

**Economic and Social Council Annual Ministerial Review
2014 National Voluntary Presentation**

National Development Planning and Implementation

**Human Development, Sustainable Development and
National Well-being**

State of Qatar

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Executive Summary

Governments everywhere are increasingly focused on sustainable development and the post-2015 development agenda. At the United Nations Rio+20 Conference in June 2012, the State of Qatar reaffirmed its commitment to sustainable development and to ensuring the promotion of an economically, socially and environmentally sustainable future and national well-being. The three pillars of sustainable development permeate Qatar's National Planning.

Qatar National Vision (QNV) 2030 and Qatar National Development Strategy 2011-2016 (NDS) set out a programme of initiatives aimed at maintaining a balance between the country's development needs and ensuring sustainable prosperity for future generations. 2013 provided an opportunity to review progress in NDS implementation including achievements made so far, challenges and directions for the period 2014–2016. The NDS Mid-term Review (MTR) was undertaken with active engagement of stakeholders.

Qatar is committed to advancing the well-being of its population and has made tremendous progress in improving human development – moving from 57th in 1997, to 36th out of 187 countries in 2012 in UNDP's Human Development Index. Maintaining progress necessitates continued social sector investments, particularly in young people. Overall success in achieving national development goals cannot be measured only through the use of traditional indicators. Based on subjective measures of well-being overall 84% of persons living in households in Qatar expressed that they were either very or somewhat satisfied with their lives.

Rapid infrastructure development and population growth, as well as the changes to social behaviour brought about by the country's financial wealth, are creating strains and stresses. Between 2008 and 2013, Qatar's population grew from 1.4 million to over 2 million. The rapid increase in the expatriate population and the labour force create a wide range of challenges for national and sector planning strategies.

Qatar has a young population and the number of youth aged 15 to 24 is growing rapidly from 14% of the population in 2000 to 15.4% of the population in 2012. Investing time, efforts and resources in Qatar's youth will provide young men and women with opportunities and choices throughout their lifetime, and will help build the human capital required for making QNV 2030 a reality. The Ministry of Youth and Sports established in 2013 will increase support and investments in youth programmes and include the voices of youth in policy and decision-making processes.

The NDS MTR identified several key lessons learnt including the need for ministries and agencies to establish Executive Plans with the NDS at its core, the need to establish mechanisms for greater sector-wide, cross-sector and inter-agency collaboration on NDS projects. It also gave recognition to an urgent need for additional project management and technical capacity and expertise within the ministries and agencies for project implementation, monitoring and evaluation, as well as for policy development.

1. Introduction – Qatar’s National Development Planning Framework

The focus of world leaders on sustainable development as the only viable way forward for our future and that of our children has been intensified through the high-level intergovernmental process to articulate a set of sustainable development goals with related targets and monitorable indicators for the post-2015 development agenda. The State of Qatar reaffirmed its commitment to sustainable development at the 2012 United Nations Conference on Sustainable Development, Rio+20. Simultaneously balancing social development, economic growth and environmental protection, taking account of their inter-linkages, is the aim Qatar’s national development thrusts.

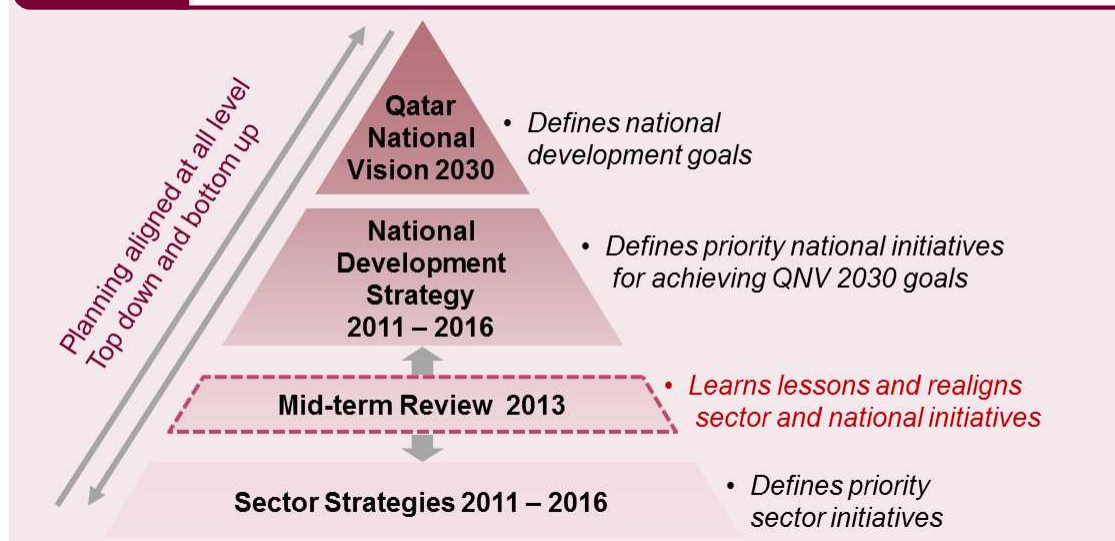
Qatar National Vision 2030 (QNV 2030), launched in November 2008 by the then Heir Apparent, His Highness The Emir Sheikh Tamim Bin Hamad Al-Thani, which defines the country’s long-term development outcomes, incorporated sustainability as its underlying principle. The Vision, built on four inter-related development pillars of human, social, economic and environmental development, mainstreams sustainable development. Cognizant of the challenges facing the country, QNV 2030 envisages that national development will be carried out with responsibility and respect, balancing and integrating the economic, social and environmental dimensions. It recognises the critical importance of forging regional and international alliances consistent with the global partnership for development.

QNV 2030 foresees Qatar becoming a vibrant, prosperous and advanced country with high standards of living and sustainable prosperity for all of its people. Qatar’s National Development Strategy 2011-2016 (NDS), launched in March 2011, is a 6-year programme of action that aligns the growth of national prosperity to the realities of environmental constraints, with sustainability threaded throughout. The NDS aims to advance national transformation towards the goals and objectives of QNV 2030. It is the country’s first national development strategy and also includes initiatives to modernise public sector institutions. It contains priority national development programmes, projects and initiatives for 14 sectors, with related outcomes and targets to be achieved by 2016. The NDS outcomes and targets are themselves a subset of those contained in 14 comprehensive sectors strategy reports.

The end of 2013, the midpoint of Qatar’s 6-year planning cycle, provided an opportunity to take stock of implementation progress of the NDS, to learn lessons that will inform future planning and execution and to identify critical gaps. It also enabled account to be taken of emerging new development priorities that have arisen in the period 2010-2013, and that were not foreseen when the strategy was prepared in 2010 and to make the necessary adjustments at the sector and national levels. Qatar’s comprehensive, integrated and aligned national development planning framework, fully endorsed and supported at the highest level of political leadership, is illustrated in Figure 1.

Figure 1

Qatar National Development Strategy 2011–2016, an integrated national planning framework



Qatar, with the involvement of relevant government ministries and agencies, private sector and civil society, in collaboration with the United Nations Development Programme (UNDP), also prepares periodic National Human Development Reports (NHDR) on selected themes. The NHDRs aim to support and provide inputs for the country's development planning and related policy initiatives. They serve as policy and advocacy tools aligned to the goals of QNV 2030. Qatar's first (2006) NHDR addressed various general aspects of human development, the second (2009) focused on advancing sustainable development and the third (2012) focused on expanding the capacities of Qatari Youth.

The substantial revenues from Qatar's hydrocarbon resources (natural gas and oil) provide ample means to invest in world-class infrastructure; build efficient delivery mechanisms for public services, especially health, education and social protection; create a highly skilled and productive labour force; and support the development of entrepreneurship and innovation capabilities. The country's natural resource wealth also provide a means to invest in new technologies and frontier scientific research and development. It is thus anticipated that these investments will form a strong foundation for Qatar's long term sustainable development vision.

Role of Stakeholders in Qatar's National Planning Process

Qatar's planning process strives to be highly participatory and inclusive across society. The Ministry of Development Planning and Statistics (MDPS), which since June 2013 incorporates the General Secretariat for Development Planning, coordinates national planning, including QNV 2030, the NDS and the Mid-term Review (MTR) of the NDS, as well as NHDRs. Like the NDS itself, preparation in 2013 of the MTR of the NDS mobilised and engaged stakeholders from all sectors. Stakeholder engagement spread from ministers and prominent leaders to a large number of public, private and civil society sector participants in 14 sector Task Teams.

MDPS established a Project Management Office, and with the technical support of MDPS' substantive departments, developed templates, terms of reference and provided assistance to each of 14 Task Teams. Each Task Team then prepared comprehensive evidence-based reviews of the national sector strategies, and the progress that they had made towards their development targets. This included the use of indicator frameworks linked to the targets.

The extensive and intensive intersectoral consultations, including interviews, discussions, debates and research, are important for ensuring strong and positive ownership and legitimacy from the outset. Moreover, the government benefited from a variety of inputs that have been crucial in identifying important weaknesses to be addressed through policies, regulations and investments, including through international agencies, such as the World Bank and UNDP.

Ensuring accountability

During the implementation phase of the NDS, a Supreme Committee for Development Planning (SCDP) chaired by the then Heir Apparent was established and met quarterly to review progress. The Committee's key roles were to set priorities for strategic and policy coordination, taking into account cross-sectoral dependencies and global commitments, follow up, monitor and evaluate implementation progress and initiate measures to strengthen implementation performance.

Following the restructuring of government ministries and agencies in June 2013, the SCDP was replaced in early 2014 by the Supreme Committee for Follow-up of the Implementation of the National Development Strategy 2011-2016, chaired by the Prime Minister, with a similar mandate. It aims to meet monthly.

Scope of this report

This report focuses on Qatar's progress in human development, sustainable development and national well-being. It describes how the country's rapid population growth is a cross-cutting challenge for planning and implementation, illustrating with a particular focus on increasing vehicular traffic and road safety. The penultimate section gives a thematic focus on youth. It concludes with some of the operational challenges and lessons learned from the NDS MTR.

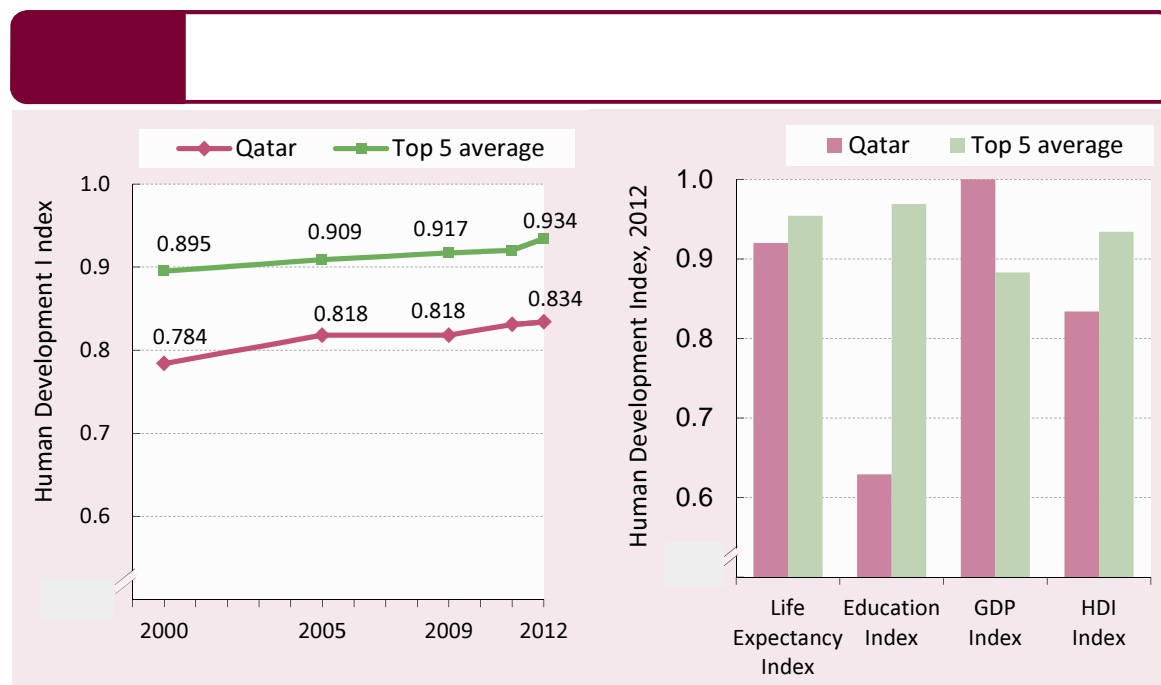
2. Human Development, Sustainable Development and National Well-being

A critical goal of Qatar's national planning is to achieve the highest levels of human development that is building human capital and increasing the capacities, capabilities and choices of individuals, while balancing this aim with sustainable development. The programmes and initiatives of Qatar's NDS seek to contribute to this high-level goal and to sustain a high level of national well-being. Investments in human development are also critical for transitioning towards a more diversified knowledge based economy.

Human Development

Between 2000 and 2012 Qatar made remarkable progress to attain high human development, as measured by UNDP's Human Development Index (HDI). This composite index is defined in terms of three dimensions (i) to have the capacity to live a long and healthy life; (ii) to be educated and knowledgeable and (iii) to have access to assets, decent employment and income.

The country advanced to 36th out of 187 countries in the world in 2012, compared with 51st a decade earlier. Qatar has progressed relative to the world's top five countries. In terms of the three component dimensions of the HDI, Qatar now ranks the second highest globally in the GNI per capita index, some 13% above the top five countries, and its achievements in health are exemplary. However, Qatar's results in the education dimension still lag markedly behind the world's top five countries (Figure 2).



Source of data: UNDP (2013)

Balancing human development and environmental protection

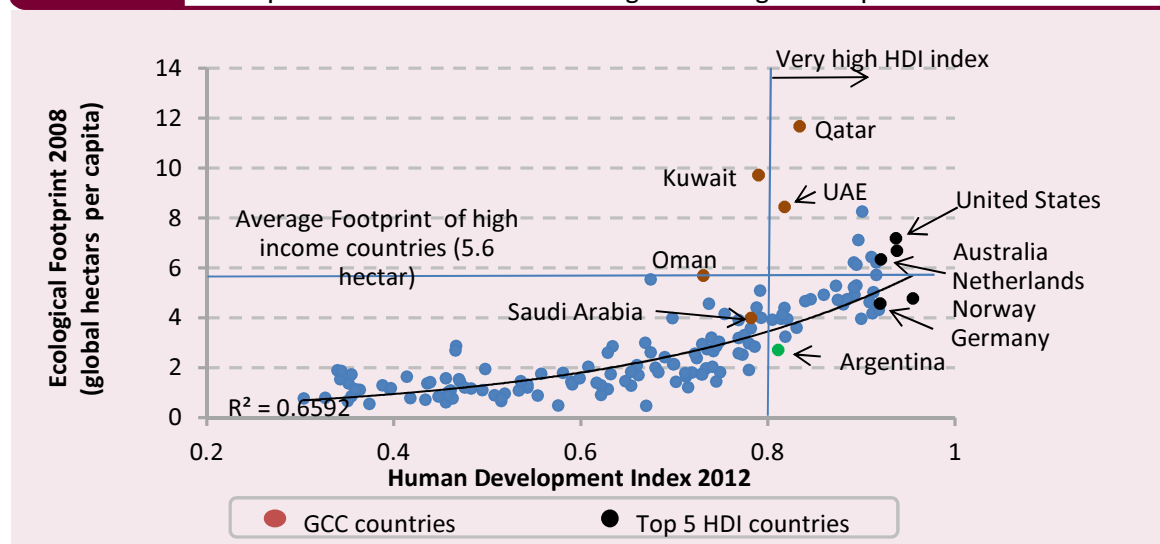
An overarching QNV 2030 goal aims to achieve a balance between development needs and protecting the environment. Sustainable development represents a commitment to advancing human well-being, with the added constraint that this development needs to take place within the ecological limits of the biosphere.

Progress in both these dimensions of sustainable development can be assessed using UNDP's HDI as an indicator of human development and the World Wildlife Fund's (WWF) Ecological Footprint as an indicator of human demand on the biosphere. An HDI of 0.8 or above and a per capita Ecological Footprint of less than the globally available biocapacity per person 1.8 global hectares per capita (WWF, 2012), represents the minimum requirements for long-term sustainable development that is globally replicable (Moran, 2008).

While in 2012 Qatar's HDI was the highest amongst Gulf Cooperation Council (GCC) countries, yet, according to WWF's 2012 *Living Planet Report* report, Qatar's ecological footprint increased from 10.5 to 11.7 global hectares per capita (gha) between 2007 and 2008. Qatar has the highest ecological footprint at 11.7 gha compared to the average footprint of high income countries which is 5.6 gha and global average footprint of 2.6gha (Figure 3).

The country continues to face critical challenges with its unique natural environment being under stress through urbanisation and very rapid population growth, rising air pollution, increased waste, a rising water table and pressures on our natural habitats. Many NDS initiatives are trying to address these challenges. For example, through the NDS project to reduce CO₂ emissions from oil and gas flaring, in 2012, flaring intensity volumes per energy produced have been reduced by almost half compared to 2008 levels, through the introduction of new technology.

Figure 3 Qatar's Human Development Index compares favourably with GCC countries and top 5 HDI countries but has the highest ecological footprint



National well-being

Traditionally changes in national prosperity have been measured using GDP per capita and other macro-economic indicators, and more broadly over the past twenty five years or so through the use of the HDI and other composite indexes. In recent years it has been increasingly realised that success in achieving national development goals cannot be measured only through the use of traditional indicators.

One reason is because rising prosperity in economic terms can be accompanied by other serious challenges such as are facing Qatar. These include environmental degradation, including too rapid population and urban growth with its negative externalities of traffic and air pollution and stresses on public services, as well as ill-health, including the modern lifestyle diseases of obesity, diabetes and mental stress. In a relatively short period, Qatar has achieved the highest *per capita* income in the world and material prosperity. Yet this has been gained at the expense of some significant deterioration in the quality of life, such as weakening of family cohesion and challenges to Qatari traditional values.

National well-being measures provide information to policy makers and citizens about social and economic progress. They can for example allow policy makers to target groups with the revealed greatest need for improving well-being. They may also be used to help people to make decisions that may influence their future well-being.

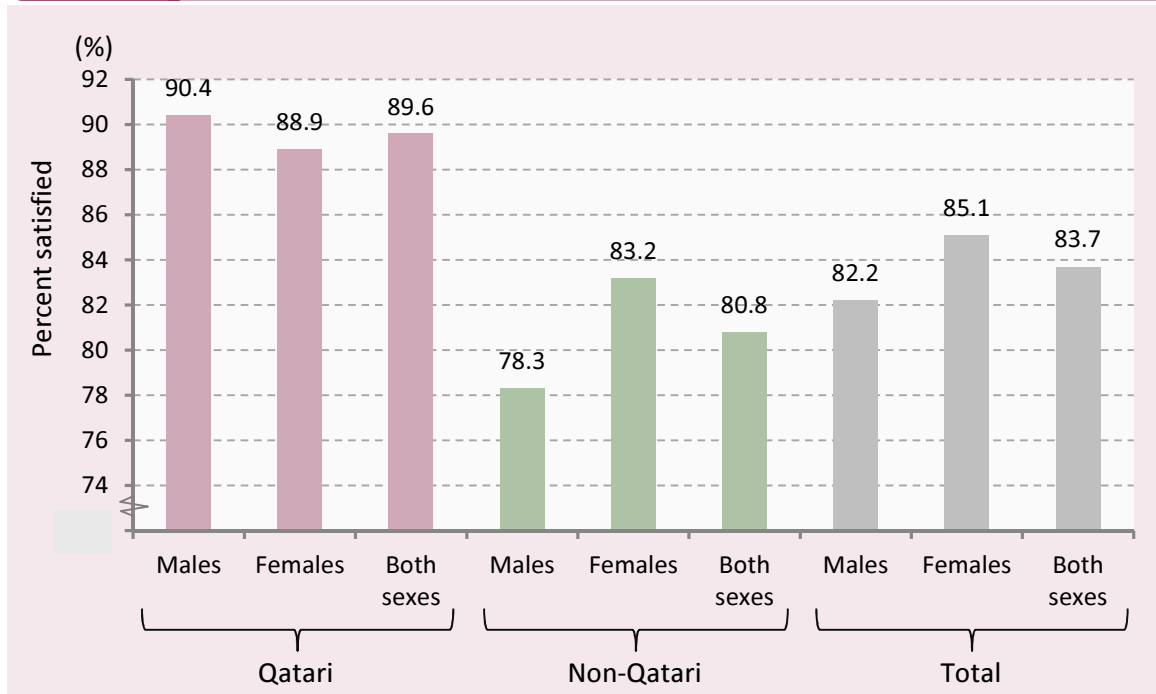
Overall life evaluation measures have traditionally been based on responses from a single question which asks the respondent to imagine that their current lives are like a ladder, with the best possible life for them ranking as 10 (or 5), and the worst possible life ranking as zero, and to provide a score ranging from 0 to 10 (or 1 to 5 as in Qatar's 2012 Multi-Indicator-Cluster-Survey (MICS4)) that best describes their overall level of satisfaction. This one-dimensional approach is often used in Gallup Poll type surveys and was also included in the MICS4.

A deeper and more detailed approach, which disaggregates overall life satisfaction, focuses on evaluations of particular aspects, or domains, of a person's life, such as satisfaction with their health status, or satisfaction with their personal relationships and so on. These domain evaluations, also based on responses to single questions, can be used on their own and/or to derive a composite overall measure of life satisfaction, instead of relying on a single response to a particular question. This latter approach was adopted by Qatar using the more detailed data from the MICS4 to examine individual domains of satisfaction, as well as to derive an overall composite measure of life satisfaction for Qatar. The composite measure based on the 8 domains provide a more realistic evaluation of overall life satisfaction as compared with a measure based on a response to a single question.

Overall 84 percent of respondents to Qatar's 2012 MICS4 reported that they were either very or somewhat satisfied with their life (Figure 4). A slightly higher percent of females were satisfied (85 percent) than males (82 percent). Conversely, 16 percent were less satisfied with their life. Qataris are much more satisfied with their life than non-Qataris, of particular concern is the group with the lowest level of satisfaction, that is male non-Qataris with below secondary education and aged between 25 to

49 years. Government intends to monitor changes over time to assess how people's satisfaction levels are responding to national development efforts.

Figure 4 Very high percentages of Qatari and non-Qatari men and women satisfied with their life, Qatar, 2012



Source of data: QSA MICS4 (2012)

3. Rapid population growth as a cross-cutting planning and implementation challenge

During implementation of the NDS, Qatar's population has continued to grow at an exceptional pace, averaging 6.7% per year between 2008 and 2013. Overall, more than 200,000 people were added to Qatar's population between 2012 and 2013 alone when the population exceeded 2 million for the first time. Almost a further quarter of a million more people are expected between 2013 and 2014. This high and unsustainable level of population growth is primarily a result of the continued massive inflows of expatriates, predominantly young and lesser skilled male workers.

The rapid growth of the expatriates population is being fuelled by Qatar's ambitious infrastructure programme, including a new airport, seaport, a metro, schools and hospitals, as well as stadia being built for the hosting of the FIFA 2022 World Cup and for the country's future aspirations. The massive growth in population is affecting all development areas, including amenities and facilities, especially in and around Doha, where the bulk of the population is concentrated.

There are sound economic reasons for not introducing restrictions on labour supply that could severely delay the completion of existing projects. In general, the high number of expatriates supports Qatar's economic growth but it also creates a situation where economic output is heavily dependent on the presence of non-Qataris.

Nonetheless, the rapid increase in the expatriate population and the labour force create a wide range of challenges for national and sector planning strategies. Beyond increasing pressure on those sectors of the economy needed to service the workers and their dependents, it creates a number of *risks*:

Social - existing social infrastructure, including schools, hospitals and low-cost housing, was not built to support the needs of a very rapidly growing expatriate population and some Qataris may feel crowded-out of services;

Cultural - potential for traditional Qatari Arab and Islamic cultural values and identity to be diluted, even though interactions may be limited due to language and/or socio-cultural barriers;

Economic - if for any reason large numbers of expatriates suddenly leave Qatar, not only will their productivity capabilities be lost and projects be delayed, but a secondary decrease to the economy will occur when their spending is lost;

Environmental - significant environmental degradation has already occurred (for example, traffic congestion, urban land scarcity and so on) and will continue until infrastructure can be increased to match the needs of the population and behavioural patterns change, and

Safety and security - building safety may be comprised, road traffic accidents and injuries could increase and the capacity of the criminal justice system be strained.

These challenges are compounded by the multi-ethnic and skill composition of the new additions to the population. Of the large number of expatriate workers, some 50% are semi-skilled and another 25% are unskilled. Their literacy levels are generally relatively low. Moreover, the vast majority are from non-Arab countries, especially from South Asia, most of whom do not understand or speak Arabic or even English.

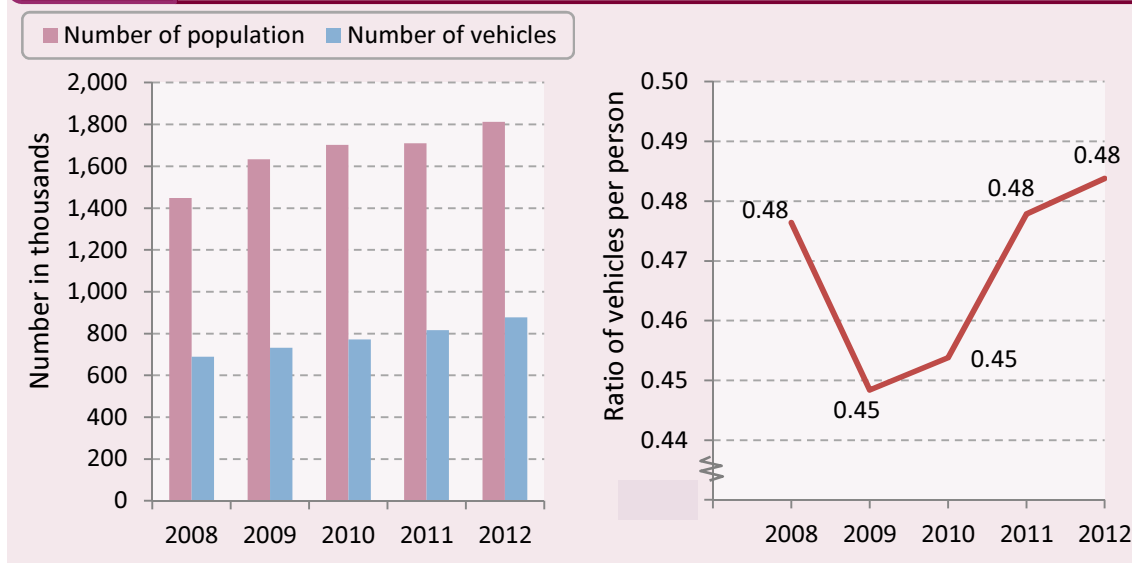
Increasing vehicular traffic and road safety

With rapidly increasing population the number of licensed vehicles of all types on the roads, especially in and around Doha, has also increased markedly (Table 1). Over the period 2008 to 2012 the growth in the number of vehicles has mirrored population growth, rising at an average annual rate of around 6.0% (Figure 5). Consequences of the growth in motor vehicles include frequent road traffic congestion and road traffic accidents, as well as higher levels of CO₂ emissions, which affect people's quality of life. The enhanced risk of traffic accidents have been compounded by the larger increase in heavy vehicular traffic (Table 1). This is explained by the continued increase in infrastructural megaprojects, including road construction.

Table 1 Growth in registered vehicles (000s), Qatar, 2008 to 2012						
Year	Private cars	Private buses and trucks	Heavy vehicles and trailers	Government, police, diplomatic, taxis and buses	Motorcycles	Total
2008	432.6	173.3	42.7	30.5	10.7	689.8
2009	456.4	187.2	47.6	30	11.5	732.7
2010	484.9	186.8	57.7	31.7	11.5	772.5
2011	515.6	197.5	59.4	31.9	12.6	816.9
2012	562.3	211.4	58.1	32.8	12.5	877.1
Annual growth % 2008-12	6.6	5.0	7.7	1.8	4.0	6.0
% change 2008-12	30.0	22.0	36.1	7.4	17.4	27.2

Figure 5

Growth in motor vehicles has mirrored growth in population, Qatar, 2008 to 2012



Average annual growth rates, 2008–2012: Population = 5.6% Vehicles = 6.0%

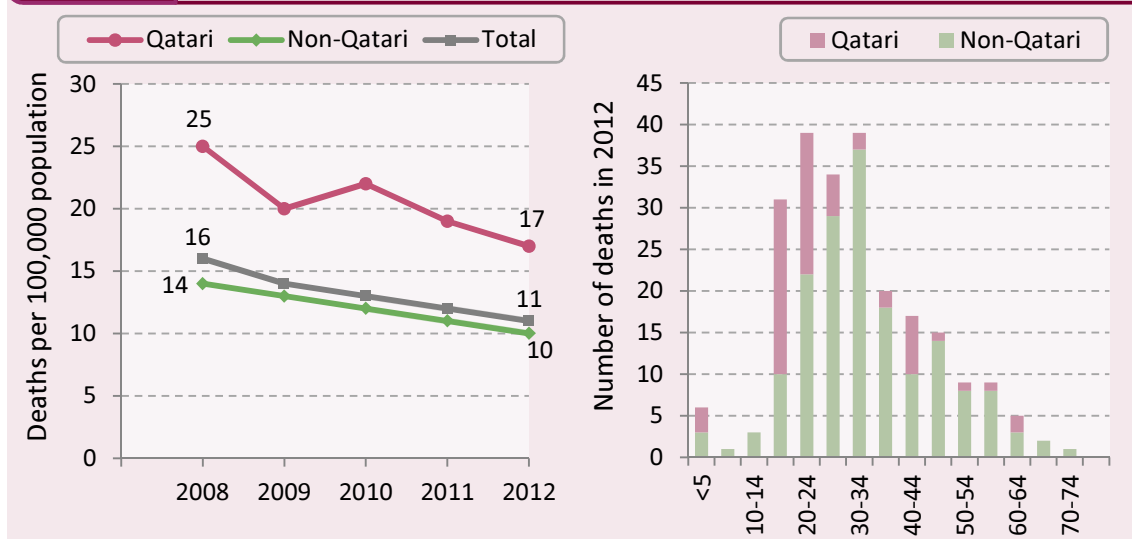
The total number of accidents resulting in a fatality or injury increased by 31%, or at an average annual rate of 7% during the period 2008-2012. This was slightly higher than the 27% increase in the number of registered vehicles during the same period. The largest increase occurred in accidents involving minor injuries (37%) while accidents resulting in serious injuries increased by only 4%. Fatalities from traffic accidents fell by 11% and the rate of road traffic deaths per 100,000 population dropped to 11 in 2012.

Implementation of the NDS road traffic safety projects appear to have succeeded in achieving a significant decline in traffic fatalities. However, they have not reduced the rate of accidents per 100,000 population which increased from 317 in 2008 to 328 in 2012. The decline in the number of fatal accidents could be attributed to in part a slower movement of traffic as a result of the increasing congestion on the roads, as well as to the faster response of emergency services and improved levels of medical care. Despite this aggregate decline, there are three striking features of the fatalities that NDS initiatives seek to address (Figure 6):

- The higher rate of fatalities among Qataris. While the rate of fatalities per 100,000 population for Qataris declined from 25 in 2008 to 17 in 2012, it remains more than 50% above the average for the country.
- The large number of fatalities accounted for by the youth aged 15-24 years, particularly Qataris. Qatari youth are disproportionately dying in road traffic accidents.
- The high proportion of pedestrian deaths among the traffic accident fatalities. The proportion of fatalities accounted for by pedestrians has declined from 32% to 28% in 2012. This is far off the NDS target to reduce the proportion of pedestrian deaths to 17% by 2016. The highest number of pedestrian deaths have been accounted for by non-Qatari males in the age groups (20-44 years) which mirrors the working age population of non-Qataris.

Figure 6

Road traffic accident death rates have fallen from peak but are very high among youth



Sources of data: QSA (various years) and 2012 data from Ministry of Interior (2013); SCH 2013.

The highest number of Qatari fatalities occurred among those aged 15-19 years followed by those aged 20-24 years. Car drivers accounted for 35 % of accident fatalities and one of the important contributory factors has been identified as reckless driving and speeding. This suggests that a high proportion of deaths could be explained by the recklessness of Qatari youth drivers to whom education campaigns are being directed, including at high schools.

4. Youth as a Policy and Programmatic Focus

Qatar's youth are considered as major human resources for development and effective agents of positive social change. Harnessing their ideals, enthusiasm and creativity, with supporting technological innovation, can greatly contribute to meeting the country's development goals. Advancing the country towards a diversified knowledge-based economy requires focus, coordination and investment of resources in youth. Qatari youth, who are growing in number (Table 2), are facing several challenges as outlined below.

Table 2 The youth (15-24) in Qatar is growing rapidly, 2000-2012

	2000	2005	2010	2012
Qatari	31.0	37.6	47.7	50.5
Non-Qatari	55.1	117.2	204.8	231.2
Total	86.1	154.8	252.5	281.7
Youth as % of total population	14.0	17.1	14.9	15.4

QSA (2013): Mid-year estimate 2013.

Changing demographic and socioeconomic settings

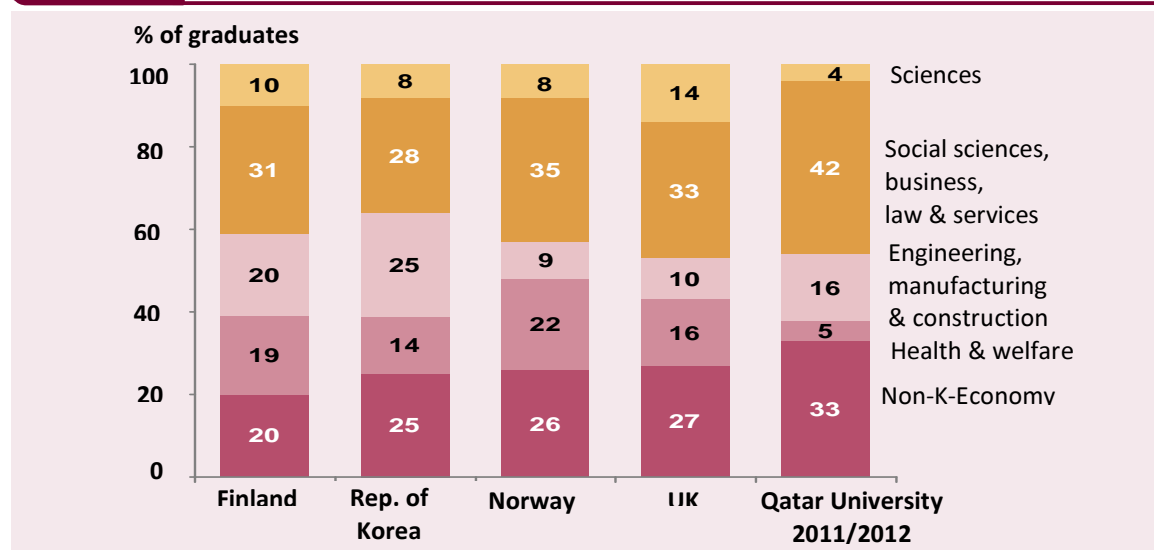
Qatar is undergoing many demographic changes, among them are rising age at first marriage, reductions in childbearing, increases in childlessness and rising levels of divorce. Qatari youth are being positively and negatively affected by globalization, especially the revolution in information and communications technology. The trends call for intercultural understanding and tolerance, as well as intergenerational dialogue.

Building knowledge and developing skills

Aiming to achieve world class standards, Qatar has made huge investments in education and training infrastructure at all levels. Multiple opportunities now exist for young Qataris. But education performance, as measured through national and international tests in maths, sciences and English language, is not progressing at a commensurate pace, despite a decade of reforms. Stronger incentives to encourage youth, especially boys, to continue through the tertiary level are required. Qataris must have the knowledge and skills, including undertaking courses relevant for a knowledge economy (Figure 7), to compete in an increasingly borderless and cross-cultural world. Education needs to encourage analytical and critical thinking, creativity and innovation.

Figure 7

The NDS supports transition to the knowledge economy, in 2012, 33% of Qatar University graduates with non-knowledge-based economy specialisations

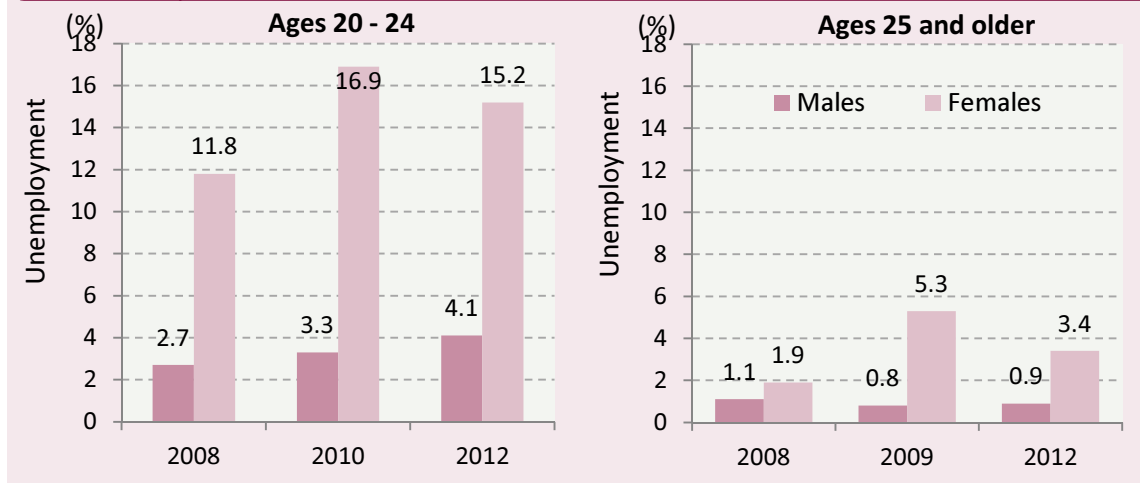


Enhancing labour force participation

Overall unemployment levels in Qatar are extremely low, except among new female entrants to the labour force (Figure 8). Young Qataris have previously undreamed of choices and opportunities on joining the labour market. But many lack the skills and qualifications to take full advantage of them. Qatar's economic diversification aspirations necessitate building the country's human capital to create a more productive and skilled labour force. Given that the number of new Qatari entrants to the labour force each year is markedly lower than what the economy demands, it is imperative that incentive structures are strengthened to increase youth labour force participation at higher skill levels. Second chance programmes that offer Qatari youth who have not completed secondary education the opportunity to salvage their life prospects, reduce waste of valuable human resources and increase the number of Qataris in the labour force are being offered.

Figure 8

Unemployment rates low overall but relatively higher for young Qatari women, 2008-2012



Source of data: QSA Labour force surveys 2008-2012 and Census 2010

Improving health and well-being

As in most affluent societies, being overweight and obese is highly prevalent among young Qataris. Qatar University is trying to address overweight and obesity among Qatari youth through an adapted cognitive behavioural approach developed through inter-sectoral and international partnerships including Hamad Medical Corporation, Supreme Education Council, Aspire Zone and Imperial College London and Leeds Metropolitan University. Initiatives are also being undertaken to promote self-care, and to reduce risk-taking behaviour and encourage a healthy and active lifestyle among youth.

Empowering young people and promoting civic participation

Today's young men and women are tomorrow's workers, parents, citizens and leaders. Youth need an enabling environment in which they can be encouraged to participate in their own and Qatar's development. Young people are an asset to their communities. Pathways are needed to ensure their inclusion and participation in all aspects of development, including through volunteering. Opportunities for broader youth participation need to be created not only in the public sector, but also in the private sector through partnerships that encourage market orientation, build leadership capacity and promote youth enterprise and entrepreneurship.

Based on a detailed study to mainstream Qatari youth in national development five broad recommendations were made to government:

- Develop an integrated and comprehensive policy framework that ensures youth have pathways to meaningful participatory roles in all facets of society.
- Broaden the incentives and opportunities for youth to sustain educational experience in advanced areas of knowledge, skills and communication that will meet the demands of the labour market and add value at the personal, community and national levels.
- Strengthen measures to increase youth participation in an increasingly diversified labour market, including the reintegration of youth that are not participating to their full potential.

- Review and reinforce policies that contribute to health and well-being by promoting self-care and preventative measures to reduce risk-taking behaviour and damaging lifestyles among youth.
- Ensure that all national legislation and regulation create an enabling environment for effective participation by youth in development processes.

In support of these recommendations, a single umbrella agency for youth affairs was proposed to coordinate the preparation and implementation of a National Youth Development Policy, including cross-sectoral youth development programmes. In 2013, as part of the Qatar's government's public sector restructuring, a new Ministry of Youth and Sports was established to take these recommendations forward.

5. Conclusions: Some Lessons Learnt from the NDS MTR

Importance of agency's Executive Plan

Good governance requires individual enablers to be in place, and that the enablers are connected and well-coordinated within a coherent structure that supports delivery. Outcomes and targets need to be mainstreamed into organisations' management systems to enhance ownership.

Ministries and agencies must have their own strategic Executive Plans which identify NDS priorities at the core. An executive plan should identify the institutional and human resource capabilities required, the organization and administrative systems, budget and supporting activities that need to be put in place, including information systems and databases, as well as procedural manuals and protocols. It should also identify key strategic partners who will support implementation. An efficient performance management system needs to be put in place to ensure all staff are accountable for delivery.

Mechanisms for sector-wide, cross-sector and inter-agency collaboration

Sector-wide, cross-sector and inter-agency coordination mechanisms to deliver NDS outcomes and targets are critical. While overall responsibility for the NDS projects will remain with the lead ministries and agencies, other relevant agencies need to take responsibility for the delivery of some projects or major components of them.

There must also be good cooperation with the private sector and with international organizations such as UNEP, UNDP, UNESCO, the WB and IUCN, as well as regional cooperation with the Gulf States. A culture that encourages sharing of data and the integration of systems within and across sectors is being encouraged.

Building human resource capacities

A critical precondition for successful NDS implementation must include capacity building both in relation to project management skills and subject matter expertise. There are currently insufficient numbers of technical staff in many ministries and agencies to deal with the large increase in projects, regulation and enforcement activities needed. Specialist support, including through outsourcing, is needed to improve the information, processes, systems and laws in place to enable the ministry and agency technical staff to do their jobs efficiently.

Media and communications

The NDS has multiple stakeholders across all sectors, including government agencies, industry, academia and non-governmental organisations, as well as ordinary citizens. A long-term comprehensive communications strategy is needed targeting these stakeholders, designed to increase transparency, mobilise support, provide clarity on objectives and report on implementation progress.

The communications strategy should take into account the need to raise awareness of the NDS and the sector targets. It must be evidence-based and should communicate to different audiences. Currently a number of communications channels including the internet, national media, face to face communication

and written briefings are used. The development of more web site content and functionality, e-newsletters and social network bulletins, together with regular stakeholder meetings will enhance the NDS communications strategy going forward between 2014-2016.

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