



Kurdistan Region of Iraq

Vision 2030





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Foreword

It is with great pleasure that I present to you my fellow countrymen and women and to our local, regional and international partners the vision for the Kurdistan Region of Iraq for the next ten years.

Vision 2030 is the long-term development plan for our Region, charting a better future for our nation; a future that provides a better quality of life for all.

We have been through enormous challenges in recent years and throughout our history. Nonetheless, our nation has always been resilient in face of all challenges. The Vision embodies a comprehensive reflection of the main challenges facing us today and sets long-term goals according to these challenges in order to strengthen our resilience. Achieving these goals will induce a leap in our system, provide a fulfilling and healthier life for our people, and put us on the right track with developed nations.

Our vision comprises four main pillars: 1) Citizens, Society and National Identity; 2) Public Sector and Governance System; 3) Economy and Productivity; and 4) Environment. The pillars define ambitious strategic directions for Kurdistan Region of Iraq that are interlinked with the UN Sustainable Development Goals in order to achieve sustainable and inclusive development by 2030.

We are determined to succeed in the implementation of Vision 2030 and I am confident that by joining forces together with our men and women as well as our local, regional and international partners, we will achieve the future that meets the aspirations and ambitions of our people.

Name

Title.....

Signature.....

Methodology

The Ministry of Planning in the Kurdistan Region Government led and oversaw the development of Vision 2030 for the Kurdistan Region of Iraq (KRI). The United Nations Development Programme (UNDP) supported the Ministry of Planning (MoP) throughout the process by providing technical assistance.

To ensure Vision 2030 reflects the aspirations of all segments of the society in KRI, the MoP followed a participatory and consultative approach. A taskforce was assembled to develop the Vision, comprising representatives from the public sector, private sector, and civil society organizations. In addition, a steering committee was also formed to oversee and guide the process, comprising senior public officials from the Kurdistan Region Government (KRG).

The taskforce worked over a six-month period and conducted biweekly meetings to study findings and formulate recommendations. First, the taskforce analyzed the current situation, compared findings with indicators of developed countries, and identified the key challenges facing the Region today. Based on these findings, the taskforce defined the national development priorities and the strategic directions that KRI needs to focus on to provide a prosperous future for all of its people.

For each national priority, the taskforce highlighted a list of actionable goals that must be achieved to realize the Vision's strategic directions for 2030. These goals were aligned with the United Nations Sustainable Development Goals (SDGs) so that KRI effectively contributes to the universal goals adopted by the United Nations that are aimed at resolving social, economic and environmental challenges troubling the world. A questionnaire was then developed by MoP and shared with a large group of stakeholders from the public sector, private sector and civil society organizations and the results were used to refine the Vision's conclusions.

To build broader public consensus over Vision 2030, the MoP consequently conducted public consultations for a one-month period with representatives from various segments of the society. Results from these consultations were used to ensure that the Vision is comprehensive and reflects the aspirations and ambitions of the whole society.

The MoP is extremely grateful to the steering committee, taskforce, UNDP and everyone who provided valuable input and contributed to developing this Vision.

Introduction

Vision 2030 for the Kurdistan Region of Iraq was developed to chart a clear course towards a brighter future that our people and our nation deserve. The Vision identifies the national development priorities for the next ten years and defines the strategic directions and goals that the Region is determined to realize.

The KRI, today, is at a crossroads and in the midst of a global pandemic crisis. We are facing multiple internal and external challenges. We recognize that we cannot continue down the current path, which can offer uncertainty at best. We understand that we must make adjustments to our system to secure a better future that meets our people's aspirations - this is precisely what Vision 2030 aims to accomplish over the next decade.

The Vision has four main pillars that encompass the national priorities that the KRI needs to focus on to transform current challenges into future opportunities. The four pillars are:

1. Citizens, Society and National Identity
2. Public Sector and Governance System
3. Economy and Productivity
4. Environment

The first pillar focuses on providing a high-quality life for all of our citizens and strengthening the resilience and inclusiveness of our society; making it essential for the success of Vision 2030. We have been blessed with rich natural resources, but we recognize that our real wealth is our determined people. Therefore, the first pillar seeks to unlock the potential of our men and women by investing in their education and healthcare to enable them to live fulfilling lives. A comprehensive social protection system, covering the lifecycle of citizens, will also be established to protect the most vulnerable groups and fight poverty. We take immense pride in our national identity, heritage, values and culture and we will instill our deeply-rooted national identity among future generations.

In the second pillar, we aim to have a responsive, transparent and effective public sector that does not lead the economy, but rather enables the private sector and the civil society to drive economic growth. To achieve this, we need to right-size the public sector, improve performance of state institutions, and enhance provision

of public services. Good governance standards will be applied across all sectors to strengthen oversight and uphold the rule of law. This will in turn contribute to building social trust in state institutions and help facilitate the reform process.

Our third pillar targets diversifying the economy away from oil. We will leverage proceeds from our natural resources to invest in developing the agricultural, tourism and industrial sectors. Diversification of the economy requires a dynamic and productive private sector, capable of creating sufficient fulfilling jobs to absorb the constantly growing number of people entering the labor market every year. We will also reform our educational system to equip students with the right skills demanded by the labor market and enhance labor force employability. To diversify the economy and grow the private sector, we will ensure that our business environment is conducive to business and attractive to investments. The business environment will be supported by quality and modern infrastructure to enhance connectivity and enable sustainable economic development.

Lastly, the fourth pillar seeks to preserve our environment and natural resources to enhance the quality of life not only for current citizens, but also for future generations as well. Accordingly, we will adopt the necessary legislation required to preserve the environment and we will implement policies to improve environmental sustainability, combat climate change and reduce pollution, and promote optimal use of our natural resources.

For each of the Vision's four pillars, we have identified the strategic directions that define the future we aspire to live in by 2030. To realize this better future for our nation, we set specific goals for each of the Vision's strategic directions that we will work relentlessly to achieve starting from today. To be fully effective, these goals must be implemented simultaneously. We will also utilize our excellent relations and reputation to forge strategic partnerships with local, regional and international partners and friends that will help us advance our goals.

In conclusion, Vision 2030 represents the compass that will guide our journey into the future. All future policies, sector strategies, programs and initiatives will be aligned with Vision 2030 directions and goals. Additionally, we will continuously assess performance, measure progress and recalibrate policies to ensure proper implementation. We are confident that together with our fellow countrymen and women, we can build a better tomorrow for the Kurdistan Region of Iraq.

Pillars of Vision 2030



National Priorities for Vision 2030

We have identified twelve national development priorities across the Vision's four pillars. We are determined to address the main challenges that are constraining the advancement of each of these national priorities to unlock our nation's full potential. The national priorities for Vision 2030 are summarized in Box 1 below.

Pillar 1: Citizens, Society and National Identity

Our first national priority is our rapidly growing population. We are home to over 6,171,000 citizens. The population is growing at a high rate (2.2%), which is four-folds the average in the Organization of Economic Cooperation and Development (OECD) countries. Furthermore, our population is young with 62.5% of the population below the age of 30 years. We are also hosting nearly 1 million displaced persons and refugees who have sought safe harbor from regional conflict in our lands. This is placing enormous additional pressure on our economy, infrastructure

and resources. Having a young population provides KRI with a lucrative opportunity to maximize full economic potential of a large working-age population if they are equipped with the right skills and provided employment opportunities. Therefore, for our young population to prosper, we must provide equal access to quality education and healthcare, which brings us to our second & third national priorities.

The second national priority focuses on education. Despite of the substantial progress we achieved over the last decade, the quality and infrastructure of our educational system deteriorated in recent years due to lower public spending on education and regional conflicts. Mounting fiscal constraints reduced KRG's ability to finance the development of the education sector. As a result, schools' capacity has not kept up with the growth in number of students. In addition, the influx of internally displaced persons (IDPs) and refugees forced many schools to reduce instructional time and/or institute two shifts to accommodate the increase in students. Today, classrooms in urban areas are very crowded with an average of 42 students per class, which is almost twice the average in OECD countries (i.e., 23 students per class). Furthermore, worsening of the economic situation resulted in a decline in enrollment rates and an increase in the number of students dropping out before completing their studies. The educational curricula are also outdated and must be reformed to promote creativity and critical thinking and move away from rote learning and memorization. We also need to invest in building the capacity and qualification of teachers at all educational levels. This will enable us to equip students with relevant skills and address the mismatch between the education outcomes and needs of the labor market.

Our third national priority is healthcare. A healthy life is critical to fostering human capital. Over the last decade, we made significant progress in improving the health of our people. Life expectancy for a new born has risen to 74 years, which is in par with upper-middle income nations. Yet, waves of refugees and conflicts in recent years placed massive pressures on our healthcare system. This coupled with reduced public spending on healthcare worsened the quality of the care provided and resulted in shortages in hospital beds and doctors. The COVID-19 pandemic further exacerbated these challenges and exposed the weakness in our healthcare system. Vision 2030 provides a roadmap to addressing these weaknesses in order to improve the quality and resilience of our healthcare system.

The social protection system represents the fourth national priority in Vision 2030. We will build a comprehensive and equitable social protection system, covering the whole life cycle of our citizens. We will address inefficiencies in the current system design to improve coverage, targeting support to the most vulnerable and financial sustainability. The new system will protect the most vulnerable households, fight poverty and contribute to a more dynamic private sector, which in turn will strengthen the overall resilience of our society.

Pillar 2: Public Sector and Governance System

Our fifth national priority intends to right-size the public sector, improve the fiscal sustainability of the wage bill, cut inefficient expenditures and contribute to enhancing the competitiveness of the private sector. Currently, the public sector is very large in size and accounts for 49% of total employment in KRI, compared to an average of 21% in OECD countries. Citizens prefer working in the public sector as it offers higher wages and benefits as well as better working conditions than the private sector. This resulted in a very expensive, and continuously growing, wage bill that cannot be sustained. Wages and salaries account for over 50% of total government expenditures, crowding out capital expenditures which spur economic growth. This is not sustainable and constitute a key challenge for sustainable development.

Our sixth national priority targets enhancing performance of public institutions. We will define clear roles and responsibilities, strengthen coordination between government entities, build the capacity of civil servants and reward productivity, digitize services, introduce incentives for innovation, and deliver efficient services that meet the public needs and expectations.

This will be complemented with a robust and decentralized governance system that protects people's rights and civil liberties and advances the rule of law – our seventh national priority. We will adopt good governance standards in the public and private sectors, promote transparency and strengthen oversight to improve efficiency and fight corruption. We will also update our legal framework and ensure that laws and regulations are compatible with today's world. In parallel, we will strengthen the integrity and independency of our judiciary system to maintain the rule of law and enable access to justice for all.

Pillar 3: Economy and Productivity

Economic diversification and fiscal sustainability represent our eighth national priority. Our economy is undiversified and highly-dependent on oil exports. The government, using oil revenues, drive the rest of the economy. In 2017, the oil sector accounted for 85% of KRG's revenues. Hence, fiscal sustainability is highly vulnerable to external shocks and technological developments. In recent years, low global oil prices resulted in large budget deficits for KRG, crowding out capital spending. The public sector can no longer provide enough jobs to absorb the growing labor force. Therefore, we must diversify our economy to strengthen sustainability and provide fulfilling jobs in order to succeed in Vision 2030.

Moreover, our ninth national priority focuses on the private sector and the business environment. The private sector is a key partner in realizing Vision 2030. Therefore, we will empower and grow the private sector to enable it to lead the economy and become the major source for employment. This requires promoting entrepreneurship and having a solid financial sector that facilitates access to finance. We will also improve the competitiveness of the business environment so that it is conducive to business and attractive to domestic and foreign investments.

Labor force participation is the tenth national priority targeted by Vision 2030. Today, female labor force participation is extremely low in KRI. Only 14% of working-age females actively participate in the economy, compared to 63.7% in OECD countries. The KRI will never reap the full benefits from its investment in education without significantly improving female labor force participation. Thus, we will work on eliminating the economic, social and cultural barriers that are limiting labor force participation, particularly among young females. This will help lower the unemployment rate, which stood at 9% in 2018.

The eleventh national priority focus on the energy sector and the Region's infrastructure. Energy and infrastructure are important inputs for economic development and the power sector is an indispensable infrastructure in any economy. In spite of strong generation capacity, power supply in KRI remains unreliable. Households receive on average only 17 hours of electricity per day, leading many to use private generators. Furthermore, dependency on costly liquid fuels for power generation accompanied with high subsidies, low tariffs, poor

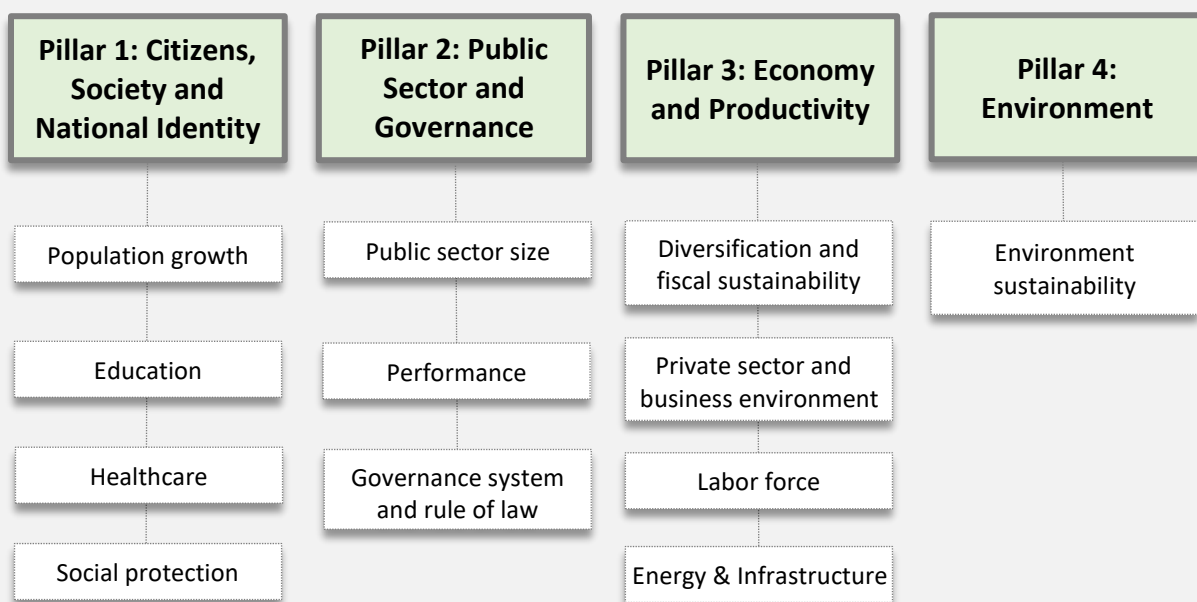
revenue collection and high network losses results in large deficits, further straining KRG's fiscal capacity. The loss from power generation in 2016 was estimated at \$1.75 billion. Vision 2030 seeks to address these challenges by 2030 and diversify the energy mix by increasing the share of renewable energy in power generation. The Vision also aims to provide adequate and inclusive infrastructure across KRI.

Pillar 4: Environment

The twelfth national priority under Vision 2030 is the environment. Our environment is facing considerable pressures from climate change, population growth, conflicts, poor land-use planning, water shortages, waste and mine contamination, soil pollution, and loss of biodiversity. Iraq and KRI were ranked by the UN Environment Programme Global Environmental Outlook as one of the world's most vulnerable countries to climate change. It is our duty and obligation to preserve and protect our environment. Therefore, the KRG and our partners in the Federal Iraqi Government joined the Paris Agreement to combat climate change. Vision 2030 seeks to build on this progress and further enhance environmental sustainability.

Box 1

Vision 2030 identified 12 national priorities:



1

Citizens, Society and National Identity



National Priority 1: Population growth

Strategic Direction for 2030

A resilient and inclusive society with high-quality life for all and a deeply-rooted national identity

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Unlock the potential of our people by fostering our human capital.
- ❖ Preserve and promote our rich heritage, culture and values to strengthen the national identity and social cohesion. We will build public libraries across KRI, a national archive site, museums, cultural centers, and a roman theater. We will also support art, film and theater to promote our culture.
- ❖ Provide equal rights and opportunities for everyone, and empower our youth and women by eliminating legal, social and economic barriers that stand in the way of their development.
- ❖ Raise living standards and boost the overall wellbeing of the society.
- ❖ Encourage and nudge citizens to develop a healthier lifestyle by increasing their participation in sports and nurturing a sports culture. Accordingly, we will adopt a modern sports law; establish integrated sports cities in all governorates; and build an international stadium to host local, regional and international sports events. Facilities will be designed to facilitate access to persons with disabilities so that no one is left behind.
- ❖ Enhance the sustainability of our cities by improving urban planning and building capacity of the related government entities. We will streamline roles and responsibilities, enhance coordination between various stakeholders and engage the public in the formulation of urban policies.
- ❖ Promote peaceful coexistence and - with the support of our partners - we will continue to be a safe haven for anyone fleeing injustice.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Proportion of population living below the national poverty line	5.5%	2.75%

National Priority 2: Education

Strategic Direction for 2030

High-quality education focused on research and innovation to equip our youth with adequate skills for the future

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Improve equal access to education by allocating adequate budgets; launching a nationwide school-building program; rehabilitating dilapidated schools; introducing new technology in teaching environments; and attracting private sector investment to expand the number of private schools in KRI.
- ❖ Reform the curricula to strengthen focus on student learning and creativity, instead of rote learning and memorization. This will be done in partnership with the private sector.
- ❖ Expand access to quality early childhood development programs, with the goal of universal participation.
- ❖ Improve professional qualifications of teachers at all educational levels. We will conduct additional training programs that are aligned with the new curricula.
- ❖ Improve management of teachers, & ensure optimal and equitable distribution of resources between governorates. We will set well-defined targets and ensure that teachers and resources needed to meet these targets are available.
- ❖ Strengthen links between the education system and the world of work and promote market relevant programs to help address the skills mismatch.
- ❖ Increase relevance and attractiveness of technical and vocational education and training.
- ❖ Enhance the efficiency of the education system by improving coordination across all key stakeholders in the public and private sectors, and introducing monitoring and evaluation mechanisms.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Net enrollment rate in preprimary education	11%	81% OECD average
Lower-secondary education completion rate	65.9%	92.2% OECD average

National Priority 3: Healthcare

Strategic Direction for 2030

A healthy society, and a medical tourism hub, home to an affordable state-of-the-art healthcare system in par with international standards

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Improve the quality and resilience of the healthcare system to provide better care and enhance preparedness for emergencies, such as COVID-19 pandemic. This will require increasing spending on healthcare, and building new hospital and primary care facilities as well as upgrading existing facilities. We will also modernize the medical equipment and technologies used by our medical professionals, ensure access to affordable medicine and adopt e-health practices to improve performance.
- ❖ Provide adequate number of qualified doctors, physicians and nurses as well as sufficient hospital beds in par with standards adopted by developed countries. We will work on resolving barriers that lower the productivity of our medical cadres, while rewarding productivity.
- ❖ Improve professional development of medical staff and provide additional training opportunities.
- ❖ Enhance the management of medical cadres, and ensure equitable and optimal allocation of resources across all governorates.
- ❖ Establish a Food and Drug Administration under the Council of Ministers tasked to protect the public health by assuring the safety, efficacy, and security of pharmaceutical products, medical devices and our nation's food supply.
- ❖ Enact a health insurance system across KRI to increase the number of insured and enhance affordability and quality of care.
- ❖ Enhance access to affordable medicines, family planning programs, reproductive health service and vaccines.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Infant mortality rate (per 1,000 births)	15	6.3% OECD average

National Priority 4: Social protection

Strategic Direction for 2030

An equitable, sustainable and comprehensive social protection system that contributes to a more dynamic private sector

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Strengthen the labor market by updating and adopting relevant legislation that meets current labor market needs. We will adopt a new labor law, pension and social insurance law and social assistance law. In addition, we will improve collection of data related to social protection and use it to formulate evidence-based policies in the future.
- ❖ Consolidate pension and social insurance schemes for the public and private sectors and implement parametric reform to expand protection coverage and reduce preference for public sector jobs.
- ❖ Recalibrate social protection tools to effectively target support to the most vulnerable households and groups in our society. We will base eligibility to support according to Proxy-means Testing instead of using broad categories to effectively target low-income households.
- ❖ Establish a pension fund to enable all citizens to maintain a decent standard of living in retirement, and implement an unemployment insurance program to protect workers' from slipping into poverty after layoffs, improve long-term labor market productivity, and stimulate the economy during recessions.
- ❖ Build the administrative capacity of the Ministry of Labor and Social Affairs to improve its performance, ability to assess and monitor safety-net programs, and ability to design and implement relevant policies.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Establish a pension fund	N/A	A full operational pension fund

2

Public Sector and Governance System



National Priority 5: Size of the public sector

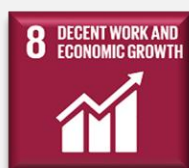
Strategic Direction for 2030

An agile and sustainable government that enables the private sector and civil society

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Right-size and restructure government institutions and state-owned enterprises (SOEs) to contain the wage bill and restore the sustainability of fiscal policy.
- ❖ Improve the fiscal sustainability of the wage bill by eliminating ghost workers, reviewing salary scales and recruitment policies.
- ❖ Develop strategies and goals for various state institutions with clear roles and responsibilities and evaluate performance and productivity.
- ❖ Eliminate the duality between the public and private sectors to increase the attractiveness of working in the private sector. We will harmonize working hours and conditions, salaries and allowances, and pension benefits between both sectors to encourage workers to move to the private sector.
- ❖ Review activities and cut inefficient public expenditures in other areas, including subsidies and public procurement.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Wage bill as percentage of total expenditures	50%	40% or less

National Priority 6: Institutional performance

Strategic Direction for 2030

Responsive and effective state institutions, capable of providing quality services that meet the public needs and expectations

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Reduce bureaucracy by eliminating regulatory overlap, assigning clear roles, streamlining regulations and enhancing coordination among stakeholders.
- ❖ Continue reforming the civil service, including developing codes of conduct, strengthening internal controls and transparency, reforming employment practices, and enhancing human resource management.
- ❖ Introduce performance monitoring and incentives for innovation and efficiency to improve effectiveness.
- ❖ Offer additional training opportunities to improve qualifications and skills of civil servants.
- ❖ Improve strategic planning, and management of public finances, investments and natural resources.
- ❖ Digitize government services and launch an e-government initiative to improve access, transparency and delivery of services.
- ❖ Increase citizens participation in decision-making to make government more responsive and effective, and improve the quality of decisions made as well as citizens compliance with policies.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Ranking on the Government Effectiveness Index	176 Out of 193	Rank among top 50

National Priority 7: Governance system and rule of law

Strategic Direction for 2030

A robust governance system that strengthens oversight, builds public trust in state institutions and advances the rule of law

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Safeguard human rights and civil liberties.
- ❖ Support a free, independent and responsible media to facilitate public access to trustworthy information, and promote transparent and accountable governance. We will review the foundations of journalistic work in KRI and provide an enabling environment for media development.
- ❖ Enhance transparency and civic participation in decision-making to improve trust in government. Our aim is to establish a decentralized system of power and foster a spirit of openness and collaboration.
- ❖ Implement KRI's Anti-corruption Strategy to combat corruption at all levels. In parallel, foster an anti-corruption culture at educational and institutional levels.
- ❖ Ensure effective oversight by strengthening the parliament's monitoring function, and empowering the Supreme Audit Divan and Commission of Integrity and Public Prosecution.
- ❖ Strengthen the legal framework. We will conduct a systematic review of our laws and regulations to ensure they are suitable and up-to-date for attaining our intended policy objectives.
- ❖ Strengthen the judiciary system and safeguard its integrity and independence from all external pressures to ensure equal access to justice and advance the rule of law.
- ❖ Invest in and support our heroic security apparatuses to enable them to preserve order, maintain security and stability, and enforce the rule of law.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Ranking on Control of Corruption Index	177 Out of 193	Rank among top 50
Ranking on the Rule of Law Index	186 Out of 193	Rank among top 50

3

Economy and Productivity



National Priority 8: Economic diversification and fiscal sustainability

Strategic Direction for 2030

A diversified, productive, and competitive economy that creates added value for all and is resilient to external shocks

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Leverage proceeds from our natural resources to invest in developing the agriculture, tourism and industrial sectors in order to accelerate economic diversification away from oil and create value-added employment opportunities that contribute to raising households' income levels.
- ❖ Upgrade the agricultural sector and improve food security. A clear sectoral strategy will be adopted. The legislative framework will be strengthened and access to finance will be expanded. We will also introduce modern farming machinery and techniques, support innovation, build the skills of our farmers and focus on value added products. In parallel, we will upgrade the irrigation system and build additional dams to improve water storage. Public-private-partnerships (PPPs) that contribute to the development of the sector and leads to the transfer of know-how will be forged at the local, regional and global level.
- ❖ Become a major destination for leisure, business, religious and medical tourism. This requires updating our tourism strategy and upgrading the quality of tourism sites, facilities and services in KRI. Touristic attractions and programs that attract high-spending tourists will be developed and we will promote KRI's natural, historic, religious, cultural sites to attract local, regional and intentional tourists. Support to micro, small and medium enterprises (MSMEs) working on creating new tourism products will be expanded and partnerships will be forged to attract investments. We will also revise the existing fee structure to increase the revenue generated from the tourism sector.
- ❖ Transform KRI into an industrial and trade hub for the region. This will require us to adopt a clear strategy and modernize the legislative framework by

adopting modern laws, including the industrial zones law, commercial agencies law, patent and industrial design registration law, trade regulation law, domestic product protection law and consumer protection law. In addition, we will form competitive industrial and economic zones and offer incentives to attract foreign direct investments. The customs and tariffs structures will be reviewed to ensure they are competitive in the regional context. We will also facilitate access to finance to stimulate the development of the industrial sector. Training opportunities will be offered to skill our workers, while partnerships with universities and research and development centers will be expanded to stimulate innovation. To increase trade, attract investments and forge new partnerships, we will also organize commercial events to showcase our local businesses and products, including trade exhibitions, expos and business events. Necessary bylaws for trade exhibitions and business events will be put in place and a database for industrial and trade indicators will be created and utilized to inform future decisions and policies.

- ❖ Diversify revenues sources to achieve fiscal sustainability. We will improve local revenue mobilization and undertake reforms to public financial management.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Industrial sector share of GDP	6% In 2015	12%
Number of tourists arriving in KRI	3,057,000	6,114,000
Ranking on Economic Complexity Index	109 Out of 133	Rank among top 50

National Priority 9: Private sector and business environment

Strategic Direction for 2030

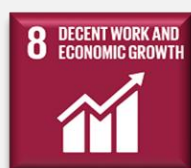
A dynamic private sector, leading the economy and creating sustainable jobs, empowered by a competitive business environment that attracts investments

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Adopt the necessary legislation needed to empower the private sector, improve the quality of local products (including adopting a standardization and quality control law); and enhance the business environment (including adopting contemporary investment, commercial and competition laws).
- ❖ Enhance the competitiveness and attractiveness of the private sector by leveling the playing field with the public sector. This will require harmonizing working hours and conditions, wage levels, retirement benefits and others incentives offered by the public sector.
- ❖ Continue reforming the business environment to make it more conducive for business and attractive to local, regional and global investors. We will reduce bureaucracy, time and the cost needed to start, operate and close a business. A functional one-stop-shop will be launched based on best practices. We will also develop an investment map comprising high-potential opportunities in targeted sectors targeted for the diversification of the economy. In parallel, we will offer lucrative incentives, expand provision of affordable land, and address constraints to engaging in trade.
- ❖ Reform and revamp the financial sector to ensure it is contributing to the development of our economy. We will work on addressing issues straining banks liquidity and facilitate access to credit. Supervision of the banking sector will be strengthened to comply with international standards. Private banks will be stimulated to increase lending to private sector, and we will implement policies that reduce dependency on cash transactions and expand financial inclusion.

- ❖ Expand the size of the domestic market by signing preferential trade agreements with our regional and international partners to increase exports, attract investments and support long-term economic growth. We will join suitable global value chains to accelerate the transfer of know-how and provide adequate jobs for our growing labor force.
- ❖ Boost private sector participation in devising laws and policies. Key private sector entities (e.g., Chamber of Commerce and Industry) will be empowered to effectively lobby and advocate for the best interests of the sector.
- ❖ Support entrepreneurship and MSMEs by providing unique incentives, expanding SMEs preference in government contracts and enhancing access to finance for small companies.
- ❖ Prioritize public investments in projects with private sector and expand public-private-partnerships.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Ranking on Doing Business Indicator	172 Out of 190	Rank among top 50
Domestic credit to private sector	2% In 2015	50% (MENA avg.)

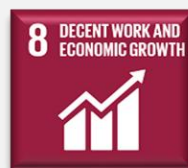
National Priority 10: Labor force**Strategic Direction for 2030**

**A skilled and active labor force capable of competing in the 21st century
and in the era of the 4th industrial revolution**

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Address the mismatch in skills between educational outcomes and the labor market requirements.
- ❖ Offer incentives for firms to invest in developing human capital, advancing technology, and creating better working conditions.
- ❖ Address social and cultural barriers preventing female participation in the labor force, introduce legal reforms to improve the working environment for females, and remove barriers to accessing microfinance for female entrepreneurs.
- ❖ Reform labor laws to protect labor rights, promote safe and secure working environments for all workers, and prioritize provision of job opportunities for local workers instead of foreigners. The Ministry of Commerce and Trade currently requires industrial plants to have at least 50% local workers and we will enact similar policies to increase labor force participation.
- ❖ Strengthen MoLSA online jobs portal and offer additional active labor market programs, such as employment services, career guidance and job counseling, to help match job seekers with employers and enhance citizens employability.

Interlinkages between our goals and the SDGs:



Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Female labor force participation rate	14%	64% (OECD avg.)
Youth unemployment rate	24%	13% (OECD avg.)

National Priority 11: Energy and Infrastructure

Strategic Direction for 2030

Quality and resilient infrastructure enabling sustainable economic development, with affordable, reliable, sustainable and modern energy for all

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Continue to invest in building the Region's infrastructure to enable sustainable economic development, enhance private sector productivity and deliver quality public services for citizens. We will form new public-private-partnerships to attract investments and improve efficiency and quality of services.
- ❖ Reform the power network to enhance its efficiency and financial performance. This will include upgrading the grid and transmission networks, privatizing distribution activities, and using cleaner and more affordable sources for power generation. We will also improve revenue collection and adopt smart metering; shift to cost reflective tariffs that protect the most vulnerable households; and reduce technical and commercial losses from the network.
- ❖ Strengthen the energy sector governance by adopting a new and modern electricity law and establishing an independent regulator.
- ❖ Diversify the energy sources used in power generation to include modern, clean, and sustainable sources, include renewable energy, such as solar power.
- ❖ Upgrade the water and sewage infrastructure throughout KRI to enhance efficiency and quality of services. We will also build water-recycling and wastewater treatment facilities, strengthen solid waste management, invest in water storage facilities, restructure tariffs to improve sustainability, and minimize leakages from the network.
- ❖ Modernize the public transport network, including expanding the roads network throughout KRI, improving traffic management, introducing urban mass transit

solutions (such as buses, rapid bus transit and trams) and improving long-term planning for the transport sector.

- ❖ Improve KRI's connectivity and readiness by enhancing ICT services.

Interlinkages between our goals and the SDGs:

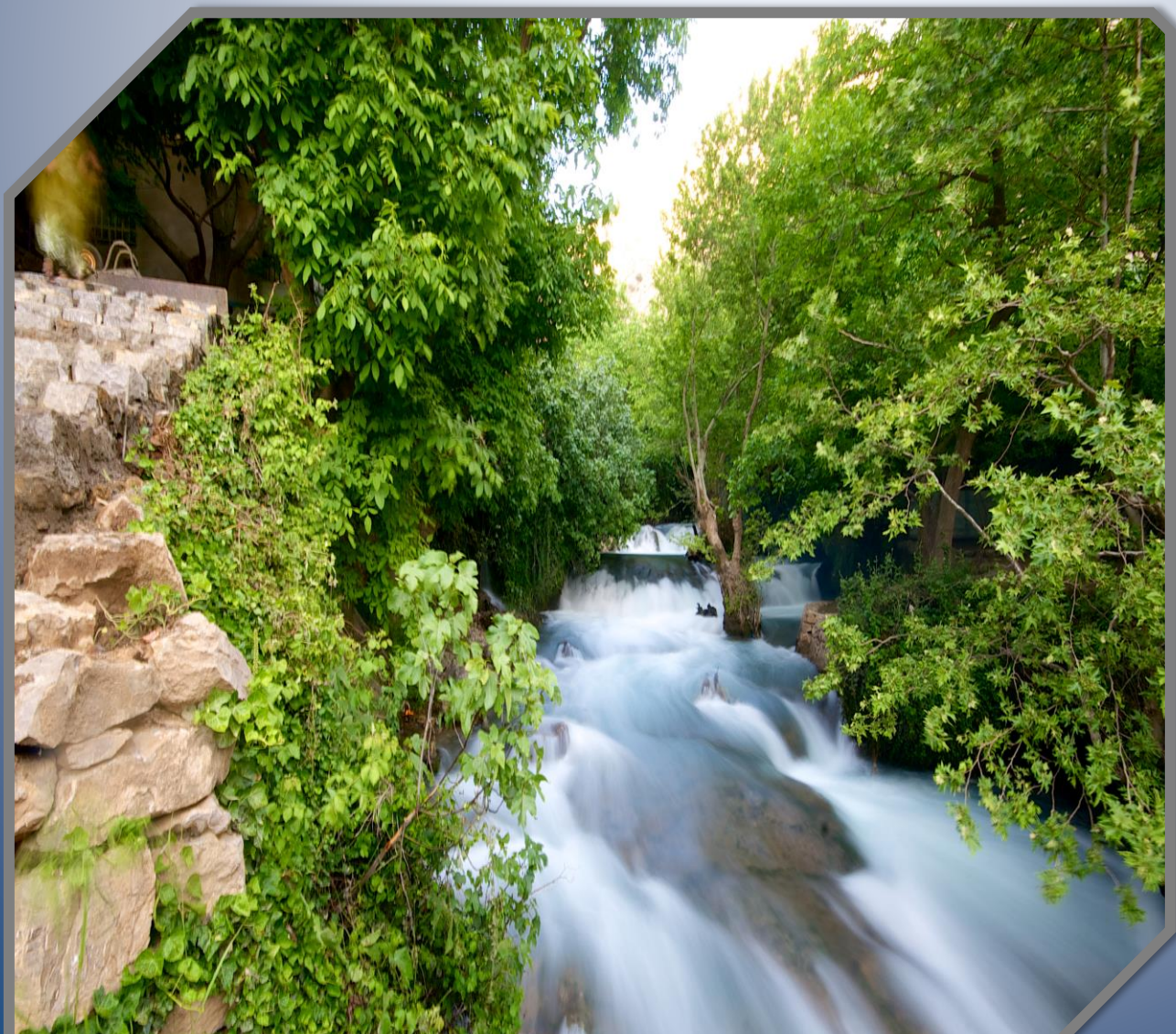


Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Average number of hours of electricity per day	17 Hours/day	24 Hours/day

4

Environment



National Priority 12: Environment sustainability**Strategic Direction for 2030**

A well-preserved and sustainable environment paving the way for a circular economy

To realize this strategic direction by 2030, we will achieve the following goals:

- ❖ Adopt legislation aimed at preserving the environment.
- ❖ Raise public awareness on the importance of the environment.
- ❖ Improve air quality and combat climate change by reducing pollution and GHG emissions. To do so, we will incentivize good environmental practices, invest in public transport, and expand clean and renewable energy sources. We will also improve the power supply to reduce the use of private generators by people and businesses, which will in turn help decrease emissions.
- ❖ Reduce water and soil pollution by establishing heavy water treatment facilities and an advanced recycling system to reduce risks of waste contamination.
- ❖ Manage water resources effectively, rationalize use of groundwater and raise the quality of drinking water.
- ❖ Combat deforestation and preserve and foster biodiversity by increasing green spaces, enhancing environmental and land-use planning and preventing illegal logging.
- ❖ Build the administrative capacity of stakeholders overseeing the environment by offering additional training and professional development opportunities.
- ❖ Build a database for climate change indicators. This database will be updated regularly and used to inform policy decisions.
- ❖ Decrease the size of areas contaminated by landmines.


























Interlinkages between our goals and the SDGs:



























Among our targets by 2030:

Key Performance Indicator	Baseline	2030 Target
Database for climate change indicators	N/A	Fully operational database
Size of areas contaminated with mines	216 km ²	108 km ²

Summary Matrix

Vision 2030 Pillars	Strategic Directions for 2030	Linkages with SDGs
Pillar 1: Citizens, Society and National Identity	1. A resilient and inclusive society with high-quality life for all and a deeply-rooted national identity	    
	2. High-quality education focused on research and innovation to equip our youth with adequate skills for the future	   
	3. A healthy society, and a medical tourism hub, home to an affordable state-of-the-art healthcare system in par with international standards	  
	4. An equitable, sustainable and comprehensive social protection system that contributes to a more dynamic private sector	  
Pillar 2: Public Sector and Governance	5. An agile and sustainable government that enables the private sector and civil society	 
	6. Responsive and effective state institutions, capable of providing quality services that meet the public needs and expectations	   
	7. A robust governance system that strengthens oversight, builds public trust in state institutions and advances the rule of law	   

Pillar 3: Economy and Productivity	8. A diversified, productive, and competitive economy that creates added value for all and is resilient to external shocks	    
	9. A dynamic private sector, leading the economy and creating sustainable jobs, empowered by a competitive business environment that attracts investments	  
	10. A skilled and active labor force capable of competing in the 21 st century and in the era of the 4 th industrial revolution	    
	11. Quality and resilient infrastructure enabling sustainable economic development, with affordable, reliable, sustainable and modern energy for all	     
Pillar 4: Environment	12. A well-preserved and sustainable environment paving the way for a circular economy	    

Vision 2030