Qatar National Development Strategy 2011~2016

Summary of Programmes

استراتيجية التنمية الوطنية
National Development Strategy

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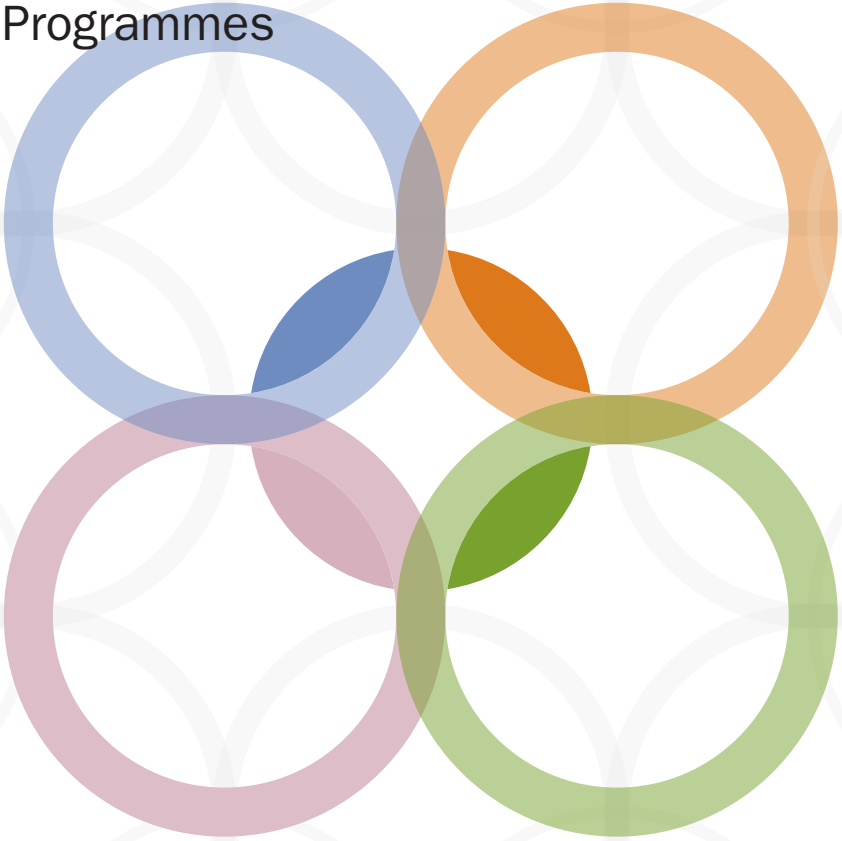

رؤية قطر الوطنية
Qatar National Vision

الأمانة العامة للتخطيط التنموي
General Secretariat for Development Planning

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Foreword

Building on the foundation of the Qatar National Vision 2030, Qatar's first National Development Strategy 2011-2016, is the product of consultation at every level of Qatari society, including business and civil society.

Spanning all aspects of social, economic and environmental activity, the Strategy provides for economic growth while respecting our cultural and religious values and honouring the needs of generations to come.

In March 2011, His Highness Sheikh Tamim bin Hamad Al-Thani, Heir Apparent and Head of the Supreme Oversight Committee for implementing Qatar National Vision 2030, in the presence of the Emir, His Highness Sheikh Hamad bin Khalifa Al Thani, launched the National Development Strategy 2011-2016.

This current booklet summarises the programmes contained in the Strategy for each of the sectors, focusing on the projects, targets and outcomes to be achieved over this 6-year period. It is intended as a ready reference for public sector officials and other stakeholders. A more detailed account of the rationale and objectives of the programmes and projects is contained in the Strategy book itself and the underlying sectoral strategies.

I now ask that we all work together to implement the Strategy and meet its development targets. Successful implementation will require efficiency, transparency and accountability in government ministries and agencies. Achieving the goals will also depend on the full engagement and commitment of business, civil society and all who live in Qatar.

HE Dr Saleh Al-Nabit
Secretary-General
General Secretariat for Development Planning

September 2011

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Building Qatar's first national development strategy

The Qatar National Vision 2030 (QNV 2030) established a framework of aspiration, calling for programmes and projects that ensure sustainable prosperity for future generations. After launching QNV 2030 in October 2008, the government led an extensive process of stakeholder consultations, studies and analyses that culminated in the National Development Strategy 2011– 2016 (NDS). The Strategy identifies specific actions and outcomes to overcome challenges and advance QNV 2030 goals.

National development is a long-term process that requires policies and investments at every level of government. Qatar's National Development Strategy 2011–2016:

- Identifies the most critical development goals and challenges.
- Outlines strategic initiatives aligned to QNV 2030 goals.
- Provides strategic coherence for national development planning and budgeting—moving from ad hoc development projects to forward looking, outcome-based planning.
- Strengthens public sector institutions and enhances implementation capacity for carrying out planned reforms and programmes, ensuring that cross-cutting issues are addressed.
- Builds in an adequate resource framework for effective implementation.

Preparation of Qatar's National Development Strategy 2011–2016 was highly participatory and inclusive across society. Qataris and non-Qataris from all sectors were energized, enthusiastic and engaged. Stakeholder engagement spread from ministers and prominent leaders involved in 6 Executive Groups to countless public, private and civil society sector participants in 14 cross-sectoral Task Teams.

The extensive intersectoral consultations, including interviews, discussions, debates and research, were important for building a strategy that would enjoy strong and positive public ownership from the outset.

Aligned to the QNV 2030 goals, the programmes and projects identified in the Na-

tional Development Strategy 2011–2016, include outcomes and targets from 14 sector strategies. Taking into account the many cross-sectoral links, they provide profound and transparent analysis, benchmarking, diagnostics and prioritizations for each of the programmes and projects.

The targets in the Strategy, developed with stakeholder inputs, focus on the results to be achieved by 2016. The targets will be reviewed and refined, as necessary, by key stakeholders at the beginning of programme and project implementation.

The programmes and projects of the National Development Strategy 2011–2016 reflect Qatar's development priorities and are linked to QNV 2030's four interrelated and mutually reinforcing pillars of development.

Successfully implementing the National Development Strategy 2011–2016 programmes and projects is contingent on modernization of Qatar's public sector. This will require transforming institutions through capacity-building programmes, creating a culture of innovation and performance based management and improving public service delivery.

Qatar's National Development Strategy 2011–2016 is a plan of action. It presents new initiatives while building on what already exists. For projects, policies and institutions already under way, it provides added impetus and focus.

Keys to success as the National Development Strategy 2011–2016 unfolds will be attention to measurable outcomes in each area, effective implementation, monitoring and evaluation, accountability, and cross-sectoral cooperation and coordination.

Sustaining economic prosperity

QNV 2030 articulates three interrelated goals for the economy. It looks to sustain a high standard of living, to expand innovation and entrepreneurial capabilities and to align economic outcomes with economic and financial stability.

Sustainability is defined as meeting the needs of the current generation without compromising those of future generations. There are many paths to sustainability; the goal of prosperity clarifies the development path the country wants to pursue and the ones it wants to avoid.

To embed sustainability in Qatar's economy, progress is needed in three parallel, mutually reinforcing directions. First, the country will enlarge the value of the productive base, which is necessary to sustain prosperity in an economy with a growing population and to expand the potential for future generations. Second, the government will guard against economic instability and promote increased efficiency. Third, the government will work in partnership with the private sector to diversify the economy and foster a culture of discovery and innovation.

Expanding the productive base

The first challenge for Qatar will be expanding its productive base. The "productive base" is the value of all the country's resources: its man-made capital (plant and buildings, machinery, and infrastructure), human capital, natural resources, technology and institutions (defined broadly to include markets, systems, rules, organizations and social capital). When the value of the productive base grows, there are more opportunities for the average citizen, and when it shrinks, there are fewer. To be sustainable, an economy with a growing population must have an expanding productive base.

Programmes for expanding the productive base, 2011-2016

Programmes	Targets	Outcomes
Infrastructure improvement	• Formulate a national infrastructure strategy and master plan and strengthen coordination functions. • Review the feasibility of additional infrastructure investments to promote sustainable resource use.	Efficient delivery of high quality infrastructure services
Industry development beyond carbon	• Review institutional arrangements to support growth and diversification of the economy.	A more diversified and resilient economy

Enhancing economic stability

The second challenge for Qatar will be "*to choose and manage a pathway that delivers prosperity yet avoids economic imbalances and stresses.*"- Qatar National Vision 2030.

Economic stability is needed if investors are going to make long-term commitments to expanding the productive base. While every economy encounters bumps in the road, excessive or prolonged volatility—with radical swings in demand, steep inflationary trends or financial convulsions—tends to erode business confidence, deflecting attention from strategic investments and choking off access to credit and longer term sources of finance.

Programmes for enhancing economic stability, 2011-2016

Programmes	Targets	Outcomes
Budget reform	• Establish a forward-looking and coordinated budget process, linked to the National Development Strategy 2011–2016 and to the operational plans of spending agencies.	Improved alignment of public spending with national development goals, and sustainable public finances
Public investment	• Establish a public investment programme that anchors all sizeable public investment decisions in a systematic assessment of their benefits and costs relative to broad national development priorities. • Enable private sector collaboration in public investment projects within a coherent framework that delivers development benefits to the state, including knowledge and skill transfers.	Improved capital assets quality and enhanced services Reduced economic volatility
Stabilization	• Review options to stabilize fiscal revenue and expenditure flows.	Improved quality of capital assets and enhanced services and benefits
Financial market development	• Introduce and extend range of instruments to help manage domestic liquidity. • Prepare a strategy to guide broader domestic capital market development.	

Enhancing technical and economic efficiency

Opportunities for efficiency gains proliferate, cutting across sector boundaries. Improvements in technical and economic efficiency involve using scarce resources more effectively in a set activity or use.

Reducing inefficiencies in technology, physical infrastructure, institutions and processes will enable the government to improve the use of resources over time. With an abundance of hydrocarbon resources but a scarcity of other vital resources such as water and arable land, a drive for efficiency is central to creating and capturing value, preserving and expanding the productive base and encouraging the private sector to develop through discovery and economic diversification.

By improving the use of capital assets, efficiency measures save fiscal resources by deferring or eliminating the need for replacement investments or capital expansion. Some efficiency gains reduce waste and unwanted by-products such as carbon dioxide emissions and waste water, contributing to environment goals.

Programmes for enhancing technical and economic efficiency, 2011-2016

Programmes	Targets	Outcomes
Water	• Cut network leaks of desalinated water to 10% or less from the current estimate of 30%–35%. • Ensure that all water consumption is metered. • Support installation of water-saving technologies for households and other users. • Develop a programme of water-saving measures in plans for agricultural development. • Expand treated sewage effluent networks to increase the use of recycled water. • Examine the feasibility of industrial wastewater collection and treatment systems.	Enhanced efficiency in use and conservation of fresh water resources
Energy and gas	• Study opportunities to lower gas consumption per unit of combined energy and water produced through enhanced dispatch. • Improve thermal efficiency in power production. • Advance the adoption of energy-saving technologies. • Keep Qatar's green building code implementation on track. • Establish a national level committee on renewable energy.	Improved energy efficiency, environmental quality and value creation
Infrastructure	• Expedite a review of phases II and III of the new Doha port. • Review the planned Doha metro system in light of realistic population passenger-traffic assumptions, costs and wider economic, social and environmental impacts.	Improved match between infrastructure services and needs
Land	• Approve and implement a National Master Plan for integrated land use and transport planning. • Establish well serviced and efficiently managed and regulated special economic zones for industrial land. • Achieve sustainable improvements in agricultural productivity.	Improved efficiency in allocation and uses of land

Enhancing market efficiency

Market efficiency is about putting scarce resources to their best use. But markets do not always do this well. Where there is scope to exercise market power- and where there are externalities, information gaps or forbidding transaction costs- markets may be inefficient or may not work at all. In such circumstances there may be a role for direct regulation to protect the public interest. Although government regulation can in some cases improve the operation of markets, government failures and interventions can also add to problems, throwing grit into the working machinery of the marketplace.

Programmes for enhancing market efficiency, 2011-2016

Programmes	Targets	Outcomes
Power, water and fuel	• Phase in user charges for power, water and fuel that better reflect the full economic costs of production.	Improved allocation and efficiency in use and adequate strategic reserves
Fish resources	• Increase fish stock levels, apply effective regulation and create a domestic aquaculture capability.	Sustainable level of marine fish stocks and new economic opportunities
Competition and trade	• Design a robust implementation programme for the existing competition law, supported by the necessary capabilities. • Expand liberalization of trade in services under the General Agreement on Trade in Services. • Continue the programme of foreign investment liberalization.	More competitive, productive and dynamic economy

Regulation and efficiency

Governments regulate to improve efficiency in allocating society's resources. Regulation may also be used to influence noneconomic social or cultural goals.

There are many forms of regulation. Most work by restricting behaviour or choice in circumstances where markets cannot be expected to lead to the best outcomes. Markets may not work properly because of information gaps, externalities (benefits or costs incurred by third parties) or forces that thwart competition. In such cases, the government may regulate in the public interest. The normal arenas for government regulation include finance, the environment, and access to and use of natural resources.

Programmes for better regulation and efficiency, 2011-2016

Programmes	Targets	Outcomes
Business regulation	• Streamline business and trade regulations and achieve a significant improvement in the World Bank's Doing Business scorecard.	Reduced monetary and time cost of establishing a business and higher rates of enterprise formation
Infrastructure regulation	• Establish an independent and integrated water and power regulator.	Enhanced private sector participation in the economy, and improved efficiency and higher quality services
Land regulation	• Approve and execute Qatar's National Master Plan.	Improved allocation and access to land across sectors

Building a diversified economy

Qatar aims to build "a diversified economy that gradually reduces its dependence on hydrocarbon industries, enhances the role of the private sector and maintains its competitiveness".— Qatar National Vision 2030

A more diversified economy is inherently more stable, more capable of creating jobs and opportunities for the next generation and less vulnerable to the boom and bust cycles of oil and natural gas prices.

Diversification is also essential since Qatar will need renewable sources of wealth creation to generate income and support consumption after its hydrocarbon reserves eventually are depleted. Economic diversification is a common thread in the strategy of many resource-rich countries, but success has been elusive for many and has come only gradually for others. Some countries target priority sectors and try to direct resources to them. Others invest in an enabling environment that encourages investment and creates opportunities for the private sector to branch into new areas. Many countries follow a mix of both approaches.

Diversifying the domestic output base is not a stroke-of-the-pen shift. Entrepreneurship and innovation need to be learned, embedded in the education system and in the surrounding culture and supported through business friendly policies and regulations. Qatar's private sector will need strengthening, with support and incentives that encourage acquiring relevant capabilities and participating in a wide range of economic activities.

Programmes for building a diversified economy, 2011-2016

Programmes	Targets	Outcomes
SME support	• Make Enterprise Qatar operational. • Introduce new products and services from the Qatar Development Bank that enhance its reach and relevance. • Reform government procurement regulations to reduce burdens on small business.	Strengthened private sector and entrepreneurial capabilities
Knowledge, Research and Development	• Develop a national research and development strategy and linked technology transfer strategy. • Establish an incubator for knowledge businesses at the Qatar Science and Technology Park. • Establish a public-private partnership framework to support development of a knowledge-based business sector.	Increased capabilities and expanded opportunities for innovation, skills and discovery
Information and communication technology	• Approve and execute the Supreme Council of Information and Communication Technology's strategy.	World class ICT infrastructure backbone and high quality services
Financial sector	• Implement Qatar Financial Centre's strategy, and scale up the activities of the Qatar Financial Business Academy.	Expanded financial sector market opportunities and capabilities

Promoting human development

The human development pillar of QNV 2030 calls for the "development of all Qatar's people to enable them to sustain a prosperous society" and "to meet the needs of this generation without compromising the needs of future generations".

Qatar will continue to invest in its people so that all can participate fully in the country's social, economic and political life and function effectively within a competitive knowledge-based international order.

It is putting in place advanced health and education systems that meet the highest global standards. It is also supporting the productive participation of Qatari men and women in the labour force, while attracting qualified expatriate workers in all fields, with a growing emphasis on the higher skilled.

Nurturing a healthy population

Advancing healthcare is central to the larger vision for sustainable growth and opportunity. For individuals, health and wellness contribute vitally to quality of life. For society, a healthy population reduces social costs and enhances economic competitiveness.

Through the National Health Strategy 2011–2016, under the guidance of the Supreme Council of Health, Qatar will enhance the wellness of all its people and establish a vibrant, healthy and productive society—for today and for the future. The National Health Strategy builds on the Supreme Council of Health's *Qatar National Health Vision 2020: Caring for the Future— Establishing Healthy, Vibrant Society.*

The National Health Strategy provides a practical and realistic guide for reforms, with far-reaching and fundamental changes envisioned across the entire healthcare system. It seeks to improve health outcomes by establishing a world-class healthcare system with effective and affordable services for the entire population.

The system will provide a full continuum of care through a patient-centred approach,

addressing both physical and mental health needs. The system will encourage prevention but ensure the availability of evidence-based curative healthcare services.

High-quality services will be offered 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 healthcare. High calibre research will be directed at improving effectiveness and quality.

Programme for a healthy population, 2011-2016

Projects	Targets	Outcomes
Establish primary care as the foundation for healthcare	• Increase the number of general practice physicians from 0.193 per 1,000 people to 0.555. • Ensure that the percentage of patients seen at secondary and tertiary healthcare facilities only after referral from primary healthcare facilities is 50% for outpatients and 40% for inpatients.	A comprehensive world-class healthcare system
Improve the configuration of hospital services	• Prepare a national clinical services framework. • Establish national centres of excellence for three of the top five priority areas.	
Improve continuing care design	• Increase the number of rehabilitation beds to 25 per 100,000 people. • Increase the number of continuing care beds to 8.23 per 1,000 people.	
Improve mental health services design	• Ensure that the number of psychiatric beds is at least 12.5 per 100,000 people. • Implement the approved model of care by 2016.	
Improve the provision of emergency and trauma services	• Ensure that the response time for emergency medical services calls from patients with potentially life threatening conditions is within 10 minutes for 75% of calls and within 15–20 minutes for 95% of calls in urban areas, and within 15 minutes for 75% of calls in rural areas. • Keep the number of deaths among patients reporting to the emergency department with a diagnosis of heart attack below 77.5 per 1,000.	
Improve the efficiency of and access to community pharmacies	• Bring the number of community pharmacies to 0.17 per 1,000 people, with a 70% dispensing rate.	

Programme for a healthy population, 2011-2016 (continued)

Projects	Targets	Outcomes
Improve quality of care	• Establish protocols for priority conditions (cardiac, asthma, diabetic emergencies), and achieve a compliance rate of 100% by 2014. • Implement Performance Agreements in 100% of hospitals, 100% of Primary Healthcare Centres and 50% of major polyclinics.	An integrated system of healthcare
Develop and implement disease management programmes	• Ensure that 75% of diabetics enrolled in a disease management programme have a haemoglobin A1C level less than 9.0.	
Ensure access to accurate healthcare data	• Achieve an 80% data-compliance rate for healthcare providers. • Achieve coding accuracy of 80%. • Establish disease registries for the top five priority diseases.	
Capture the benefits of electronic health services	• Raise the percentage of primary care practitioners accessing the online diabetes registry from 0% to 25%. • Ensure that 100% of images taken at hospitals are digitally stored and shareable among physicians. • Raise the percentage of community pharmacies submitting dispensing information to the e-prescription system from 0% to 25%.	
Enhance private sector involvement	• Raise the share of healthcare beds provided by the private sector from 20% to 25%.	

Programme for a healthy population, 2011-2016 (continued)

Projects	Targets	Outcomes
Improve the governance of public health	• Establish a monitoring and evaluation system for preventive healthcare.	A focus on preventive healthcare
Develop a comprehensive nutrition and physical activity programme	• Decrease the prevalence of obesity by 3 percentage points, from 32% to 29% for all residents and from 40% to 37% for Qataris. • Achieve a 10% weight reduction for people enrolled in dietary services programme.	
Develop a comprehensive programme to reduce tobacco consumption	• Reduce the rate of smoking among adult men by 3 percentage points, from the current 32%.	
Reduce consanguinity risks	• Lower consanguineous marriages among first cousins from 34% to 27%.	
Reduce the threat of communicable diseases	• Reduce tuberculosis prevalence from 1.6 per 10,000 people to 1.1. • Implement an early-warning surveillance and tracking system.	
Improve early detection of priority chronic diseases through a national screening programme	• Ensure that the percentage of individuals in target groups covered by screening programmes is at least 50%.	
Improve occupational health	• Reduce the rate of injuries lasting more than three days to 3,000 or less per 100,000 workers.	

Programme for a healthy population, 2011-2016 (continued)

Projects	Targets	Outcomes
Improve the health of women and children	• Raise the rate of exclusive breastfeeding during the first six months from 12% to 25%. • Achieve a compliance rate of more than 98% for all immunizations under the National Children Immunization schedule for children by age 1.	A focus on preventive healthcare
Address additional public health needs	• Complete a national emergency preparedness plan. • Implement an environmental impact health assessment process for all projects affecting public health. • Establish a single Food Safety Authority.	
Improve workforce planning in the short and long terms	• Develop a national healthcare workforce plan.	A skilled national healthcare workforce
Improve recruitment and retention	• Ensure a voluntary turnover rate of less than 8%.	
Improve professional education	• Raise the number of medical school graduates from 1 per 100,000 people to 3.	
Optimize the skill mix	• Raise the number of allied health professionals from 0.4 per 1,000 people to 4.	
Build the policy and regulatory capacity of the Supreme Council of Health	• Reduce vacancies on the Supreme Council of Health from 30% to 15%. • Staff key positions required for strategy implementation within three months.	A national health policy
Ensure the quality of healthcare professionals	• Ensure that 100% of healthcare professionals are licensed by the Supreme Council of Health.	

Programme for a healthy population, 2011-2016 (continued)

Projects	Targets	Outcomes
Ensure the quality of healthcare facilities	• Ensure that 100% of healthcare facilities are licensed by the Supreme Council of Health.	A national health policy
Ensure the quality of healthcare products and protect the public's safety	• Establish a national formulary. • Regulate all medical devices.	
Support patient complaints and rights	• Establish a patient advocacy body. • Ensure that on patient satisfaction surveys, 70% of patients answer "yes" for recommending the health facility.	
Strengthen the budgeting process	• Set up a multiyear activity-based budgeting system.	Effective and affordable services through partnerships in bearing healthcare costs
Achieve more efficient and effective management of treatment abroad	• Achieve a 50% follow-up rate in Qatar for patients receiving treatment abroad.	
Establish a system of health insurance	• Achieve 50% health insurance coverage by 2016.	
Ensure health infrastructure planning	• Prepare and approve a healthcare infrastructure master plan.	
Manage capital expenditures	• Achieve 100% compliance by health facilities requesting funds to finance infrastructure and major medical equipment such that they should abide by the requirements of the certificate of needs process.	
Conduct high-quality research to support a world class health system	• Establish a national research governance body led by the Supreme Council of Health. • Produce at least four high-quality research papers (based on citation rate or on publication in refereed journals), per researcher, in priority areas.	High-quality research directed at improving the effectiveness and quality of healthcare

Building knowledge and skills

Education and training help prepare citizens to meet their aspirations and to play a part in the country's increasingly diversified economy. Education also helps people make better decisions about health, marriage, parenting and social responsibility. A successful education strategy supports innovation in science, medicine and industry.

Education provides a solid grounding in Qatari religious, moral and ethical values, national identity, traditions and cultural heritage. Schools produce well rounded and engaged citizens and build more cohesive and participatory societies.

The education and training initiatives of the National Development Strategy 2011–2016 build on ongoing reforms to drive continued far-reaching changes. The initiatives in this sector are designed to achieve 20 sector outcomes. Six core outcomes require integration and planning across all educational sub-sectors. The others are specific to K–12 general education, higher education, technical education and vocational training, and scientific research.

Programme for building knowledge and skills, 2011-2016 – core education and training

Projects	Targets	Outcomes
Ten-year education strategic plan	• Develop and implement an integrated 10-year strategic plan for all education phases.	A comprehensive, integrated 10-year education strategic plan for all stakeholders, incorporating quality, efficiency and inclusiveness formulated
Support the strengthening of Qatari values	• Design and launch education programmes that instil national values in Qatari students.	Strengthen Qatari values throughout education and training
Educated workforce and institutional development plan	• Formulate and implement a workforce and institutional development plan for education and training professionals and institutions. • Enhance the professional capacity of teachers and workers in K–12 education.	Develop education and training professionals and institutions
Management strategy for using information and communication technology for improved learning environment	• Develop and implement an ICT strategy.	Integrate information and communication technology in education and administrative processes
Comprehensive communication and motivation plan	• Prepare and implement a comprehensive communication plan to increase student motivation.	Increase motivation and awareness of the benefits of education and training
Comprehensive education and training database	• Create a comprehensive education and training information and planning database. • Use the database to build a monitoring and evaluation framework for the strategy, taking into account cross-sectoral links.	Support evidence-based monitoring and policy-making by key stakeholders

Programme for building knowledge and skills, 2011-2016 - improving K–12 general education

Projects	Targets	Outcomes
Building sufficient education infrastructure capacity	• Expand school capacity in line with projected growth of student numbers. • Improve the quality of school buildings.	Ensure universal access to high-quality education for K–12
Mandatory kindergarten and secondary schooling	• Raise the net enrolment rate above 95% throughout K–12.	
Updated national K–12 curriculum	• Design and implement a high-quality national K–12 curriculum. • Expand training programmes according to national occupational and curriculum standards.	Consistently provide high-quality K–12 education
Align education programmes and student needs	• Strengthen institutional capacity to cater to diverse student needs.	Support K–12 students to fulfil their potential
Improve student language, math and science skills at all K–12 levels	• Increase the share of students approaching or meeting national standards in math, science and English.	
Enhance the quality of education in private schools and attract outstanding schools to Qatar	• Complete plans pertaining to developing and improving the quality of education in private schools.	

Programme for building knowledge and skills, 2011-2016 - improving K–12 general education (continued)

Projects	Targets	Outcomes
Specialized system to ensure high-quality education for students with disabilities	• Increase the share of schools equipped with infrastructure for students with disabilities to 80%. • Increase the capacity of specialized institutions and the number of Qatari specialists able to work with students with special learning needs.	Provide appropriate education options for children with special needs
Improved work skills and awareness of the work at preparatory and secondary levels	• Include work skills in the national curriculum, including implementing initiatives to foster student exposure to work environments. • Operationalize work skills in the national curriculum and enhance the performance of academic and vocational guidance in school.	Increase awareness of skills required in future work environments
Increased school communication with parents, taking into account the education sector reform principles	• Increase communication between schools and stakeholders. • Increase parental involvement in schools and provide parents with information on student and school performance.	Improve parental, community and sectoral participation in K–12 education
Formalizing public and private sector participation in education	• Increase stakeholder participation in implementing the education and training sector strategy.	
Flexible literacy and numeracy programmes for adults	• Increase the capacity and variety of institutions for adult education.	Offer a broad range of basic education programmes for adults

Programme for building knowledge and skills, 2011-2016 – improving higher education

Projects	Targets	Outcomes
Alignment between higher education and needs of a knowledge economy	• Increase the proportion of students graduating with qualifications needed in the knowledge economy by 65%–75%. • Provide students with diverse post-secondary education pathways to meet labour market needs.	Prepare Qataris for employment in the knowledge economy
Feedback mechanism between higher education institutions and K–12 institutions and students	• Establish feedback channels between K–12 and tertiary education. • Reduce the proportion of Qatari students enrolled in Qatar University's Foundation Program to 50%.	
Extend education opportunities to students who cannot directly enter universities	• Substantially increase the gross tertiary enrolment ratio to at least 30% for men and 56% for women.	Offer alternative pathways to tertiary education

Programme for building knowledge and skills, 2011-2016 – strengthening technical education and vocational training (TEVT)

Projects	Targets	Outcomes
Establish a TEVT supervisory body	• Develop and implement an organizational model for TEVT.	Develop an organizational model for technical education and vocational training and build needed capabilities
Adopt a new model for accreditation and licensing	• Define and implement a quality assurance system for TEVT institutions and programmes.	
National Qualification Framework	• Define and implement standards for a National Qualification Framework with all stakeholders.	Develop a regulatory framework to align technical education and vocational training with the education sector and labour market needs
Occupational standards and oversight body	• Develop and implement a system of occupational standards for relevant professions.	
Plan to develop differentiated TEVT programmes alignedto labour market needs	• Develop and implement a plan aligning TEVT programmes with the needs of the labour market.	Align technical education and vocational training programmes and outputs with the needs of society and the labour market
Plan for industrial partnerships to further develop TEVT	• Develop a industry partnership model accepted by all stakeholders. • Establish a first industry partnership according to model.	
Plan to increase awareness of TEVT programmes	• Improve information and perceptions about TEVT programmes.	Increase the prominence of technical education and vocational training programmes
Effective incorporation of TEVT into career guidance	• Incorporate TEVT options into career counselling. • Reduce TEVT dropout rates.	

Programme for building knowledge and skills, 2011-2016 – enhancing scientific research

Projects	Targets	Outcomes
Productive and effective scientific and research system	• Develop a national strategy defining priority areas for scientific research and development. • Increase the number of scientific research publications and patents.	Achieve a higher level of scientific innovation

Fostering a capable and motivated workforce

Transforming Qatar into a diversified knowledge economy with increased private sector participation depends on upgrading and deepening the education, knowledge and skills of Qataris.

Aligning these economic objectives requires a transition from the current low-skilled, low-productivity and low-wage economy to a high-skilled, high-productivity and high-wage economy.

A high-skilled and capable workforce is crucial for achieving a modern, diversified economy and for modernizing public sector institutions. Creating a more productive, skilled and motivated labour force requires major labour market reforms, especially for incentivizing Qataris to participate in the private sector and to take advantage of higher education and training opportunities.

To help realize national labour market goals, the government proposes major reforms over 2011–2016 to promote human capital development for sustainable economic growth and to enable the transition to a knowledge economy. The government also aims to increase labour market efficiency in matching labour supply and demand in the public and private sectors.

Programme for fostering a capable and motivated workforce, 2011-2016

Projects	Targets	Outcomes
Skill upgrading programme for Qataris	• Increase the labour force participation rate of Qatari men and women ages 20–59 with a secondary education or below.	Expanded high-quality training opportunities for Qataris
Comprehensive programme for private sector	• Increase the proportion of Qataris in the private sector from 5% to 15%.	Qatari private sector employment incentivized
Labour productivity strategy	• Improve Qatar's global ranking in labour productivity from 35th to 29th.	Labour force productivity boosted
Comprehensive programme for recruitment and retention of expatriates	• Increase the proportion of high-skilled foreign labour from 17% to 23%. • Increase the number of International Labour Office conventions signed from 6 to 20.	High-quality expatriate talent attracted and retained
Human Resources Master Plan for identified sectors	• Implement a comprehensive Human Resources Master Plan.	Human resources nurtured and managed
Improved labour market legislation	• Increase Qatari labour force participation rates from 63% to 66% for men and from 36% to 42% for women.	Improved labour market flexibility
Increased capacity of key labour market stakeholders	• Strengthen the capacity of key market stakeholders and improve coordination between them.	
Labour market information system	• Develop and implement a comprehensive labour market data system for use by relevant stakeholders.	Strengthened evidence-based policy-making
Effective labour intermediation system for Qataris	• Establish labour intermediation services.	Enhanced employment and career counselling services

An integrated approach to sound social development

An integrated social development policy must always take into account the well-being of Qatar and its citizens. By building a safe, secure and stable society through strong and effective government and family institutions, Qatar will achieve the QNV 2030 outcomes of effective social care and protection, sound social structure and international cooperation.

The National Development Strategy 2011–2016 will lay the foundation for these goals with a social development strategy that. seeks to enhance individual well-being without compromising Qatar's cultural identity. This strategy will integrate the following elements:

- Establishing strong cohesive families that care for their members and maintain moral and religious values and humanitarian ideals.
- Establishing an effective social protection system for all Qataris that ensures their civil rights, values their contribution in society and ensures an adequate income to maintain a healthy and dignified life.
- Establishing a secure and stable society operating on the principles of justice, equality and the rule of law.
- Increasing active lifestyle practices among the population to improve health outcomes and to use sports participation to forge friendships and improve relations between countries worldwide.
- Establishing Qatar as a hub of Arab culture through a distinctive national identity, strong community cohesion and a vibrant and creative cultural sector.

Family cohesion the core of Qatari society

The family cohesion and women's empowerment sector of the National Development Strategy 2011–2016 social development pillar thus supports a strong family structure that cares for its members and maintains moral and religious values and humanitarian ideals. At the same time, the government will show an increased dedication to enhance

women's capacities and empower them to participate more fully in the political and economic spheres.

All family-related projects targeted for the development strategy are closely interrelated. It is also supported by the National Family Strategy 2008–2013. They are intended to strengthen Qatar's long-term social care and protection outlook and to embody the common social development theme of increased well-being— the stronger the family structure's well-being, the stronger Qatar's social core becomes for future generations.

Programme for family cohesion and women's empowerment, 2011-2016

Projects	Targets	Outcomes
A programme to strengthen marriage and family ties	• Implement a programme to strengthen family cohesion, with at least four projects completed. • Reduce the proportion of Qatari women who are unmarried by ages 30–34 by 15%.	Strengthened Qatari family as a pillar of society
A system of marriage counselling and support for divorcées	• Reduce the number of Qatari couples seeking divorce before consummation by 20% and after consummation by 40%.	
Programme to enhance parent-child relationships	• Reduce by half the average number of domestic helpers per household.	Strengthened parental responsibility and reduce dependence on domestic helpers
A system to regulate domestic helpers	• Put in place regulatory guidelines on recruitment and management of domestic helpers.	
A comprehensive domestic violence protection system	• Put in place a comprehensive domestic violence protection system.	Reduced family violence and establish a protection and support system for victims
An early detection system for child abuse and neglect	• Install and operate an early detection mechanism for child abuse and neglect.	
Assistance to families that face special circumstances	• Increase the number of facilities providing support for families facing special circumstances from zero to three.	Support systems for families with special circumstances, such as the families of people with disabilities and juvenile delinquents
Capacity, awareness and support for family finances	• Reduce the number of Qatari families burdened by large loans (QR 250,000 or more). • Halve the number of Qatari families in debt.	Reduced economic and social vulnerability and improve Qatari families' financial management skills
A holistic approach to child well-being	• Reduce the number of under-18 drug addicts to 1%. • Reduce the number of under-18 smokers to 10%. • Halve the incidents of under-18 reckless driving.	Increase child well-being, child welfare and child protection
Measures to help women balance work-life responsibilities	• Put in place measures that support working women, including revising the current human resources law and maternity leave policy.	Improve support for working families, particularly for women
A women's leadership programme	• Increase the number of women in leadership positions by 30%.	Increase the number of women in leadership and political decision-making positions
A programme to change public perceptions of women	• Establish a civil society organization that promotes women's issues.	Reduce stereotyping of women's roles and responsibilities

Social safeguards for a caring society

The social capital of a society includes the institutions, relationships, attitudes and values that govern interactions among people and contribute to economic and social development. During periods of rapid modernization and development, social capital can change, potentially affecting those vulnerable to falling into low-income situations.

Protecting individuals from risks that may affect their ability to contribute to society and assisting individuals in need are the central components of Qatar's commitment to community care and career support.

QNV 2030 takes a holistic approach to development, foreseeing that sustainable development will embody an effective social safety net for all Qataris.

In providing a medium-term framework, the National Development Strategy 2011–2016 will make a firm commitment to establishing a social protection system that preserves the civil rights of all citizens, values their contribution to society and ensures an adequate income for them to maintain a healthy and dignified life.

Programme for social protection, 2011-2016

Projects	Targets	Outcomes
A committee to coordinate project implementation	• Establish a functioning multistakeholder committee to oversee and implement nine social protection project projects.	Improved and strengthened social protection system
A review and revision of existing social protection laws	• Adopt a mechanism to review and update social protection laws.	
A plan to ensure social inclusion for people with disabilities and the needy	• Increase the number of vocational training and occupational therapy and rehabilitation centres from three to at least five.	
A social protection evidence base	• Devise a set of tools that provides evidence-based measurements for income-related statistics, such as a relative national poverty line.	
A jobs database for the disadvantaged and vulnerable	• Expand the job-matching database to include all categories of the disadvantaged and vulnerable.	An enabling environment to integrate and mainstream the disadvantaged and vulnerable groups into the workforce and society
An awareness campaign on the importance of work	• Instil a more positive social mindset among citizens on the importance of work and different types of jobs.	
An enhanced economic empowerment programme	• Increase by 50% the number of participants in Productive Families Programme from among beneficiaries of the Ministry of Social Affairs benefits system.	
An enabling environment in the workforce for people with disabilities	• Enforce the active workforce quota of 2% for persons with disabilities.	
A comprehensive pension enhancement plan	• Expand coverage of the pension system. • Halve the percentage of low-income households.	
A framework to develop stronger partnerships	• Implement a corporate responsibility framework suited to the country's economic, political and social context, including a monitoring system.	Broaden participation through smart partnerships, including the private sector, in support of the social protection system

Public protection for a stable society

The Public Safety and Security sector of the National Development Strategy 2011–2016 social development pillar plays a key role in enhancing and improving the quality of life and well-being of all citizens, particularly in ensuring that people are safe and secure in their communities. It moves away from the traditional security concept to one that embraces the concept of human security and expands the scope of protection to include a broader range of threats, including risk reduction from natural and non-natural disasters.

The public safety and security outcomes reflect priority issues where timely action is essential and multi-agency integration is required. They serve a common purpose of enhancing the well-being of all citizens, and they will aid Qatar in building a sound social structure supported by effective institutions that operate under justice, equality and the rule of law.

Programme for public safety and security, 2011-2016

Projects	Targets	Outcomes
A criminal knowledge management system	• Have in place a comprehensive criminal knowledge management system based on international standards.	Improved knowledge management of criminal information and data
A safe-system approach to road traffic safety	• Reduce the annual number of road accidents from 300 per 100,000 people to 250 and related fatalities from 14 per 100,000 people to 10.	Reduce number of road traffic accidents resulting in deaths and major injuries
A national occupational safety and health governance system	• Establish a national set of regulations, laws, and standards on occupational health and safety for all sectors.	Strengthen national approach to occupational health and safety
A national building safety strategy	• Create a comprehensive approach to building safety, and halve the number of fire accidents.	Improved building safety, including regular monitoring of regulations
A coordinated disaster management policy	• Establish a national policy on disaster management.	A high-level coordinated approach to national disaster management established

Sports as an inspiration for an active and healthy society

Physical activity occupies a central role in enriching lives, with participation in sports being a source of health and enjoyment for those who join as players, volunteers, coaches, observers, officials or administrators. It is often a binding element in the social and cultural fabric of society, at the community level as well as on the international stage.

The sports sector of the National Development Strategy 2011–2016 social development pillar plays a key role in enhancing and improving the quality of life and well-being of all citizens by providing the necessary foundation for active lifestyles and athletic development.

Programme for sports, 2011-2016

Projects	Targets	Outcomes
More youth programmes to encourage participation in sports	• Develop curriculum support materials, including physical education guidelines for students with disabilities. • Ensure that all physical education teachers are certified.	Educated and engaged public on the importance of healthy and active living and increased opportunities for people of all ages and abilities to participate in physical activity
Healthy and active lifestyle interventions	• Collect baseline information on society's sports behaviour. • Increase participation in sports and physical activity by Qatari men, women and children.	
A cohesive plan for developing sports facilities	• Complete a national sports and recreation facilities master plan, including a database of all sports and recreation facilities in Qatar.	Adequate, appropriate and accessible sports and recreation facilities
A comprehensive plan for athletic development	• Produce an athlete development model, including specific models for women and people with special needs. • Create a national database of athletes.	Increased sports talent and enhance talent development and athlete sponsorship programmes for improved sporting success
A strategic management project to develop professional career paths	• Develop a strategic plan for coaches and technical human resources.	

Cultural growth for a creative and exceptional society

Qatari society has undergone a rapid change in a relatively short period of time. The transformation from natural pearl production to the global fossil fuel industry has affected almost all aspects of everyday life, from family life to the national workforce and to Qatar's enhanced status among the international community.

Despite the many changes, Qatari society has maintained the essence of its culture and a considerable degree of continuity from the past. The primary, persistent challenge is to maintain this balance between modern life and the country's cultural and traditional values. Qatar is meeting this challenge in many ways, through cultural programme exchanges, international film festivals, athletic competitions, enriched academic curricula targeting artistic development and more.

By thoroughly embracing its cultural identity in the context of its increasingly diverse population, Qatar will be well positioned to protect its unique character while continuing to foster a creative and exceptional society. The culture sector of the social development pillar, therefore, plays a key role in enhancing and improving the quality of life and well-being of all citizens, particularly in fostering creativity and promoting cultural activities around the world.

Programme for culture, 2011-2016

Projects	Targets	Outcomes
Rich cultural programmes to engage the community	• Launch a culture grants programme supporting at least 15 initiatives.	Use of culture as a platform for building national pride and encouraging intercultural understanding
Media resources as instruments of cultural promotion	• Implement at least five culture-related projects with media partners.	
A governance system for heritage resources	• Review and update relevant laws and regulations on cultural preservation and archaeological heritage. • Establish at least one archaeological site.	Safeguard and develop Qatar's cultural heritage to preserve its national identity and strengthen family cohesion
Programmes to enhance youth participation in culture	• Develop pilot programmes in experimental learning opportunities in culture in at least five schools. • Establish a visual arts and design high school with an enrolment of at least 50 students.	Use of culture to enhance young people's learning, build their self-esteem and help them realize their full potential
A framework for artist development	• Develop a better understanding of the theatre scene through a baseline study, and create a capability development programme for artists. • Implement at least two "quick-win" initiatives for artist development.	Attract and nurture high-quality talent to inspire and stimulate the growth of the culture sector
Better information and communications on culture	• Improve the framework for measuring the level of cultural activity in Qatar, including producing a publication with key cultural statistics and indicators. • Improve communications on cultural activities through an upgraded Ministry of Culture, Arts and Heritage website.	Encourage greater interest in culture by providing research and information on the growth and potential of the culture sector, as well as the benefits of being involved
Regional and international cultural exchange activities	• Improve the country's national image regionally and globally to strengthen Qatar's position as a cultural hub.	Raise Qatar's profile and standing as a lively cultural destination and a centre for cultural exchange

Managing environmental development

Qatar's National Development Strategy 2011–2016 for the first time explicitly aligns the growth of national prosperity to the realities of environmental constraints. By establishing a programme of strengthened environmental management across economic and natural resource sectors, the Strategy sets out a framework for continuing economic growth that avoids penalizing future generations.

Advancing specific actions to conserve water, improve air quality, manage waste and protect biodiversity, the Strategy adheres to the foundational concept of intergenerational justice.

Interventions to be initiated between 2011 and 2016 will put Qatar on a path of environmentally sustainable development. Many of the changes call for new patterns in consumption and production, complemented by lasting improvements in environmental governance and performance.

The environmental management strategy envisions a broad shift in laws, regulation, management systems, technologies and attitudes.

Programme for environmental management, 2011-2016

Projects	Targets	Outcomes
National water act	• Enact a comprehensive National Water Act establishing an integrated system of quality requirements, discharge controls and incentives for conservation—in place of today's fragmented system of laws and regulations.	Cleaner water and sustainable use
Urban water table management plan	• Monitor groundwater, conserve freshwater aquifers where possible and eliminate excess water in Doha's water table.	
Improve air quality management	• Eliminate instances of excess ozone levels through improved air quality management.	Cleaner air and effective climate change responses
Reduction of gas flaring and venting	• Halve gas flaring to 0.0115 billion cubic metres per million tonnes of energy produced from the 2008 level of 0.0230 billion cubic metres per million tonnes of energy produced.	
Establishing a solid waste management plan	• Establish a solid waste management plan, strongly emphasizing recycling. • Recycle 38% of solid waste, up from the current 8%. • Contain domestic waste generation at 1.6 kilogrammes per capita per day.	Reduced waste, more recycling and more efficient use
Creating a national biodiversity database	• Establish a comprehensive electronic biodiversity database. • Expand actively managed protected areas.	Nature and natural heritage conserved, protected and sustainably managed
Functional green spaces	• Establish three shady greenspace corridors in Doha and monitor their effect on urban air quality and health.	More sustainable urbanization and a healthier living environment
Environmental awareness	• Build an environmentally aware society. • Appoint a well known national champion for the environment to raise awareness and commitment through demonstration projects and conversation partnerships.	An increasingly environmentally aware population
Environmental information database	• Create a searchable electronic information source at the Ministry of Environment.	Improved governance and regional and international cooperation
Strategic partnerships	• Lead one regional environment effort, and launch two environmental projects involving private sector participation.	

Developing modern public sector institutions

Qatar needs strong public sector institutions to reach the goals of QNV 2030 for social progress, human development, a sound and diversified economy and a sustainable environment.

Achieving these goals will require institutional and organizational capacity building, efficient and transparent delivery of public services, fruitful public-private cooperation and partnerships, a vibrant climate for business and a larger space for civil society.

Two linked concepts underlie the NDS programme for institutional development and modernization. One is the drivers of modernization, factors that influence performance and the need to modernize, and that serve as measures of institutional success: the public sector's efficiency, effectiveness, value creation, transparency, accountability, relevance and customer engagement.

The other is the levers that institutions must apply to modernize: policy and planning, budget and financial management, human resources development, organizational alignment, procurement, institutional processes, information technology and performance management.

Within these focus areas there are 16 projects that are designed to be flexible with a high degree of stakeholder participation and ownership.

Programme for institutional development and modernization, 2011-2016

Projects	Targets	Outcomes
Formulate and implement a whole-government strategic and operational planning process	• Develop a clear annual planning process (including timelines) tied to QNV 2030 and the National Development Strategy 2011–2016 budget and report strategic plans to the Cabinet's Central Policy and Planning Department.	Capacity for strategic policy and planning
Develop strategic planning capacity and capability within entities, and link them to the Cabinet's Central Policy and Planning Department	• Install strategic planning process in ministries and agencies, with the staff and expertise necessary to develop strategic plans.	
Link expenditure management to strategic planning, increase transparency and automate budget processes	• Implement a fully operational and automated budgeting process across all government entities.	Modernised budget and financial management
Strengthen the role of central functions in managing government performance	• Establish a centre of excellence managed by central functions and agencies to provide technical training support.	Organizational alignment across ministries and agencies
Revisit the organizational structure and roles in all entities to align functions and remove redundancies	• Establish the operational and regulatory responsibilities of each government entity across all ministries and agencies. • Align job families and descriptions across all government line entities, based on the final structures, functions, standards and guidelines of all institutions.	
Optimize administrative spending as a share of total costs, streamlining support functions	• Define standards and targets to optimize administrative spending and human resources in the medium and long terms. Establish systems for ensuring reductions in the administrative • share of total cost for all ministries and agencies that are tied to the budgeting system and overseen by the MOEF.	

Programme for institutional development and modernization, 2011-2016 (continued)

Projects	Targets	Outcomes
Enhance policies to attract talent under the 2009 Law on Human Resources Administration	• Identify gaps between talent supply and demand, and develop the value proposition for attracting required talent. • Define criteria for hiring local talent rather than expatriates and review compensation structures and policies for performance orientation. • Establish policies in all ministries and agencies for implementing the 2009 Law on Human Resources Administration.	Human resources development
Develop a country-wide talent-sourcing strategy	• Identify and recruit skilled personnel for a modern public administration.	
Implement a country-wide, comprehensive training strategy based on need assessments, linked to career development	• Provide training for public sector employees that matches Qatar's needs and employees' professional development goals. Transform the Institute of Administrative Development into a • strong, demand-driven training centre, with the expertise to develop long-term career strategies for all job levels linked to training programmes.	
Create human resources procedures and standards to develop skills and enhance the work environment	Foster public sector employee motivation and discipline. • Establish clear human resources standards and procedures, • including for workforce planning, recruitment and hiring; career development; and a system for performance management.	

Programme for institutional development and modernization, 2011-2016 (continued)

Projects	Targets	Outcomes
Provide one-window services to customers for frequent requests	• Enable all citizens and customers to access all public services online, using a single-user identification.	Enabled institutional processes
Deliver integrated services to businesses across the full lifecycle from setup to exit	• Simplify and improve business access to public services online through a one-stop shop.	
Enhance procurement policies to establish standards for tendering, contracting and managing supplier performance	• Install an efficient and modern electronic procurement system.	
Implement standards for information transactions and knowledge management	• Establish a modern electronic system for data and knowledge management.	
Establish a standard information technology platform to facilitate integration of ministry services	• Launch an integrated electronic services platform.	
Establish a public sector performance management framework with defined interventions to resolve performance gaps	• Establish a performance management system for the public sector, including government agencies. • Link institutional performance to strategic plans and budgets.	Robust performance management framework

Moving from strategy to implementation

Ministries and agencies will need to take ownership of the National Development Strategy 2011–2016, develop their own operational plans and accept accountability for delivery. The Strategy will have to influence processes that drive decisions on how resources are used and provide operational tools for assessing individual projects and policy proposals in an integrated way.

Qatar's political leaders will drive the changes foreshadowed in the Strategy. They will demand information on progress. Individual ministries and government agencies will be accountable for implementing the elements of the Strategy that fall within their mandates. This accountability will need to be matched by commensurate delegated authority and empowerment across and within agencies.

Increasingly, implementing agencies must take a sector wide view of their activities and coordinate with other actors on strategy, planning, budget and operations. Coordinating mechanisms at the centre of government, including new budget processes, will support this new orientation.

The concepts and targets identified in the National Development Strategy 2011–2016 will need to be transformed into detailed project blueprints focused on achievable results that reflect the strategic directions. To the extent possible, there should be a focus on "quick wins" – projects that will have a significant impact and do not create complex implementation challenges.

To implement the National Development Strategy 2011–2016, ministries and agencies will need competent project management functions. Where these do not exist, establishing them must be a priority. Where they do exist, they may need strengthening. While staff redeployments might address some gaps, qualified and experienced people are vital for effective project management functions.

Successful implementation will require closing information gaps. There are data gaps in virtually all sectors. Indicators need to be developed that measure Qatar's progress in achieving the targets of the National Development Strategy 2011–2016.

Support for some elements of the Strategy will demand consistently implemented and clearly communicated advocacy campaigns conducted by people with specialized knowledge of communications for behaviour change, social marketing and opinion research tools.

At a project level, continuous ministry and agency tracking of milestones using built-in systems for monitoring process (outputs) and results can strengthen accountability for delivering agreed outcomes and can provide critical information on performance.

All projects under the National Development Strategy 2011–2016 will be evaluated at completion to reinforce a culture of accountability for delivering results, and to incorporate lessons learned into the next National Development Strategy.

A mid-term assessment of the National Development Strategy 2011–2016 at a project, sector and national level in the second half of 2013 will inform future refinements of strategic directions.