



# Kuwait Team's Report

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Disclaimer: This note reflect Kuwait's team views and it should not be considered as an official document of the Government of Kuwait.

# Background

- Kuwait Team presented Kuwait's 5 year national development plan 2009-2014 in the first day of this workshop.
- The Team was asked to identify key short and long term reforms needed to achieve Kuwait's vision.
- This presentation reflects the Team views and should not be viewed as an official document.
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# Kuwait Vision 2035

"The transformation of Kuwait into a **financial and trade hub** for investment, in which the private sector leads economic activity, fueled by the spirit of competition, and raising the efficiency of production in under a supporting institutional State agency, establishes values, preserves the social identity, achieves balanced human development and provides appropriate infrastructure, improved legislation and encouraging business environment."

This vision will be achieved through a series of 5-Year Plans extending to 2035. □

A nighttime photograph of a city skyline, likely Dubai, featuring several illuminated skyscrapers and a prominent tower with a glowing spire. The lights are reflected in a body of water in the foreground. The image is overlaid with four semi-transparent blue horizontal bars, each containing a question in white text.

What are Key Reforms?

Which reforms can be achieved in the short/long term?

Implementation Issues?

Monitoring & Evaluation?

High  
Impact Level

• **Remove administrative barriers to private sector growth**

Reengineering/restructuring of key processes dealing with licensing, regulations, exporting-importing, customs clearance, and others to insure effectiveness and predictability.

• **Increase effectiveness of government agencies** ( update polices, streamline procedures, outsourcing of selected services, e - Government project, strategic planning capabilities)

• **Facilitate means of access to finance for private sector**

Given the tight credit market resulting from the financial crisis, the government needs to facilitate (encourage Banks and financial institutions access to finance by private investors.

• **Access to Land**

Revise government policies and procedures to award land for productive use (manufacturing, services) by the private sector.

• **Key Laws/legislations**

(Anti-corruption and Transparency Act, PPP/BOT Law, Capital market law, Energy Law [supply & pricing], Telecommunication regulation Law)

• **Establish an effective authority/agency for fighting corruption.**

\* **Indicator:**

Upgrade the central statistical agency to collect and provide accurate national and economic indicators.

• **Waste of Time**

• **Education reforms:** indicators, policies, procedures, curricula to improve effectiveness and output quality.

Linking education output to labor market demand and R&D and STI goals and needs.

Create incentives for teachers to actually teach in the class room under minimal control.

• **Labor market reforms**

Revisit effectiveness of legislations encouraging Kuwaitis in the private sector.

Revisit immigration policies and ways and means for nationalization of selected jobs categories in the private sector.

• **Demonstrational Projects:**

Implement demonstrational, high-impact, confidence-building major projects in collaboration with the private sector (examples: power generation, upstream and downstream petroleum projects),

• **Key Laws / Legislations**

(privatization, land-use, )

• **Building/upgrading Infrastructure**

ICT, Railroad, sea ports, airport, land port, transport and logistics,

• **SME**

Create conditions conducive for Small and Medium Enterprise creation and growth.

• **R&D - STI Reforms**

R&D STI Policies, institutional capacity building, Increase public spending from 0.2% to 1% of GDP, collaboration with world STI leading agencies,

• **Not worth it**

Easy

Implementation Level of Difficulty

Hard

# High Impact - Relatively Easy to Implement

- **Remove administrative barriers to private sector growth**  
Reengineering / restructuring of key processes dealing with licensing, regulations, exporting-importing, customs clearance, and others to insure effectiveness and predictability.
- **Increase effectiveness of government agencies** ( update polices, streamline procedures, outsourcing of selected services, e - Government project, strategic planning capabilities)
- **Facilitate means of access to finance for private sector**  
Given the tight credit market resulting from the financial crisis, the government needs to facilitate (encourage Banks and financial institutions access to finance by private investors.
- **Access to Land**  
Revise government policies and procedures to award land for productive use (manufacturing, services) by the private sector.
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(Anti-corruption and Transparency Act, PPP/BOT Law, Capital market law, Energy Law [supply & pricing], Telecommunication regulation Law)
- **Establish an effective authority/agency for fighting corruption.**
- **Indicator:** Upgrade the central statistical agency to collect and provide accurate national and economic indicators. □

# High Impact - Hard to Implement

- **Education reforms:** indicators, policies, procedures, curricula to improve effectiveness and output quality. Linking education output to labor market demand and R&D and STI goals and needs.

Create incentives for teachers to actually teach in the class room under minimal control.

- **Labor market reforms**

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- **Demonstrational Projects:**

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- **Building/upgrading Infrastructure**

ICT, Railroad, sea ports, airport, land port, transport and logistics,

- **SME**

Create conditions conducive for Small and Medium Enterprise creation and growth.

- **R&D - STI Reforms**

R&D STI strategies and policies, institutional arrangement and capacity building, increasing public spending from 0.2% to 1% of GDP, strategic choices of areas of excellence, youth and innovation, collaboration with world STI leading agencies. □

# Implementation Issues

- **Prioritization:** Review the matrix and design a practical action plan for implementing selected laws, policies, procedures, programs and projects.
- Develop an **Action Plan** for implementation, including
  - **WHO?** Mandate what institution(s) to lead implementation.
  - **Resources?** Identify resources (budget) needed to implement.
  - **When?** Determination of time required for implementation.
  - **KPI?** Develop key performance indicators that are measurable, reflecting actual progress, etc.
- **Accountability?** How to insure continuity and success.

# Monitoring & Evaluation

- **M&E System:** Design a monitoring evaluation system for each of the priorities identified above.
- **Transparency & Accountability:** Communicate the KPIs and the M&E system to the responsible implementing agency at the same time mandate is given.
- **Recognition of Success :** Agencies that implement successfully (I.e., within time, cost, quality) should be recognized, decorated/awarded. This will promote competition between government agencies.
- **Resolution of Failures:** Agencies that do not succeed in implementation must be given opportunity to explain impediments, problems, etc. Corrective measures must be taken to put implementation back on track.

A nighttime photograph of a city skyline, likely Dubai, featuring several illuminated skyscrapers. The most prominent structure is the Burj Khalifa, which is brightly lit with a mix of red, white, and green lights. Other buildings are lit in various colors, including blue, orange, and white. The city is reflected in a body of water in the foreground, and a row of palm trees is visible along the waterfront. The text "Thank You .." is overlaid in the center of the image.

Thank You ..