Qatar National Vision 2030

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General Secretariat For Development Planning

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Foreword

Charting economic and social progress in modern societies depends on a clear vision and a strategy about how to get there. Wise political leaders know the direction in which they would like their societies to develop, balancing the interests of present and future generations.

Qatar National Vision 2030 builds a bridge between the present and the future. It envisages a vibrant and prosperous country in which there is economic and social justice for all, and in which nature and man are in harmony. We need to galvanize our collective energies and direct them toward these aspirations. Strong Islamic and family values will provide our moral and ethical compass.

The welfare of our children, and of our children yet to be born, demands that we use our resource-wealth wisely. Qatar must continue to invest in its people so that all can participate fully in economic, social and political life. Qatar must invest too in world class infrastructure to create a dynamic and more diversified economy in which the private sector plays a prominent role. This requires continuous improvements in the efficiency, transparency and accountability of government agencies.

Qatar's National Vision is authentic. It has emerged from intensive consultation across Qatari society. It is based on the guiding principles of Qatar's Permanent Constitution. It reflects the aspirations of the Qatari people and the resolve of their political leadership.

Qatar's National Vision belongs to the government, the private sector, civil society and to all Qatari citizens. I call on all to work hard and utilize your expertise to help achieve the goals of the Vision and to advance our nation's development. In this way, we will build a bright future for the people of Qatar.

Tamim bin Hamad Al-Thani

Doha
July 2008

"Comprehensive development is our main goal in striving for the progress and prosperity of our people."

Hamad bin Khalifa Al-Thani

The State of Qatar is enjoying a period of unparalleled prosperity, with exceptional economic progress being evident in the increasing standard of living of its people. Major advances in economic, human and social developments continue to occur. Qatar has also progressed politically. Qatar's Permanent Constitution was ratified in 2004 and came into effect in June 2005. The Constitution defines the roles of the three state powers and the rights and duties of Qatari citizens.

Despite rapid economic and social gains, as well as political change, Qatar has maintained its cultural and traditional values as an Arab and Islamic nation that considers the family to be the main pillar of society. Under the wise leadership of HH the Emir, Sheikh Hamad bin Khalifa Al-Thani, the country continues to implement important initiatives that will propel Qatar to fully developed nationhood, and strengthen its role in the international community.

Qatar is at a crossroads. The country's abundant wealth creates previously undreamt of opportunities and formidable challenges.

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It is now imperative for Qatar to choose the best development path that is compatible with the views of its leadership and the aspirations of its people.

The National Vision defines broad future trends and reflects the aspirations, objectives and culture of the Qatari people. By shedding light on the future, the Vision illuminates the fundamental choices that are available to Qatari society. Simultaneously, it inspires Qatari people to develop a set of common goals related to their future.

Qatar's National Vision defines the long-term outcomes for the country as a whole rather than the processes for reaching these outcomes. It provides a framework within which national strategies and implementation plans can be developed.

The National Vision aims at transforming Qatar into an advanced country by 2030, capable of sustaining its own development and providing for a high standard of living for all of its people for generations to come.

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Defining Characteristics of Qatar's Future – Opportunities and Challenges

Qatar's sound management of its bountiful hydrocarbon resources will continue to secure improvements in standards of living. However, an improved standard of living cannot be the only goal of a society. To remain true to its values, Qatar must balance five major challenges:

- Modernization and preservation of traditions
- The needs of this generation and the needs of future generations
- Managed growth and uncontrolled expansion
- The size and the quality of the expatriate labor force and the selected path of development
- Economic growth, social development and environmental management

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Modernization and Preservation of Traditions

Preservation of cultural traditions is a major challenge that confronts many societies in a rapidly globalizing and increasingly interconnected world.

Qatar's very rapid economic and population growth have created intense strains between the old and new in almost every aspect of life. Modern work patterns and pressures of competitiveness sometimes clash with traditional relationships based on trust and personal ties, and create strains for family life. Moreover, the greater freedoms and wider choices that accompany economic and social progress pose a challenge to deep-rooted social values highly cherished by society. Yet it is possible to combine modern life with values and culture. Other societies have successfully molded modernization around local culture and traditions. Qatar's National Vision responds to this challenge and seeks to connect and balance the old and the new.

The Needs of this Generation and the Needs of Future Generations

Qatar will meet the needs of this generation without compromising the needs of future generations.

Sustainable development is a process that seeks to meet the needs of the present generation without compromising the ability of future generations to meet their needs. This is often called intergenerational justice. The rights of future generations would be threatened if the depletion of non-renewable resources were not compensated by the creation of new sources of renewable wealth. This could happen in at least three ways. First, the financial returns from hydrocarbon wealth could be used inefficiently, delivering low returns. Second, spending on "trophy" or conspicuous projects could prove costly. And, third, overly aggressive economic development could lead to economic overstress and risk, tipping the environmental scales irreversibly. Qatar's National Vision will choose the development path that carefully balances the interests of the current generation with the interests of future generations.

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Managed Growth and Uncontrolled Expansion

Qatar wants to make up ground quickly, but there are speed limits.

Qatar is currently experiencing great expansion in its economic activities. However, this growth could deplete its resources, overstrain its economy and derail it from its targeted objectives. Stresses from economic overheating and imbalances can manifest themselves in rapidly rising prices which, if persisting, will lead to financial vulnerabilities; deterioration in the quality of public services; low and stagnant labor productivity; deterioration in project quality and completion; environmental damage; and widening social cleavages and tensions. For these reasons Qatar must develop at a pace that is consistent with the realistic expectations of sustainable improvements in livelihoods and in the quality of life. It must target growth rates that are compatible with its capacity for real economic expansion.

The Size and the Quality of the Expatriate Labor Force and the Selected Path of Development

Qatar must choose a development path that is compatible with the targeted size and quality of expatriate labor that are determined by Qatar's leadership and people.

Qatar is currently experiencing high rates of population growth due mainly to massive urban development, large-scale investment projects and rising government expenditure. These factors have led to a large increase in the ratio of expatriates to locals in the labor force, and a particularly sharp and unanticipated rise in the immigration of unskilled workers. The composition of a nation's population will determine the nature of its society. Qatar must determine a suitable size and quality of its expatriate labor force. It must weigh the consequences of recruiting expatriate workers in terms of their cultural rights, housing and public service needs, as well as the potential negative impact on national identity, against the anticipated economic benefits that accrue from an increase in the numbers of foreign workers in the total labor force.

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Economic Growth, Social Development and Environmental Management

Economic development and protection of the environment are two demands neither of which should be sacrificed for the sake of the other.

Development patterns can, and often do, have negative effects on the natural environment. Environmental degradation can be reduced through investment in advanced technologies designed to minimize the damage caused by economic projects. It can also be reduced by avoiding rapid and unplanned growth. Even with Qatar's best efforts, it is impossible to entirely avoid harming the environment, given a development pattern that depends in its early stages on oil, gas, petrochemicals and heavy industries. Qatar has already committed to enforcing international standards for environmental protection when designing and implementing its industrial projects. The country must also commit to making its future path of development compatible with the requirements of protecting and conserving the environment. Wherever there is an environmental cost to be paid for economic progress, it must be compensated with investments in technologies that help improve the environment.

However, Qatar's efforts in protecting the environment will not be sufficient. Qatar is a part of the Gulf Region, which forms one ecological system that is affected by the practices and activities of every country in the region. It will be necessary to engage and to encourage all of the Gulf States to protect and conserve the environment.

The next step in Qatar's National Vision will be to resolve these five critical challenges.

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Guiding Principles of Qatar's National Vision

Qatar's National Vision is based on the Guiding Principles of the Permanent Constitution and the directions of Their Highnesses the Emir, the Heir Apparent and Sheikha Mozah, as well as on extensive consultation with government institutions and local and international experts.

The National Vision builds on a society that promotes justice, benevolence and equality. The Vision embodies the principles of the Permanent Constitution which:

- protects public and personal freedoms;
- promotes moral and religious values and traditions; and,
- guarantees security, stability and equal opportunities.

Qatar's National Vision Rests on Four Pillars

Human Development

Development of all its people to enable them to sustain a prosperous society.

Social Development

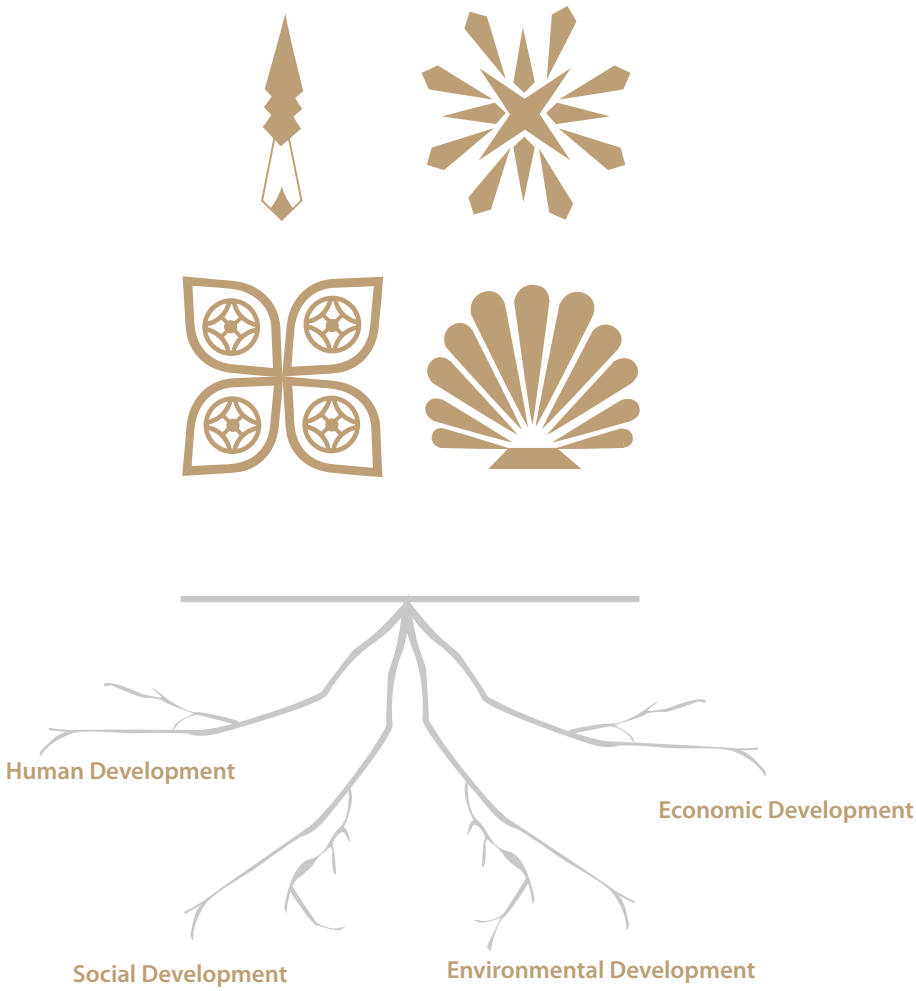
Development of a just and caring society based on high moral standards, and capable of playing a significant role in the global partnership for development.

Economic Development

Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for, all its people for the present and for the future.

Environmental Development

Management of the environment such that there is harmony between economic growth, social development and environmental protection.


Human Development
Economic Development
Social Development
Environmental Development

The First Pillar – Human Development

Hitherto, Qatar's progress has depended primarily on the exploitation of its oil and gas resources. But the country's hydrocarbon resource will eventually run out. Future economic success will increasingly depend on the ability of the Qatari people to deal with a new international order that is knowledge-based and extremely competitive. To meet the challenge, Qatar is establishing advanced educational and health systems, as well as increasing the effective participation of Qataris in the labor force. In addition, Qatar will continue to augment its labor force by attracting qualified expatriate workers in all fields.

Qatar aims to build a modern world-class educational system that provides students with a first-rate education, comparable to that offered anywhere in the world. The system will provide citizens with excellent training and opportunities to develop to their full potential, preparing them for success in a changing world with increasingly complex technical requirements. The system will also encourage analytical and critical thinking, as well as creativity and innovation. It will promote social cohesion and respect for Qatari society's values and heritage, and will advocate for constructive interaction with other nations.

"Education is one of the basic pillars of social progress. The state shall ensure, foster and endeavor to spread it."
Permanent Constitution

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In order to further support human development, Qatar will aspire to be an active centre in the fields of scientific research and intellectual activity.

To improve the health of Qatar's population, Qatar aspires to develop an integrated system for health care, managed according to world-class standards. This system will meet the needs of existing and future generations and provide for an increasingly healthy and lengthy life for all citizens. All health services will be accessible to the entire population.

"The State shall foster public health; provide means of prevention from diseases and epidemics and their cure in accordance with the law."
Permanent Constitution

Qatar will strive to increase the effective labor force participation of its citizens. However, for the foreseeable future Qatar will not have a sufficient number of citizens to manage the complex systems, infrastructure and other requirements of a rapidly growing, diversifying and technologically sophisticated economy. In order to realize Qatar's future ambitions, it will be necessary to make up for the shortages of local labor with expatriate workers. Attracting and retaining the right mix of skills will require appropriate incentives, as well as institutional arrangements for ensuring the rights and safety of expatriate labor.

"The employee-employer relationship shall be based on the ideals of social justice and shall be regulated by law."
Permanent Constitution

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Human Development

An Educated Population

A Healthy Population: Physically and Mentally

A Capable and Motivated Workforce

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Human Development Outcomes

An Educated Population

A world-class educational system that equips citizens to achieve their aspirations and to meet the needs of Qatar's society, including:

- Educational curricula and training programs responding to the current and future needs of the labor market
- High quality educational and training opportunities appropriate to each individual's aspirations and abilities
- Accessible educational programs for life-long learning

A national network of formal and non-formal educational programs that equip Qatari children and youth with the skills and motivation to contribute to society, fostering:

- A solid grounding in Qatari moral and ethical values, traditions and cultural heritage
- A strong sense of belonging and citizenship
- Innovation and creativity
- Participation in a wide variety of cultural and sports activities

Well-developed, independent, self-managing and accountable educational institutions operating under centrally-determined guidelines.

An effective system for funding scientific research shared by the public and private sectors and conducted in cooperation with specialized international organizations and leading international research centers.

A significant international role in cultural and intellectual activity and scientific research.

Human Development Outcomes (cont.)

A Healthy Population: Physically and Mentally

A comprehensive world-class healthcare system whose services are accessible to the whole population, including:

- Effective and affordable services in accordance with the principle of partnership in bearing the costs of health care
- Coverage of preventive and curative health care, both physical and mental, taking into account the differing needs of men, women and children
- High quality research directed at improving the effectiveness and quality of healthcare

An integrated system of health care offering high-quality services through public and private institutions operating under the direction of a national health policy that sets and monitors standards for social, economic, administrative and technical aspects of health care.

A skilled national workforce capable of providing high quality health services.

Continued commitment by the state to provide sufficient funds for maintaining the health of Qatar's population in accordance with the principle of partnership in bearing the costs of health care.

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Human Development Outcomes (cont.)

A Capable and Motivated Workforce

Increased and diversified participation of Qataris in the workforce through:

- Broad investments in certification and training programs by public and private institutions
- Incentives for Qataris to enter professional and management roles in business, health and educational sectors
- High quality training opportunities for all citizens, corresponding to their ambitions and abilities
- Increased opportunities and vocational support for Qatari women

Targeted participation of expatriate labor:

- Recruitment of the right mix of expatriate labor, protecting their rights, securing their safety, and retaining those who are outstanding among them

The Second Pillar – Social Development

The State of Qatar aspires to advance and develop the social dimensions of its society by nurturing Qatari citizens capable of dealing effectively and flexibly with the requirements of the age they live in, and by preserving a strong and coherent family that enjoys support, care and social protection. Women will assume a significant role in all spheres of life, especially through participating in economic and political decision-making.

"The family is the basis of the society. A Qatari family is founded on religion, ethics, and patriotism. The law shall regulate adequate means to protect the family, support its structure, strengthen its ties, and protect maternity, childhood, and old age."
Permanent Constitution

Qatar will seek to build a safe, secure and stable society based on effective institutions. The country will promote tolerance, benevolence, constructive dialogue and openness toward other cultures in the context of its Arab and Islamic identity. Moreover, it will provide its citizens with their basic needs and guarantee them equal opportunities.

"The State shall maintain the pillars of the society and ensure security, stability, and equal opportunities for all citizens.
Permanent Constitution

"The Qatari society is based on the values of justice, benevolence, freedom, equality, and high morals."
Permanent Constitution

Qatar will also enhance its important and constructive regional role, especially within the framework of the Gulf Cooperation Council, the Arab League and the Organization of Islamic Conference.

As a responsible member of the international community, Qatar will contribute to attaining international security and peace and will fulfill its international commitments.

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Social Development

Social Care and Protection

A Sound Social Structure

International Cooperation

Social Development Outcomes

Social Care and Protection

Strong cohesive families that care for their members, and maintain moral and religious values and humanitarian ideals.

An effective social protection system for all Qataris that ensures their civil rights, values their contribution in developing their society, and ensures an adequate income to maintain a healthy and dignified life.

A Sound Social Structure

Effective public institutions and strong and active civil society organizations that:

- Preserve Qatar's national heritage and enhance Arab and Islamic values and identity
- Provide high quality services that respond to the needs and the desires of individuals and businesses
- Establish a secure and stable society operating on the principles of justice, equality and the rule of law
- Enhance women's capacities and empower them to participate fully in the political and economic spheres, especially in decision-making roles
- Develop a spirit of tolerance, constructive dialogue and openness towards others at the national and international levels

Social Development Outcomes (cont.)

International Cooperation

An increased regional role economically, politically and culturally, particularly within the framework of the Gulf Cooperation Council, the Arab League and the Organization of Islamic Conference.

Intensification of cultural exchange with the Arab peoples in particular and with other nations in general.

Sponsorship and support of dialogue among civilizations, promoting coexistence between different religions and cultures.

Contribution towards international peace and security through political initiatives and developmental and humanitarian assistance.

The Third Pillar – Economic Development

A vibrant Qatari economy is the foundation on which economic prosperity and steady improvement in livelihoods will be built. Sustaining prosperity over the long term requires wise management of exhaustible resources to ensure that future generations inherit ample means to meet their aspirations. This management must secure optimum utilization of these resources and create a balance between reserves and production, and between economic diversification and the depletion of non-renewable hydrocarbon resources.

Qatar's bountiful hydrocarbon resources can be leveraged to make sustainable development a reality for all its people. Converting these natural assets into financial wealth provides a means to invest in world-class infrastructure; build efficient delivery mechanisms for public services; create a highly skilled and productive labour force; and support the development of entrepreneurship and innovation capabilities. If attained, these achievements would in turn provide a broader platform for the diversification of Qatar's economy and its positioning as a regional hub for knowledge and for high value industrial and service activities. However, the challenges should not be underestimated.

The first challenge is to enable the private sector to play an essential role in achieving sustainable development. Training and support for entrepreneurs is a basic precondition for enabling the private sector to carry out its required role, besides

providing financial and non-financial support mechanisms that will help incubate and grow small and medium-scale enterprises. Qatar has already made good headway in developing a political and organizational climate that supports the business sector. But further steps to enhance competitiveness and attract investment will be needed in a dynamic and increasingly borderless international economy.

"The State shall guarantee freedom of economic enterprise on the basis of social justice and balanced cooperation between private and public activity in order to achieve socio-economic development, increase in production, achieve public welfare, raise standard of living, and provide job opportunities in accordance with the provision of the law."
Permanent Constitution

A second challenge will be to choose and manage a pathway that delivers prosperity yet avoids economic imbalances and stresses. Once inflation becomes ingrained, or hurried development projects are implemented, or public services can no longer cope with bourgeoning demands, there will be risks to sustaining prosperity and to social cohesion. Skillful and farsighted economic management and effective and agile institutions will be needed to attenuate these risks.

Qatar's economic strategy must be alert to a range of risks that could potentially limit the achievement of its ambitions. The best security against these risks lies in open and flexible markets, affordable social protection mechanisms, and precautionary and strategic financial reserves.

Economic Development

Sound Economic Management

Responsible Exploitation of Oil and Gas

Suitable Economic Diversification

Economic Development Outcomes

Sound Economic Management

Reasonable and sustained rates of economic growth that secure a high standard of living for this generation and for future generations.

Financial and economic stability characterized by low inflation rates, sound financial policy and a secure and efficient financial system.

A stimulating business climate capable of attracting foreign funds and technologies and of encouraging national investments.

Open and flexible economic structures capable of competing in a changing world.

Coordination with Gulf Cooperation Council states and with Arab and regional economic organizations to establish trade, investment and financial ties.

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Economic Development Outcomes (cont.)

Responsible Exploitation of Oil and Gas

Optimum exploitation of hydrocarbon resources, establishing a balance between reserves and production, and between economic diversification and the degree of depletion.

A vigorous oil and gas sector that generates advanced technological innovations and contributes to the development of human resources and economic capacities throughout Qatar.

A fully developed gas industry that provides a major source of clean energy for Qatar and for the world.

The long term maintenance of strategic reserves of oil and gas to meet the needs of national security and sustainable development.

Economic Development Outcomes (cont.)

Suitable Economic Diversification

A diversified economy that gradually reduces its dependence on hydrocarbon industries, enhances the role of the private sector and maintains its competitiveness through:

- Expansion of industries and services with competitive advantages derived from hydrocarbon industries
- Design and development of economic activities in which Qatar can specialize, including the technical and human requirements of these activities
- A knowledge-based economy characterized by innovation; entrepreneurship; excellence in education; a world-class infrastructural backbone; the efficient delivery of public services; and transparent and accountable government

The Fourth Pillar – Environmental Development

The State of Qatar seeks to preserve and protect its unique environment and nurture the abundance of nature granted by God. Accordingly, development will be carried out with responsibility and respect, balancing the needs of economic growth and social development with the conditions for environmental protection.

The environmental pillar will be increasingly important as Qatar is forced to deal with local environmental issues, such as the impact of diminishing water and hydrocarbon resources, and the effects of pollution and environmental degradation, as well as international environmental issues such as the potential impact of global warming on water levels in Qatar and thereby on coastal urban development. Assessing the severity of risks and dealing with anticipated changes will require mobilizing capacities and coordinating efforts to tackle problems that arise.

"The State shall preserve the environment and its natural balance in order to achieve comprehensive and sustainable development for all generations."
Permanent Constitution

" We need to care for our natural environment for it was entrusted to us by God to use with responsibility and respect for the benefit of human kind. If we nurture our environment, it will nurture us."

Mozah bint Nasser Al-Misnid

Environmental Development

A Balance Between Development Needs and Protecting the Environment

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Environmental Development Outcomes

A Balance Between Development Needs and Protecting the Environment

Preserving and protecting the environment, including air, land, water and biological diversity, through:

- An environmentally aware population that values the preservation of the natural heritage of Qatar and its neighboring states
- An agile and comprehensive legal system that protects all elements of the environment, responding quickly to challenges as they arise
- Effective and sophisticated environmental institutions that build and strengthen public awareness about environmental protection, and encourage the use of environmentally sound technologies. These institutions will also conduct awareness raising campaigns, employ environmental planning tools, and carry out environmental research

Environmental Development Outcomes (cont.)

A Balance Between Development Needs and Protecting the Environment

A comprehensive urban development plan for Qatar that adopts a sustainable policy with regard to urban expansion and population distribution.

Encouragement of regional cooperation to put in place preventive measures to mitigate the negative environmental effects of pollution arising from development activities.

A proactive and significant regional role in assessing the impact of climate change and mitigating its negative impacts, especially on countries of the Gulf.

Support for international efforts to mitigate the effects of climate change.

Achieving the Vision

Qatar's National Vision provides the foundation for the formulation of a National Strategy. The Strategy will help the nation to realize the Vision by setting and prioritizing concrete development goals with time-bound targets. It will also articulate the necessary processes, stakeholder roles, and the expected performance standards which are needed to deliver on the Vision.

As a next step, the General Secretariat for Development Planning (GSDP), with the guidance of Qatar's Higher Authorities, will coordinate the formulation of this National Strategy, in consultation and in full partnership with all stakeholders, especially civil society, the private sector, ministries and government agencies. As part of this process, GSDP will initiate and encourage broad stakeholder engagement so as to ensure wide understanding of, and commitment to, the Vision.

The National Strategy will provide a medium-term framework for fully coordinated, articulated and aligned sectoral and enterprise strategies. These will contain plans, programmes and projects conceived and designed to help the country realize the National Vision.

Achievement of the Vision is a national responsibility. All sections of Qatari society and all sectors have an important role to play. This will require significant institutional and organizational capacity building; efficient and transparent delivery of public services; fruitful public-private cooperation and partnerships; the creation of a vibrant climate for business; and a larger space for civil society.

The Qatar National Vision (QNV) logo is based on a modular design. The central element of the logo takes the form of an eye, reflecting vision. The cultural pattern of its iris reflects traditional Qatari culture. This central element has a subtle relationship and congruence with the map of Qatar in the GSDP logo. The QNV logo is a modernized typographic Qatar, much like how the map is used in the GSDP logo.

The modular design looks structured, yet at the same time its dynamic dimensions have been created through the use of a diagonal line. The diagonal is important because the text reads upwards, which looks towards the future. The QNV seeks to achieve development progress, yet at the same time it aims to preserve national culture.