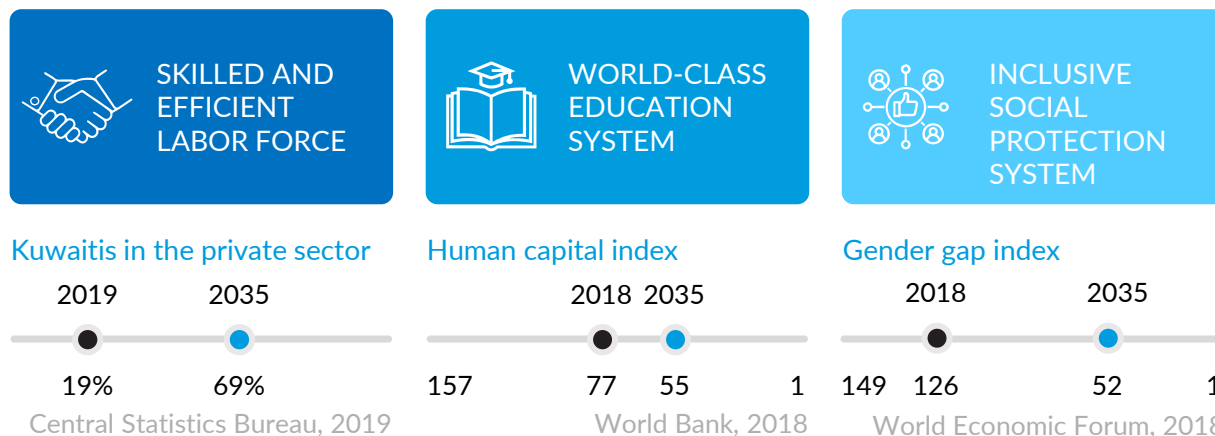


Knowledge Economy

OVERVIEW

- This program will enhance the skills and employability of the workforce for future economic growth and will improve the quality of education
- This program will also advocate for the social, economic, and political inclusion of disadvantaged groups including women, youth, persons with disability, and the elderly

DESIRED OUTCOMES



POLICIES

- 4.1 **Improve attractiveness of private sector employment** by rebalancing compensation and working conditions across the private and public sectors
- 4.2 **Create a smart foreign labor admission system** that attracts highly skilled workers
- 4.3 **Align education outcomes to labor market needs** to equip students with relevant skillset
- 4.4 **Develop a national skills formation system and revamp workforce development** to support the transition into a knowledge economy
- 4.5 **Improve general education**, including curriculum, teacher skillset, and methods
- 4.6 **Develop high-quality early childhood education (ECE)** to improve school readiness among children
- 4.7 **Promote STEM learning** towards a knowledge economy and foster the internationalization of higher education
- 4.8 **Encourage the social, economic, and political inclusion** of youth, women, persons with disabilities, and the elderly
- 4.9 **Rebalance the social protection system** and transition to an integrated social safety net

CHAMPION

Minister of Education
Minister of Social Affairs

GOVERNMENT SPONSOR

Education, Cultural, Social, Health and Youth Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Civil Service Commission
- Ministry of Higher Education
- Ministry of Education
- Public Authority of Manpower
- Ministry of Social Affairs
- Ministry of State for Youth Affairs
- Kuwait University

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



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OPPORTUNITY FOR CHANGE

Kuwait is preparing itself to transition into a knowledge economy. To enable this change, Kuwait needs to develop the right skillsets, labor market structures and incentives

- Spending on public education is generous, representing around 13% of total government expenditure. This ensures that **21% of working Kuwaitis have secondary level education, and 56% have tertiary level education or above**
- However, according to the World Bank, Kuwaitis on average attend school for 12.4 years and receive learning equivalent to 7.6 years, suggesting potential to **enhance the effectiveness of the resources invested in education**
- The knowledge economy is expected to drive **demand for STEM educated graduates**, providing an opportunity to encourage more students to study science and technology
- As **new job opportunities will be concentrated in the private sector**, it is crucial for young Kuwaitis to start their careers in private companies rather than in government jobs, which currently attract around 80% of Kuwaiti graduates

6%

of all Kuwaitis in the labor force are seeking employment

10%

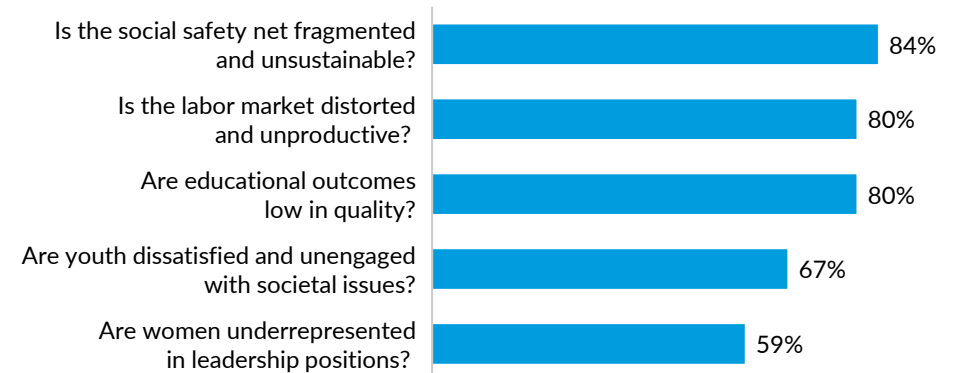
of the Kuwaiti workforce is employed in the private sector (does not include state owned companies)

13%

of public sector leaders are female

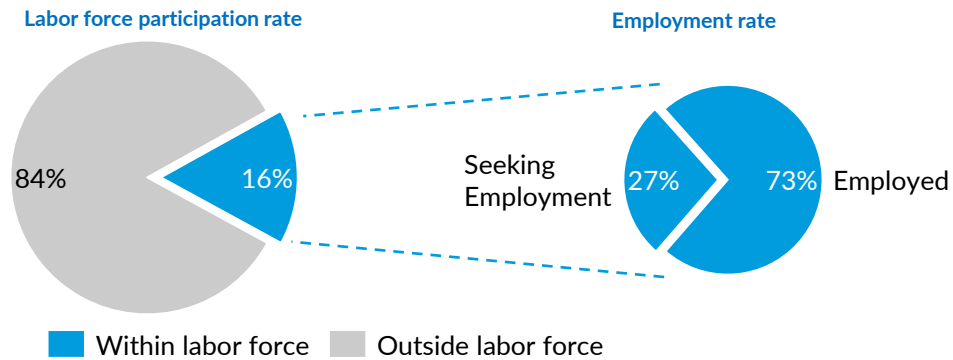
- To support the formation of new skills in the workforce, Kuwait needs to attract a larger share **high skilled foreign labor**. Currently, only 15% of expat workers have tertiary level education or above
- In addition, Kuwait needs to ensure that it harnesses all of its talent. The increasing prevalence of **women in leadership roles will contribute to national development**. Currently women account for 43% of government employees but only 13% of public sector leaders are women
- The social safety net is generous and alleviates poverty for all Kuwaitis. However, it is largely **made up of subsidies**, which represent 22% of government expenditure

Ranking of levers for change related to the Human Capital pillar (% agreement)



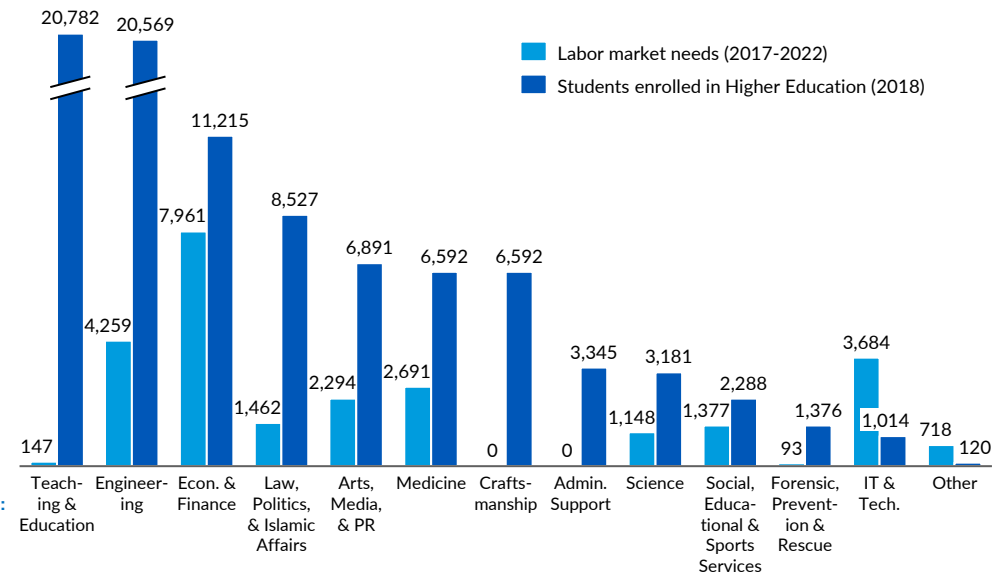
Source: SCPD social media survey, 2019

Kuwaiti youth labor force status (aged 15-24)



Note: "Within labor force" refers to individuals either currently employed or seeking employment in both private & public sectors
 Source: Central Statistical Bureau, 2018

Supply and expected demand: jobs



Note: "Other" refers to Development, Admin. Follow-up & Statistics jobs, Marine jobs, and Livestock, Fisheries & Agricultural jobs
 Source: Civil Service Commission, 2019

Kuwait has a high education expenditure per pupil. At pre-primary level, Kuwait spends three times as much as Australia per pupil. At primary level, Kuwait outspends France by 56%. At secondary level, it outspends the US by 14%

GSSCPD, 2019



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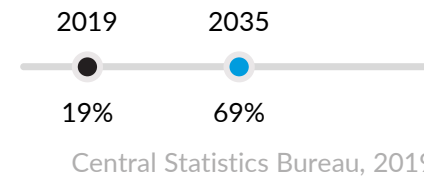
DESIRED OUTCOMES



SKILLED AND EFFICIENT LABOR FORCE

A dynamic and competitive private sector that provides meaningful and challenging jobs for the youth, that is developed through a series of macroeconomic policies, and lifelong learning and skills formation initiatives

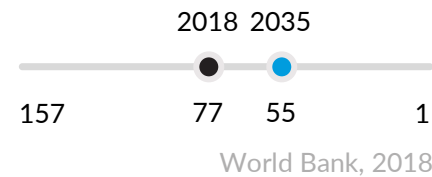
Kuwaitis in the private sector




WORLD-CLASS EDUCATION SYSTEM

Kuwait meets the educational demands of a knowledge economy, having adopted technologies and modernized teaching methods that are used in schools

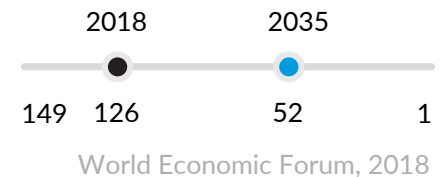
Human capital index




INCLUSIVE SOCIAL PROTECTION SYSTEM

An inclusive society in which social protection and assistance are provided to those in need, strongly backed with policies that empower youth, women, persons with disabilities, and the elderly

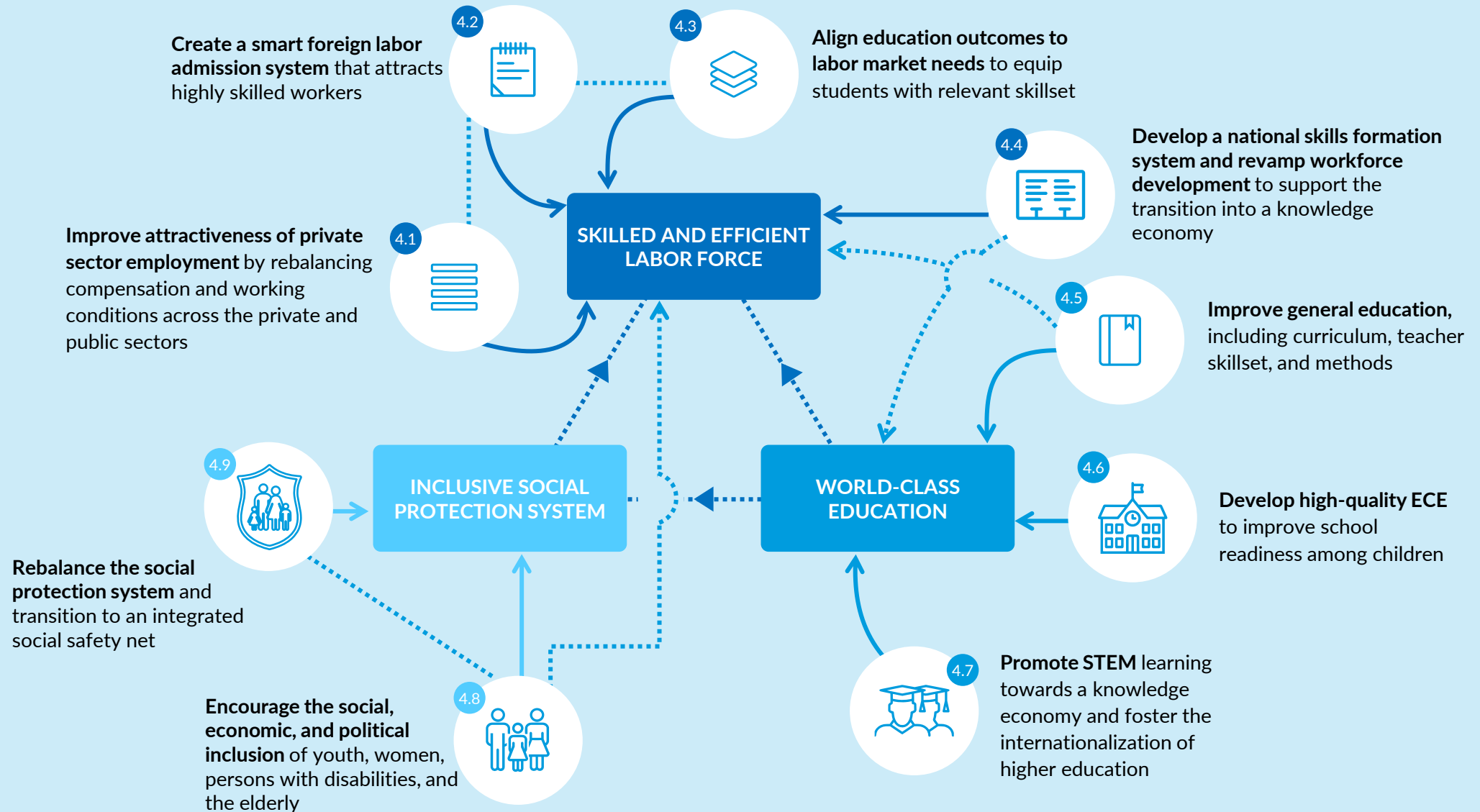
Gender gap index












Of all the Kuwaiti workforce, 56% possess tertiary education or above

Central Statistics Bureau, 2018

HOW WE PLAN ON GETTING THERE



Policy	Potential implementation mechanisms	Policy Owners
<p>4.1  Improve attractiveness of private sector employment by rebalancing compensation and working conditions across the private and public sectors</p>	<ul style="list-style-type: none"> • Improve competitiveness of salaries and benefits in private sector jobs 	Civil Service Commission
<p>4.2  Create a smart foreign labor admission system that attracts highly skilled workers</p>	<ul style="list-style-type: none"> • Implement an admission scheme for foreign workers 	Public Authority of Manpower
<p>4.3  Align education outcomes to labor market needs to equip students with relevant skillset</p>	<ul style="list-style-type: none"> • Create education-industry boards 	Ministry of Higher Education Ministry of Education
<p>4.4  Develop a national skills formation system and revamp workforce development to support the transition into a knowledge economy</p>	<ul style="list-style-type: none"> • Implement a national skills formation system • Launch lifelong learning and on-the-job training programs • Refine technical and vocational learning 	Public Authority of Manpower
<p>4.5  Improve general education, including curriculum, teacher skillset, and methods</p>	<ul style="list-style-type: none"> • Upgrade teaching methods in general education 	Ministry of Higher Education Ministry of Education
<p>4.6  Develop high-quality ECE to improve school readiness among children</p>	<ul style="list-style-type: none"> • Develop and mandate Early Childhood Education for all children 	Ministry of Social Affairs
<p>4.7  Promote STEM learning towards a knowledge economy and foster the internationalization of higher education</p>	<ul style="list-style-type: none"> • Expand the number of students in STEM learning 	Kuwait University
<p>4.8  Encourage the social, economic, and political inclusion of youth, women, persons with disabilities, and the elderly</p>	<ul style="list-style-type: none"> • Expand the number of women in leadership positions 	Ministry of State for Youth Affairs
<p>4.9  Rebalance the social protection system and transition to an integrated social safety net</p>	<ul style="list-style-type: none"> • Implement targeted social safety net system 	Ministry of Social Affairs

Pillars impacted

SDG targets impacted

CHAMPION

Minister of Education
Minister of Social Affairs

GOVERNMENT SPONSOR

Education, Cultural, Social, Health and Youth
Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Civil Service Commission
- Ministry of Higher Education
- Ministry of Education
- Public Authority of Manpower
- Ministry of Social Affairs
- Ministry of State for Youth Affairs
- Kuwait University

MONITORING AND SUPPORT

General Secretariat of the Supreme
Council for Planning and Development

SDG TARGETS IMPACTED



By advocating policies aimed at standardizing and mandating early childhood education, this program aims to improve learning outcomes, and to expand the supply of qualified teachers, and promote inclusive and accessible learning



By encouraging access for women to employment, education, and leadership positions in the public and private sectors, the program aims to empower women and ensure effective participation and equality for leadership



By promoting full and productive employment for everyone, including people with disabilities, the program targets reducing youth unemployment, eradicating forced labor, and promoting a safe working environment for migrant workers, especially women



By focusing on social, economic, and political inclusion of all members of society, by encouraging the elimination of discriminatory laws and practices, and by adopting efficient social protection policies, the program will ensure equal opportunity for all



By encouraging the inclusion of all members of society, this program aims to ensure responsive, inclusive, participatory and representative decision-making

Kuwait finds opportunity for improvement in STEM education. In the last International Mathematics and Science Study, Kuwait ranked last in fourth grade mathematics and science, and 33rd out of 39 countries in eighth grade mathematics

International Association for Evaluation of Educational Achievement, 2015



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Youths participating in the school program at the Sheikh Abdullah Al Salem Cultural Center

IMPLEMENTATION INITIATIVES

INITIATIVE 5

ISTIQTAB: Attract world-class human capital

RELATED POLICY

4.2



Create a smart foreign labor admission system that attracts highly skilled workers

INITIATIVE DESCRIPTION

Kuwait's labor market has the potential to attract a larger percentage of highly skilled expatriate workers. The **ISTIQTAB** program will create a smart foreign labor admission system which will increase the admission of high skilled expatriates and reduce the share of low skilled laborers. To achieve this goal, incentives will be put in place, and the admission process will be streamlined.

MECHANISMS



National adoption of ISIC4, and updating current labor market regulations



Automate more processes and ensure coordination between all relevant entities

INITIATIVE OWNER

Minister of State for Economic Affairs

IMPLEMENTATION PARTNERS

- Ministry of Finance
- Public Authority for Manpower
- Civil Service Commission
- Fatwa and Legislation

TARGET

Launch the job matching system

INITIATIVE 6

QUDOURAT: Launch trainings in partnership with the private sector

RELATED POLICY

4.4



Develop a national skills formation system and revamp workforce development to support the transition into a knowledge economy

INITIATIVE DESCRIPTION

In the future, the private sector is expected to create more new jobs for Kuwaitis than the public sector. The **QUDOURAT** initiative aims to help Kuwaiti graduates to develop graduates by offering training opportunities, bootcamp courses and internships in private businesses. The objective is to give them a starting point for building a successful career in the private sector.

MECHANISMS



Develop institutional capacity to administer and deliver these programs



Launch the private sector internship and training programs

INITIATIVE OWNER

Minister of Higher Education

IMPLEMENTATION PARTNERS

- Ministry of State for Economic Affairs
- Public Authority for Applied Education and Training
- Kuwait Banking Association
- Kuwait Chamber of Commerce and Industry
- Public Authority for Manpower
- Private Universities Council
- Kuwait Industries Union

TARGET

TBD* internships and training programs offered to Kuwaitis

INITIATIVE 7

KHIDMA: Support young civil servants

RELATED POLICY

4.8



Encourage the social, economic, and political inclusion of youth, women, persons with disabilities, and the elderly

INITIATIVE DESCRIPTION

Kuwait has a young civil service, where more than 85% of civil servants are under the age of 50. The **KHIDMA** initiative will ensure promotions in the civil service are based on meritocracy, with the aim of retaining successful and aspiring talent within the government sector.

MECHANISMS



Review CSC regulations to ensure fast-tracked promotion for high-performing young civil servants



Provide regular trainings to develop knowledge and skills of civil servants

INITIATIVE OWNER

Minister of State for Cabinet Affairs

IMPLEMENTATION PARTNERS

- Ministry of Justice
- Civil Service Commission
- Fatwa and Legislation

TARGET

TBD*% of high-performing youth promoted to senior positions

INITIATIVE 8

IDMAJ: Inclusive education for persons with disabilities

RELATED POLICY

4.8



Encourage the social, economic, and political inclusion of youth, women, persons with disabilities, and the elderly

INITIATIVE DESCRIPTION

Law 8 of 2010 provides the legal basis for the full inclusion of people with disabilities in their society. The **IDMAJ** initiative aims to fill the gap in the education system by providing the necessary tools, curricula and teaching methods to support the education of all students with disabilities in the formal education system.

MECHANISMS



Review and update all current laws and regulations



Upgrade current curricula and ensure access to education facilities

INITIATIVE OWNER

Public Authority of the Disabled

IMPLEMENTATION PARTNERS

- Ministry of Education
- Ministry of Higher Education
- Kuwait University
- Private Universities Council
- Public Authority for Applied Education and Training

TARGET

TBD*% of students enrolled in the formal education system

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Program 5

Develop a transparent and synergistic government

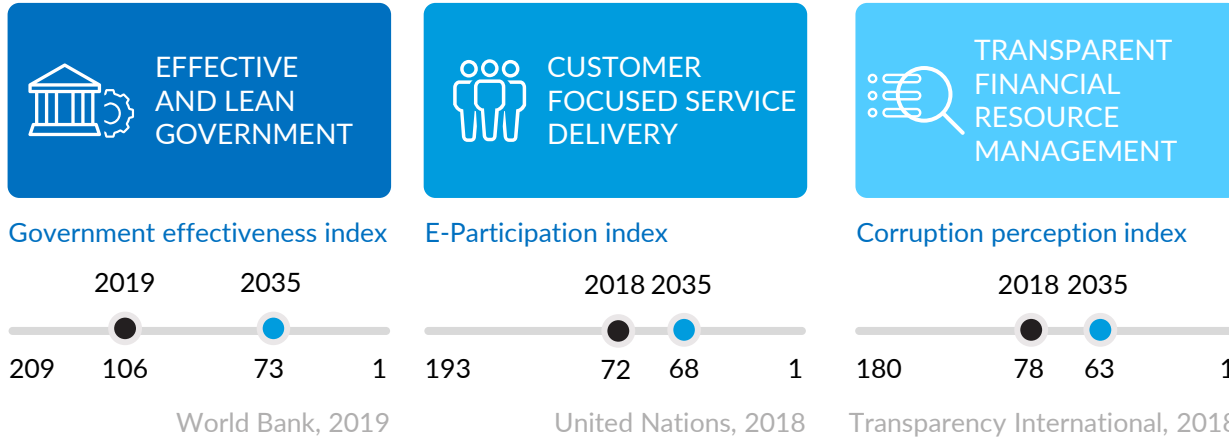


Enabling Government

OVERVIEW

- This program will improve the effectiveness and transparency of the government both in terms of how it functions internally, and in terms of how it serves citizens, residents, and businesses

DESIRED OUTCOMES



POLICIES

- Streamline structures, mandates, and governance** in accordance with government restructuring recommendations
- Strengthen performance management** and reform civil service across the public administration
- Transform government operations** to digital government
- Expand the role of the private sector** in public service delivery
- Boost national integrity and anti-corruption in government entities**
- Introduce performance-based budgeting** with a medium-term planning horizon
- Diversify fiscal tax base** to reduce dependency on oil

CHAMPIONS

Minister of State for Cabinet Affairs
Minister of Finance

GOVERNMENT SPONSOR

Legal and Administrative Development Committee

SCPD SPONSOR

Policies and Media Committee

IMPLEMENTATION PARTNERS

- Nazaha – Anti-Corruption Authority
- Central Agency for Information Technology
- Civil Service Commission
- Kuwait Authority for Public-Private Partnerships
- Ministry of Commerce and Industry
- Ministry of Finance

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITY FOR CHANGE

Kuwait's public administration is based on solid constitutional, legislative, and institutional foundations. Building on these foundations, and with the availability of new technologies, this plan poses an opportunity to improve the transparency and effectiveness of the civil service

- By **streamlining the government structure** and separating regulatory functions from operational functions, the administration can raise the levels of transparency and improve the business environment
- There are opportunities to **strengthen performance management** within the civil service, which currently employs 9% of the overall population
- **Digitizing public services** will improve the coordination between government entities and enhance the end-user experience. This will also bolster Kuwait's position in e-participation index, which currently stands at 72nd out of 193 countries
- **Partnering with the private sector** for provision of public services would further reduce the government's operating role and bring service improvements to citizens and residents

106th

out of 209 countries in the Government Effectiveness Index in 2019

96th

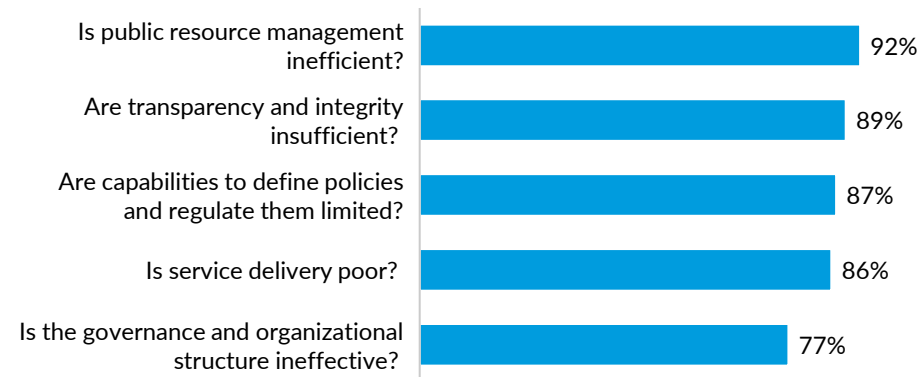
out of 209 countries in the Regulatory Quality Index in 2019

72nd

out of 193 countries in E-Participation Index in 2018

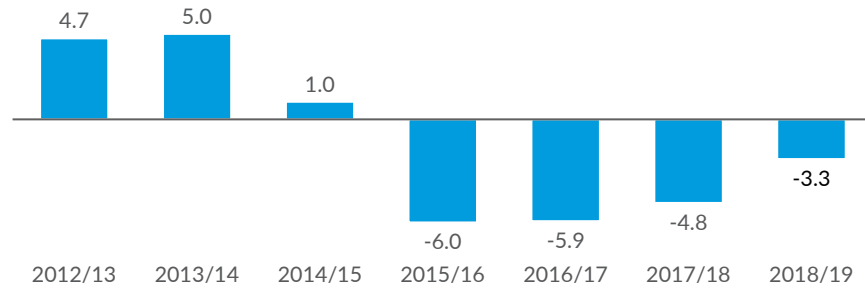
- The integrity of the civil service will be further solidified with the **application of the Anti-Corruption Authority strategy**, and in turn advance Kuwait's position in the Corruption Perception Index, where it currently ranks 78th out of 180 countries
- **Shifting from an incremental to a performance based budgeting approach**, implemented in 30 countries in the Organization for Economic Co-operation and Development (OECD), would improve transparency and the management of public resources
- By **diversifying state revenue sources**, Kuwait can reduce its dependency on oil exports and achieve a sustainable model for public finances

Ranking of levers of change related to the Public Administration pillar (% agreement)



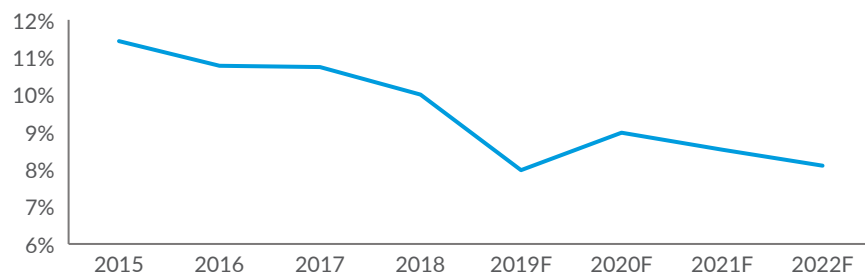
Source: SCPD social media survey, 2019

National fiscal balance after transfer to FGF
(KD billion)



Source: Ministry of Finance, 2019

Non-oil share of government revenue
(%)

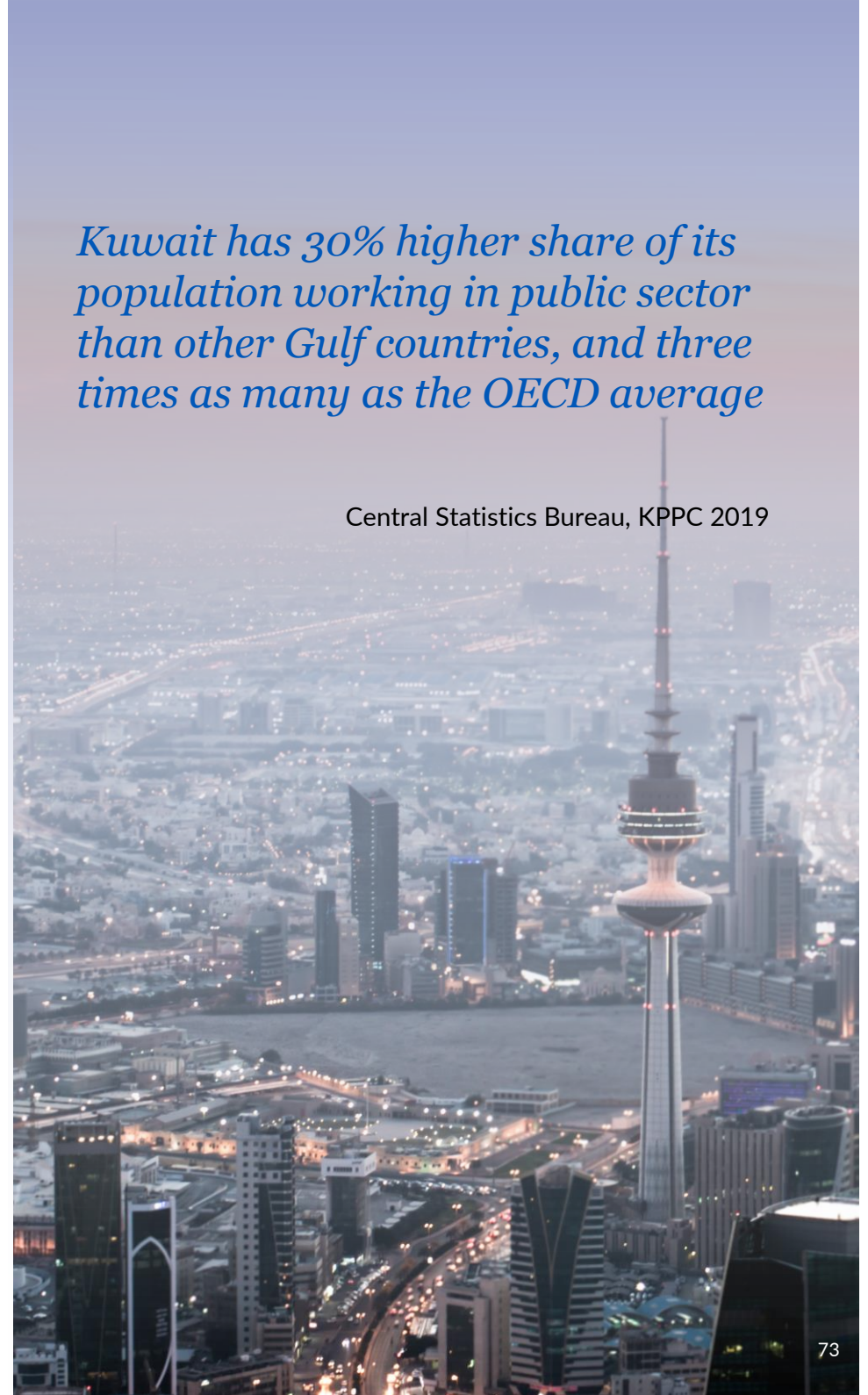


Source: Ministry of Finance, 2019

Note: Kuwait's fiscal year is from 1 April to 31 March

Kuwait has 30% higher share of its population working in public sector than other Gulf countries, and three times as many as the OECD average

Central Statistics Bureau, KPPC 2019



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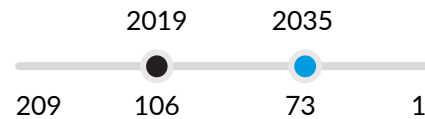
DESIRED OUTCOMES



EFFECTIVE AND
LEAN
GOVERNMENT

Government decision-making is streamlined to ensure that decisions are taken correctly and efficiently. Communication within and between government entities is transparent through digital means, and each unit has a clear function that does not overlap with other government entities

Government effectiveness index



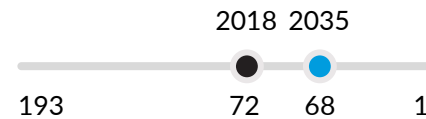
World Bank, 2019



CUSTOMER
FOCUSED SERVICE
DELIVERY

Government back-end processes are redefined with the end-user in mind, to be delivered over an integrated digital platform. Meanwhile, data is accessible to support efficient services, while being safeguarded against privacy threats

E-participation index



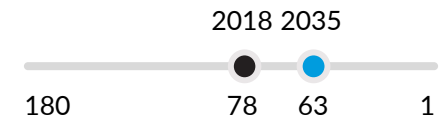
United Nations, 2018



TRANSPARENT
FINANCIAL
RESOURCE
MANAGEMENT

Citizens and residents can see how the state's budget is used. The government has the means to monitor the performance of budgeted resources and to adjust allocation to promote the best outcomes

Corruption perception index

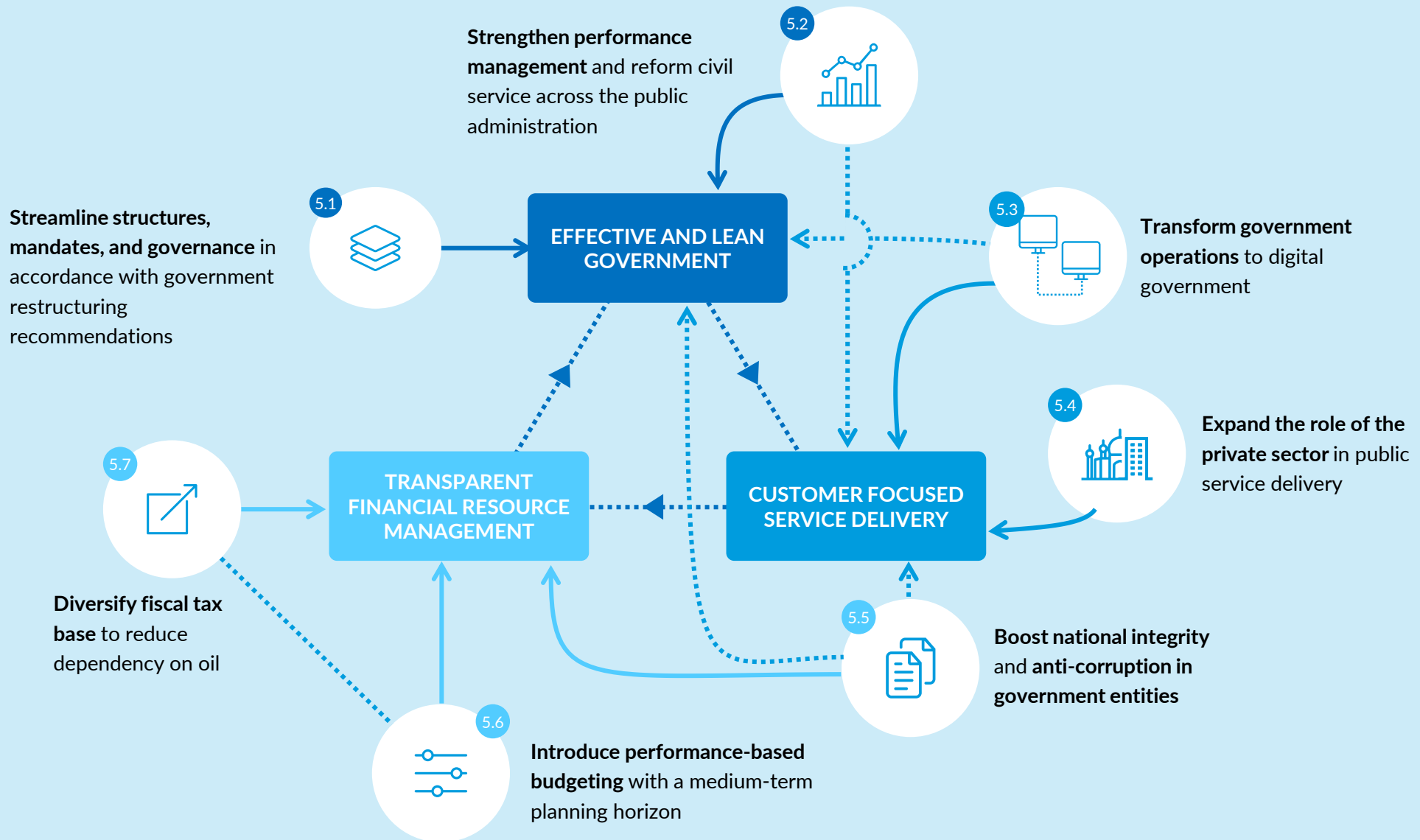









Transparency International, 2018

Kuwait ranks 78th out of 180 countries in the Corruption Perceptions Index

Transparency International, 2018

HOW WE PLAN ON GETTING THERE



Policy			Potential implementation mechanisms	Policy Owners
5.1		Streamline structures, mandates, and governance in accordance with government restructuring recommendations	<ul style="list-style-type: none"> • Separate operations from regulating entities • Implement government restructuring, including a strong centre-of-government 	Civil Service Commission
5.2		Strengthen performance management and reform civil service across the public administration	<ul style="list-style-type: none"> • Expand performance management system • Review civil service admission system 	Civil Service Commission
5.3		Transform government operations to digital government	<ul style="list-style-type: none"> • Redefine and digitize processes around end-user experiences 	Central Agency for Information Technology
5.4		Expand the role of the private sector in public service delivery	<ul style="list-style-type: none"> • Identify opportunities for outsourcing and Public Private Partnerships in service delivery 	All entities providing services
5.5		Boost national integrity and anti-corruption in government entities	<ul style="list-style-type: none"> • Implement national integrity and anti-corruption strategy 	Anti-Corruption Authority
5.6		Introduce performance-based budgeting with a medium-term planning horizon	<ul style="list-style-type: none"> • Define framework for performance-based budgeting • Review budgeting law 	Ministry of Finance
5.7		Diversify fiscal tax base to reduce dependency on oil	<ul style="list-style-type: none"> • Establish a Non-Oil Revenue Unit within the Ministry of Finance • Implement processes and systems to control state revenue collections 	Ministry of Finance

Pillars impacted

SDG targets impacted



CHAMPIONS

Minister of State for Cabinet Affairs
Minister of Finance

GOVERNMENT SPONSOR

Legal and Administrative Development
Committee

SCPD SPONSOR

Policies and Media Committee

IMPLEMENTATION PARTNERS

- Nazaha – Anti-Corruption Authority
- Central Agency for Information Technology
- Civil Service Commission
- Kuwait Authority for Partnership Projects
- Ministry of Commerce and Industry
- Ministry of Finance

MONITORING AND SUPPORT

General Secretariat of the Supreme
Council for Planning and Development

SDG TARGETS IMPACTED



By focusing on efficiency and digitization, the program will achieve higher levels of economic productivity in the public sector



By promoting the diversification of the economy, this program encourages growing the manufacturing sector and research and development



By reducing the reliance of the economy on oil, the program will simultaneously reduce inefficient fossil-fuel subsidies thereby decreasing national expenditure on fossil fuels



By improving governance, and by increasing transparency and customer focus, the program aims to reduce corruption and bribery, and enhance institutional effectiveness



By expanding the fiscal revenue base beyond oil, Kuwait's economic stability will be enhanced. Close cooperation between the private sector, government, and civil society is key to improved service delivery

In Kuwait, 90% of government revenue is derived from oil-exports

Kuwait Ministry of Finance, 2019



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IMPLEMENTATION INITIATIVES

INITIATIVE 9

HAYKALA: Restructure government entities

RELATED POLICY

5.1



Streamline structures, mandates, and governance in accordance with government restructuring recommendations

INITIATIVE DESCRIPTION

The goal of **HAYKALA** initiative is to improve government effectiveness and productivity. The initiative will optimize structures to improve transparency and clarity of roles. It will streamline coordination across the government, while empowering entities by ensuring that decisions are taken at the right level across the public administration.

MECHANISMS



Review and amend entities establishment laws as adequate



Separate operating functions from regulatory functions

INITIATIVE OWNER

Civil Service Commission

IMPLEMENTATION PARTNERS

- All entities
- Fatwa and Legislation

TARGET

Restructure TBD*% of government entities

INITIATIVE 10

RAKMIYA: Digital transformation of government

RELATED POLICY

5.3



Transform government operations to digital government

INITIATIVE DESCRIPTION

The ongoing digitization of government services is enhancing the user experience and has resulted in improvement in international indicators such as the Ease of Doing Business. **RAKMIYA** will accelerate this digital transformation through an integrated program across the government. The program aims to improve efficiency and quality of services to end-users both outside and within the administration.

MECHANISMS



Update current legislations and frameworks as necessary to facilitate digitization of services and governmental procedures



Select and digitize internal procedures and government services

INITIATIVE OWNER

Central Agency for Information Technology

IMPLEMENTATION PARTNERS

- All entities
- Fatwa and Legislation
- Public Authority for Civil Information


TARGET

Digitize TBD*% of government services

INITIATIVE 11

BAYANAT: Launch open data platform



RELATED POLICY

 **5.5 Boost national integrity and anti-corruption in government entities**

INITIATIVE DESCRIPTION

BAYANAT initiative, aims at improving transparency across the public administration. Central to this initiative is the development and launch of a national open data platform that provides citizens with standardized, accurate, and readily accessible data

MECHANISMS

-  Institutionalize open data framework
-  Design and implement supportive IT systems

INITIATIVE OWNER

Public Authority for Civil Information

IMPLEMENTATION PARTNERS

- Ministry of Justice
- Fatwa and Legislation
- Central Agency for Information Technology
- Central Statistics Bureau


TARGET

Provision of all public information in the national online portal

INITIATIVE 12

BARAMEJ WA ADAA': Launch performance based budgeting



RELATED POLICY

 **5.6 Introduce performance-based budgeting with a medium-term planning horizon**

INITIATIVE DESCRIPTION

Performance-based budgeting is a budgeting approach that establishes a clear link between the resources allocated and the outcomes achieved. **BARAMEJ WA ADAA'** will allow the government to measure the outcomes of the funds allocated to different entities and projects. This will lead to improved transparency and it will enable better allocation of public resources,

MECHANISMS

-  Define framework for performance-based budgeting
-  Reform budgeting Law No. 31 of year 1978 to support new framework

INITIATIVE OWNER

Ministry of Finance

IMPLEMENTATION PARTNERS

- All entities
- Fatwa and Legislation

TARGET

Number* of entities applying performance budgeting

Program 6

Build a connected and integrated infrastructure

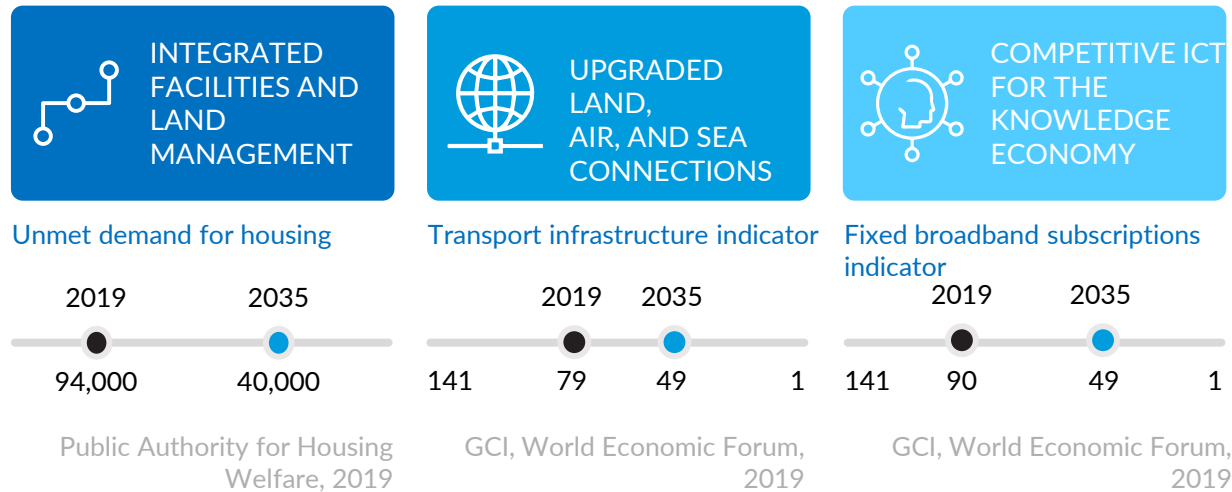


Enabling Government

OVERVIEW

- This program will create integrated and connected infrastructure between people, workspaces, and places for leisure and socializing and will improve Kuwait's connectivity with the world

DESIRED OUTCOMES



POLICIES

- 6.1 **Improve the management of land and facilities**, by facilitating the implementation of the 4th Kuwait Master Plan (4KMP)
- 6.2 **Create sustainable alternatives** to the existing housing system
- 6.3 **Optimize land mobility** by developing smart transport processes and new modes of public transport
- 6.4 **Improve airport infrastructure and operations** for a better air travel experience
- 6.5 **Improve existing port infrastructure and operations** to facilitate international trade
- 6.6 **Ensure competitive access to ICT infrastructure and services** for the digital and knowledge economy

CHAMPION

Minister of Public Works
Minister of State for Service Affairs

SPONSOR COMMITTEE

Master Plan Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Communication and Information Technology Regulatory Authority
- Directorate General for Civil Aviation
- Kuwait Municipality
- Kuwait Ports Authority
- Ministry of Communications
- Public Authority for Housing Welfare
- Public Authority for Roads and Transportation
- Kuwait Credit Bank

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITY FOR CHANGE

Several large-scale infrastructure projects are underway in Kuwait, including Kuwait International Airport Terminal 2 and Mubarak Al Kabeer Port, which support the Vision 2035. In parallel, the Kuwait Metropolitan Area (KMA) is growing rapidly, driving the need for integrated planning to ensure sustainable development

- The 4th Kuwait Master Plan (4KMP) [provides a clear roadmap](#) to support urban planning and infrastructure development across the country
- By [improving management systems for land and facilities](#), Kuwait can achieve a more efficient and sustainable utilization of its assets
- New areas can be [developed and connected with the KMA](#), where 99% of all urban development is currently concentrated, to meet growing demand for housing and industrial land
- Investment in smart technologies can help to [improve traffic management](#) and reduce road congestion linked to the increase in car ownership, which grew by 35% between 2011 and 2016

- Promoting the [use of public transport](#) can further alleviate traffic congestion, and reverse the declining rate of bus commuters, which fell from 10% to 6% of the population between 2010 and 2016
- The opening of Kuwait International Airport Terminal 4 in 2018 reduced airport congestion, yet there are opportunities to [improve the passenger experience](#), e.g. by implementing smart technologies
- Kuwait has made significant investments in seaport capacity in recent years. However, to support the vision of becoming a trade hub, there is a need to optimize [the logistical efficiency at all seaports](#)
- Kuwait has one of the most competitive mobile telecom markets in the region. However, to become a regional leader in ICT infrastructure, it needs to further develop its fixed ICT services markets. Currently, there are [only 5 fixed broadband connection for every 100 inhabitants](#)

14%

capital expenditure of the state budget was on infrastructure in fiscal year 2018/19

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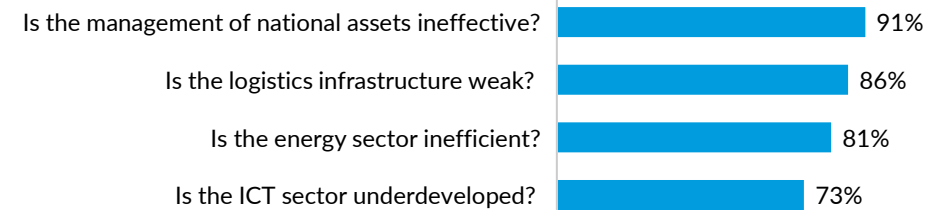
fixed broadband connections per 100 inhabitants

44

vehicles registered per 100 inhabitants

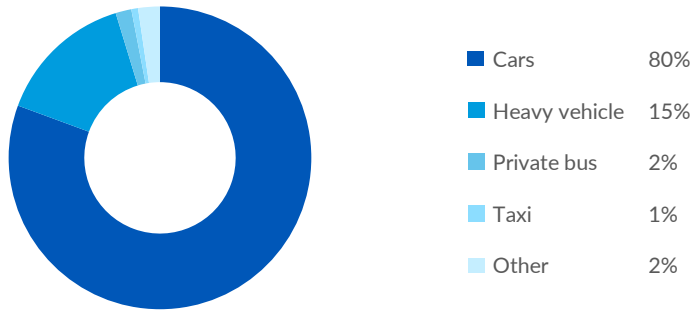
Ranking of levers for change related to the Infrastructure pillar

(% agreement)



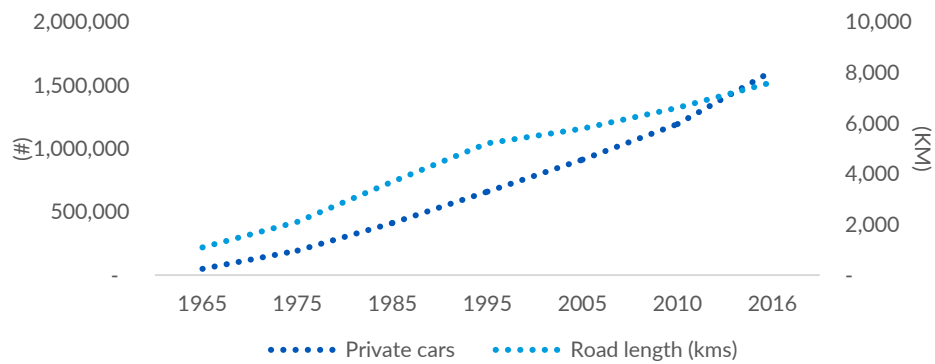
Source: SCPD social media survey, 2019

Kuwait is heavily reliant on cars and other motor vehicles for transportation (% over 10 years)



Source: The 4th Kuwait Master Plan, 2019

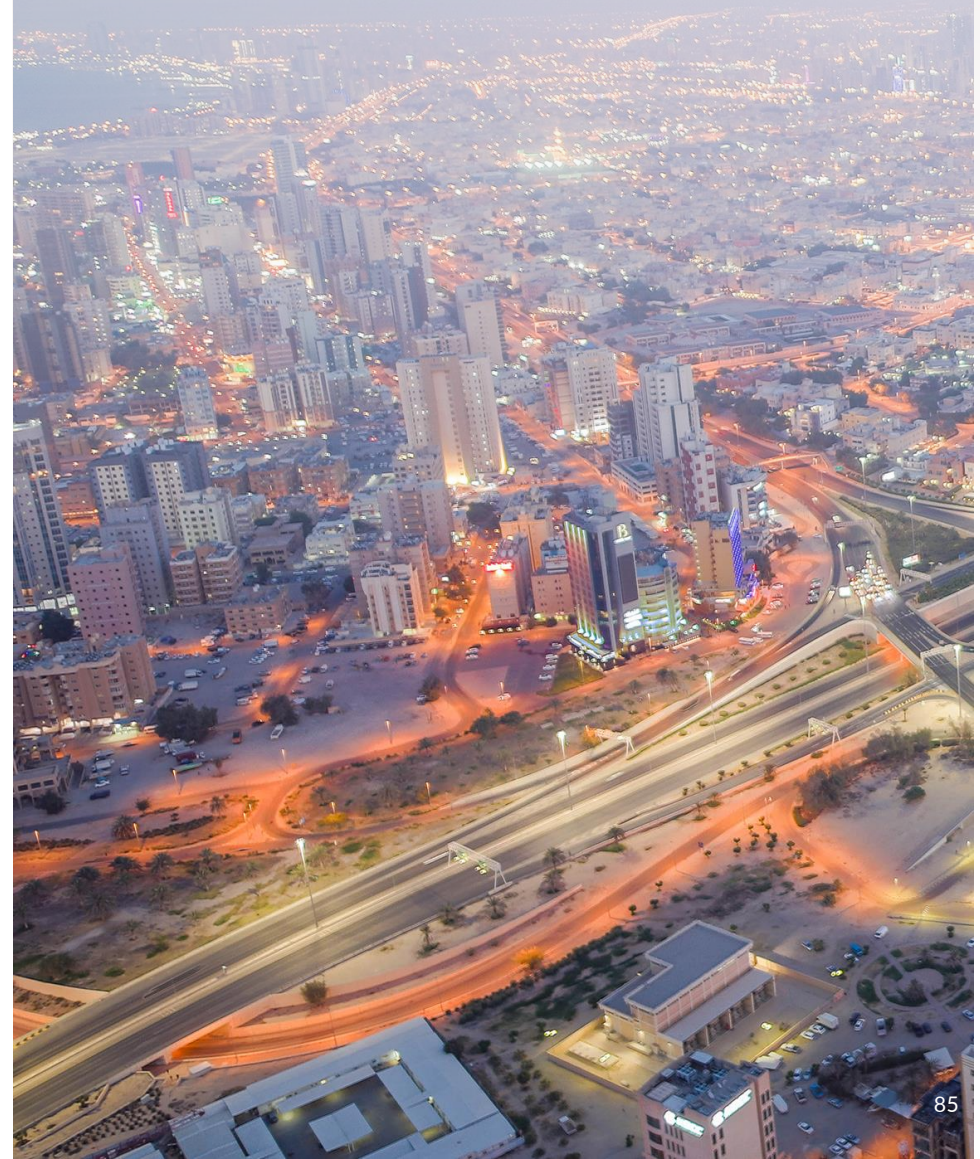
Car ownership vs. road length (number and kms)



Source: The 4th Kuwait Master Plan, 2019

Kuwait ranks 115th out of 141 countries in efficiency of air transport services

GCI, World Economic Forum, 2019



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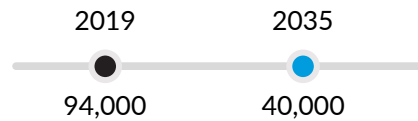


DESIRED OUTCOMES



INTEGRATED FACILITIES AND LAND MANAGEMENT

All Kuwaitis have access to quality housing. Land is used efficiently within the KMA to accommodate growth, and urban development is extended outside the metropolitan area to cater for the increase in population. Land and facilities are managed and maintained optimally

Unmet demand for housing

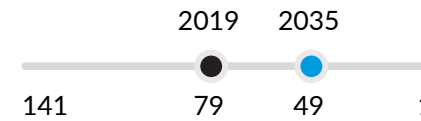


Public Authority for Housing Welfare, 2019


UPGRADED LAND, AIR, AND SEA CONNECTIONS

Citizens, residents, tourists, and expats enjoy a smooth and hassle-free experience whenever they enter or leave Kuwait by air or by sea, supported by digital technology. Kuwait has well-functioning ports with world-class throughput of goods for import and export; and well-maintained roads with optimized traffic management to minimize traffic congestion at all times

Transport infrastructure indicator

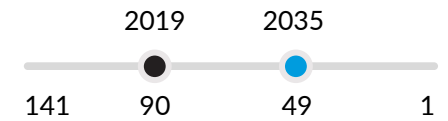


GCI, World Economic Forum, 2019


COMPETITIVE ICT FOR THE KNOWLEDGE ECONOMY

All Kuwaitis have access to high-speed fiber services at competitive prices. It is possible to contract mobile, fixed, and broadband communications services from one telecom operator

Fixed broadband subscriptions indicator



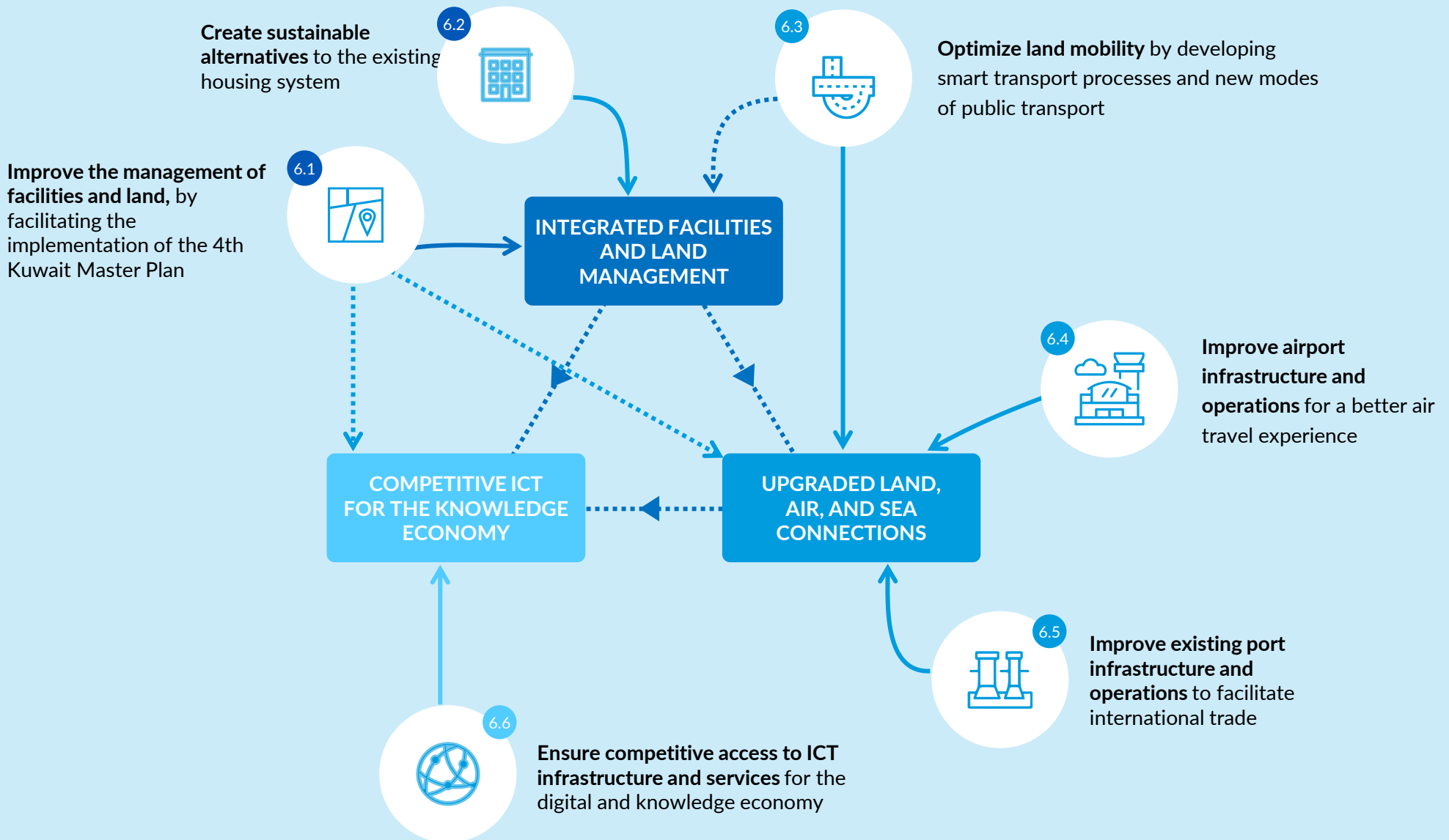
GCI, World Economic Forum, 2019







Road length is increasing, but not as fast as car ownership, resulting in road congestion and a surge in traffic accidents

The 4th Kuwait Master Plan, 2019



HOW WE PLAN ON GETTING THERE



Policy	Potential implementation mechanisms	Policy Owners
<p>6.1  Improve facilities and land management, by facilitating the implementation of the 4th Kuwait Master Plan</p>	<ul style="list-style-type: none"> Implement the 4th Kuwait Master Plan, and its associated tools including zoning code, national ordinance and GIS 	<p>Kuwait Municipality</p>
<p>6.2  Create sustainable alternatives to the existing housing system</p>	<ul style="list-style-type: none"> Implement alternatives to the existing housing system 	<p>Public Authority for Housing Welfare</p>
<p>6.3  Optimize land mobility by developing smart transport processes and new modes of public transport</p>	<ul style="list-style-type: none"> Implement smart traffic management system Optimize planning process across all modes of transport 	<p>Public Authority for Roads and Land Transport</p>
<p>6.4  Improve airport infrastructure and operations for a better air travel experience</p>	<ul style="list-style-type: none"> Streamline electronic visa system Implement smart gates system 	<p>Directorate General for Civil Aviation</p>
<p>6.5  Improve existing port infrastructure and operations to facilitate international trade</p>	<ul style="list-style-type: none"> Develop national maritime strategy Implement integrated ports IT system 	<p>Kuwait Ports Authority</p>
<p>6.6  Ensure competitive access to ICT infrastructure and services for the digital and knowledge economy</p>	<ul style="list-style-type: none"> Build Phase 3 of the national fixed fiber network 	<p>Communication and Information Technology Regulatory Authority</p>

Pillars impacted

SDG targets impacted



CHAMPION

Minister of Public Works
Minister of State for Service Affairs

SPONSOR COMMITTEE

Master Plan Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Communication and Information Technology Regulatory Authority
- Directorate General for Civil Aviation
- Kuwait Municipality
- Kuwait Ports Authority
- Ministry of Communications
- Public Authority for Housing Welfare
- Public Authority for Roads and Transportation
- Kuwait Credit Bank

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

SDG TARGETS IMPACTED



By improving access to high-speed broadband, this program will ensure education facilities are upgraded with new technology such as computers for teaching purposes



By improving infrastructure quality and connectivity, this program seeks to expand national coverage of fiber networks to expand access to ICT. Additionally, it aims to increase the volume of passenger and freight infrastructure to support economic development through upgrades to air, sea, and land ports



By improving land planning and management, advancing alternatives to the social housing system will enhance inclusive and sustainable urbanization, access to public spaces, and affordable housing for all. Additionally, by improving traffic management and expanding public transport modes, this program advocates access to safe, affordable, accessible, and sustainable transport systems for all



By improving the management of land and facilities, and by expanding modes of public transport, this program aims to enhance inclusive and sustainable urbanization and capacity for participatory, integrated, and sustainable human settlement planning and management in Kuwait

Kuwait ranks 93rd out of 141 countries for ports infrastructure in 2019

GCI, World Economic Forum, 2018



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IMPLEMENTATION INITIATIVES

INITIATIVE 13

TOROK AAMENA: Safe road by setting up smart traffic control system

RELATED POLICY



Optimize land mobility by developing smart transport processes and new modes of public transport

INITIATIVE DESCRIPTION

Between 2010 and 2016, car ownership has increased by 35%. The goal of **TOROK AAMENA** initiative is to alleviate traffic congestion and improve road security. This initiative will optimize traffic management systems and improve the availability and use of public transport

MECHANISMS



Upgrade traffic management IT system, surveillance cameras, and digitize public transportation management



Invest in building alternative modes of public transportation

INITIATIVE OWNER

Public Authority for Roads and Transportation

IMPLEMENTATION PARTNERS

- Ministry of Interior
- Central Agency for Information Technology

TARGET

Cover TBD*% of highways by smart traffic management systems

INITIATIVE 14

MANAFETH: Optimize passenger flows at the airport

RELATED POLICY



Improve airport infrastructure and operations for a better air travel experience

INITIATIVE DESCRIPTION

International passengers access Kuwait primarily through airports. The goal of **MANAFETH** initiative is to achieve a world-class airport experience for national and international passengers. This will be achieved by optimizing passenger flows from arrival to exit from the airport

MECHANISMS



Improve check-in, security, boarding, immigration and emigration flows through the use of smart technologies and process enhancements

INITIATIVE OWNER

Ministry of Interior

IMPLEMENTATION PARTNERS

- Ministry of Foreign Affairs
- Directorate General of Civil Aviation
- Central Agency for Information Technology
- Fatwa and Legislation
- Public Authority for Manpower


TARGET

Increase in international airport rankings by TBD* ranks

INITIATIVE 15

MAWANI THAKIA: Introduce smart ports system



RELATED POLICY

- 6.5  **Improve existing port infrastructure and operations** to facilitate international trade

INITIATIVE DESCRIPTION

The goal of **MAWANI THAKIA** initiative is to expand the use of smart technologies in seaports and sea shipping services in Kuwait. Increased automation will have improve efficiency of import and export processes, better economic competitiveness resulting from streamlined workflows and minimized costs, as well as enhanced environmental performance owing to reduced energy consumption.

MECHANISMS

-  Integrate systems and expand smart technologies at ports
-  Define private sector port operator

INITIATIVE OWNER

Kuwait Ports Authority

IMPLEMENTATION PARTNERS

- Central Authority for Information Technology
- General Administration of Customs


TARGET

Implement smart ports systems at TBD*% of the ports

INITIATIVE 16

MAABAR: Build an international ICT hub



RELATED POLICY

- 6.6  **Ensure competitive access to ICT infrastructure and services** for the digital and knowledge economy

INITIATIVE DESCRIPTION

Strong ICT ecosystem is a fundamental ingredient to support the knowledge economy. **MAABAR** initiative aims to provide the conditions for the country to become a regional hub for ICT services. Central to this initiative is the ease of access to international gateways for Kuwaiti and international ICT providers, and availability of world-class data center facilities.

MECHANISMS

-  Update regulation to enable an international ICT ecosystem to be established in Kuwait
-  Expand international telecommunication connectivity

INITIATIVE OWNER

Communication and Information Technology Regulatory Authority

IMPLEMENTATION PARTNERS

- Ministry of State for Services Affairs
- Supreme Council for Privatization

TARGET

Establish ICT hub with presence of international ICT providers

Program 7

Build a livable and harmonious environment



Sustainable Prosperity

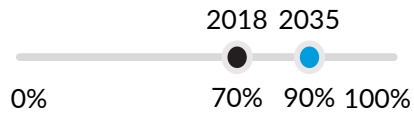
OVERVIEW

- This program will improve the liveability of the Kuwait metropolitan area by upgrading water, energy, and waste systems
- Eco-cities featuring green infrastructure and smart technologies will be built, with the objective of improving the liveability of Kuwaiti cities

DESIRED OUTCOMES



Rate of sewage water treatment



Central Statistics Bureau, 2018



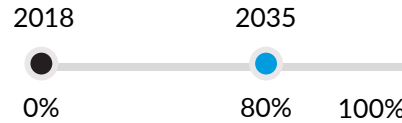
Climate and energy indicator



Yale University, Columbia University, World Economic Forum, 2018



Rate of diversion from landfill



World Bank, 2018

POLICIES

- 7.1 **Improve water resource management**, including wastewater treatment and reclamation, water use efficiency, and desalination
- 7.2 **Build eco-cities** using green building and green infrastructure principles, and smart technology
- 7.3 **Advance innovation** in low emission technology and **promote fuel efficiency standards**
- 7.4 **Boost the role of renewables** in the utilities sector
- 7.5 **Integrate solid waste management**, with a focus on improving waste disposal and resource recovery

CHAMPION

Minister of State for Municipal Affairs
Minister of Electricity and Water

GOVERNMENT SPONSOR

Public Services Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Ministry of Health
- Kuwait Municipality
- Public Authority for Housing Welfare
- Environment Public Authority
- Ministry of Electricity and Water
- Kuwait Petroleum Company
- Public Authority of Agriculture Affairs and Fish Resources
- Ministry of Public Works

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITIES FOR CHANGE

As the global community has become increasingly conscious of the impact of climate change, the need for environmentally sustainable practices has become more urgent

- Kuwait City has many underdeveloped open spaces, [presenting the opportunity of creating more green spaces and green infrastructure](#)
- Urbanization has also led to increased reliance on private vehicles for transportation. Combined with the utilities and oil industries, these three sectors account for [85% of total greenhouse gas emissions](#)
- Reduction in government spending on energy subsidies, which currently [make up 12% of total government expenditure](#), would help to promote fuel efficiency and reduce energy consumption, which has been growing steadily at 4% annually since 1971
- [Encouraging water use efficiency](#) can save considerable amounts of freshwater, especially considering that Kuwaitis consume 520 litres of freshwater daily per capita, one of the highest in the world

90%

of potable water needs is provided by desalinated water

12%

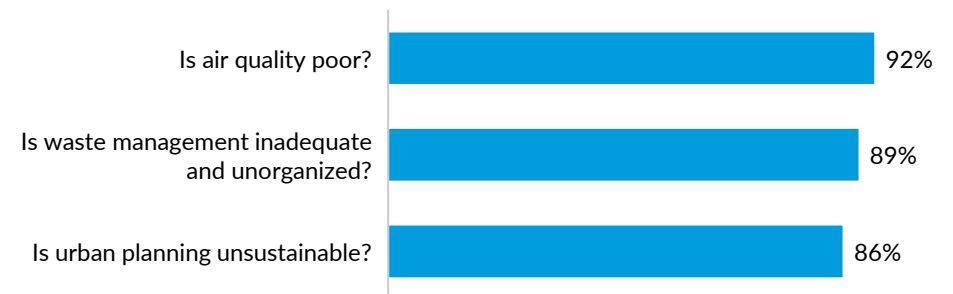
of total government expenditure is energy subsidies

52%

of air pollution is due to emissions from the utilities sector

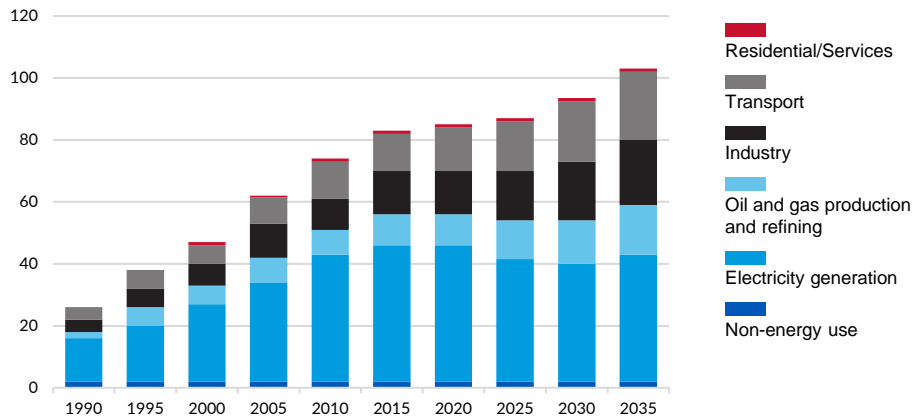
- [Kuwait is a pioneer in water desalination and a global leader in water treatment](#). However, saline brine, a by-product of this vital process, has negative impact on the marine ecosystem. By investing in technologies that address the challenges associated with saline brine, Kuwait can make its water practices more sustainable
- By improving waste management, Kuwait can [reuse an increasing share of the 1.4 kg waste](#) that each person generates daily. This represents approximately the double of the global average
- Kuwait has the opportunity to eliminate potential ecological and health risks by [integrating waste the management system](#) and implementing a range of waste management technologies

Ranking of key challenges related to the Living environment pillar (% agreement)



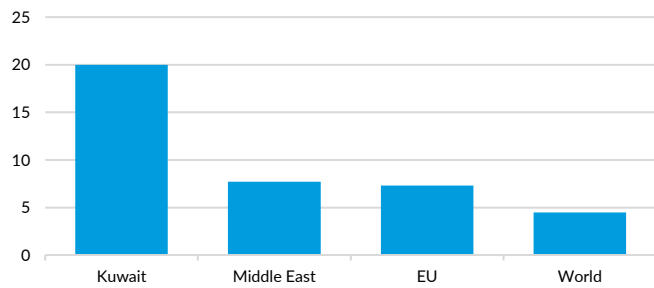
Source: SCPD social media survey, July 2019

**Equivalent emissions by sector in Kuwait
(in Mt Co2 eq)**



Source: Kuwait Institute for Scientific Research, 2019

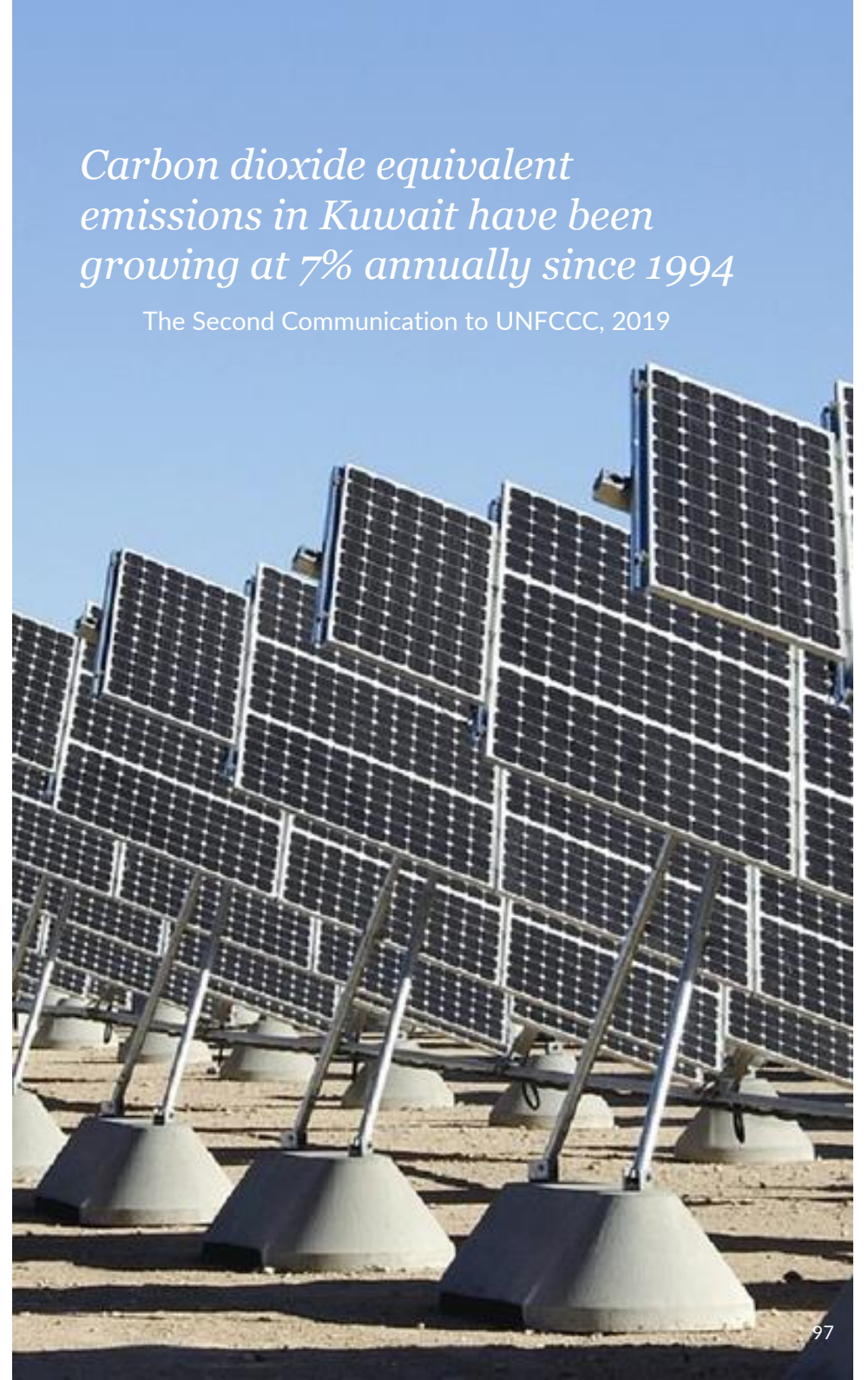
**Emissions per capita
(in tCO2e, 2018)**



Source: Kuwait Institute for Scientific Research, 2019

Carbon dioxide equivalent emissions in Kuwait have been growing at 7% annually since 1994

The Second Communication to UNFCCC, 2019



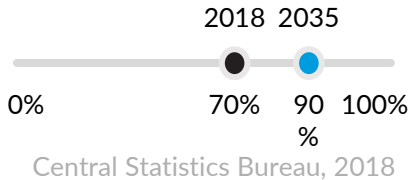


DESIRED OUTCOMES

 INTEGRATED WATER MANAGEMENT

Integrated water resources management practices promote the coordinated management of reclaimed water and produced water and the allocation of natural resources to maximize economic efficiency and environmental sustainability

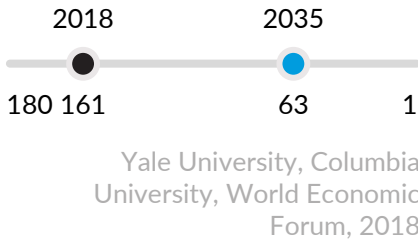
Rate of sewage water treatment



 CLEAN OUTDOOR AIR QUALITY

Eco-cities built on green building principles, powered by renewable energy to improve air quality and combat air pollution. Investment in low-emission technology is encouraged, particularly in the transport and utilities sectors

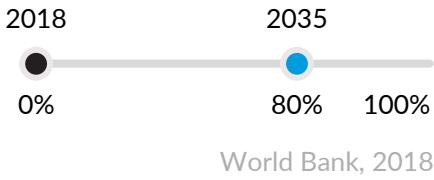
Climate and energy indicator



 SUSTAINABLE WASTE UTILITIES

World-class standards adopted for waste management, integrating processes such as segregation at the source, waste reduction, and recycling

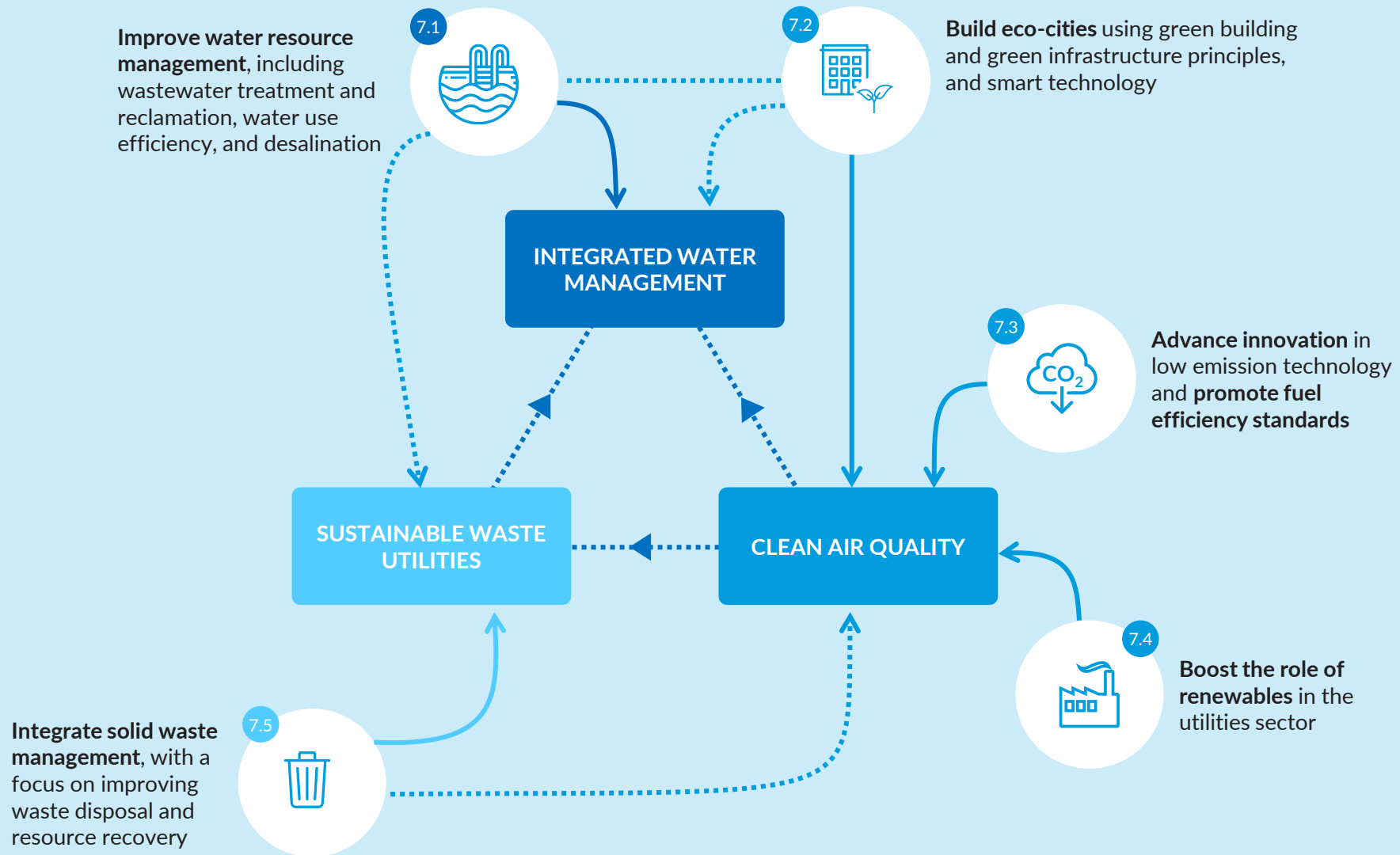
Rate of diversion from landfill








Up to 99% of municipal solid waste in Kuwait ends up in unsanitary dumps
The 4th Kuwait Master Plan, 2019

* Data to be finalized by Program Champion

HOW WE PLAN ON GETTING THERE



Policy			Potential implementation mechanisms	Policy Owners
7.1		Improve water resource management , including wastewater treatment and reclamation, water use efficiency, and desalination	<ul style="list-style-type: none"> • Improve salinity and temperature of brine discharge to safeguard the Arabian Gulf 	Ministry of Electricity and Water
7.2		Build eco-cities using green building and green infrastructure principles, and smart technology	<ul style="list-style-type: none"> • Employ energy conservation standards in buildings • Expand green cover and open spaces 	Public Authority for Housing Welfare
7.3		Advance innovation in low emission technology and promote fuel efficiency standards	<ul style="list-style-type: none"> • Invest in carbon capture technology 	Environment Public Authority
7.4		Boost the role of renewables in the utilities sector	<ul style="list-style-type: none"> • Promote solar panels or wind energy for power production 	Ministry of Electricity and Water
7.5		Integrate solid waste management , with a focus on improving waste disposal and resource recovery	<ul style="list-style-type: none"> • Promote separation at source and recycling • Develop sanitary landfills 	Kuwait Municipality

Pillars impacted



SDG targets impacted



CHAMPION

Minister of State for Municipal Affairs
Minister of Electricity and Water

GOVERNMENT SPONSOR

Public Services Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Ministry of Health
- Kuwait Municipality
- Public Authority for Housing Welfare
- Environment Public Authority
- Ministry of Electricity and Water
- Kuwait Petroleum Company
- Public Authority of Agriculture Affairs and Fish Resources
- Ministry of Public Works

MONITORING AND SUPPORT

General Secretariat of the Supreme
Council for Planning and Development

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SDG TARGETS IMPACTED



By better monitoring wastewater treatment, this program will prevent water pollution, and by implementing water reclamation standards, this program will achieve better fresh water-use efficiency



By improving energy efficiency and mobilizing clean energy research, this program will boost Kuwait's renewables sector



By boosting the role of renewables and promoting fuel efficiency standards, this program will contribute to the development of quality, reliable and sustainable infrastructure



By promoting improved ambient air quality in cities and reducing the impact of solid waste, this program helps makes cities more sustainable



By reducing waste, expanding recycling and promoting sustainability education, Kuwait will encourage responsible consumption



By advancing technology in renewable energy and striving to meet the national target for renewable power, this program will mitigate greenhouse gas emissions thereby lessening Kuwait's contribution to global climate change



By taking steps to improve the quality of water effluent, the program will help protect life below water



By improving solid waste management practices, replacing open waste dumps with sanitary landfills and rehabilitating existing waste infrastructure, the program will limit soil contamination and degradation and contribute to safeguarding terrestrial life

By 2030, Kuwait will supply 15% of its domestic electricity from renewable energy sources

Kuwait Institute for Scientific Research, 2019



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IMPLEMENTATION INITIATIVES

INITIATIVE 17

MYAH: Implement integrated water management resources practices



RELATED POLICY

7.1  **Improve water resource management**, including wastewater treatment and reclamation, water use efficiency, and desalination

INITIATIVE DESCRIPTION

Kuwait has built strong water treatment and reuse capabilities to address water scarcity. **MYAH** initiative will further improve the sustainability of water use in Kuwait by identifying additional needs for waste water treatment capacity and exploring new usage opportunities for treated water.

MECHANISMS

-  Develop an institutional capacity to govern water resource management
-  Grow capabilities to develop and implement integrated water resource management policies

INITIATIVE OWNER

Ministry of Electricity and Water

IMPLEMENTATION PARTNERS

- Kuwait Authority for Partnership Projects
- Ministry of Public Works
- Kuwait Municipality
- Environmental Protection Authority

TARGET


Increase capacity of treated wastewater by TBD* cubic meters

¹⁰
4 * Data to be finalized by Program Champion

INITIATIVE 18

SHABAKA: Develop a smart electricity grid



RELATED POLICY

7.2  **Build eco-cities** using green building and green infrastructure principles, and smart technology

INITIATIVE DESCRIPTION

SHABAKA aims to create a smart electricity grid across Kuwait. This will include installing smart meters in homes to track power consumption and equipping the electricity grid with smart management technology. The goal is to improve the management of energy resources and to facilitate the inclusion of distributed renewable energy into the energy mix.

MECHANISMS

-  Roll out the smart meter system across all of Kuwait
-  Train staff to operate the new systems

INITIATIVE OWNER

Ministry of Electricity and Water

IMPLEMENTATION PARTNERS

- Central Agency for Public Tenders of Kuwait

TARGET

Smart meters installed in TBD*% houses and apartments

INITIATIVE 19

TAQA: Build renewable and clean energy parks

RELATED POLICY

7.4



Boost the role of renewables in the utilities sector

INITIATIVE DESCRIPTION

Kuwait aims to satisfy 15% demand for energy with renewable energy sources by 2030. **TAQA** will increase the domestic production of renewable energy by exploring solar and wind energy sources. Key milestones include the completion of Shagaya energy park, with a planned capacity of 2,000 MW, and the engagement of private sector companies to partake in PPPs on building additional renewable energy.

MECHANISMS



Complete construction of energy parks in partnership with private sector



Increase capabilities to operate and maintain the energy park

INITIATIVE OWNER

Ministry of Electricity and Water

IMPLEMENTATION PARTNERS

- Ministry of Public Works
- Kuwait Institute for Scientific Research
- Kuwait Oil Company

TARGET

Achieve TBD% of power demand from renewable energy

INITIATIVE 20

TADWEER: Integrate municipal solid waste treatment

RELATED POLICY

7.5



Integrate solid waste management, with a focus on improving waste disposal and resource recovery

INITIATIVE DESCRIPTION

Kuwait produces 1.4 kilograms of waste per person daily. **TADWEER** initiative aims to leverage this waste for reuse and energy production, and to reduce ecological and health risks posed by untreated waste. The initiative will improve the waste disposal and solid waste management processes. A key milestone for this initiative is the completion of the Kabd municipal solid waste treatment facility to treat 50% of Kuwait's solid waste.

MECHANISMS



Complete facility construction



Increase manpower and capabilities to operate and maintain an integrated waste management system

INITIATIVE OWNER

Kuwait Municipality

IMPLEMENTATION PARTNERS

- Ministry of Electricity and Water
- Kuwait Authority for Partnership Projects
- Ministry of Public Works
- Environmental Protection Authority

TARGET

Treat 50% of municipal solid waste in Kabd facility

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Program 8

Improve our health and wellbeing



Civic Centric

OVERVIEW

- This program will improve the health and wellbeing of Kuwaitis by combating non-communicable diseases, promoting public health, especially for children, youth and women, and improving the quality of healthcare service delivery

DESIRED OUTCOMES



POLICIES

- 8.1 **Improve youth wellbeing** by combating substance use and road injury, and promoting sports
- 8.2 **Scale up the healthy cities initiative** and promote community development, and individual health and wellbeing at the local level
- 8.3 **Enhance health information technology systems** and launch a national health and nutrition survey
- 8.4 **Optimize health workforce capacity and capabilities**
- 8.5 **Revamp the healthcare service delivery system** and adopt new health technology and treatments
- 8.6 **Upgrade national health insurance framework**, health costing and financing
- 8.7 **Promote health literacy** and improve people's ability to make appropriate health decisions

CHAMPION

Minister of Health
Minister of Interior

GOVERNMENT SPONSOR

Ministerial Health Affairs Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Ministry of Commerce and Industry
- Ministry of Education
- Ministry of Health
- Ministry of Interior
- Ministry of State for Youth Affairs
- Public Authority for Food and Nutrition

MONITORING AND SUPPORT

General Secretariat of the Supreme
Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITY FOR CHANGE

Kuwaitis enjoy comprehensive free healthcare, spanning across rehabilitation, palliative care, and overseas treatment. Primary health centers, hospitals, and other healthcare facilities are easily accessible to everyone. However, there remains several opportunities to improve the health of the overall population

- In 2018, Yarmouk was awarded the **first Kuwaiti Healthy City** status by the World Health Organization, an impressive and inspiring achievement
- Healthy Cities are a vehicle of **public health promotion** that Kuwait can benefit from to reduce the prevalence of non-communicable diseases. These include diseases such as diabetes, which occurs in 13% of Kuwaiti women and 9% of men, cancer and ischemic heart disease
- In addition, encouraging healthy lifestyles with **regular exercise and balanced diets** can help to reduce the prevalence of non-communicable diseases (NCDs), which causes 72% of all deaths in Kuwait

- Maintaining a **healthy lifestyle** is especially important for children and adolescents, as 42% of 5-19 year olds are overweight
- Improving **road safety** is a critical measure to reduce the number of injuries and fatalities. Road accidents cause around 500 deaths per year
- There are several opportunities to further improve the **effectiveness of the healthcare system**, including by enhancing health information technology systems, by developing the health workforce, by simplifying the structure of the sector, and by innovating in healthcare financing
- Over time, improvements in environment, lifestyles, road safety and healthcare can **add several years to the life expectancy** of Kuwaitis, which today stands at around 75 years

~500

Road fatalities each year

65%

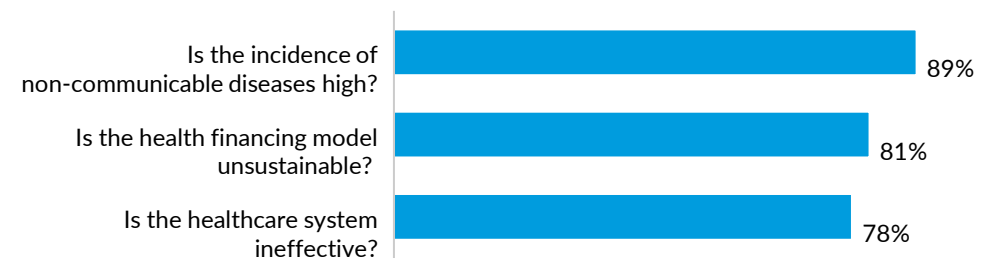
of Kuwaiti adults do not exercise regularly

85%

of expenditure on health is allocated to curative care

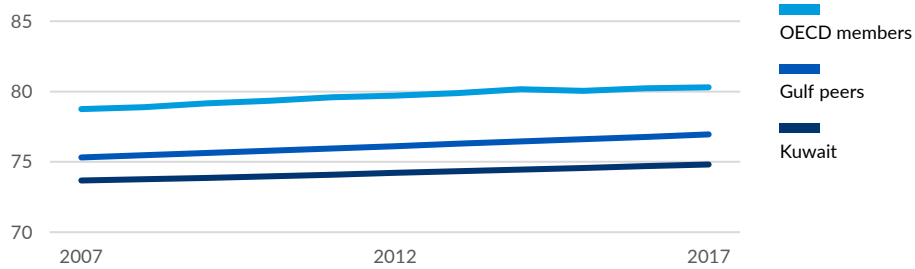
Ranking of levers of change related to the Health pillar

(% agreement)



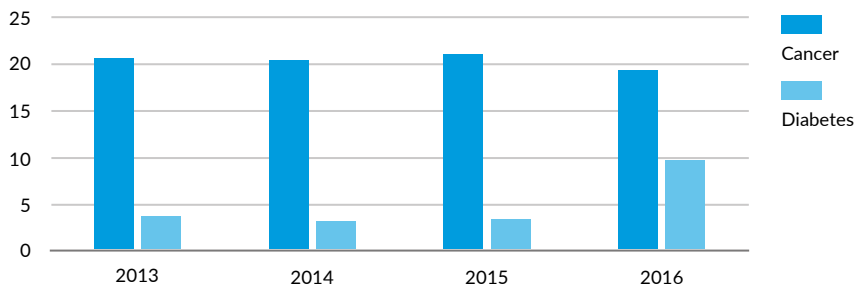
Source: SCPD social media survey, July 2019

Trends in life expectancy in Kuwait compared to regional peers and OECD average



Source: World Health Organization, 2019

Number of deaths by causes of death (per 100,000 persons)



Source: Central Statistics Bureau, 2019

Cardiovascular diseases and diabetes accounted for 72% of deaths in 2016 in Kuwait

World Health Organization, 2016



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DESIRED OUTCOMES


IMPROVED WELLNESS AND ACTIVE LIFESTYLES

Increased awareness about the importance of leading active lifestyles, particularly among the youth; participation in physical activities is encouraged at all levels

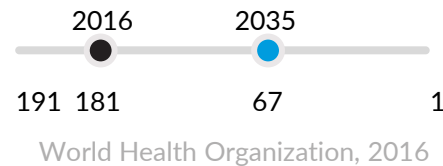

OPTIMIZED HEALTHCARE QUALITY

Improved performance of clinics and hospitals by adopting modern healthcare technology systems, and assessing health technology for excellent patient experience

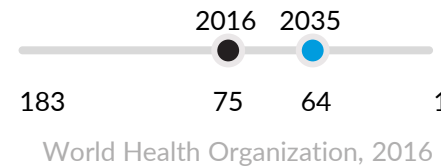

ENHANCED HEALTH LITERACY

Balanced lifestyles and the adoption of preventative health habits promoted in an effort to fight non-communicable diseases. Community health centers help strengthen knowledge of public health

Youth overweight rate



Non-communicable disease mortality



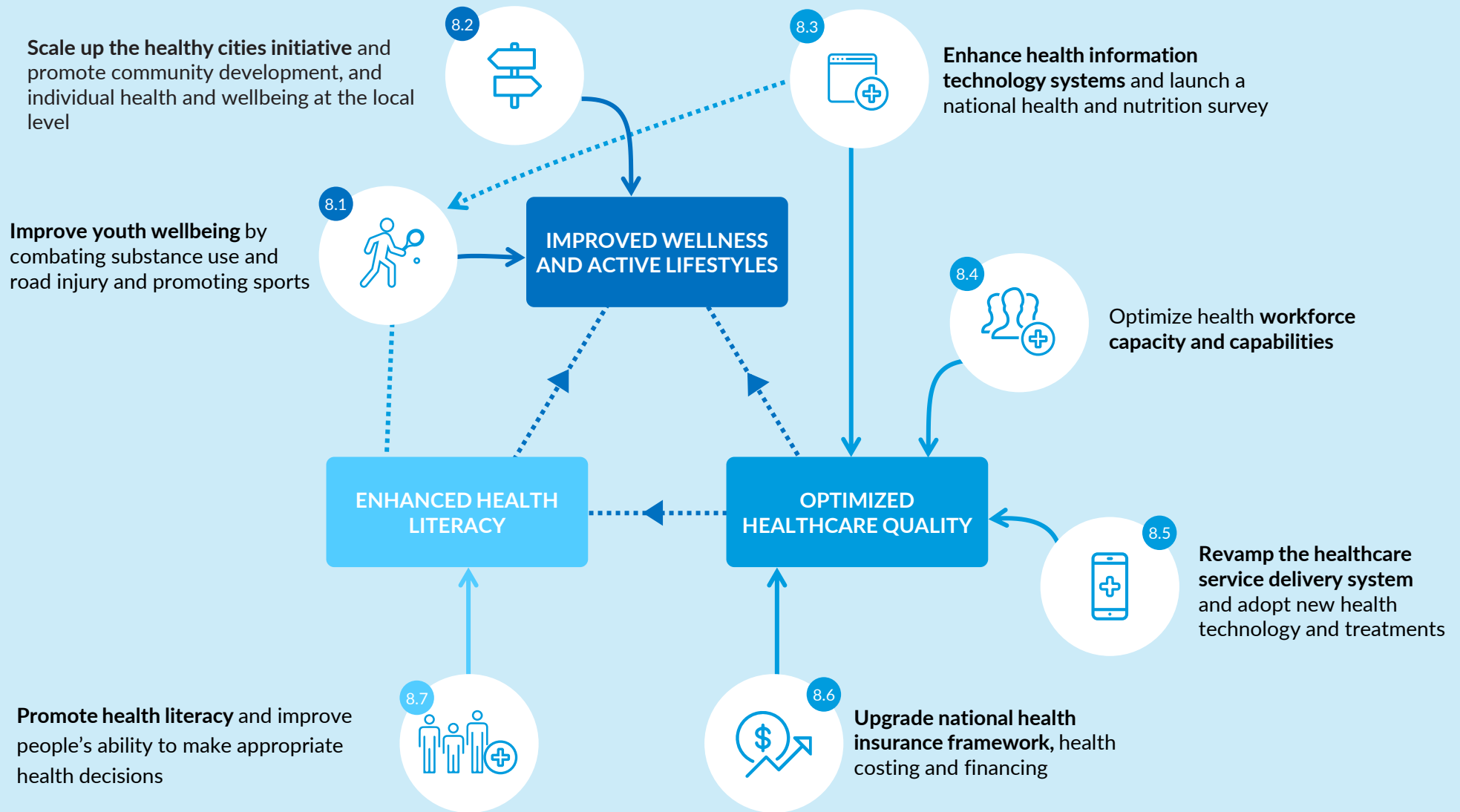
Life expectancy at birth










Overweight and obesity are significant health risk factors in Kuwait with a high prevalence, especially among Kuwaiti nationals

World Health Organization, 2016

HOW WE PLAN ON GETTING THERE



Policy			Potential implementation mechanisms	Policy Owners
8.1		Improve youth wellbeing by combating substance use and road injury and promoting sports	<ul style="list-style-type: none"> Strengthen the prevention of substance use and reinforce tobacco control Strengthen road safety Implement <i>Sports for All</i> strategy 	Ministry of Interior
8.2		Scale up the healthy cities initiative and promote community development, and individual health and wellbeing at the local level	<ul style="list-style-type: none"> Promote localized efforts to expand the number of healthy cities 	Ministry of Health
8.3		Enhance health information technology systems and launch national health and nutrition survey	<ul style="list-style-type: none"> Enhance health information technology systems Launch a national health and nutrition survey 	Ministry of Health
8.4		Optimize health workforce capacity and capabilities	<ul style="list-style-type: none"> Implement health competency and performance management 	Ministry of Health
8.5		Revamp the healthcare service delivery system and adopt new health technology and treatments	<ul style="list-style-type: none"> Train healthcare personnel in preventative care Establish community health centers Strengthen emergency service 	Ministry of Health
8.6		Upgrade national health insurance framework , health costing and financing	<ul style="list-style-type: none"> Develop the framework for diagnostic related groups 	Ministry of Health
8.7		Promote health literacy and improve people's ability to make appropriate health decisions	<ul style="list-style-type: none"> Expand health information in schools and in the workplace 	Ministry of Health

Pillars impacted

SDG targets impacted



CHAMPION

Minister of Health
Minister of Interior

GOVERNMENT SPONSOR

Ministerial Health Affairs Committee

SCPD SPONSOR

Human and Urban Development Committee

IMPLEMENTATION PARTNERS

- Ministry of Commerce and Industry
- Ministry of Education
- Ministry of Health
- Ministry of Interior
- Ministry of State for Youth Affairs
- Public Authority for Food and Nutrition

MONITORING AND SUPPORT

General Secretariat of the Supreme
Council for Planning and Development

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SDG TARGETS IMPACTED



By promoting better nutrition, this program will help end all forms of malnutrition and decrease the rate of obesity



By encouraging public health, preventative care, and healthy lifestyles, the program aims to reduce the mortality rate from non-communicable diseases. It also aims to control road accident injuries and substance abuse through a series of nudge interventions



By ending all forms of discrimination against women, the program will support equality in sports. Additionally, by improving overall healthcare service delivery for all, this program will raise the quality of women health



By increasing awareness on road safety, this programs aims to improve roads and safe access to transport for all

Public health expenditure constitutes 11% of the state expenditure

Kuwait Ministry of Finance, 2019



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IMPLEMENTATION INITIATIVES

INITIATIVE 21

DHARIBA: Launch excise tax on tobacco and sugary drinks

RELATED POLICY



8.1 **Improve youth wellbeing** by combating substance use and road injury, and promoting sports

INITIATIVE DESCRIPTION

In Kuwait, 74.5% of men and 84.3% of women are obese and tobacco smoking is widely prevalent. The **DHARIBA** initiative will penalize consumption of certain unhealthy products thereby curbing the consumption of tobacco and sugary drinks. Tax revenue could be used to finance health promotion programs.

MECHANISMS



Develop and implement new tax law



Regulate tax to ensure that retail outlets charge taxes and report sales

INITIATIVE OWNER

Ministry of Finance

IMPLEMENTATION PARTNERS

- Ministry of Health
- Public Authority for Food and Nutrition

TARGET

Launch excise tax on TBD* products and target KD TBD* billion in revenues

INITIATIVE 22

MAALOOMAT SEHIYA: Implement a health information system

RELATED POLICY



8.3 **Enhance health information technology systems** and launch a national health and nutrition survey

INITIATIVE DESCRIPTION

The management of patient data in Kuwait would benefit from digitization and centralization on a single platform. **MAALOOMAT SEHIYA** initiative will improve health information technology systems and eHealth by centralizing digital patient data and enhancing availability of information on health. Key milestones include consolidating health information at a national level and make it readily available to patients and medical care providers.

MECHANISMS



Improve capabilities within entities to manage IT systems



Private sector investment to implement and maintain IT systems

INITIATIVE OWNER

Ministry of Health

IMPLEMENTATION PARTNERS

- Central Agency for Information Technology
- Kuwait Institute for Scientific Research
- Central Statistics Bureau
- Public Authority for Food and Nutrition

TARGET

Implement HIS in TBD*% of public hospitals

INITIATIVE 23

MOZMINA: Reduce prevalence of non-communicable diseases

RELATED POLICY



Promote health literacy and improve people's ability to make appropriate health decisions

INITIATIVE DESCRIPTION

Non-communicable diseases (NCDs) accounted for 72% of all deaths in Kuwait in 2016. The **MOZMINA** initiative will improve NCD prevention, treatment and rehabilitation. The goal is to raise awareness within society to ensure that residents are educated about the effects of their health and lifestyle choices.

MECHANISMS



Develop and enforce regulation and standards on food and beverage preparation and contents to ensure transparency



Engage PR and marketing experts in launching campaigns for the general public

INITIATIVE OWNER

Ministry of Health

IMPLEMENTATION PARTNERS

- Ministry of Information
- Public Authority for Food and Nutrition
- Public Authority for Sports

TARGET

Reduce NCD prevalence by TBD*%

INITIATIVE 24

SEHHA AAMA: Launch health literacy campaigns in primary schools

RELATED POLICY



Promote health literacy and improve people's ability to make appropriate health decisions

INITIATIVE DESCRIPTION

Overweight is an issue leading to 42% of children and adolescents in Kuwait are overweight. The **SEHHA AAMA** initiative will educate children and adolescents on the benefits of healthy diets and active lifestyles to improve their health. The goal is to equip the younger population with the necessary tools to understand and use their health knowledge to make informed decisions regarding their general health, diet and lifestyle.

MECHANISMS



Develop curricula to promote health literacy in schools



Implement food regulation in schools

INITIATIVE OWNER

Ministry of Health

IMPLEMENTATION PARTNERS

- Ministry of Education
- Ministry of State for Youth Affairs
- Ministry of Interior
- Public Authority for Food and Nutrition

TARGET

Launch health literacy programs in TBD*% public schools

Program 9

Contribute to the global community

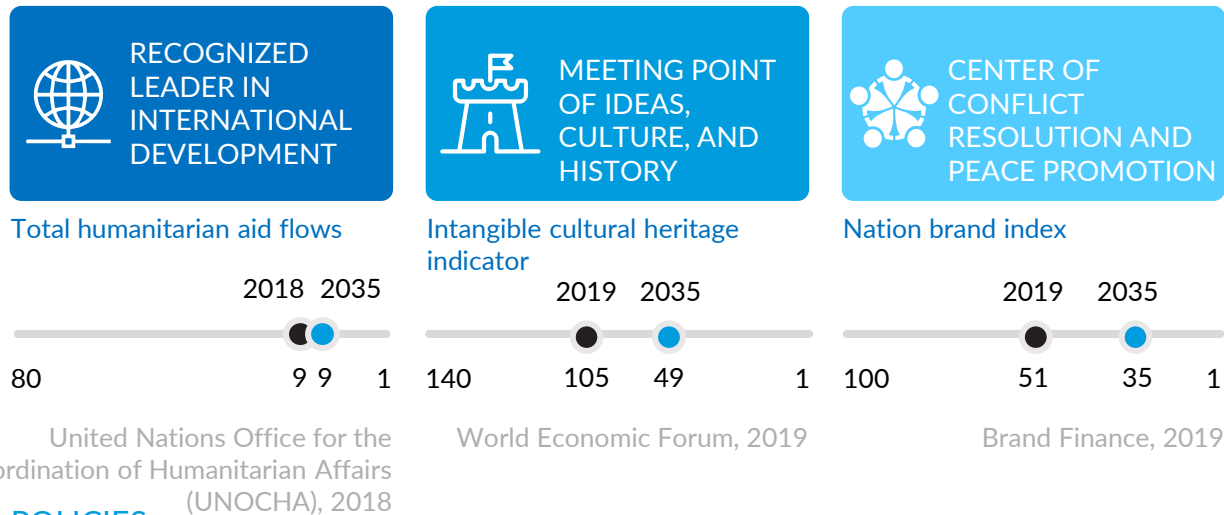


Civic Centric

OVERVIEW

- This program will celebrate the wealth of Kuwait's culture and its unique history as an international trading nation, and establish the country as a regional and global meeting point for the promotion of peace and the exchange of ideas

DESIRED OUTCOMES



POLICIES

- Boost economic diplomacy and international development
- Revitalize cultural and historic sites by improving access to them and implementing sustainable management
- Expand the creative economy by promoting national arts, culture and media production
- Host and participate more in international events and conferences
- Promote Kuwait's achievements and contributions by defining the country's brand

CHAMPION

Minister of Foreign Affairs
Minister of Information

GOVERNMENT SPONSOR

Education, Cultural, Social, Health and Youth Committee

SCPD SPONSOR

Policies and Media Committee

IMPLEMENTATION PARTNERS

- Ministry of Foreign Affairs
- Ministry of Information
- Kuwait Fund for Arab Economic Development
- National Council for Culture, Arts and Letters
- Kuwait Municipality

MONITORING AND SUPPORT

General Secretariat of the Supreme Council for Planning and Development

PILLARS



SDG TARGETS IMPACTED



OPPORTUNITY FOR CHANGE

Situated on the ancient Silk and Spice route, Kuwait's strategic location has played a key role in forming its rich identity, history and blend of cultures

- Kuwait is [home to several archaeological relics and sites](#) belonging to the Mesopotamian, Greek, Ottoman, and Islamic empires, giving it a truly unique cultural heritage
- It is also where the oldest [evidence of life from the Bronze Age](#) has been found in the region
- It has [four cultural heritage sites on the United Nations Educational, Scientific and Cultural Organization \(UNESCO\)'s World Heritage Tentative List](#), including the monumental Kuwait Towers overlooking the Gulf
- In the Middle East, Kuwait is seen as a pioneer [in the area of high-quality media production](#), and in the arts such as theatre, drama shows, and musical sketches
- By revitalizing and promoting its rich heritage and cultural scene, Kuwait can [expand its tourism industry and grow its creative economy](#)

- Kuwait has also forged a reputation as a responsible global stakeholder and it has a track record as a neutral mediator in international affairs, contributing to the [resolution of conflicts](#)
- The Kuwait Fund for Arab Economic Development has provided more than \$19 billion in development aid to date, with a [profound impact](#) on development in receiving nations
- Building on its rich heritage, creativity and international engagement, Kuwait can reaffirm its position as a [hub for international exchanges and flows of ideas](#) in the Middle-East region

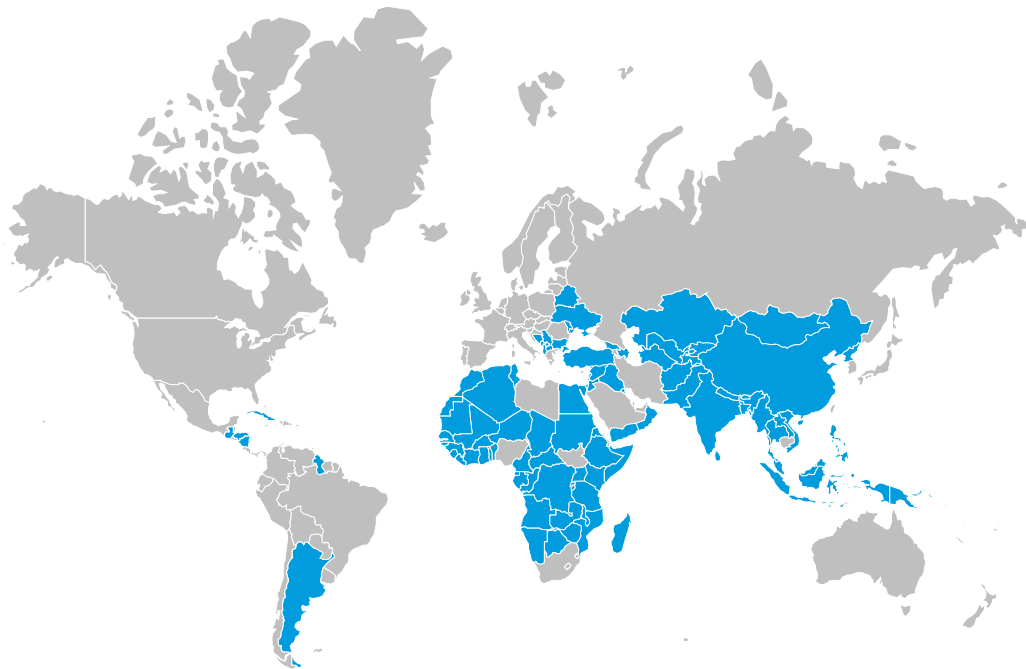
\$19 billion

in loans and grants disbursed
to 106 countries

41st

rank of 87 in the passport
power ranking in 2019

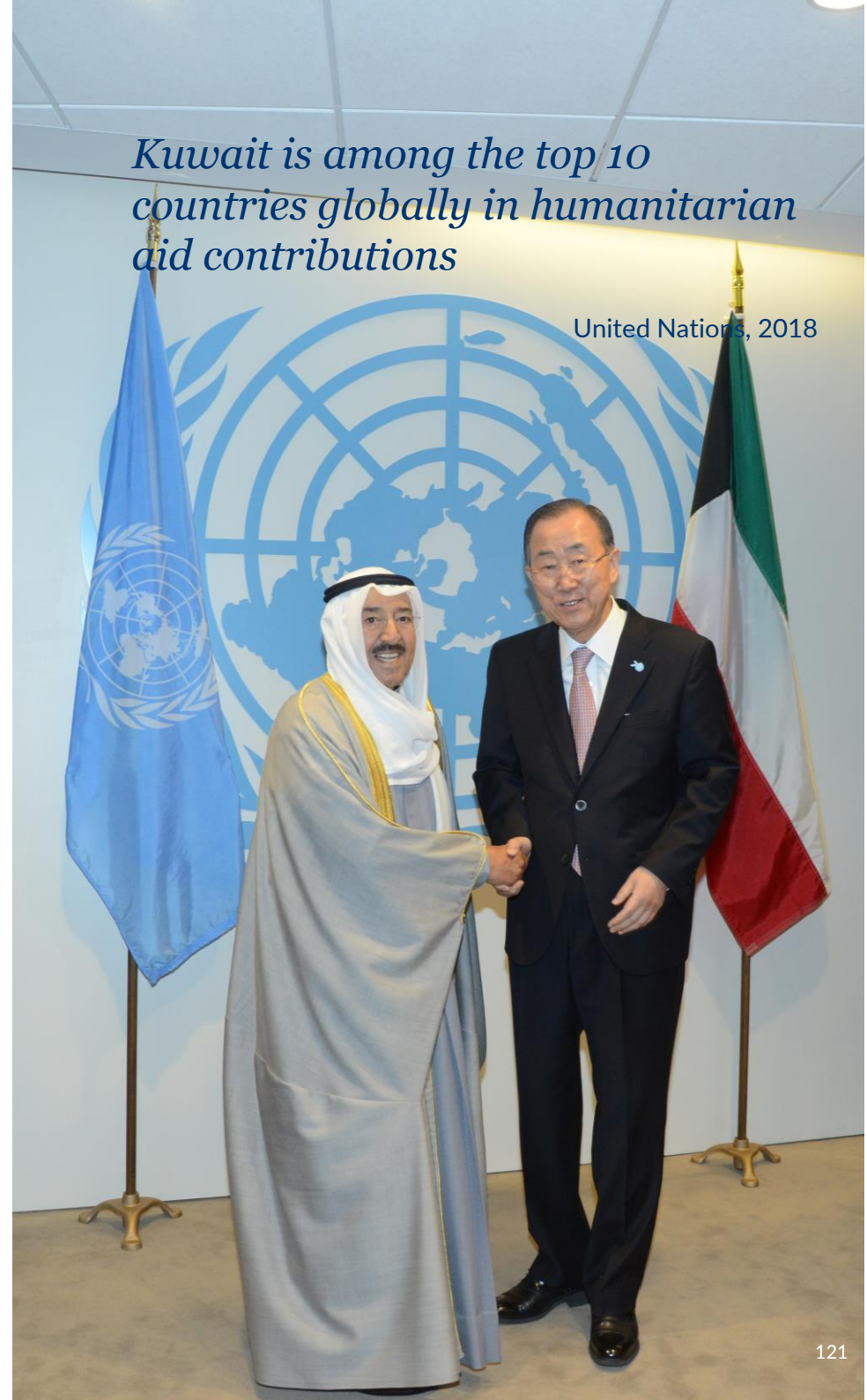
Geographical distribution of grants and technical assistance provided by Kuwait
(Over \$19 billion to 106 countries)



Source: Kuwait Fund for Arab Economic Development, 2019

Kuwait is among the top 10 countries globally in humanitarian aid contributions

United Nations, 2018



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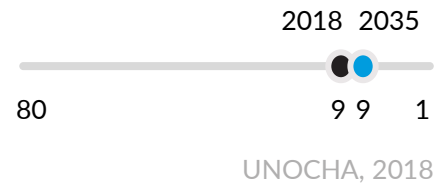
DESIRED OUTCOMES



RECOGNIZED LEADER IN INTERNATIONAL DEVELOPMENT

Kuwait generously supports international development through advancing strategic loans; and contributes to the SDGs adopted by the UN

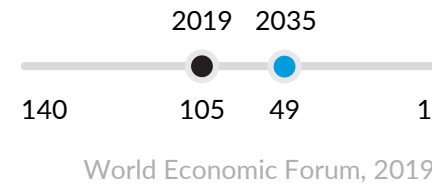
Total humanitarian aid flows




MEETING POINT OF IDEAS, CULTURE, AND HISTORY

Historical and cultural sites are preserved and protected to celebrate Kuwait's position as a regional culture hub

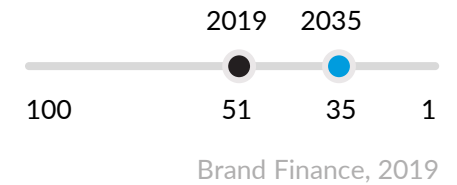
Intangible cultural heritage indicator




CENTER OF CONFLICT RESOLUTION AND PEACE PROMOTION

Kuwait is a platform for the exchange of innovative ideas and solutions covering various sectors and issues, through proper event management and outreach

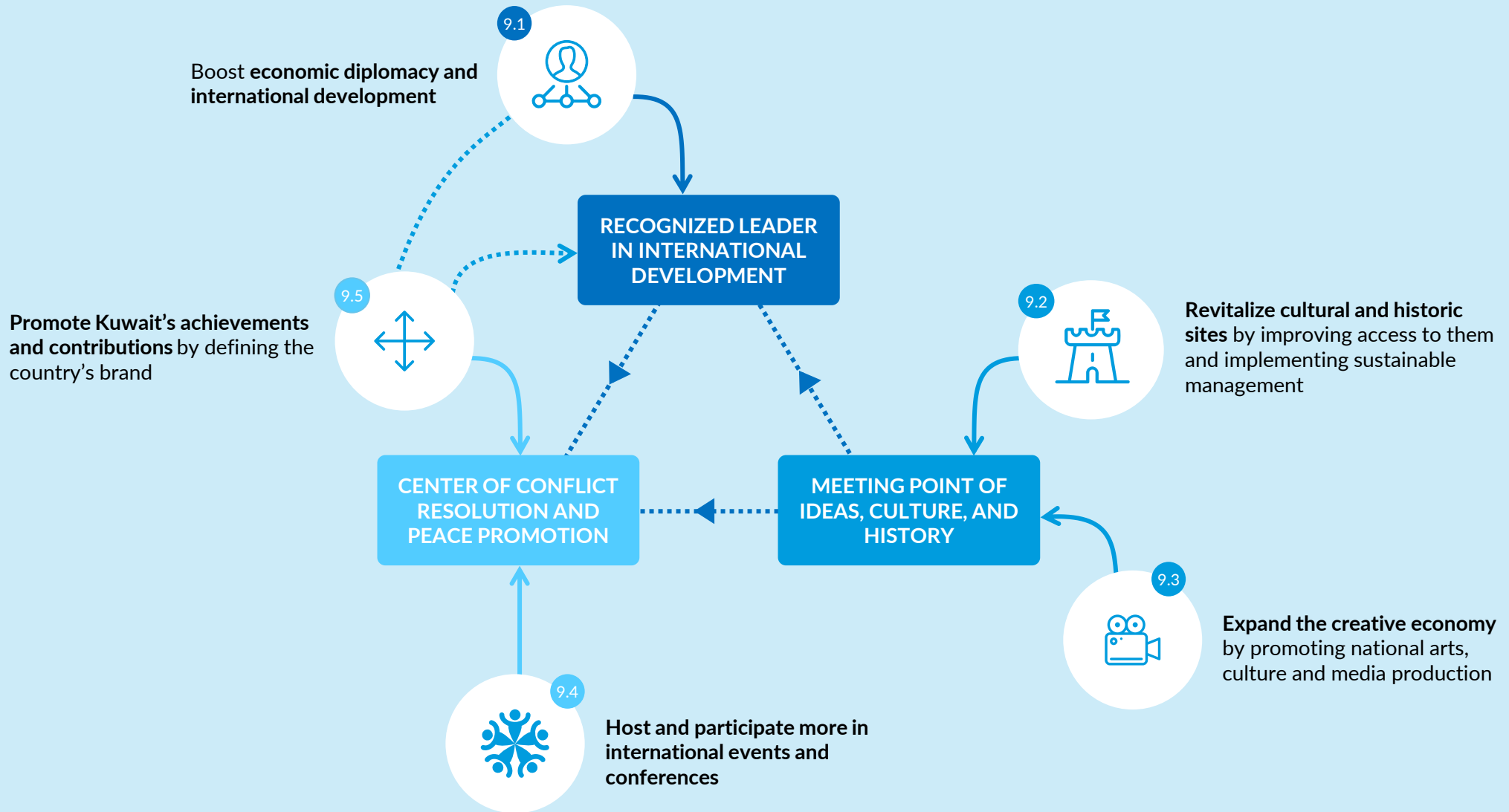
Nation brand index



History of Failaka islands dates back to the 3rd millennium BC

UNESCO, 2019

HOW WE PLAN ON GETTING THERE



Policy		Potential implementation mechanisms	Policy Owners	
9.1		Boost economic diplomacy and international development	<ul style="list-style-type: none"> • Grow strategic and targeted developmental grants and loans 	Ministry of Foreign Affairs
9.2		Revitalize cultural and historic sites by improving access to them and implementing sustainable management	<ul style="list-style-type: none"> • Improve access and implement sustainable management of cultural and historic sites 	National Council for Culture, Arts and Letters
9.3		Expand the creative economy by promoting national arts, culture and media production	<ul style="list-style-type: none"> • Reduce of barriers to media production 	National Council for Culture, Arts and Letters
9.4		Host and participate more in international events and conferences	<ul style="list-style-type: none"> • Host more events and conferences, and participate more frequently at events 	Ministry of Information
9.5		Promote Kuwait's achievements and contributions by defining the country's brand	<ul style="list-style-type: none"> • Develop of a well-defined country branding strategy 	Ministry of Information

Pillars impacted



SDG targets impacted



CHAMPION

Minister of Foreign Affairs
Minister of Information

GOVERNMENT SPONSOR

Education, Cultural, Social, Health and Youth
Committee

SCPD SPONSOR

Policies and Media Committee

IMPLEMENTATION PARTNERS

- Ministry of Foreign Affairs
- Ministry of Information
- Kuwait Fund for Arab Economic Development
- National Council for Culture, Arts and Letters
- Kuwait Municipality

MONITORING AND SUPPORT

General Secretariat of the Supreme
Council for Planning and Development

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SDG TARGETS IMPACTED



By increasing international cooperation agricultural research and technology, this program will contribute to zero global hunger



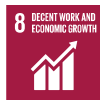
By increasing assistance to medical research and health sector, this program aims to improve health and well-being worldwide



By offering development assistance flows for scholarships and trainings, this program will raise the quality of education globally



By investing in water and sanitation technologies, activities and programs globally, this program will support more people internationally in having access to these services



By improving the arts, media and tourism industries, this program will boost Kuwait's creative economy and tertiary sector



By providing strategic development grants and loans towards innovation and infrastructure, this program will support economic growth in developing countries



By strategically investing and offering FDI to countries with the greatest needs, this program aims to reduce inequalities globally



By strengthening the sustainable management of Kuwait's historic sites, this program aims to protect world heritage



By establishing sustainable tourism strategies, this program aims to create jobs in the sector and promote local cultures



By mobilizing funds towards air pollution and climate-related technologies and capacity building, this program supports global climate action



By offering development assistance on conservation and biodiversity, this program improves life on land internationally



By increasing targeted developmental aid and grants, this program advocates safeguarding peace and stability worldwide



By continuing to provide developmental assistance, Kuwait aims to advance the global agenda and contribute to the SDGs

In 1938, Amir Sheikh Jaber Al Ahmad performed in the first theatre shows, which were attended by his father Amir Sheikh Ahmad Al Jaber

Kuwait News Agency, 2018



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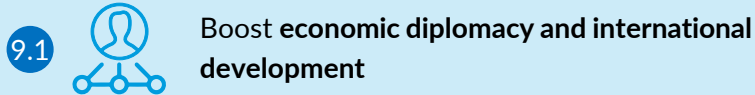
9

IMPLEMENTATION INITIATIVES

INITIATIVE 25

DIPLOMASIYA EQTISADIYA: Bolster economic diplomacy

RELATED POLICY



Boost economic diplomacy and international development

INITIATIVE DESCRIPTION

Kuwait exceeds the United Nations target for Official Development Assistance (ODA) which is defined at 0.7% of GDP. **DIPLOMASIYA EKTISADIYA** will explore new and strategic mechanisms of offering ODA, in alignment with the United Nations Sustainable Development Goals. This initiative will further solidify Kuwait's position as a recognized front-runner in international development.

MECHANISMS

- Build a strategic framework for ODA
- Centralize aid management and disbursement

INITIATIVE OWNER

Kuwait Fund for Arab Economic Development

IMPLEMENTATION PARTNERS

- Ministry of Foreign Affairs
- Ministry of Information

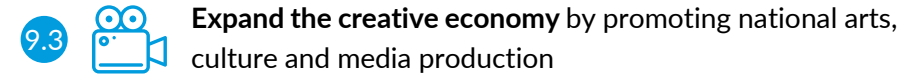
TARGET

Allocate KD TBD* billion for economic diplomacy

INITIATIVE 26

AFLAM: Set up Kuwait Film Fund

RELATED POLICY



Expand the creative economy by promoting national arts, culture and media production

INITIATIVE DESCRIPTION

In 1972, Kuwait produced “Bas Ya Bahar”, the first film ever produced in the Gulf, making it a regional pioneer in film production. **AFLAM** initiative will continue to build on Kuwait's film industry by developing the Kuwait Film Fund. The Fund will empower young and aspiring filmmakers to produce their work and will support them in promoting their content regionally and internationally.

MECHANISMS

- Create an institution to administer the Kuwait Film Fund
- Partner with international media and film organizations to boost the industry locally

INITIATIVE OWNER

Ministry of Information

IMPLEMENTATION PARTNERS

- Higher Institute of Dramatic Arts
- National Council for Culture, Arts and Letters


TARGET

Set up KD TBD* million Kuwait Film Fund

INITIATIVE 27

FA'ALIYAT: Host flagship regional events



RELATED POLICY

- 9.4  Host and participate more in international events and conferences

INITIATIVE DESCRIPTION

Over the years, Kuwait has successfully organized and hosted conferences on topics ranging from Artificial Intelligence to Medicine. **FAALIYAT** will further upgrade Kuwait's capacity to host conferences and will explore new opportunities to host additional events.

MECHANISMS

-  **KD** Establish required infrastructure in preparation of events
-  Involve international private conference and event management companies in hosting conferences and events to leverage private sector experience and to increase reach

INITIATIVE OWNER

Ministry of Information

IMPLEMENTATION PARTNERS

- Kuwait Fund for Arab Economic Development
- National Council for Culture, Arts and Letters
- Ministry of Foreign Affairs

TARGET

Host TBD* flagship events and conferences

INITIATIVE 28

RIYADHA: Progress Kuwait's sports movement



RELATED POLICY

- 9.5  Promote Kuwait's achievements and contributions by defining the country's brand

INITIATIVE DESCRIPTION

In July 2019, the International Olympic Committee endorsed the official participation of Kuwaiti sports teams in international athletic tournaments. **RIYADA** will drive administrative and financial improvements to develop Kuwait's sports movement, and grow the skills of athletes, as well as promote further involvement of the private sector in sports.

MECHANISMS

-  Promote the establishment of new privately-owned sports clubs
-  Update current regulations and frameworks, and introduce new law to allow privatization of sports and recognize athletes in sports clubs and national teams as career professionals

INITIATIVE OWNER

Ministry of Youth Affairs

IMPLEMENTATION PARTNERS

- Ministry of Information
- Kuwait Football Association
- Public Authority for Sports

TARGET

Recognize TBD* athletes in sports clubs and national teams as career professionals

Implementing the KNDP 2020-2025



FROM VISION TO REALITY

Kuwait is working towards its Vision 2035 through a structured set of plans and implementation programs:

- The **Vision 2035** articulates the ambition of Kuwait and lays out the direction for the country until the year 2035
- Five **KNDPs**, each covering a five-year period, define the period's target outcomes and the national programs that will advance Kuwait towards achieving the Vision 2035
- **Annual Development Plans (ADP)** are devised on a yearly basis to follow-up on the implementation of the KNDP. The ADPs are defined in collaboration with the implementation partners, Champions and Sponsors of the different programs
- The **implementation mechanisms** are a toolbox serving the implementing entities in designing initiatives for the ADP execution



IMPLEMENTATION MECHANISMS

	Regulation and standards	Regulatory frameworks or standard levels
	Institutions	New, separated, or merged institutions required
	Capabilities	New internal capabilities required
	Digitization	Use of technology to transform operating model
	Laws & acts	Legislative frameworks needed to enable change
	Private sector involvement	Mechanisms to involve private sector
	Public sector investment	Capital expenditure to build or develop physical assets

Roles and responsibilities for implementing the KNDP



The Champion is a Minister who is responsible for the implementation of a program. The Champion coordinates all initiatives and projects under the program, and is responsible for ensuring that the program policies and KPIs are achieved. The Champion reports into the Government Sponsor Committee



The Government Sponsor Committee is an existing committee within the Council of Minister who is accountable for the implementation of its program. The Committee sets the targets for the program, supervises the implementation procedure and gives advice to the Champion and the implementation teams



The SCPD Sponsor Committee ensures that the programs are implemented in line with the desired outcomes and the indicators and supports coordination between entities













Monitoring and Support is provided by the General Secretariat of the Supreme Council for Planning and Development (GS-SCPD). The GS-SCPD provides PMO and technical support to the implementation partners. In addition, they ensure that Champions and Sponsors have the necessary visibility on programs to take decisions



Implementation Partners are government entities responsible for the implementation of the policies. The implementation partners appoint project managers who lead the policy implementation with the support of project teams, to ensure that initiatives meet their agreed objectives and targets

ENTITIES INVOLVED IN PRORAM IMPLEMENTATION

	Program 1 Unlock the northern hub potential	Program 2 Privatization program	Program 3 Foster a dynamic private sector	Program 4 Equip the people with the skills and incentives for future growth	Program 5 Develop a transparent and synergistic government
 Champion	First Deputy Prime Minister	Minister of State for Economic Affairs Minister of Finance	Minister of Commerce and Industry Minister of Economic Affairs	Minister of Education Minister of social affairs	Minister of State for Cabinet Affairs Minister of Finance
 Government Sponsor	Government Program Preparation and Follow Up Committee	Economic Affairs Committee	Economic Affairs Committee	Education, Cultural, Social and Health and Youth Committee	Legal and Administrative Development Committee
 SCPD Sponsor	Vision 2035 Committee	Economic Development Committee	Economic Development Committee	Human and Urban Development Committee	Policies and Media Committee
 Implementation Partners	<ul style="list-style-type: none"> Hareer City and Boubyan Island Development Agency Ministry of Public Works Northern Economic Zone Corporation (to be established) Development companies (to be established) 	<ul style="list-style-type: none"> Communication and Information Technology Regulatory Authority Kuwait Direct Investment Promotion Authority Kuwait Investment Authority Ministry of Education Ministry of Electricity and Water Ministry of Finance Ministry of Health Ministry of State for Services Affairs Supreme Council for Privatization 	<ul style="list-style-type: none"> Competition Protection Agency Kuwait Authority for Partnership Projects Kuwait Direct Investment Promotion Authority Kuwait Institute for Scientific Research Kuwait National Fund for SME Development Public Authority for Industry Public Authority for Manpower Supreme Council for Privatization 	<ul style="list-style-type: none"> Civil Service Commission Ministry of Higher Education Ministry of Education Public Authority of Manpower Ministry of Social Affairs Ministry of State for Youth Affairs Kuwait University 	<ul style="list-style-type: none"> Nazaha – Anti-Corruption Authority Central Agency for Information Technology Civil Service Commission Kuwait Authority for Partnership Projects Ministry of Commerce and Industry Ministry of Finance
 Monitoring and Support	General Secretariat of the Supreme Council for Planning and Development				

	Program 6 Build a connected and integrated infrastructure	Program 7 Build a livable and harmonious environment	Program 8 Improve our health and wellbeing	Program 9 Contribute to the global community
 Champion	Minister of Public Works Minister of State for Service Affairs	Minister of State for Municipal Affairs Minister of Electricity and Water	Minister of Health Minister of Interior	Minister of Foreign Affairs Minister of Information
 Government Sponsor	Master Plan Committee	Public Services Committee	Ministerial Health Affairs Committee	Education, Cultural, Social and Health and Youth Committee
 SCPD Sponsor	Human and Urban Development Committee	Human and Urban Development Committee	Human and Urban Development Committee	Policies and Media Committee
 Implementation Partners	<ul style="list-style-type: none"> • Communication and Information Technology Regulatory Authority • Directorate General for Civil Aviation • Kuwait Municipality • Kuwait Ports Authority • Ministry of Communications • Public Authority for Housing Welfare • Public Authority for Roads and Transportation • Kuwait Credit Bank 	<ul style="list-style-type: none"> • Ministry of Health • Kuwait Municipality • Public Authority for Housing Welfare • Environment Public Authority • Ministry of Electricity and Water • Kuwait Petroleum Company • Public Authority of Agriculture Affairs and Fish Resources • Ministry of Public Works 	<ul style="list-style-type: none"> • Ministry of Commerce and Industry • Ministry of Education • Ministry of Health • Ministry of Interior • Ministry of State for Youth Affairs • Public Authority for Food and Nutrition 	<ul style="list-style-type: none"> • Ministry of Foreign Affairs • Ministry of Information • Kuwait Fund for Arab Economic Development • National Council for Culture, Arts and Letters • Kuwait Municipality
 Monitoring and Support	General Secretariat of the Supreme Council for Planning and Development			

PROGRAM IMPLEMENTATION ROLES

	Unlock the northern hub potential							Privatization program					Foster a dynamic private sector								Equip the people with the skills and incentives for future growth									Develop a transparent and synergistic government											
	SP	CH	1.1	1.2	1.3	1.4	SP	CH	2.1	2.2	2.3	2.4	SP	CH	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	SP	CH	4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9	SP	CH	5.1	5.2	5.3	5.4	5.5	5.6
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Supreme Council for Privatization																																									

* The General Secretariat of the Supreme Council for Planning and Development will be responsible for monitoring the progress of all programs

	Build a connected and integrated infrastructure						Build a livable and harmonious environment					Improve our health and wellbeing							Contribute to the global economy															
	SP	CH	6.1	6.2	6.3	6.4	6.5	6.6	SP	CH	7.1	7.2	7.3	7.4	7.5	SP	CH	8.1	8.2	8.3	8.4	8.5	8.6	8.7	SP	CH	9.1	9.2	9.3	9.4	9.5			
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Supreme Council for Privatization																																		





GETTING INVOLVED IN THE NATIONAL DIALOGUE

To develop the KNDP 2020-2025, over 500 stakeholders from a large array of organizations were consulted. Many excellent ideas and comments from these consultations have been incorporated in the plan that you are reading now

The exchange of ideas is set to continue as this KNDP goes into implementation phase. Several platforms for interaction have been set up to favor dialogue and gather feedback throughout the period of execution

Everyone can be part of the solutions that will help bring about the change envisioned by the plan. Everyone is encouraged to act as an agent for positive change, by voicing concerns and ideas, and by taking an active role in the implementation of the KNDP

INTERACTION PLATFORMS



Awareness events



Social media



Workshops



Polls



Training sessions



Online

BUILDING THE NEW KUWAIT TOGETHER

The KNDP 2020-2025 marks the midpoint of achieving the New Kuwait, a grand vision that will transform the country into a regional hub for economic activity beyond oil, international trade, innovation, and culture. This vision will ensure a more dynamic, sustainable, and prosperous future for the citizens of this country

Only a decade and a half that separates us from the planned realization of the vision, and 2035 will be upon us before we know it. The next five years provide an invaluable opportunity to implement measures to bring about the change that the country needs

Change is never easy, as it forces us all to leave our comfort zone, and sometimes to abstain from privileges that we have taken for granted. However, standing still is not an option

All leaders and citizens alike need to work in harmony with an open mind, and contribute in all ways possible to remove barriers and build positive momentum to create the New Kuwait, step by step



Program 1

Unlock the northern hub potential



Details of policies

PROGRAM 1: UNLOCK THE NORTHERN HUB POTENTIAL

1.1 Define a framework for an international business ecosystem and align with international partners

POLICY DESCRIPTION

- Create a prosperous and stable region and drive economic development via the establishment of a legal framework and the implementation of the Northern Economic Zone law and executive by-laws to facilitate investment
- Streamline business regulations to attract investments from private and international markets and promote liberal policies to help build trust among investors and improve ease of doing business

DESIRED OUTCOME



By 2025...
NEZ law and executive by-
laws implemented

CHALLENGE ADDRESSED BY POLICY

Legal and bureaucratic barriers to invest in Kuwait

IMPLEMENTATION GUIDELINES

- Draft new law and following sub-legislation on a rolling basis
- Pass new law and following sub-legislations
- Implement NEZ law and executive by-laws

POLICY OWNER

Hareer City and Boubyan Island Development Agency

POLICY SOURCE

Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019

1.2 Ensure independent governance and regulation to administer the territory

POLICY DESCRIPTION

- Establish a semi-autonomous region model (SAR), with independent regulatory and administrative power
- Build a supporting infrastructure and human-centric environment to attract FDI and facilitate the growth of innovative industries

IMPLEMENTATION GUIDELINES

- Establish independent corporation and assign Board of trustees
- Develop policies for Northern Economic Zone

DESIRED
OUTCOME



By 2025...
**Investment and development
corporation,
regulatory authority and
development companies
established**

CHALLENGE ADDRESSED BY POLICY

Legal and bureaucratic barriers to invest in Kuwait

POLICY OWNER

Northern Economic Zone Corporation (to be established)

POLICY SOURCE

Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019

PROGRAM 1: UNLOCK THE NORTHERN HUB POTENTIAL

1.3 Ensure that projects follow a holistic master plan to maximize the impact of the development of the territory

POLICY DESCRIPTION

- Ensure the impact of the development is maximized through by following a detailed master plan including design principles, masterplan layout, renderings and phasing strategy
- Work towards achieving the full potential of the development, by following a holistic master plan

IMPLEMENTATION GUIDELINES

- Complete the Northern Economic Zone Master Plan

DESIRED
OUTCOME



ANCHOR ASSETS
IN PLACE

By 2025...

NEZ law and executive by-
laws implemented

CHALLENGE ADDRESSED BY POLICY

Legal and bureaucratic barriers to invest in Kuwait

POLICY OWNER

Northern Economic Zone Corporation (to be established)

POLICY SOURCE

Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019

1.4 Prioritize critical initiatives to expedite investment and development

POLICY DESCRIPTION

- Endorse anchor projects to champion the development of key assets such as Port Mubarak
- Further unlock the potential of mega-projects already invested by Kuwait, as well as develop new anchor projects

IMPLEMENTATION GUIDELINES

- Complete ongoing mega-projects such as Port Mubarak
- Initiate construction of additional projects

DESIRED
OUTCOME



By 2025...
NEZ law and executive by-
laws implemented

CHALLENGE ADDRESSED BY POLICY

Legal and bureaucratic barriers to invest in Kuwait

POLICY OWNER

Ministry of Public Works/ Development companies

POLICY SOURCE

Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019

Program 2

Privatization program



Details of policies

PROGRAM 2: PRIVATIZATION PROGRAM

2.1 Increase private sector participation by growing the share of projects financed through public-private partnerships (PPP)

POLICY DESCRIPTION

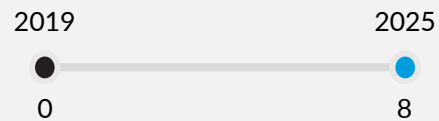
IMPLEMENTATION GUIDELINES

DESIRED OUTCOME



Privatization projects completed

KPI



Technical Bureau for Privatization analysis, 2019

CHALLENGE ADDRESSED BY POLICY

POLICY OWNER
Supreme Council for Privatization

POLICY SOURCE

INITIATIVE RELATED TO POLICY

TATWEER: Amend laws and reform regulations

PROGRAM 2: PRIVATIZATION PROGRAM

2.2 Establish public-private partnerships (PPP) companies in targeted sectors and distribute shares to citizens at subsidized prices

POLICY DESCRIPTION

IMPLEMENTATION GUIDELINES

DESIRED OUTCOME



CITIZEN OWNERSHIP IN PRIVATIZED ASSETS

Privatization projects completed

KPI



2019 2025

0 8

Technical Bureau for Privatization analysis, 2019

CHALLENGE ADDRESSED BY POLICY

INITIATIVE RELATED TO POLICY

TA'HEEL: Prepare public assets for privatization

POLICY OWNER
Supreme Council for Privatization

POLICY SOURCE

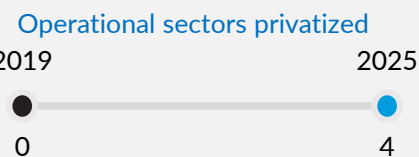
PROGRAM 2: PRIVATIZATION PROGRAM

2.3 Create social protection umbrella in the form of educational and health insurances (vouchers) for Kuwaiti citizens when privatizing operational sectors

POLICY DESCRIPTION

IMPLEMENTATION GUIDELINES

DESIRED OUTCOME



Technical Bureau for Privatization
analysis, 2019

CHALLENGE ADDRESSED BY POLICY

INITIATIVE RELATED TO POLICY

MOSANADA: Develop social welfare umbrella

POLICY OWNER
Ministry of Finance

POLICY SOURCE

PROGRAM 2: PRIVATIZATION PROGRAM

- 2.4 Set a budget deficit cap (not to exceed 5% of expenditures) and distribute parts of the surplus to citizens if the privatization program was achieving positive results

POLICY DESCRIPTION

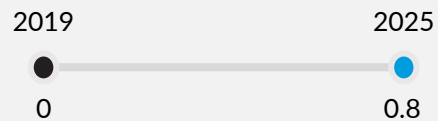
IMPLEMENTATION GUIDELINES

DESIRED OUTCOME



Government expenditure saved

KPI



Technical Bureau for Privatization analysis, 2019

CHALLENGE ADDRESSED BY POLICY

POLICY OWNER
Ministry of Finance
POLICY SOURCE

INITIATIVE RELATED TO POLICY

SAQF: Impose budget deficit cap

Program 3

Foster a dynamic private sector



Details of policies

PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.1 Shift activities from the public to private sector by accelerating the privatization of government operating entities

POLICY DESCRIPTION

- Shift selected government's activities to the private sector either partially or fully to ensure the optimization of the units offering goods or services and reducing the financial burdens on the government

IMPLEMENTATION GUIDELINES

- Shift the operation and management of some governmental products or services to the private sector
- Sell some units to the private sector or allowing the private sector to participate in the provision of products or services
- Assign the private sector the role of managing designated services rather than the government
- Amend the Privatization Law and the Public Services Law to include the activities to be privatized and the means to finance, collect fees, and interact with the private sector

DESIRED OUTCOME



Product market indicator

KPI



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

Over-reliance of public sector (>70% of GDP) but privatization program is delayed and only Bourse Kuwait was privatized

INITIATIVE RELATED TO POLICY

TAKHSEES: Privatize government operations

POLICY OWNER

Supreme Council for Privatization

POLICY SOURCE

SCPD, *Privatization in Kuwait: Between Realities and the Expected*, Dr. Minshawi Bader

PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.2 Increase private sector participation by growing the share of projects financed through public-private partnerships (PPP)

POLICY DESCRIPTION

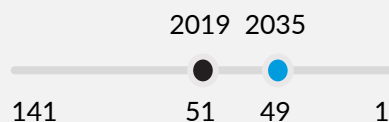
- Improve policies concerning Public Private Partnership (PPP) projects to make PPPs more attractive to the private sector and at the same time to achieve New Kuwait's objectives concerning public finance
- Make PPPs attractive to support the ability of the private sector to attract equity financing from shareholders and leverage debt to support projects.

DESIRED OUTCOME



Product market indicator

KPI



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

The PPP process is slow: the value of PPP projects dropped by 50% between 2015 and 2019 compared to the previous five years

INITIATIVE RELATED TO POLICY

SHARAKA: Establish public-private partnerships

IMPLEMENTATION GUIDELINES

- Complete a feasibility study with clear project specifications; find ways to minimize resource implications for the private sector with the help of key private sector investors and public sector financiers
- Alert companies of any risks, challenges, and issues regarding bids and approval processes of PPPs, and address them at the start of project so that potential solutions can be planned in advance
- Communicate early and effectively with investors
- Ensure an effective dispute resolution process between private and public sectors for PPPs
- Involve private sector companies and allow them to discuss issues with government authorities regarding PPP (i.e. cancellation of projects)
- Ensure that the PPP entity does not make any changes to the project document after the bidding process ends, since this can cause major cost implications

POLICY OWNER

Supreme Council for Privatization

POLICY SOURCE

SCPD, *Privatization in Kuwait: Between Realities and the Expected*, Dr. Minshawi Bader

PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.3 Develop economies of scale by aligning and incentivizing the priority sectors for the economy

POLICY DESCRIPTION

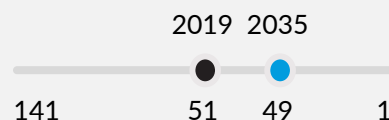
- Integrate and align policies to ensure development of priority sectors for the economy and businesses, providing a foundation for economic growth and production diversification
- Prioritize investment based on strong economic fundamentals to promote social and economic benefits
- Identify and develop opportunity sectors for the economy to provide the basis for economic growth and diversifying production
- Increase growth rate of industrial sector to enhance the contribution of the non-oil sector to GDP

DESIRED OUTCOME



Product market indicator

KPI



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

In 2018, non-oil sectors represented 50% of GDP and the private sector only represented ~30% of Kuwait's economy, significantly less than in most developed countries

IMPLEMENTATION GUIDELINES

- Provide regulatory and policy support for: macroeconomic stability, improved competitiveness, improved business environment, labor market development, access to and use of technology
- Instigate the right policies to support businesses and emerging opportunities
- Provide quality education and applied skills training to grow priority sectors
- Conduct policy impact assessments to mitigate any potential risks
- Establish a clear trade policy to support the economy, including increased diversification and comparative advantage of products
- Develop links to international markets

POLICY OWNER

Public Authority for Industry

POLICY SOURCE

KPPC, *White Paper, Private Sector and Economic Growth*, Arif Al-Mahmood, 2018

PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.4 Enable a level playing field for all companies by strengthening the competition framework

POLICY DESCRIPTION

- Update policies concerning SMEs to ensure they obtain adequate funding and technical support
- Set independently derived procurement targets for SMEs across government departments

IMPLEMENTATION GUIDELINES

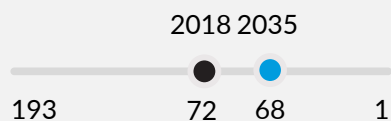
- Implement policies to support the development of SMEs that are doing business in tradable and high-growth potential sectors by providing financial incentives and support on a step-by-step basis
- Strengthen the market competition framework to effectively reduce the monopolistic structure of large private businesses and state-owned enterprises to ease market access to all companies
- Ensure the regulatory framework encourages technological innovation, effective price competition between suppliers and that consumers have more and cheaper alternatives
- Incentivize SMEs to develop within an industrial cluster, where the public sector can invest in the basic infrastructure alongside the private sector

DESIRED OUTCOME



E-Participation index

KPI



United Nations, 2018

CHALLENGE ADDRESSED BY POLICY

Limited ability for small firms to compete with government and dominant private groups (72nd of 140 countries in GCI)

POLICY OWNER

Competition Protection Authority

POLICY SOURCE

KPPC, *White Paper, Private Sector and Economic Growth*, Arif Al-Mahmood, 2018

3.5 Make it easier to start, operate and expand businesses

POLICY DESCRIPTION

- Develop policy and regulatory frameworks to support the private sector and reduce bureaucratic procedures for businesses at municipal and national levels

IMPLEMENTATION GUIDELINES

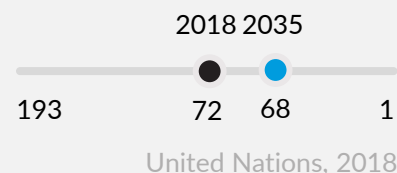
- Improve the delivery of services at every stage to support private sector companies who wish to enter and grow in the market, going beyond a one stop shop
- Fully automate the reception of business approvals from local and national-level public services
- Ensure that policies and regulations have clear objectives at the development stage and consider their impact on the wider economy, so that any adverse impact on the private sector is eliminated at an early stage
- Cooperate with the Anti-Corruption Commission, where the public bodies, where public entities should monitor corruption and ensure that senior management takes the necessary measures to control corruption before it further hinders business operations

DESIRED OUTCOME



E-Participation index

KPI



CHALLENGE ADDRESSED BY POLICY

Slow and cumbersome processes to start and operate a business, reflected in low ranking 97th of 190 countries in the EoDB Index and 133rd in the “starting a business” indicator

POLICY OWNER

Kuwait Direct Investment Promotion Authority

POLICY SOURCE

KPPC, *White Paper, Private Sector and Economic Growth*, Arif Al-Mahmood, 2018

PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.6 Grow foreign direct investment (FDI) by facilitating entry into the national economy

POLICY DESCRIPTION

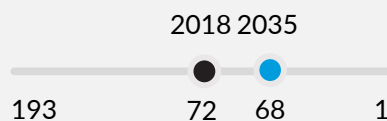
- Improve the regulatory framework and promotion of Foreign Direct Investment (FDI)
- Enhance capital accumulation and technological progress, ensuring local partners can benefit from the projects
- Transfer technology and skills into Kuwait, building a knowledge economy, and supporting the private sector to take the lead in promoting economic growth

DESIRED OUTCOME



E-Participation index

KPI



United Nations, 2018

CHALLENGE ADDRESSED BY POLICY

Excessive bureaucracy, lack of inter-agency coordination, a weak regulatory environment and legal restrictions on foreign investors are among factors holding businesses back

IMPLEMENTATION GUIDELINES

- Provide additional incentives to high-growth FDIs to ensure technology can effectively be transferred through this channel
- In policy implementation, identify and list all incentives and activities that public bodies have set-up to attract and coordinate FDIs, reach Kuwait's targets concerning FDI and minimize the use of public-sector resources
- Periodically carry out a comparative analysis on investment promotion initiatives across the GCC countries and the wider region to determine who are the main competitors when it comes to attracting FDIs in their respective countries

POLICY OWNER

Kuwait Direct Investment Promotion Authority

POLICY SOURCE

KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018

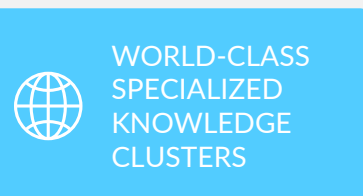
PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.7 Accelerate the development of innovative products and services by creating an integrated ecosystem for technology, innovation and knowledge

POLICY DESCRIPTION

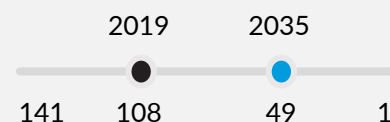
- Promote cooperation between public research institutions, universities and private businesses in research, innovation and technology
- Focus on priority sectors and areas of innovation that provide Kuwait with regional and global competitive advantage

DESIRED OUTCOME



Innovation capability indicator

KPI



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

Lack of ecosystem with knowledge based companies and academic institutions (rank 103rd out of 140 countries in innovation capability in the Global Competitiveness Index)

INITIATIVE RELATED TO POLICY

IBTIKAR: Create platforms for innovation

IMPLEMENTATION GUIDELINES

- Identify innovation, technology, research and development initiatives
- Closely collaborate with private sector companies, including SMEs in terms of research and project delivery
- Encourage knowledge and advanced technology industries, and market them to the industrial sector
- Offer innovation funds at the operational level (e.g. physical, managerial) as well as support at both the top and ground level
- Support the establishment of businesses in high priority industries and industries with high growth potential or generating employment
- As infrastructure capacity (in physical structure, institutions, systems, services and facilities) increases over the next few years, policies should be integrated so that the economy can absorb the emerging capacity

POLICY OWNER

Kuwait Institute for Scientific Research

POLICY SOURCE

KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018

PROGRAM 3: FOSTER A DYNAMIC PRIVATE SECTOR

3.8 Enable entrepreneurs and SMEs by expanding the private sector's role in SME incubation, funding and upscaling

POLICY DESCRIPTION

- Improve the efficiency and effectiveness of government support to the SME sector in order to help it grow and achieve desired targets

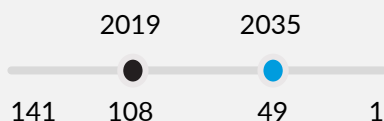
DESIRED OUTCOME



WORLD-CLASS
SPECIALIZED
KNOWLEDGE
CLUSTERS

Innovation capability indicator

KPI



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

Under-performing SMEs in terms of contribution to GDP and to employment (71st of 140 in the “entrepreneurial culture” indicator of the Global Competitiveness Index)

INITIATIVE RELATED TO POLICY

MUBADARA: Expand commercial bank financing for SMEs

IMPLEMENTATION GUIDELINES

- Restructure National SME Fund to be a Fund of Funds, whereby the government invests in more than one SME fund launched and managed by the private sector
- Removing government from day-to-day operations of the fund will allow the private sector to make investment decisions in SMEs
- The government's role will be as the source of capital and as the supervisor of the funds (government will have supervisory control such as oversight and establishment of investment strategy guidelines)
- This will solve the current problems with the National SME fund, namely slow decision-making, red-tape and over-investment in sectors that add little value to the economy such as restaurants
- The government can deploy capital in multiple funds managed by a diversified range of private sector companies each having an expertise in specific sectors

POLICY OWNER

Kuwait National Fund for SME Development

POLICY SOURCE

KPPC, White Paper, Solutions for Accelerating Economic Growth, Economic Diversification and Enhancement of Private Sector Contributions in the Financial Sector, Tariq Al-Rifai, 2018

Program 4

Equip the people with the skills and incentives for future growth



Details of policies

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.1 Improve attractiveness of private sector employment by rebalancing compensation and working conditions across the private and public sectors

POLICY DESCRIPTION

- Develop a national jobs strategy in order to reorient labor-market regulations toward more active policies, and phase out passive policies that are not sustainable or meeting their objectives
- Adopt whole-of-government public sector employment reform, including HR policies of public sector bodies for recruitment, training, compensation, and career development
- Create a human capital strategy to train public servants and build up capacity to address future challenges

IMPLEMENTATION GUIDELINES

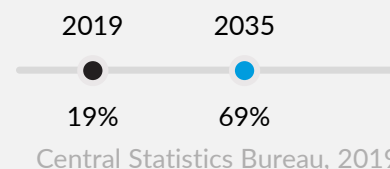
- Update Civil Service Law No. 15 of 1979 and bylaws
- Implement stricter entry requirements for the public sector using rigorous entry exams or selective criteria
- Establish a “Civil Service College/School of Government” to enhance development of public servants
- Reform public sector wage structure and centralize wage policy decisions
- Align salary scale to be competitive with private sector
- Develop a competency framework to strengthen capabilities in governance, leadership, public administration, policy making, project delivery, and digital skills
- Introduce flexible work policies to promote part time, remote work and internships/shadowing programs
- Allow internal recruitment within government by developing a talent mobility framework and centralized employee database
- Provide career development services for youth

DESIRED OUTCOME



Kuwaitis in the private sector

KPI



CHALLENGE ADDRESSED BY POLICY

Inefficient nationalisation policies and overstaffing of the public sector workforce, where 90% of Kuwaitis are employed in government

POLICY OWNER

Civil Service Commission

POLICY SOURCE

KPPC, *Building Kuwait's Future Human Capital for the Knowledge-Based Economy*, Wafa Saad, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.2 Create a smart foreign labor admission system that attracts highly skilled workers

POLICY DESCRIPTION

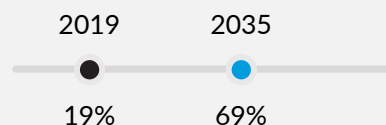
- Leverage admissions policies to attract foreign talent and highly-skilled workers. Boost economic growth and aid the transition toward the knowledge economy

DESIRED OUTCOME



Kuwaitis in the private sector

KPI



Central Statistics Bureau, 2019

CHALLENGE ADDRESSED BY POLICY

Untargeted foreign labor admission that fails to support Kuwait's transformation into a knowledge economy, given that only 15% of expat workers have tertiary level education

INITIATIVE RELATED TO POLICY

ISTIQTAB: Attract world-class human capital

IMPLEMENTATION GUIDELINES

- Review and update labor admission policies and selection mechanisms to attract and retain highly skilled and specialized expatriates needed in emerging sectors like technology and science to come to Kuwait by relaxing residency policies
- Develop selection mechanisms that link labor market policies with admission policies and ensure alignment towards the diversification agenda and address issues of recruiting foreign talent and its subsequent utilization in the labor market

POLICY OWNER

Public Authority for Manpower

POLICY SOURCE

KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.3 Align education outcomes and labor market needs to equip students with relevant skillsets

POLICY DESCRIPTION

- Align macroeconomic policies with higher-education outcomes as a mechanism to strengthen industry-government-education sector collaboration

IMPLEMENTATION GUIDELINES

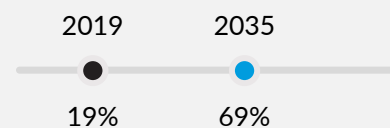
- Define and agree on national priority economic sectors that will drive the economic growth and diversification agenda in Kuwait, and engage higher education institutions through the establishment of joint-industry sector boards to define the skills, competencies, and type of degrees and programs needed

DESIRED OUTCOME



Kuwaitis in the private sector

KPI



Central Statistics Bureau, 2019

CHALLENGE ADDRESSED BY POLICY

Misaligned labor market needs and education outcomes, where supply of registered job seekers exceeded demand in private sector vacancies by 1,000 in 2017

POLICY OWNER

Ministry of Higher Education/ Ministry of Education

POLICY SOURCE

KPPC, *Building Kuwait's Future Human Capital for the Knowledge-Based Economy*, Wafa Saad, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.4 Develop a national skills formation system and revamp workforce development to support the transition into a knowledge economy

POLICY DESCRIPTION

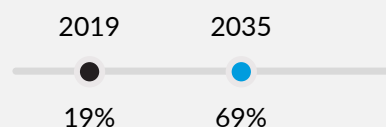
- Develop Kuwait's National Skills Formation Policy framework as the foundation for a skills-based education system

DESIRED OUTCOME



Kuwaitis in the private sector

KPI



Central Statistics Bureau, 2019

CHALLENGE ADDRESSED BY POLICY

Low employability of vocational training graduates, given supply of Kuwaitis with diploma degrees exceeded demand by 450% in 2017

INITIATIVE RELATED TO POLICY

QUDOURAT: Launch trainings in partnership with the private sector

IMPLEMENTATION GUIDELINES

- Establish a comprehensive and effective National Skills Formation System for Kuwait and examine which model would be most suited for Kuwait. The ESCO framework can be easily adapted with existing system at the Public Authority for Manpower
- An initial national skills survey in the labor market to cover the Kuwaiti context in terms of skills needs and gaps
- Complete the development and dissemination of Kuwait National Qualification Framework as an integral part of the wider National Skills Formation policy
- Establish a dedicated government body to oversee and manage the National Skills Formation System and ensure representatives from business, industry, government, and the tertiary education system are fully engaged
- Leverage technology and ICT to allow higher-education institutes expand credential offerings using the experiences of lecturers and teachers. This can be done by combining the strength of traditional higher education with the increasing trend of Massive Open Online Courses (MOOCs) supported by an enhanced accreditation policy

POLICY OWNER

Public Authority for Manpower

POLICY SOURCE

KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.5 Reform general education, including of curriculum, teacher skillset, and methods

POLICY DESCRIPTION

- Follow through on, expand the scope of, and accelerate the pace of P-12 education reforms
- Provide Kuwait with a state-of-the-art education that will allow children to acquire and develop the skills, knowledge, and understanding needed to succeed at all stages of their education, and equip them for the knowledge economy

IMPLEMENTATION GUIDELINES

- Develop a national education reform strategy with a clear vision and a comprehensive roadmap
- Review and update the legal and policy framework for the education sector
- Review and establish the governance and institutional setup of key stakeholders to ensure regulatory and policy functions are separated from operations and services
- Make STEM education the cornerstone to transform general education to equip Kuwaiti youth with the right skills and knowledge to succeed in the knowledge economy
- Develop the STEM curriculum, including a deep engagement with computer coding
- Leverage technology and develop the infrastructure for online learning, linked to classroom practice to support the development of other problem-solving and reasoning skills, which are the core of mathematical thinking, scientific literacy, and coding
- Establish a STEM professional learning exchange in partnerships with universities and industries

DESIRED OUTCOME



CHALLENGE ADDRESSED BY POLICY

Low education performance, measured by the fact that Kuwaitis on average attend school for 12.4 years, but only receive learning equivalent to 7.6 years

POLICY OWNER

Ministry of Higher Education/ Ministry of Education

POLICY SOURCE

KPPC, *Building Kuwait's Future Human Capital for the Knowledge-Based Economy*, Wafa Saad, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.6 Develop high-quality early childhood education (ECE) to improve school readiness among children

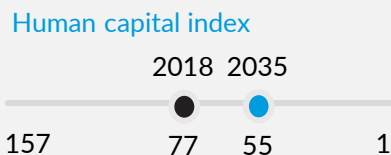
POLICY DESCRIPTION

- Develop high-quality Early Childhood Education (ECE) and expand its provision
- Enhance links between early childhood and primary education and promote home-school cooperation
- Cultivate a positive attitude towards learning, introduce language and basic mathematics skills, create a foundation for lifelong learning, and improve children's cognitive abilities and socio-emotional development
- Strengthen the relationship between ECE participation and later PISA school outcome results, as seen in the educational outcomes of high-performing countries. A national strategy coordinating all relevant stakeholders will ensure expansion and improvements to ECE

IMPLEMENTATION GUIDELINES

- Conduct a baseline study on ECE in Kuwait supported by public consultation to involve parents, educators, experts, and key stakeholders
- Develop a national ECE policy framework for an overall education-sector vision. The framework will focus on review, strengthen regulation, quality assurance, legislative reforms, and define qualifications of competency for the ECE workforce
- Develop a small to medium term ECE national strategy for 2020/2025 that includes an implementation plan
- Integrate STEM into ECE to build early curiosity for science and technology and the importance of numeracy skills
- Establish a national program for monitoring and evaluation of the ECE system – to measure effectiveness, efficiency, results, and impact on inputs, outputs, and outcomes
- Establish an autonomous body (that could be overseen by the Ministry of Education) to serve as the regulator and development agency for the ECE sector in Kuwait

DESIRED OUTCOME



World Bank, 2018

CHALLENGE ADDRESSED BY POLICY

Poor education performance and outcomes, 111 out of 157 in the Harmonized Test Scores indicator¹, linked with low enrollment of 30% in early childhood education

POLICY OWNER

Ministry of Social Affairs

POLICY SOURCE

KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.7 Promote STEM learning towards a knowledge economy and foster the internationalization of higher education

POLICY DESCRIPTION

- Refocus and promote science, technology, and innovation (STI) in higher education by adopting a comprehensive internationalization agenda for higher education through strategic partnerships centered on research and development (R&D)
- Enhance the overall quality of tertiary education offerings, enhance STI in higher education, develop students so they can work in an interconnected knowledge economy, and most importantly, encourage collaborative research on a global level

DESIRED OUTCOME



Human capital index

2018 2035

KPI

157 77 55 1

World Bank, 2018

CHALLENGE ADDRESSED BY POLICY

Only 21% of working Kuwaitis have secondary level education and 56% have tertiary level education or above

IMPLEMENTATION GUIDELINES

- Develop a comprehensive policy agenda for the internationalization of higher education in Kuwait, curriculum, student mobility, international student recruitment, and integration
- Invest in an active network of strategic partners in countries leading in the areas of science, innovation, and research in social and economic priority fields
- Establish a government body dedicated to managing the internationalization agenda in tertiary education with the right capability to design and implement effective partnerships and promote STI and R&D in education
- Restructure the international scholarship system by setting clear targets to increase yearly enrollment in STEM and gradually phase out programs not related to socioeconomic priorities
- Encourage STEM graduates to teach by offering financial incentives
- Ensure graduates are fully absorbed in high-added-value jobs in the private sector. Design targeted incentives for students to enroll in degrees that support the Kuwaiti economy and transition to the knowledge economy

POLICY OWNER

Kuwait University

POLICY SOURCE

KPPC, *Building Kuwait's Future Human Capital for the Knowledge-Based Economy*, Wafa Saad, 2019

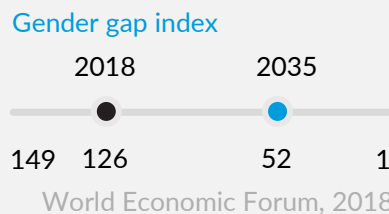
PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.8 Encourage the social, economic, and political inclusion of youth, women, persons with disabilities, and the elderly

POLICY DESCRIPTION

- Encourage positive community participation in all social, economic and political fields, especially for women and youth, or special need categories such as; the disabled and the elderly to expand their opportunities in merging with society
- Develop a holistic system for social inclusion of the disabled and the elderly based on the human rights development perspective to enable them to participate effectively in public life and shift them into an active productive force

DESIRED OUTCOME



CHALLENGE ADDRESSED BY POLICY

Limited job opportunities and labor force participation for persons with disabilities and low female representation of 13% in leadership positions across government sector

INITIATIVE RELATED TO POLICY

KHIDMA: Support young civil servants
IDMAJ: Inclusive education for persons with disabilities

IMPLEMENTATION GUIDELINES

- Develop a national comprehensive and integrated strategy to enable Kuwaiti Women
- Build youth leadership capabilities especially female leaderships to increase their opportunities in lead positions
- Activate the role of the youth council to promote the partnership between youth and governmental\ non-governmental institutions
- Develop a national program to promote innovation and creativity amongst youth in all development fields
- Shift from the medical to the human rights development model to nurture and enable the disabled
- Develop a holistic system of social inclusion of the elderly and the disabled based on the human rights development perspective

POLICY OWNER

Ministry of State for Youth Affairs

POLICY SOURCE

GSSCPD, *Social Care and Development Report*, Dr. Alaa Elzaghal, 2019

PROGRAM 4: EQUIP OUR PEOPLE WITH THE SKILLS AND INCENTIVES FOR FUTURE GROWTH

4.9 Rebalance the social protection system and transition to an integrated social safety net

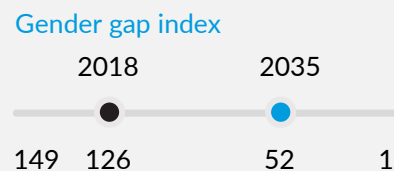
POLICY DESCRIPTION

- Adopt social safety mechanisms that will enable wealth to be shared in a way that minimizes economic distortions, is conducive to private job generation for nationals and maximizes inclusion, fairness, transparency and fiscal sustainability
- Modernize the social protection system, which would allow Kuwait to move from unconditional benefits without means-testing to a social safety net that focuses on specific deserving segments only

IMPLEMENTATION GUIDELINES

- Change regulations and standards to gradually replace energy subsidies and excess public employment with alternative social safety and wealth-sharing mechanisms (e.g. unconditional cash grants for adult nationals)
- Build a sustained political communication effort to promote public support for the modernized social protection system and reforms to energy pricing, public sector hiring, and social safety nets.
- Review all individual benefits and abolish the ones that serve no clear social purpose
- Determine the modernized social safety net's :
 - Financing mechanism (e.g. subsidy reductions, reduced public sector hiring and a permanent dividend on Kuwait's overseas investments)
 - Provision mechanism (e.g. provided to individuals or heads of households) and registration process (e.g. self-targeting)
 - Governance and cooperation mechanisms between government entities

DESIRED OUTCOME



World Economic Forum, 2018

CHALLENGE ADDRESSED BY POLICY

Social safety net in Kuwait is largely made up of subsidies, which represent 22% of government expenditure

POLICY OWNER

Ministry of Social Affairs

POLICY SOURCE

KPPC, Reforming wealth distribution in Kuwait: estimating costs and impacts, Steffen Hertog, 2019

Program 5

Develop a transparent and synergistic government



Details of policies



PROGRAM 5: DEVELOP A TRANSPARENT AND SYNERGISTIC GOVERNMENT

5.1 Streamline structures, mandates, and governance in accordance with government restructuring recommendations

POLICY DESCRIPTION

- Streamline public service delivery through engagement of citizens, residents, and the business community in service design and delivery
- Ensure government entities will have to become more citizen-centric and agile with the right culture, processes, and systems
- Shift towards participatory governance by citizens where government need to Institutionalize public participation mechanisms
- Develop Public Sector Service Efficiency Framework to enhance service performance by measuring, and tracking KPIs

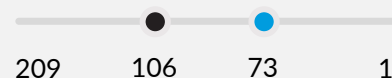
DESIRED OUTCOME



Government effectiveness index

2019 2035

KPI



World Bank, 2018

CHALLENGE ADDRESSED BY POLICY

Fragmented organization structure with over 90 entities, some with unclear or overlapping mandates

INITIATIVE RELATED TO POLICY

HAYKALA: Restructure government entities

IMPLEMENTATION GUIDELINES

- Develop a government wide “blueprint for service delivery transformation roadmap” to encourage a “one stop shop” concept to simplify bureaucratic procedures and reorganize services to user expectations to shift government role to service facilitator and expand partnerships with the private sector
- Develop a national public service strategy that will include a review and reorganization of public service governance, and a capacity and skill-building initiative across government entities to ensure quality of service
- Develop a “participation and engagement policy” to guide entities to engage citizens as partners in service design and delivery
- Adopt a government wide service delivery excellence model based on international standards. Measure progress against a clear set of indicators
- Establish a “Government Excellence Award” to recognize and award excellence, accountability and good performance

POLICY OWNER

Civil Service Commission

POLICY SOURCE

KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018

PROGRAM 5: DEVELOP A TRANSPARENT AND SYNERGISTIC GOVERNMENT

5.2 Strengthen performance management and reform civil service across the public administration

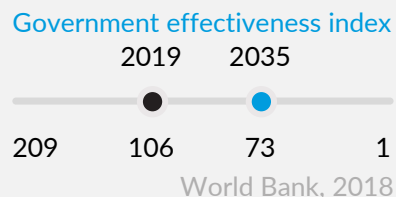
POLICY DESCRIPTION

- Restructure the organization and functions to establish a strong well-functioning center-of-government as the engine of change
- Transform Kuwait's public administration into a lean, enabling administration

IMPLEMENTATION GUIDELINES

- Adopt a whole-of-government restructuring policy agenda
- Establish a national agreement on the level of decentralization needed for the government of Kuwait
- Develop a target operating model to optimize the vertical and horizontal structure of government entities
- Launch a whole-of-government restructuring agenda that streamlines government functions for each sector
- Develop a roadmap to scale down government size and composition to become a digital government
- Redefine and strengthen the center of government (CoG) as the engine of change
- Redesign structure, functions, and mandates of the CoG entity
- Develop a cross-governmental accountability performance framework
- Strengthen capabilities and capacity of research and policymaking units across government agencies and ministries
- Create policy coherence across government

DESIRED OUTCOME



KPI

CHALLENGE ADDRESSED BY POLICY

Incomplete legislation to ensure disclosure of information to the public related to government performance and public information

POLICY OWNER

Civil Service Commission

POLICY SOURCE

KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018

PROGRAM 5: DEVELOP A TRANSPARENT AND SYNERGISTIC GOVERNMENT

5.3 Transform government operations to digital government

POLICY DESCRIPTION

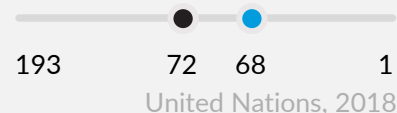
- Build a world-class civil service system and a skilled public sector workforce
- Modernize and strengthen the capabilities of the civil service ecosystem
- Develop a competent, productive, and skilled public-sector workforce as the backbone for the delivery of Vision 2035 and the transformation toward the knowledge economy

DESIRED OUTCOME



E-Participation index
2018 2035

KPI



CHALLENGE ADDRESSED BY POLICY

Limited use of digital technologies to support agile functioning, leading to reduced productivity (81st of 139 countries in Government ICT usage)

INITIATIVE RELATED TO POLICY

RAKMIYA: Digital transformation of government

IMPLEMENTATION GUIDELINES

- Develop comprehensive civil-service reform as a stand-alone reform program, avoiding a fragmented approach
- Create a comprehensive civil service reform roadmap 2020/25
- Update Civil Service Law No. 15 of 1979
- Revamp HR policies of public sector bodies for recruitment, retention, promotion, mobility, and retirement to simplify procedures
- Enhance civil service performance management system to reward performance
- Extend the probation period in Civil Service Decree Law No. 15 of 1979 to 2-3 years based on candidate performance
- Develop a merit-based system of recruitment to be carried out through open competition

POLICY OWNER

Central Agency for Information Technology

POLICY SOURCE

KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018

5.4 Expand the role of the private sector in public service delivery

POLICY DESCRIPTION

- Develop a clear policy framework for ministries and government entities on how and when to engage and expand the role of private sector in the areas of service design and delivery, strategic planning, research and policy-making

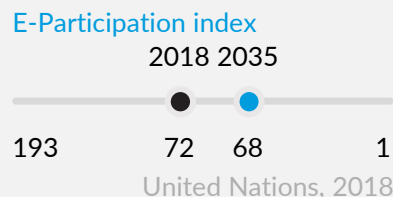
IMPLEMENTATION GUIDELINES

- Guide policies on systematic engagement mechanisms for joint-work and close collaboration such as PPPs, outsourcing, partnering for innovation, R&D, and public policy-making
- Train government senior officials on how to evaluate different projects, and establish and maintain effective partnerships with the private sector
- Ground government policies and regulations on private-sector engagement on the principle of value for money and ensure that these policies are clear, transparent, monitored and enforced
- Establish private-sector advisory councils for key priority economic sectors as a mechanism to foster ongoing and long-term collaboration and dialogue on key policy reforms

DESIRED OUTCOME



KPI



CHALLENGE ADDRESSED BY POLICY

Low level of private sector participation in the provision of public services, leading low private sector contribution to GDP (<50%)

POLICY OWNER

All entities providing services

POLICY SOURCE

KPPC, *Towards an Integrated Public Admin. for the Digital Governance*, Wafa Saad, 2018

PROGRAM 5: DEVELOP A TRANSPARENT AND SYNERGISTIC GOVERNMENT

5.5 Boost national integrity and anti-corruption in government entities

POLICY DESCRIPTION

- Enhance integrity, accountability, and transparency across all government agencies

IMPLEMENTATION GUIDELINES

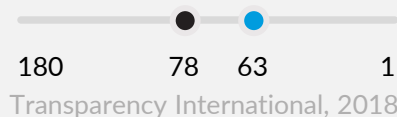
- Strengthen the existing regulatory framework by developing and passing relevant laws for open government
- Develop the Access to Information Act to guide government institutions to consistently administer access to information
- Develop the Policy Directive on Personal Information Requests to guide government to respond to personal information requests
- Develop a comprehensive whistleblowing regime and adequate protection of whistleblowers
- Develop the Digital Accountability and Transparency Act to ensure government data is freely available in standardized, open formats
- Develop the Privacy Act to protect privacy of individuals and their personal information held and provide them with a right of access to that information
- Enforce public officials' disclosure of assets, conflict of interest policies, and Code of Conduct and Ethics across government
- Develop a whole-of-government management accountability framework

DESIRED OUTCOME



Corruption perception index
2018 2035

KPI



CHALLENGE ADDRESSED BY POLICY

High perception of abuse of functions and corruption (78th of 180 countries in Corruption Perception Index, and multiple violations uncovered by SAB)

INITIATIVE RELATED TO POLICY

BAYANAT: Launch open data platform

POLICY OWNER

Anti-corruption Authority

POLICY SOURCE

KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018

PROGRAM 5: DEVELOP A TRANSPARENT AND SYNERGISTIC GOVERNMENT

5.6 Introduce performance-based budgeting with a medium-term planning horizon

POLICY DESCRIPTION

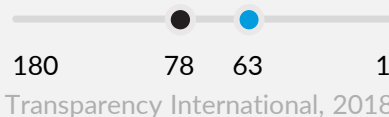
- Build the capacity of State Audit Authorities to implement audits based on Key Performance Indicators “KPIs”
- Support the implementation of performance-based budgeting by:
 - Developing legislative frameworks and procedures
 - Building the capacity of government units to formulate the public budget based on measurable objectives
 - Integrate policies and activities in the form of programs

DESIRED OUTCOME



Corruption perception index
2018 2035

KPI



CHALLENGE ADDRESSED BY POLICY

Weak linkage between budgets and performance outcomes, as Kuwait does not apply performance based frameworks practiced by 30 out of 33 countries in OECD

CHALLENGE ADDRESSED BY POLICY

BARAMEJ WA ADAA': Launch performance based budgeting

IMPLEMENTATION GUIDELINES

- Develop a legislation framework related to meet the requirements of implementing performance-based budgeting
- Create a “Delivery Unit” in the Ministry of Finance to implement the program of transition to performance-based budgeting
- Restructure and build the capacity of government planning and finance units
- Build a Key Performance System (KPIs) for government sectors as a source for program formulation and financial resource allocation
- Design an integrated electronic smart system to link the planning and financial units in the government departments and the Ministry of Finance, and to facilitate the process of drafting the plan, reporting systems, and monitoring and evaluation “dashboard”

POLICY OWNER

Ministry of Finance

POLICY SOURCE

KPPC, White Paper, Effective Public Services Pillar, Mosaad Abdel Hamed, 2019

5.7 Diversify fiscal tax base, to reduce dependency on oil

POLICY DESCRIPTION

- Efficiently manage public finances, while working in coordination with all public entities to ensure that remittances follow an agreed transparent financing model
- Adopt cost-cutting measures through public bodies
- Develop coordinated economic management policies to achieve economic growth under the low oil price scenario

IMPLEMENTATION GUIDELINES

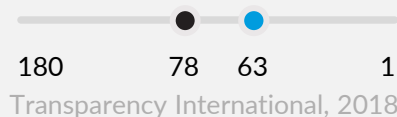
- Establish clear policies and provide comprehensive reviews of expenditure within Ministry of Finance
- Reevaluate subsidies by developing a clear economic basis for subsidies across economic sectors and cutting subsidies from sectors that hinder efficiency
- Reduce current expenditures by improving cost-cutting measures (i.e. government procurement, non-productive employment, innovation) across all public entities
- Generate revenues from the non-oil sector by introducing VAT (at a low rate for starters), especially on luxury and unhealthy products
- Conduct an economic impact assessment on any new measures taken to manage risks and seize opportunities, and share evidence with policymakers and politicians

DESIRED OUTCOME



Corruption perception index
2018 2035

KPI



CHALLENGE ADDRESSED BY POLICY

Volatile income due to the fact that only ~10% of fiscal revenue comes from non-oil sources

POLICY OWNER

Ministry of Finance

POLICY SOURCE

KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018

Program 6

Build a connected and integrated infrastructure



Details of policies

PROGRAM 6: BUILD A CONNECTED AND INTEGRATED INFRASTRUCTURE

6.1 Improve facilities and land management, by facilitating the implementation of the 4th Kuwait Master Plan

POLICY DESCRIPTION

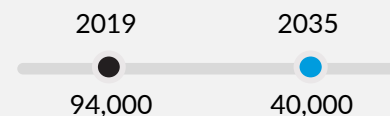
- Improve the delivery imperative infrastructure and development needed to implement the 4KMP to grow and diversify the Kuwait economy and provide for population needs

DESIRED OUTCOME



Unmet demand for housing

KPI



Public Authority for Housing Welfare, 2019

CHALLENGE ADDRESSED BY POLICY

Absence of holistic land and facilities management has led to inefficient monitoring, allocation, and planning of national infrastructure assets

IMPLEMENTATION GUIDELINES

- Safeguard sufficient land for major infrastructure and development to accommodate projections for employment, (industrial, commercial (office, retail, hotel), agriculture, leisure and recreation) residential and community needs
- Support the timely delivery of new infrastructure and upgrading existing infrastructure (transport and utilities) in both a spatially and economically efficient manner in alignment with meeting population and economic sectoral growth needs in phases to 2040
- Establish a national ordinance system to improve the efficiency of infrastructure planning
- Adopt the Kuwait Zoning Code as this will create a more urbane environment and reduce the cost of providing infrastructure
- Improve integration and coordination between infrastructure providers and developing authorities

POLICY OWNER

Kuwait Municipality

POLICY SOURCE

Kuwait Municipality, The 4th Kuwait Master Plan, Perkins and Will, 2019

PROGRAM 6: BUILD A CONNECTED AND INTEGRATED INFRASTRUCTURE

6.2 Create sustainable alternatives to the existing housing system

POLICY DESCRIPTION

- The current housing ecosystem is not sustainable and stakeholders are expected to face increasing challenges going forward. Kuwait needs to create sustainable alternatives to the existing housing system to ensure equality, minimize government burden and enhance customer need and experience for housing. This must be done with a particular focus on:
 - Building a sustainable financing ecosystem to increase homeownership for primary residence (e.g. mortgage system)
 - Building a coordinating body between all relevant entities to avoid customer interaction with multiple entities, improving customer experience and response to customer needs

IMPLEMENTATION GUIDELINES

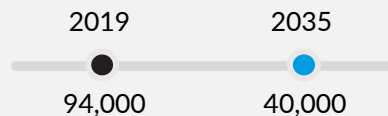
- Allow for the necessary change in the legal framework to implement the housing system reform
- Review the operating model of main government entities involved in the housing system
- Build a housing finance steering committee carrying out detailed design and analysis
- Set up required implementation mechanisms across housing ecosystem
- Communicate on sustainable alternatives to the existing housing system

DESIRED OUTCOME



Unmet demand for housing

KPI



Public Authority for Housing Welfare, 2019

CHALLENGE ADDRESSED BY POLICY

Lack of fiscally sustainable alternatives to subsidized housing, where the real estate market is underdeveloped

POLICY OWNER

Public Authority for Housing Welfare

POLICY SOURCE

Kuwait Credit Bank, 2018

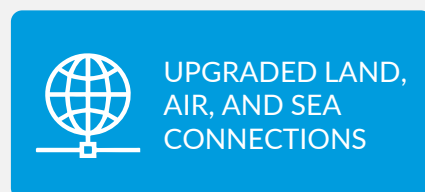
PROGRAM 6: BUILD A CONNECTED AND INTEGRATED INFRASTRUCTURE

6.3 Optimize land mobility by developing smart transport processes and new modes of public transport

POLICY DESCRIPTION

- Optimize efficient land use and access to employment opportunities and lifestyle amenity, the backbone of the 4KMP are the following new modes of mass public transport related to land use intensification as preconditions for providing efficient development for economic growth and preventing costly sprawl by:
 - Introducing metro scale BRT and Mass Rapid Transport (MRT) within the KMA, as well as more bus routes, to support the economic growth of Kuwait and to enable the KMA to accommodate projected population and jobs growth to 2040
 - Introducing fast and reliable public transport between the proposed new cities to support growth and as an alternative to the private car needing to travel long distances in congestion

DESIRED OUTCOME



Transport infrastructure indicator

KPI



CHALLENGE ADDRESSED BY POLICY

Persistent road network congestion due to lack of traffic management mechanisms and poor road quality (62nd out of 140 globally in the quality of roads index)

INITIATIVE RELATED TO POLICY

TOROK AAMENA: Safe road by setting up smart TCS

IMPLEMENTATION GUIDELINES

- Construct the proposed KMA metro rail network to be linked to the existing bus network and proposed BRT routes
- Introduce Bus Rapid Transport (BRT) in the KMA as well as to the new growth poles as the initial part of an MRT network
- Utilize Kuwait National Railroad (KNRR) also serving as GCC Rail within Kuwait and its approved alignment across Stakeholders as an inter-urban passenger network linking the proposed new cities to each other and the KMA
- Promote and implement Transit-oriented Development (TOD) under the 4KMP as optimized dense mixed-use development within a walkable catchment of all the new metro stations

POLICY OWNER

Public Authority for Roads and Transportation

POLICY SOURCE

Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019

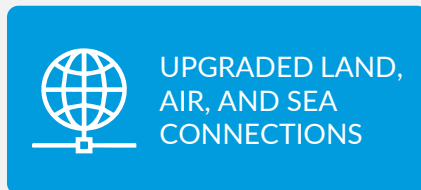
PROGRAM 6: BUILD A CONNECTED AND INTEGRATED INFRASTRUCTURE

6.4 Improve airport infrastructure and operations for a better air travel experience

POLICY DESCRIPTION

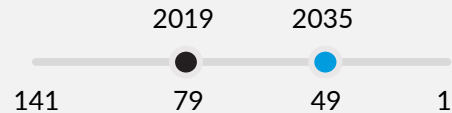
- Optimize airport infrastructure, which is projected to accommodate up to 50 million passengers per year, and enhance the end-user experience, thereby supporting Kuwait's appeal and positive perception for economic development and meeting future needs

DESIRED OUTCOME



Transport infrastructure indicator

KPI



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

Inefficient air transport services: frequency, punctuality, speed and pricing (103rd out of 140 in the efficiency of air transport services index)

INITIATIVE RELATED TO POLICY

MANAFETH: Optimize passenger flows at the airport

IMPLEMENTATION GUIDELINES

- Connect (Kuwait International Airport) KIA to the KMA metro network
- Use population and economic projections in the 4KMP to plan future airport infrastructure
- Define a holistic strategy to turn Kuwait international airport into a SMART airport that is in line with Kuwait's overall transport strategy
- Monitor continually the Kuwait air passenger and freight market to ensure infrastructure meets demand and users needs

POLICY OWNER

Directorate General for Civil Aviation

POLICY SOURCE

Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019

PROGRAM 6: BUILD A CONNECTED AND INTEGRATED INFRASTRUCTURE

6.5 Improve existing port infrastructure and operations to facilitate international trade

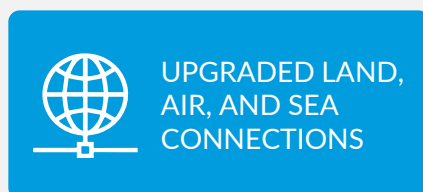
POLICY DESCRIPTION

- To complete Mubarak Al Kabeer Port and its associated logistics facility as a priority project under 4KMP thereby:
 - Enabling modern larger ships to serve the Kuwait market
 - Enabling the efficient import of goods to serve a growing population
 - Enabling Kuwait to act as a gateway port for the countries to the north
 - Supporting existing ports subject to it being demonstrated that there will not be an oversupply of capacity within Kuwait

IMPLEMENTATION GUIDELINES

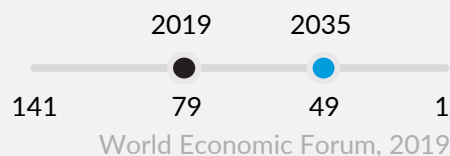
- Complete Phase 1 of Mubarak Al Kabeer Port by 2025 and commence the design and construction of further phases by 2030
- Construct the rail link from Mubarak Al Kabeer Port to Northern Economic Zone and Iraq to facilitate trade with neighbouring countries

DESIRED OUTCOME



Transport infrastructure indicator

KPI



CHALLENGE ADDRESSED BY POLICY

Low quantity of liner shipping services (79th out of 107 in the liner shipping connectivity index), and inefficient seaports (82nd out of 139 in the efficiency of seaport services index)

INITIATIVE RELATED TO POLICY

MAWANI THAKIA: Introduce smart ports system

POLICY OWNER

Kuwait Ports Authority

POLICY SOURCE

Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019

PROGRAM 6: BUILD A CONNECTED AND INTEGRATED INFRASTRUCTURE

6.6 Ensure competitive access to ICT infrastructure and services for the digital and knowledge economy

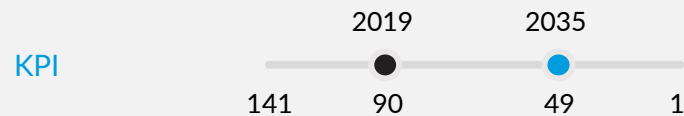
POLICY DESCRIPTION

- Expand the ICT networks where spatially applicable to meet the needs of a growing population, as 4KMP recognizes that all modern businesses increasingly rely on ICT to operate effectively, while:
 - Supporting the introduction of the internet of things in Kuwait and to enable the growth of digital and knowledge based industries.
 - Sharing infrastructure between operators to minimize the quantum of physical infrastructure required

DESIRED OUTCOME



Fixed broadband subscriptions indicator



World Economic Forum, 2019

CHALLENGE ADDRESSED BY POLICY

Undeveloped fixed ICT services markets: only 5 fixed broadband connection for every 100 inhabitants, compared to 8-30 per 100 inhabitants in the region

INITIATIVE RELATED TO POLICY

MAABAR: Build an international ICT hub

IMPLEMENTATION GUIDELINES

- Complete the program of upgrading existing switch exchanges from legacy to new generation (high tech) equipment
- Extend fiber optic network to the proposed new areas and cities in the sub-regions (phase 3)
- New switch exchanges in the proposed new cities and install fiber optic cable to all new homes and businesses
- Review capacity and pricing of international gateway telecommunications
- Prepare and implement a national cyber security strategy to ensure the security of private, commercial and state electronic data

POLICY OWNER

Communication and Information Technology Regulatory Authority

POLICY SOURCE

Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019

Program 7

Build a livable and harmonious environment



Details of policies

PROGRAM 7: BUILD A LIVABLE AND HARMONIOUS ENVIRONMENT

7.1 Improve water resource management, including wastewater treatment and reclamation, water use efficiency, and desalination

POLICY DESCRIPTION

- Ensure sustainable management of water resources and improving water security, with specific focus on water efficiency, wastewater treatment, and sound management of desalination plants.

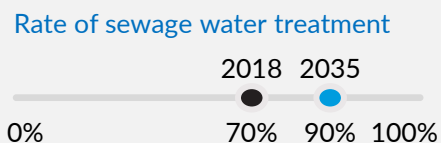
IMPLEMENTATION GUIDELINES

- Encourage water use efficiency and reduction of water consumption to achieve water savings
- Maximize wastewater treatment and reuse an increased proportion of treated water
- Mitigate negative effects of desalination plants and reduce impact on the marine environment

DESIRED OUTCOME



INTEGRATED
WATER
MANAGEMENT



KPI

Central Statistics Bureau, 2018

CHALLENGE ADDRESSED BY POLICY

Inefficient usage of clean wastewater treatment effluent, where 100% of treated water is either discarded or used for landscaping

INITIATIVE RELATED TO POLICY

MYAH: Implement integrated water management resources practices

POLICY OWNER

Ministry of Electricity and Water

POLICY SOURCE

KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatum, 2019

PROGRAM 7: BUILD A LIVABLE AND HARMONIOUS ENVIRONMENT

7.2 Build eco-cities using green building and green infrastructure principles, and smart technology

POLICY DESCRIPTION

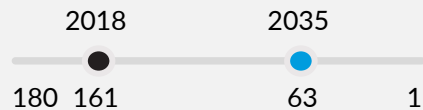
- Enhance the environment's sustainability in urban development, and maintain large, good-quality remnant biodiversity habitats through integrating ecocities concept and green infrastructure into wide city planning platforms, achieving adequate open spaces in Kuwait, and improving the status of the urban ecology.

DESIRED OUTCOME



Climate and energy indicator

KPI



Yale University, Columbia University,
World Economic Forum, 2018

CHALLENGE ADDRESSED BY POLICY

Inefficient land-use policies and poor city planning have resulted in an endless urban sprawl, the absence of green public spaces, and lack of walkable sidewalks

CHALLENGE ADDRESSED BY POLICY

SHABAKA: Develop a smart electricity grid

IMPLEMENTATION GUIDELINES

- Incorporate principles for improving the suitability of the urban matrix into multiple types of green space, residential gardens, informal green spaces, green corridors and vegetated aspects of the built environment.
- Integrate the ecocities considerations into the highest planning platforms in Kuwait, such as 4KMP.
- Promote environment sustainability in new urban cities in Kuwait, such as the Silk City and 5 Islands developments.
- Increase the density of native trees and retaining large mature trees throughout landscapes.
- Enhance the status of the urban ecology in key cities in Kuwait.
- Plan adequate open spaces in urban areas under 4KMP
- Consider adopting Singapore's Index on Cities' Biodiversity
- Establish an ecological village
- Pilot and support green infrastructure scheme
- Develop building codes, standards and ratings framework

POLICY OWNER

Public Authority for Housing Welfare

POLICY SOURCE

KPPC, *Environment Policy Framework Under Kuwait National Development Plan*, Mohammad Alatoom, 2019

7.3 Advance innovation in low emission technology and promote fuel efficiency standards

POLICY DESCRIPTION

- Unlock further energy efficiency potential and achieve energy and monetary savings by establishing the institutional and regulatory environment to promote energy efficiency standards and innovation.

IMPLEMENTATION GUIDELINES

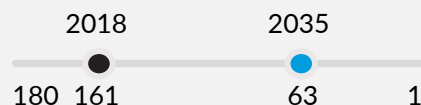
- Establish sustainable energy center of excellence to play a leading role in driving renewable energy and energy efficiency in Kuwait and in the entire region in the long term
- Boost energy efficiency investments in Kuwait targeting residential, industrial and government streams
- Set up low emission energy Minimum Energy Performance Standards (MEPS), and especially develop them for ACs and key home-based appliances
- Improve fuel efficiency standards
- Improve and enforce energy efficiency building codes
- Grow energy efficiency services market
- New ESCOs established
- Implement Energy Efficiency Incentive Scheme
- Development of a National Energy Efficiency Action Plan (NEEAP)

DESIRED OUTCOME



Climate and energy indicator

KPI



Yale University, Columbia University,
World Economic Forum, 2018

CHALLENGE ADDRESSED BY POLICY

High carbon emissions from the utilities sector, representing 52% of all greenhouse gas emissions

POLICY OWNER

Environmental Protection Authority

POLICY SOURCE

KPPC, *Environment Policy Framework Under Kuwait National Development Plan*, Mohammad Alatoom, 2019

PROGRAM 7: BUILD A LIVABLE AND HARMONIOUS ENVIRONMENT

7.4 Boost the role of renewables in the utilities sector

POLICY DESCRIPTION

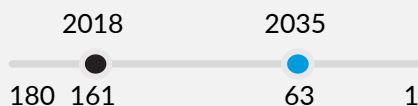
- Promote renewable energy in Kuwait and increase the share of renewables in total energy demand to 15% by 2030

DESIRED OUTCOME



Climate and energy indicator

KPI



Yale University, Columbia University,
World Economic Forum, 2018

CHALLENGE ADDRESSED BY POLICY

Vehicle emissions is the third most polluting sector, following the oil industry and utilities, and the three together contribute 85% of total gas emissions

CHALLENGE ADDRESSED BY POLICY

TAQA: Build renewable and clean energy parks

IMPLEMENTATION GUIDELINES

- Develop National Renewable Energy Action Plan
- Enable the institutional and regulatory environment to promote renewable energy investments and maximize private sector involvement
- Enable coordination amongst stakeholders, offering independent regulatory body
- Increase consumers participation in achieving the 15% target
- Mandatory solar panels for new buildings
- De-risking Renewable Energy Investment Analysis
- Establish sustainable energy center of excellence to play a leading role in driving renewable energy and energy efficiency in Kuwait and in the entire region on the long term
- Boost renewable energy investments in Kuwait at both utility and decentralized scales
- Achieve emission reductions

POLICY OWNER

Ministry of Electricity and Water

POLICY SOURCE

KPPC, *Environment Policy Framework Under Kuwait National Development Plan*, Mohammad Alatoom, 2019

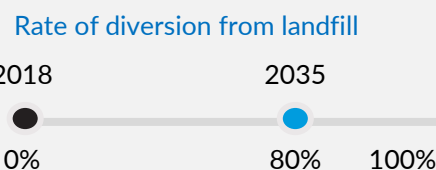
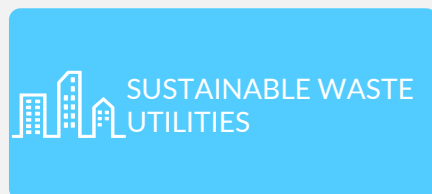
PROGRAM 7: BUILD A LIVABLE AND HARMONIOUS ENVIRONMENT

7.5 Integrate solid waste management, with a focus on improving waste disposal and resource recovery

POLICY DESCRIPTION

- Develop an effective waste management system which minimizes the adverse effects of waste generation and management on human health and the environment while ensuring efficient, safe and environmentally sound utilization of waste streams

DESIRED OUTCOME



World Bank, 2018

CHALLENGE ADDRESSED BY POLICY

Underdeveloped waste services that rely on low-level technologies and lack advanced processes such as separation at source and recycling

INITIATIVE RELATED TO POLICY

TADWEER: Integrate municipal solid waste treatment

IMPLEMENTATION GUIDELINES

- Reduce solid waste, and encourage efficient use, reuse and repair
- Improve waste recycling and resource recovery
- Move from dumping into engineered landfills, establish and operate a new sanitary landfill, and put in place contingency plans to deal with expected risks
- Improve information to support innovation, guide investment and enable informed consumer decisions by establishing a waste data bank, and using robust evidence
- Identify, plan for, treat, and safely dispose of hazardous waste
- Adopt environmentally sound management methods for waste management
- Move towards a waste management system that implements the five-step waste hierarchy in order to stimulate resource efficiency
- Encourage private sector participation in waste management based on clear legal and institutional framework
- Enhance institutional and individual capacities and implement high standards of waste management through knowledge, skills, equipment and technologies

POLICY OWNER

Kuwait Municipality

POLICY SOURCE

KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatoom, 2019

Program 8

Improve our health and wellbeing



Details of policies

PROGRAM 8: IMPROVE OUR HEALTH AND WELLBEING

8.1 Improve youth wellbeing by combating substance use and road injury and promoting sports

POLICY DESCRIPTION

- Promote youth health and wellbeing with a particular focus on preventing road injuries, substance abuse, tobacco and alcohol use, unhealthy diets and the misuse of technology
- Provide health education and counseling to the youth
- Encourage physical activity by building an inclusive and youth-friendly environment and targeted programs

IMPLEMENTATION GUIDELINES

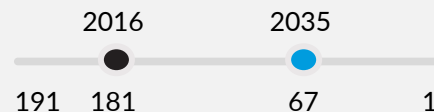
- Deliver general health education in schools
- Build prevention programs to tackle non-communication diseases, physical inactivity, unhealthy diet, substance abuse, alcohol and tobacco use, road injuries and the misuse of technology
- Promote mental health and provide support for those with mental illnesses
- Raise awareness in schools to reduce the amount of deaths from suicide attempts among young people
- Promote good nutrition and healthy diets by regulating the intake of sugars, potassium, sodium, and trans-fat

DESIRED OUTCOME



Youth overweight rate

KPI



World Health Organization, 2016

CHALLENGE ADDRESSED BY POLICY

Alarming high childhood and adolescents (5-19 years) overweight rate of 42%

INITIATIVE RELATED TO POLICY

DHARIBA: Launch excise tax on tobacco and sugary drinks

POLICY OWNER

Ministry of Interior

POLICY SOURCE

KPPC, *Holistic Approach to Health: National Health Policy Framework*, Sungsoo Chun, MPH, PhD, 2018

PROGRAM 8: IMPROVE OUR HEALTH AND WELLBEING

3.2 Scale up the healthy cities initiative and promote community development, and individual health and wellbeing at the local level

POLICY DESCRIPTION

- Ensure the Ministry of Health has a strong and strategic leadership and strengthens decentralization of health policies and decision-making at municipal level. This will encourage the development of healthy cities that put health and wellbeing at the center of local policies and programs
- Encourage municipalities that actively favor and promote healthy lifestyles by ensuring that the social determinants of health are taken into consideration in urban design and urban governance and engaging with the local population

IMPLEMENTATION GUIDELINES

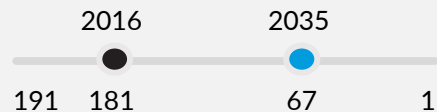
- Ensure high political commitment both at the national and local level, collaboration between the public and private sectors and community engagement
- Develop health-city profiles for each municipality and local action plans, ensure periodic monitoring and evaluation of progress towards becoming health cities, participatory research and analyses
- Put in place local policies, regulations, planning processes, and development strategies to promote health
- Actively engage communities by promoting health in all settings and setting-up health programs within the community particularly in schools and in the workplace

DESIRED OUTCOME



Youth overweight rate

KPI



World Health Organization, 2016

CHALLENGE ADDRESSED BY POLICY

Physical inactivity in adults is as high as 65%

POLICY OWNER

Ministry of Health

POLICY SOURCE

KPPC, *Holistic Approach to Health: National Health Policy Framework*, Sungsoo Chun, MPH, PhD, 2018

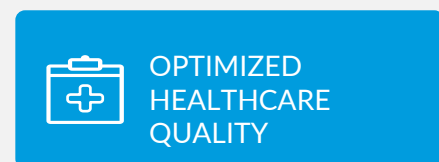
PROGRAM 8: IMPROVE OUR HEALTH AND WELLBEING

8.3 Enhance health information technology systems and launch national health and nutrition survey

POLICY DESCRIPTION

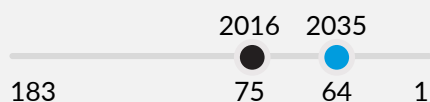
- Improve Kuwait's capacity to manage and use health information by setting-up a health information technology systems
- Design a single computerized platform that gathers and consolidates data on health from all sources (e.g. health entities sub-systems, health-related surveys, vital statistics, industrial and environment pollution data, clinic and hospital data, general data and information)
- Ensure accuracy and consistency of data

DESIRED OUTCOME



Non-communicable disease mortality

KPI



World Health Organization, 2016

CHALLENGE ADDRESSED BY POLICY

Ineffective health information technology system, where patient data is not centralized, is of poor quality and is inaccessible for research purposes

INITIATIVE RELATED TO POLICY

MAALOOMAT SEHIYA: Implement a health information system

IMPLEMENTATION GUIDELINES

- Create a long-term health information development plan
- Build a health information center to act as a coordinating body between all entities inputting data and to ensure data quality
- Design and conduct a national health and nutrition examination survey to collect data on health
- Develop an all-encompassing and integrated information platform by:
 - Completing a transition from paper-based to electronic medical recording (EMR) system
 - Ensuring the consistency and reliability of all data related to health for various organizations
 - Installing a full primary care information service
 - Assure to be connected between civil registration, emigration information system and primary healthcare center information system automatically
 - Ensuring the computerized information system has sufficient connectivity between modular sub-systems to allow retrieval and input of data at all levels

POLICY OWNER

Ministry of Health

POLICY SOURCE

KPPC, *Holistic Approach to Health: National Health Policy Framework*, Sungsoo Chun, MPH, PhD, 2018

PROGRAM 8: IMPROVE OUR HEALTH AND WELLBEING

3.4 Optimize health workforce capacity and capabilities

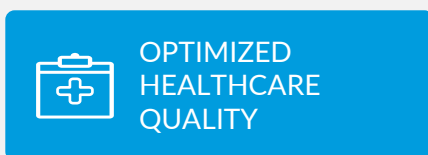
POLICY DESCRIPTION

- Improve the efficiency of doctors, nurses and other health professionals to improve the delivery of medical care in Kuwait
- Improve the efficiency of human resource management by:
 - Ensuring an adequate number of professionals in each care unit and improving the quality and efficiency of the service
 - Create a health workforce recruitment and management system that all healthcare providers can access
 - Create a health workforce observatory
- Improve the delivery of medical care in Kuwait Deliver adequate training to healthcare professionals by:
 - Establishing health professional schools to qualify health professionals that know local specificities and challenges
 - Strengthening specialized qualifying courses for sub-professional staff
 - Ensuring health professionals can have access to training throughout career

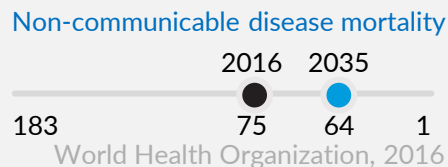
IMPLEMENTATION GUIDELINES

- Formulate a long-term health workforce strategic plan
- Ensure government investment in health workforce
- Establish health professional schools to train healthcare providers and sub-professional staff that have solid knowledge on the specificities of the Kuwait health sector and can deliver best in class care
- Establish a human resource recruitment and management system by:
 - Mapping and assessing human resource needs and development activities undertaken by different entities
 - Establishing a technical advisory group for human resources
 - Undertaking applied research and studies on required skills for preventive and curative health workforce and deliver training to ensure quality and efficiency of health workforce

DESIRED
OUTCOME



KPI



CHALLENGE ADDRESSED BY POLICY

Shortcomings in health workforce planning and mgt., given shortage in health professionals and a growing health skills gap

POLICY OWNER

Ministry of Health

POLICY SOURCE

KPPC, *Holistic Approach to Health: National Health Policy Framework*, Sungsoo Chun, MPH, PhD, 2018

8.5 Revamp the healthcare service delivery system and adopt new health technology and treatments

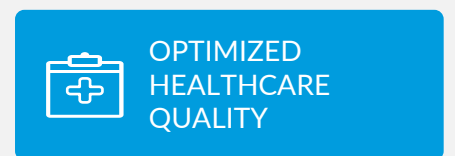
POLICY DESCRIPTION

- Transform the health system to focus on a new paradigm privileging prevention over treatment, health promotion over health protection and health capacity over service
- Strengthen health legislation by implementing evidence-based policies, laws, programs and services mainly related to: governance, health promotion, mental health, NCDs, nutrition, environmental and occupational health, patient's rights and health equity
- Reorganize current health structures to arrange resources efficiently and build a strong governance system at all levels of the health system

IMPLEMENTATION GUIDELINES

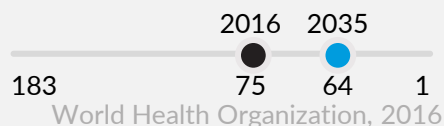
- Adopt a long-term planning approach based on the assessment of current health system that covers every dimension, element and activity of the health system and related policies
- Strengthen legislation to allow for necessary change
- Strengthen governance, implementation and service delivery :
 - Central government must be the primary owner of health policy
 - The Ministry of health must be reorganized to have a strong leadership and play a key role in strengthening decision-making at local level
 - Strengthen guidance, communication, action and accountability for other ministries
 - Involve non-state actors
 - Configure the primary care network as a priority to provide stronger services
 - Invest in health knowledge (e.g. research, patents) and technology

DESIRED OUTCOME



Non-communicable disease mortality

KPI



CHALLENGE ADDRESSED BY POLICY

Kuwait's life expectancy of 75 years is lower than developed countries

POLICY OWNER

Ministry of Health

POLICY SOURCE

KPPC, *Holistic Approach to Health: National Health Policy Framework*, Sungsoo Chun, MPH, PhD, 2018

3.6 Upgrade national health insurance framework, health costing and financing

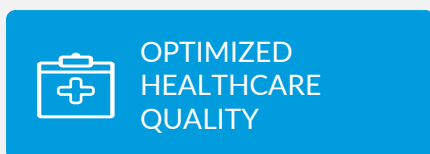
POLICY DESCRIPTION

- Upgrade national insurance framework to provide insurance benefits throughout stage of illness and injury (prevention, diagnosis, medical treatment and rehabilitation) and from childbirth to death. This will contribute to improving citizens' health and promoting equity
- Assure financial sustainability and long-term universal health coverage, transform the financial support system from National Health service and private health insurance system to a national health insurance including health aid program as a social safety net for low income employed and householders
- Ensure that resources are fairly used to avoid the risk of health care pooling

IMPLEMENTATION GUIDELINES

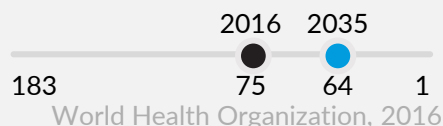
- Establish a national health insurance by finding the most suitable health insurance model for Kuwait by performing model studies and feasibility studies
- Develop a medical aid program to provide healthcare to underprivileged people contributing to the improvement of national care and enhancement of social welfare
- Carefully design the national health insurance financing model to ensure its long-term sustainability by, for example:
 - Designing a diagnostic related group (DRG) payments system
 - Levying earmark taxes on tobacco and sugar, mobilize funds and create disincentives for unhealthy behavior

DESIRED OUTCOME



Non-communicable disease mortality

KPI



CHALLENGE ADDRESSED BY POLICY

Inexistent sustainable alternatives to block budget, given private insurance is 9% of total private expenditure, vs. 26% in the GCC

POLICY OWNER

Ministry of Health

POLICY SOURCE

KPPC, *Holistic Approach to Health: National Health Policy Framework*, Sungsoo Chun, MPH, PhD, 2018

PROGRAM 8: IMPROVE OUR HEALTH AND WELLBEING

8.7 Promote health literacy and improve people's ability to make appropriate health decisions

POLICY DESCRIPTION

- Increase health literacy to allow for individuals and communities' to make appropriate health decisions and to limit the number of people suffering from NCDs, obesity and dying prematurely. This requires taking a strong stance to promote health and collaborate with public and private entities from all sectors to address public health issues

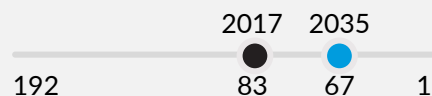
DESIRED OUTCOME



ENHANCED HEALTH LITERACY

Life expectancy at birth indicator

KPI



World Bank, 2017

CHALLENGE ADDRESSED BY POLICY

Non-communicable diseases are the cause of 72% of deaths in Kuwait, and the problem is accentuated due to failures in encouraging healthy lifestyles and promoting public health

CHALLENGE ADDRESSED BY POLICY

MOZMINA: Reduce prevalence of non-communicable diseases

SEHHA AAMA: Launch health literacy campaigns in primary schools

IMPLEMENTATION GUIDELINES

- Establish an institution for health promotion
- Ensure social mobilization for health literacy
- Develop health promotion programs for all age-groups promoting healthy lifestyles, nutritious diets and physical activity
- Strengthen anti-smoking policy and programs
- Promote health in communities, schools and the workplace

POLICY OWNER

Ministry of Health

POLICY SOURCE

KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018

Program 9

Contribute to the global community



Details of policies

9.1 Boost economic diplomacy and international development

POLICY DESCRIPTION

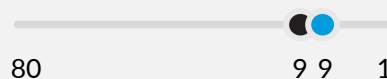
- Strengthen New Kuwait's positive image in international forums by leveraging Kuwait's active role in international development and promoting Kuwait as a destination for investment
- Improve coordination and collaboration between all relevant stakeholders and build the right capacities within national institutions
- The policy takes advantage of Kuwait's generous contributions in international development; and efforts to improve the ease of doing business

DESIRED OUTCOME



Total humanitarian aid flows
2018 2035

KPI



United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), 2018

CHALLENGE ADDRESSED BY POLICY

Low score in international brand recognition surveys (47th out of 100 countries in Brand Finance)

INITIATIVE RELATED TO POLICY

DIPLOMASIYA EQTISADIYA: Bolster economic diplomacy

IMPLEMENTATION GUIDELINES

- Develop Kuwait's national strategy for development and humanitarian assistance to consolidate past efforts and link assistance with Kuwait branding
- Establish an international humanitarian and development assistance excellency center in Kuwait and partner with international organizations to enhance the positive impact of Kuwait's development aid
- Design and implement an international award for excellency in development and humanitarian assistance
- Establish and build the capacity of economic diplomacy in the Ministry of Foreign Affairs
- Develop national strategy for economic diplomacy in partnership between the Ministry of Foreign Affairs and KDIPA to brand Kuwait's economic identity internationally

POLICY OWNER

Ministry of Foreign Affairs

POLICY SOURCE

GSSCPD, *White Paper on Global Positioning*, 2019

PROGRAM 9: CONTRIBUTE TO THE GLOBAL COMMUNITY

9.2 Revitalize cultural and historic sites by improving access to them and implementing sustainable management

POLICY DESCRIPTION

- To safeguard and revitalize Kuwait's historic environment through a combination of conservation, sympathetic utilization, public access and engagement, with particular emphasis on:
 - Supporting physical, virtual and intellectual access to cultural and historic places for all citizens
 - Enabling appropriate redevelopment through sustainable management of the historic environment to preserve and enhance the value of historic places for current and future generations, which is achieved through positive engagement on redevelopment across the public and private sectors, community-based organizations, and citizens

IMPLEMENTATION GUIDELINES

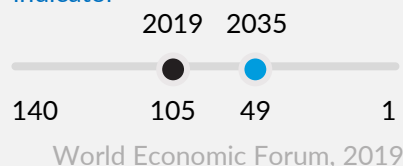
- Update the Law of Antiquities to bring in-line with current international best practice
- Access is considered to be both physical and virtual. Bring forward legislation protecting the rights of disabled people and disadvantaged groups to access cultural and historic places
- Promote the country's heritage as a tourism product and implement innovative technology in relation to virtual access and interpretation tools
- Identify and safeguard intangible cultural heritage assets such as traditional practices and living heritage by working with local community groups
- Enhance the role of non-statutory stakeholders in heritage related development decisions which will affect them
- Prepare Conservation Area Characterization Studies and Heritage Management Plans to improve design and management guidelines

DESIRED OUTCOME



Intangible cultural heritage indicator

KPI



CHALLENGE ADDRESSED BY POLICY

Limited infrastructure and marketing of heritage sites, complicating access

POLICY OWNER

National Council for Culture, Arts and Letters

POLICY SOURCE

Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019

9.3 Expand the creative economy by promoting national arts, culture and media production

POLICY DESCRIPTION

- Reposition the cultural sector to play a decisive role in expanding and enabling the country's vision for development and keeping pace with the latest changes on the national, regional and international levels and committing to the development of creative industries and knowledge economy
- Create a strong cultural brand and build a regional cultural tourism industry around it
- Reform government institutions to act as catalysts for development, while empowering private sector initiatives and facilitating interactions among the cultural players

IMPLEMENTATION GUIDELINES

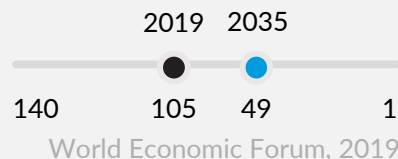
- Reposition the cultural sector by creating a vision, a policy framework and a roadmap for elaborating it into policy
- Integrate culture into development policies relating to human rights, freedom of speech and expression, education, economy, heritage preservation, politics, health, environment, tourism, creative industries, technology, science and innovation, urban planning, and housing projects etc.
- Define clear mechanisms for supporting culture, which will require political will and government investments
- Improve coordination between the bodies and institutions involved in the production of culture by creating a structure to help these bodies collaborate, and especially strengthen the role of the National Council for Culture, Arts and Literature (NCCAL) as a coordinating body

DESIRED OUTCOME



Intangible cultural heritage indicator

KPI



CHALLENGE ADDRESSED BY POLICY

Limited number of programs fostering and promoting Kuwaiti arts and culture

INITIATIVE RELATED TO POLICY

AFLAM: Setup Kuwait Film Fund

POLICY OWNER

National Council for Culture, Arts and Letters

POLICY SOURCE

National Council for Culture, Arts and Letters, A Framework for the Development of a National Policy for Culture for Kuwait, 2019

PROGRAM 9: CONTRIBUTE TO THE GLOBAL COMMUNITY

9.4 Host and participate more at international events and conferences

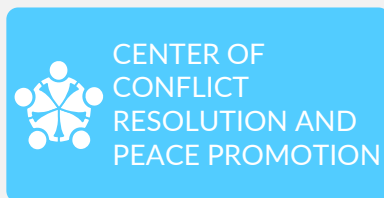
POLICY DESCRIPTION

- Enhance Kuwait's capacity to host international events by partnering with international organizations and providing competitive facilities
- Build capabilities within its national institutions to ensure outstanding and professional representation in recognized events

IMPLEMENTATION GUIDELINES

- Strengthen the capacity of the National Council for Cultural and Letter to allow them to approach the international community to promote Kuwait's cultural identity
- Develop partnerships with international organizations to promote the organization of international conferences in Kuwait
- Enhance capacities of the concerned ministries and entities in approaching and organizing international conferences

DESIRED OUTCOME



Nation brand index

KPI



CHALLENGE ADDRESSED BY POLICY

Lack of definition and promotion of the Kuwaiti comparative advantage in the region

INITIATIVE RELATED TO POLICY

FA'ALIYAT: Host flagship regional events

POLICY OWNER

Ministry of Information

POLICY SOURCE

GSSCPD, *White Paper on Global Positioning, 2019*

PROGRAM 9: CONTRIBUTE TO THE GLOBAL COMMUNITY

9.5 Promote Kuwait's achievements and contributions by defining the country's brand

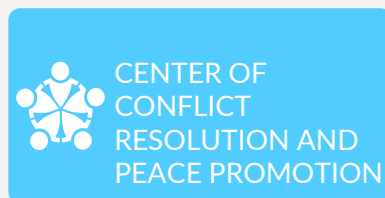
POLICY DESCRIPTION

- Brand Kuwait's government as a catalyst for achieving citizen welfare and building a favorable environment for national and international investment
- Consolidate promote achievements in government transformation towards a digital, agile, and open government enhancing professional strategic communication process and stakeholder's coordination and local and international partnerships

IMPLEMENTATION GUIDELINES

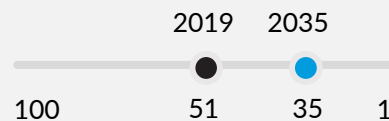
- Build the right capabilities within the government's communication unit and public relation units to deliver best-in class communication
- Develop the government's communication strategy and partner with national and international stakeholders
- Design and implement a national and international campaign aiming to enhance the government's image

DESIRED OUTCOME



Nation brand index

KPI



Brand Finance, 2019

CHALLENGE ADDRESSED BY POLICY

Poor participation in international association meetings: average of 5.7 events over 3 years, compared to 84.7 for the UAE, positioning Kuwait as 105th /137 in the Travel and Tourism Index

CHALLENGE ADDRESSED BY POLICY

RIYADHA: Progress Kuwait's sports movement

POLICY OWNER

Ministry of Information

POLICY SOURCE

GSSCPD, *White Paper on Global Positioning, 2019*

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Narjes Abdulhadi	Waleed Al-Awadhi	Rashed Al-Enzi	Amal Al-Hamad	Rabia Al-Kandari	Ahmad Al-Manfoohi	Eman Al-Mutairi
Reem Abdullah	Mohamad Al-Awadhi	Mohamad Al-Enzi	Bader Al-Hamad	Dr. Ibrahim Al-Kandari	Dr. Yousef Al-Mansoor	Husa Al-Mutairi
Mohammed Abdullah	Mohammad Al-Awadhi	Fatma Al-Enzi	Nuha Al-Hamad	Abdulmohsen Al-Kandari	Mashael Al-Mansour	Mohammad Al-Mutairi
Mehsin Abu Muamar	Nahidah Al-Awadhi	Hamad Al-Enzi	Dr. Manal Al-Hamad	Areej Al-Kandari	Aisha Al-Marhoon	Manal Al-Mutairi
Narjes Abul	Nawal Al-Azemi	Dr. Abdullah Al-Enzi	Wadha Al-Hamdan	Manal Al-Kandari	Mariam Al-Marzouq	Khulood Al-Mutawa
Leila Abul	Fahad Al-Azemi	Mariam Al-Enzi	Alaa Al-Hamdan	Estiqlal Al-Kandari	Badoor Al-Masbah	Hanan Al-Mutawa
Zahra Abul	Ahmed Al-Azmi	Fahad Al-Enzi	Waleed Al-Harbash	Shaimah Al-Kandari	Mohammad Al-Maseelikh	Yuser Al-Mutawa
Areej Ahmad	Yousef Al-Azmi	Mashael Al-Enzi	Ragda' Al-Harmi	Yousef Al-Kandi	Mouza Al-Masha'an	Yisr Al-Mutawaa
Mohammad Ahmad	Nawal Al-Azmi	Mashael Al-Enzi	Jehad Al-Hasawi	Dr. Fatima Al-Kandri	Adel Al-Mashaileh	Mustafa Al-Muthaf
Dr. Abdulmohsin Akbar	Khalid Al-Azmi	Dr. Ali Al-Enzi	Alaa Al-Hasawi	Ibtisam Al-Kathmi	Hassah Al-Mashoti	Dr. Buthaina Al-Muthaf
Dr. Abrar Akbar	Siham Al-Azmi	Yousef Al-Enzi	Dalal Al-Hashash	Dr. Ahmad Al-Kawaaz	Mohammed Al-Matrouk	Huda Al-Nafeesi
Maha Al Majed	Dr. Dalal Al-Ba'aijan	Talal Al-Essa	Shaikha Al-Hashem	Ghanima Al-Khabaz	Shoroug Al-Matrouk	Dr. Balqeess Al-Najar
Dalal Al-Abdali	Faisal Al-Bader	Abdullah Al-Essa	Shaikha Al-Hashim	Aminah Al-Khabaz	Fatima Al-Matu'	Munira Al-Najdi
Naseeba Al-Abdullah	Bedoor Al-Bader	Mariam Al-Essa	Dr. Manal Al-Hassawi	Amina Al-Khabbaz	Yousef Al-Mazeedi	Munira Al-Najdi
Emad Al-Ablani	Adel Al-Bader	Mohammad Al-Essa	Haytham Al-Hawaj	Ali Al-Khadari	Yousef Al-Mazeedi	Taiba Al-Najeelan
Afrah Al-Abood	Bader Al-Bahar	Prof. Suad Al-Fadhli	Eman Al-Hindal	Abeer Al-Khaldi	Dr. Hanan Al-Mazidi	Noura Al-Namash
Mohammad Al-Adwani	Nadia Al-Bahar	Masood Al-Fahaid	Hamad Al-Houli	Mariam Al-Khaldi	Aseel Al-Mazyad	Mohammed Al-Naqi
Dr. Hamad Al-Adwani	Sarah Al-Baker	Fawzya Al-Fakaan	Rawan Al-Houti	Mohammed Al-Khalidi	Fahad Al-Merri	Yousef Al-Nasar
Salem Al-Adwani	Hiba Al-Baker	Faleh Al-Fandi	Anfal Al-Hulayel	Abeer Al-Khaldi	Athary Al-Mesfer	Dr. Fayeze Al-Nassar
Malak Al-Adwani	Hiba Al-Bakr	Salma Al-Farhan	Abdulaziz Al-Humaidhi	Sabika Al-Khaled	Mansour Al-Methen	Dr. Hanan Al-Nasser
Noura Al-Adwani	Osama Al-Balhan	Dr. Hazza' Al-Fathli	Alia Al-Humaidhi	Aliyah Al-Khaled	Aseel Al-Mezyed	Afaf Al-Nasser
Hamad Al-Adwani	Hamed Al-Balool	Abdulrahman Al-Fawaz	Dr. Sayed Hashem Al-Hunnayan	Hana'a Al-Khamees	Binan Al-Mikhyal	Mohammed Al-Nasser
Sarah Al-Ageel	Hessa Al-Balool	Reem Al-Fawzab	Alkhansa Al-Husaini	Bashayer Al-Khamees	Fahad Al-Mirri	Dr. Afaf Al-Nasser
Mohammad Al-Ahmad	Barack Al-Barack	Fawzan Al-Fawzan	Al Khansaa' Al-Hussaini	Ali Al-Khanfour	Budoor Al-Misbah	Khalefah Al-Nemash
Ruqaya Al-Ahmad	Dr. Raseed AlBughaili	Kholoud Al-Feeli	Fatima Al-Huwail	Lamees Al-Kharafi	Mashael Al-Monsoor	Huda Al-Nu'ma
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Saleh Al-Ajmi	Abdullah Al-Dabbous	Abdulkareem Al-Fouzan	Dr. Dhari Al-Huwail	Ahed Al-Khateeb	Hiba Al-Moufarrij	Musab Al-Nusif
Sara Al-Ajmi	Dr. Majid Al-Daihani	Salem Al-Fuhaidi	Sakeena Ali	Ali Al-Khatlan	Khaled Al-Mousa	Abrar Al-Nuwaif
Kholoud Al-Ali	Majid Al-Daihani	Dr. Reem Al-Fulaij	Ameena Al-Jaber	Ali Al-Khatlan	Muna Al-Mousa	Abrar Al-Nuwayef
Fatma Al-Ameeri	Dr. Haneen Al-Dalimi	Dr. Reem Al-Fulaij	Ameenah Al-Jaber	Abdul Rahman Al-Khatrish	Dr. Fatima Al-Mousawi	Mariam Al-Obaid
Ahmed Al-Ammar	Afnan Al-Darweesh	Bashayer Al-Gam	Omama Al-Jaber	Fatma Al-Khawai	Sayid Abbas Al-Mousawi	Alaa Al-Omar
Walid Al-Ammar	Fatin Al-Dehaina	Jumana Al-Ghadban	Seham Al-Jadaan	Banan Al-Khayal	Mustafa Al-Mudhaf	Dr. Ahmad Al-Omar
Dr. Abdullah Al-Anizi	Khalid Al-Dehani	Abeer Al-Ghais	Sabah Al-Jalahma	Khaled Al-Khayat	Tirky Al-Mughamas	Lulwa Al-Omar
Dr. Abdullaazaq Al-Anjari	Wadha Al-Dhafiri	Dr. Hana'a Al-Ghanim	Abdulrahman Al-Jameel	Ebtihal Al-Khayat	Saad Al-Muhailbi	Hammed Al-Omar
Nabeela Al-Anjari	Abdulrahman Al-Dhafiri	Rana Al-Ghanim	Dawood Al-Jarrah	Khulood Al-Khazal	Jaber Al-Muhanna	Mai Al-Omar
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Sadeeqa Al-Ansari	Dr. Abdulrahman Al-Dousary	Ghanim Al-Ghanim	Azzaa Al-Jasim	Huda Al-Khudari	Mishaal Al-Muhtab	Iman Al-Omar
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Maha Al-Arafi	Afnan Al-Draiwish	Saleh Al-Ghunaim	Masya Al-Jassim	Dr. Ahmad Al-Lafi	Nasser Al-Mulla	Mohammed Al-Otaibi
Ali Al-Arbash	Hana'a Al-Duaij	Laila Al-Ghunaim	Khulood Al-Jassim	Mohmad Allahou	Anwar Al-Mulla	Mutlaq Al-Otaibi
Ali Al-Arbash	Bader Al-Duaij	Nayef Al-Hadad	Sultan Al-Jazzaf	Taleb Al-Lengawi	Mohammed Al-Munayes	Mariam Al-Otaibi
Abdullatif Al-Ariki	Faisal Al-Duaij	Nayef Al-Haddad	Mousa Al-Jema'a	Muna Al-Maaraj	Hassah Al-Mushofi	Abdulaziz Al-Otaibi
Youssif Al-Askar	Hana' Al-Duaij	Hana'a Al-Hajeri	Marwa Al-Jeraiwi	Haya Al-Magroon	Noura Al-Mutairi	Abdullah Al-Otaibi
Fatemah Al-Askar	Hanan Al-Ebraheem	Maali Al-Hajeri	Farah Al-Jinfawi	Eman Al-Mahameed	Khaled Al-Mutairi	Mariam Al-Otaibi
Dr. Fatima Al-Asoomi	Nawaf Al-Ebraheem	Dakheel Al-Hajeri	Salem Al-Jiran	Hanadi Al-Mailish	Mishari Al-Mutairi	Dr. Salah Al-Othman
Suad Al-Ateeqi	Mohamad Al-Ebrahim	Khaled Al-Hajeri	Salem Al-Jirani	Lamia'a Al-Majid	Awath Al-Mutairi	Issa Al-Oun
Mayssoon Al-Attar	Esraa Al-Eisa	Ahmad Al-Hajeri	Fahad Al-Jouan	Dr. Maha Al-Majid	Fayeze Al-Mutairi	Dr. Rashid Al-Owaish
Abdul Mohsen Al-Attar	Abdullah Al-Elaj	Abdul Aziz Al-Haji	Ahmad Al-Juhaim	Thamy'a Al-Majid	Salma Al-Mutairi	Waleed Al-Owaiyesh
Soad Al-Awad	Ahmad Al-Enizi	Notha Al-Hajiri	Dr. Fatemah Al-Kandari	Saqer Al-Manaai	Hamad Al-Mutairi	Mohammed Al-Ozayeb

Estiqlal Al-Qabandi
 Dr. Lubna Al-Qadhi
 Sultan Al-Qahtani
 Afrah Al-Qallaf
 Hanoona Al-Qattan
 Hassan Al-Qattan
 Ayman Al-Qattan
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 Abeer Al-Tajaly
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 Khalifah Al-Tararwa

Danah Al-Tarrah
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 Muneera Al-Tawash
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 Fatin Al-Wuhaitha
 Wafaa Al-Yahya
 Abrar Al-Yahyooh
 Yaseen Al-Yaseen
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 Sara Al-Zayed
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 Tayba Al-Zuwair
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Dr. Nebal Bourisly
 Rehab Bourisly
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 Sherifa Hamada
 Khaldoon Harmi
 Haya Harmil
 Sara Al-Zayed
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 Laila Hashim
 Khaldah Hathifah
 Dr. Ma'amoon Helbi
 Noor Husain
 Adnan Hussain
 Dr. Abdulhameed Hussain
 Alaa Hussain
 Ruqaya Hussain
 Rokaya Hussain
 Ahmad Ibrahim
 Abdullah Jaafar
 Safa Jaber
 Amnah Jamal
 Abdullah Jaser
 Mohammad Jassem
 Iman Jassim
 Yousif Kadhim
 Ammar Kadhim
 Mustafa Kamal
 Laila Kamal
 Iman Khajah

GS-SCPD

Ahmad Abu Al-Saad
 Abdullah Al Ameer
 Futha Al-Abdulrazzaq
 Abdullah Al-Ameer
 Mohammad Al-Atoom
 Abdulaziz Alawais
 Sherifah Al-Bader
 Falih Al-Dousary
 Hamid Al-Eidan
 Adnan Al-Enzi
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 Bashayer Al-Mahdi
 Futha AlMuaili
 Bazza Al-Mukhled
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 Wafa Saad
 Mustafa Shaaban
 Dr. Samah Shaalan
 Ali Sinno
 Lamya Soliman
 Sameh Talet
 Wafaa Thabyan
 Dr. Haytham Troug

SUMMARY OF POLICIES AND THEIR SOURCES

- 1.1 Define a framework for an international business ecosystem and align with international partners
Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019
- 1.2 Ensure independent governance and regulation to administer the territory
Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019
- 1.3 Ensure that projects follow a holistic master plan to maximize the impact of the development of the territory
Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019
- 1.4 Prioritize critical initiatives to expedite investment and development
Hareer and Boubyan Island authority, Presentation to Accompany NEZ Law, 2019
- 2.1 Develop the legislative and regulatory framework to increase citizen ownership in prospective privatized companies, and support sectoral and competition regulation reform
Source
- 2.2 Establish public-private partnerships (PPP) companies in targeted sectors and distribute shares to citizens at subsidized prices
Source
- 2.3 Create social protection umbrella in the form of educational and health insurances (vouchers) for Kuwaiti citizens when privatizing operational sectors
Source
- 2.4 Set a budget deficit cap (not to exceed 5% of expenditures) and distribute parts of the surplus to citizens if the privatization program was achieving positive results
Source
- 3.1 Shift activities from the public to private sector by accelerating the privatization of government operating entities
SCPD, Privatization in Kuwait: Between Realities and the Expected, Dr. Minshawi Bader
- 3.2 Increase private sector participation by growing the share of projects financed through public-private partnerships (PPP)
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 3.3 Develop economies of scale by aligning and incentivizing the priority sectors for the economy
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 3.4 Enable a level playing field for all companies by strengthening the competition framework
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 3.5 Make it easier to start, operate and expand businesses
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 3.6 Grow foreign direct investment (FDI) by facilitating entry into the national economy
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 3.7 Accelerate the development of innovative products and services by creating an integrated ecosystem for technology, innovation, and knowledge
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 3.8 Enable entrepreneurs and small and medium enterprises (SMEs) by expanding the private sector's role in SME incubation, funding and upscaling
KPPC, White Paper, Solutions for Accelerating Economic Growth, Economic Diversification and Enhancement of Private Sector Contributions in the Financial Sector, Tariq Al-Rifai, 2018
- 4.1 Improve attractiveness of private sector employment by rebalancing compensation and working conditions across the private and public sectors
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.2 Create a smart foreign labor admission system that attracts highly skilled workers
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.3 Align education outcomes to labor market needs to equip students with relevant skillset
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.4 Develop a national skills formation system and revamp workforce development to support the transition into a knowledge economy
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.5 Improve general education, including curriculum, teacher skillset, and methods
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.6 Develop high-quality early childhood education (ECE) to improve school readiness among children
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.7 Promote STEM learning towards a knowledge economy and foster the internationalization of higher education
KPPC, Building Kuwait's Future Human Capital for the Knowledge-Based Economy, Wafa Saad, 2019
- 4.8 Encourage the social, economic, and political inclusion of youth, women, persons with disabilities, and the elderly
GSSCPD, Social Care and Development Report, Dr. Alaa Elzaghhal, 2019
- 4.9 Rebalance the social protection system and transition to an integrated social safety net
KPPC, Reforming wealth distribution in Kuwait: estimating costs and impacts, Steffen Hertog, 2019
- 5.1 Streamline structures, mandates, and governance in accordance with government restructuring recommendations
KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018
- 5.2 Strengthen performance management and reform civil service across the public administration
KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018
- 5.3 Transform government operations to digital government
KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018
- 5.4 Expand the role of the private sector in public service delivery
KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018
- 5.5 Boost national integrity and anti-corruption in government entities
KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018

- 5.6 Introduce performance-based budgeting with a medium-term planning horizon
KPPC, White Paper, Effective Public Services Pillar, Mosaad Abdel Hammed, 2019
- 5.7 Diversify fiscal tax base to reduce dependency on oil
KPPC, White Paper, Private Sector and Economic Growth, Arif Al-Mahmood, 2018
- 6.1 Improve the management of land and facilities, by facilitating the implementation of the 4th Kuwait Master Plan
Kuwait Municipality, The 4th Kuwait Master Plan, Perkins and Will, 2019
- 6.2 Create sustainable alternatives to the existing housing system
Kuwait Credit Bank, 2018
- 6.3 Optimize land mobility by developing smart transport processes and new modes of public transport
Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019
- 6.4 Improve airport infrastructure and operations for a better air travel experience
Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019
- 6.5 Improve existing port infrastructure and operations to facilitate international trade
Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019
- 6.6 Ensure competitive access to ICT infrastructure and services for the digital and knowledge economy
Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019
- 7.1 Improve water resource management, including wastewater treatment and reclamation, water use efficiency, and desalination
KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatoom, 2019
- 7.2 Build eco-cities using green building and green infrastructure principles, and smart technology
KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatoom, 2019
- 7.3 Advance innovation in low emission technology and promote fuel efficiency standards
KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatoom, 2019
- 7.4 Boost the role of renewables in the utilities sector
KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatoom, 2019
- 7.5 Integrate solid waste management, with a focus on improving waste disposal and resource recovery
KPPC, Environment Policy Framework Under Kuwait National Development Plan, Mohammad Alatoom, 2019
- 8.1 Improve youth wellbeing by combating substance use and road injury, and promoting sports
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 8.2 Scale up the healthy cities initiative and promote community development, and individual health and wellbeing at the local level
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 8.3 Enhance health information technology systems and launch a national health and nutrition survey
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 8.4 Optimize health workforce capacity and capabilities
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 8.5 Revamp the healthcare service delivery system and adopt new health technology and treatments
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 8.6 Upgrade national health insurance framework, health costing and financing
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 8.7 Promote health literacy and improve people's ability to make appropriate health decisions
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018
- 9.1 Boost economic diplomacy and international development
GSSCPD, White Paper on Global Positioning, 2019
- 9.2 Revitalize cultural and historic sites by improving access to them and implementing sustainable management
Kuwait Municipality, The 4th Kuwait Master Plan Working Paper, Perkins and Will, 2019
- 9.3 Expand the creative economy by promoting national arts, culture and media production
National Council for Culture, Arts and Letters, A Framework for the Development of a National Policy for Culture for Kuwait, 2019
- 9.4 Host and participate more in international events and conferences
GSSCPD, White Paper on Global Positioning, 2019
- 9.5 Promote Kuwait's achievements and contributions by defining the country's brand
GSSCPD, White Paper on Global Positioning, 2019

SUMMARY OF REFERENCES AND THEIR SOURCES

Background to the KNDP

Kuwait four capitals

Central Statistics Bureau, 2019

Distribution of expenses in the 2018/19 state budget, and oil share of revenue, exports and GDP
2018/19 Closing Accounts, Ministry of Finance, Central Statistics Bureau, 2019

Kuwait ranks 78th out of 180 countries in the 2018 corruption perception index
Corruption Perception Index, Transparency International, 2018

74,000 Kuwaitis work in the private sector

Central Statistics Bureau, Labor Market Information System, 2019

503,000 new jobs created in the private sector by 2035

Oxford Economics, Macro economic model for Kuwait, 2019

Kuwait ranks 111th out of 157 countries in standardized tests

Human Capital Index, The World Bank Group, 2018

13% of leaders in the public sector are women

Civil Service Commission, 2017

NCD's cause 72% of deaths in Kuwait

Global health observatory data repository, World Health Organization, 2018, Non-Communicable Disease Country Profiles, World Health Organization, 2018

27% youth unemployment

Statistical Yearbook 2017/2018, Central Statistics Bureau

Net state assets could be eroded by 2035

Oxford Economics, Macro economic model for Kuwait, 2019

250,000 housing units are needed by 2035 against 180,000 built at the current rate

Public Authority for Housing Welfare, 2019

Kuwait ranks 72nd out of 193 countries E-Participation in 2018

E-Participation Index, UN, 2018

Kuwait ranks 46th out of 141 countries in the Global Competitiveness Index in 2019

Global Competitiveness Index, World Economic Forum, 2018

Increase in national employment in the private sector to 69% of total national labor force

Oxford Economics, Macro economic model for Kuwait, 2019

Increase in growth rate of private sector GDP to 5.5%

Oxford Economics, Macro economic model for Kuwait, 2019

Increase in private sector share of GDP to 39%

Oxford Economics, Macro economic model for Kuwait, 2019

Developing the KNDP

Kuwait effort towards the SDGs

Kuwait Voluntary National Review - Report on the implementation of the 2030 agenda to the UN - High level Political forum on sustainable development, GS-SCPD, 2019

Program 1 - Unlock the Northern hub potential

Opportunities for change

Hareer and Bobyan Island Dev. Authority, Presentation to accompany NEZ Law, 2019

FDI of KD 105 million after falling by 17% compared to 2016

United Nations Conference on Trade and Development (UNCTAD), 2019

Program 2 - Privatization program

These sectors will help in further unlocking the potential of the private sector as Kuwait aims to be a regional trade hub

KPPC, Financial and Economic Outlook for the Local Economy in Kuwait in the Context of the National Financial Sector, Tariq Al-Rifai, 2018

Government is also moving forward with the privatization of North Shuaiba Power Plant, and fixed lines, alongside the Ministry of Electricity and Water main workshops

Ministry of Finance, Istidama Program report, 2018

~1.7 BN KD growth in GDP driven by private sector growth and unlocked efficiencies

IMF Article IV Consultation for Kuwait, 2019

~34 K private sector jobs created

Labor Market Information System, Central Statistics Bureau, 2019

~0.8 BN KD reduction in government expenditure

Technical Bureau for Privatization, 2019

Program 3 - Foster a dynamic private sector

Private sector increasing its share of the economy from around 30% today to over 40% by 2035

Oxford Economics, Macro economic model for Kuwait, 2019

One large-scale Private-Public Partnership (PPP) project, North Al-Zour Phase 1, has been completed in Kuwait

Kuwait Authority for Partnership Projects, 2019

Opportunities to further improve the business environment by digitizing processes, strengthening competition regulation and making it easier for international companies to invest in Kuwait

IMF Article IV Consultation for Kuwait, April 2019; Community of Practice Workshops, KNDP, 2019

Kuwait in 2018 ranks 108 out of 141 countries in innovation capability

Global Competitiveness Index, World Economic Forum, 2019

Kuwait ranks 83 out of 190 countries in the Ease of Doing Business index, and 82 in terms of starting a business

Ease of Doing Business, The World Bank Group, 2019

Kuwait ranks 46th out of 141 countries in the Global Competitiveness Index in 2019

Global Competitiveness Index, World Economic Forum, 2019

Around 50% of GDP driven by non-oil sectors in 2018

Central Statistics Bureau, 2019

Program 4 - Equip the people with the skills and incentives for future growth

Spending on education represents 13% of total public expenditure in FY2018/19

Kuwait Ministry of Finance

21% of working Kuwaitis have secondary level education, and 56% have tertiary level education or above (does not include without stated level of education)

Labor Market Information System, Central Statistics Bureau, 2019

According to the World Bank, Kuwaitis on average attend school for 12.4 years, but only receive learning equivalent to 7.6 years

Human Capital Index, The World Bank Group, 2018

New job opportunities will be concentrated in the private sector

Oxford Economics, Macro economic model for Kuwait, 2019

15% of expat workers have tertiary level education or above

Labor Market Information System, Central Statistics Bureau, 2019

Women comprise 43% of total labor in the public sector
Labor Market Information System, Central Statistics Bureau, 2019

6% of all Kuwaitis in the labor force are seeking employment
Statistical Yearbook 2017/2018, Central Statistics Bureau

10% of the Kuwaiti workforce is employed in the private sector
Labor Market Information System, Central Statistics Bureau, 2019

Program 5 - Develop a transparent and synergistic government

Kuwait has a high public employee to population ratio of 9%
KPPC, Towards an Integrated Public Admin. for the Digital Governance, Wafa Saad, 2018

Performance based budgeting approach is applied in 30 countries in the OECD
OECD Best Practices for Performance Budgeting, 2018

Kuwait ranks 106th out of 209 countries in the Government Effectiveness Index 2019
Government Effectiveness Index, The World Bank Group, 2019

Kuwait ranks 96th out of 209 in the Worldwide Governance Indicators in 2019
Worldwide Governance Indicators, The World Bank Group, 2019

Program 6 - Build a connected and integrated infrastructure

99% of all residential development is located within Kuwait metropolitan area
Kuwait Municipality, The Spatial Strategy, The 4th Kuwait Master Plan, Perkins and Wills, 2019

Car ownership increased by 35% between 2010-2016
Kuwait Municipality, The Transport Strategy, The 4th Kuwait Masterplan, Perkins and Wills, 2019

Rate of bus commuters fell from 10% to 6% of the population between 2010 and 2016
Kuwait Municipality, The Spatial Strategy, The 4th Kuwait Masterplan, Perkins and Wills, 2019

5 fixed broadband connections for every 100 inhabitants at the end of 2018
Communication and Information Technology Regulatory Authority, Fixed broadband subscriptions 2000 - 2018, International Telecommunications Union, 2019

44 vehicles registered per 100 inhabitants
Kuwait Municipality, The Transport Strategy, The 4th Kuwait Masterplan, Perkins and Wills, 2019

Kuwait ranks 93rd out of 141 countries for port infrastructure in 2019
Global Competitiveness Index, World Economic Forum, 2019

Program 7 - Build a livable and harmonious environment

Vehicle emissions are the third polluting sector after oil industry and utilities. In total they contribute 85% of total greenhouse emissions
The Second Report to the UNFCCC, Environment Public Authority, 2019

Energy subsidies are 12% of the total government expenditure
Ministry of Finance, 2019

Subsidized energy use grew at 4% per annum since 1971
The Second Report to the UNFCCC, Environment Public Authority, 2019

Kuwait has a high freshwater consumption per capita which stands at 520 liters
Kuwait Municipality, The Water Strategy, The 4th Kuwait Masterplan, Perkins and Wills, 2019

Saline brine, a by-product of desalination, has negative impact on the marine ecosystem [in Kuwait]
The Second report to the UNFCCC, Environment Public Authority, 2019

Each person generates 1.4 kg of waste daily in Kuwait
Kuwait Municipality, The Waste Strategy, The 4th Kuwait Masterplan, Perkins and Wills, 2019

90% of potable water is provided by desalinated water
Kuwait Municipality, The Energy Strategy, The 4th Kuwait Masterplan, Perkins and Wills, 2019

Utilities sector emissions are responsible for 52% of air pollution
The Second report to the UNFCCC, Environment Public Authority, 2019

Program 8 - Improve our health and wellbeing

Diabetes occurs in 13% of Kuwaiti women and 9% of men [in Kuwait]
Kuwait Health System Review, London School of Economics, 2018

42% of 5-19 year old are overweight [in Kuwait]
Global Health Observatory, World Health Organization, 2016

Road [transport] accidents cause around 500 deaths per year
Central Statistics Bureau, 2019

Opportunities to further improve the effectiveness of the healthcare system, including by enhancing health information technology systems, by developing the health workforce, by simplifying the structure of the sector, and by innovating in healthcare financing
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018

Life expectancy of Kuwaitis today stands at around 75 years
Life expectancy at birth, The World Bank Group, 2019

65% of Kuwaiti adults are inactive
KPPC, Holistic Approach to Health: National Health Policy Framework, Sungsoo Chun, MPH, PhD, 2018

85% of expenditure on health is allocated to curative care
Kuwait Health System Review, London School of Economics, 2018

Program 9 - Contribute to the global community

The Kuwait Fund for Arab Economic Development has provided more than \$19 billion in development aid to date
Kuwait Fund for Arab Economic Development, 2019

Kuwait ranks 41st out of 87 in the passport power rankings
Passport Index, 2019

