



Ministry of Awqaf and Islamic Affairs

Partnership Organizational Development Creativity Leadership Staff Development Moderation

Strategic Plan to The Ministry of Awqaf and Islamic Affairs

2006/2007 - 2010/2011



Moderate Nation
(Umma Wasat)

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**His Highness Sheikh
Sabah Al Ahmed Al Jaber Al-Sabah
The Amir of the State of Kuwait**



**His Highness Sheikh
Nawaf Al-Ahmed Al Jaber Al- Sabah
The Crown Prince of the State of Kuwait**



**His Highness Sheikh
Nasser Mohamed Al Ahmed Al Sabah
The Prime Minister of the State of Kuwait**



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Ministry of Awqaf and Islamic Affairs

Five-Year Strategic Plan

Document

2006/2007-2010/2011

Under the Motto

**Moderate Nation
(Ummah Wasat)**

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Preliminary Items

- **Preface :** The Ministry's need to this Strategic Plan
- **Definitions** and Important terms
- **Governing** factors of the Plan

Preface

Strategic Planning is: “Envisaging a **Desired Future** and identifying the means of achieving this **Future**.”

- Based on this concept, the Ministry of Awqaf and Islamic Affairs has formulated the features of its **Future** for the next **Five Years** based on a comprehensive Strategy that can reinforce the role of the Ministry as a Leading Religious Guidance in the country on the official government level and to **Coordinate** the efforts of this guidance on the voluntary public level and to formulate it in an Organizational Form.

- Due to the Local, Regional, and International changes, the Ministry of Awqaf & Islamic Affairs, in its capacity as concerned with guidance, can not disregard these changes. Rather it has to take active steps by monitoring, diagnosing and neutralizing its negative consequences and to utilize its positive ones in favour of our straightforward Religion and our dear country.

- The cherished aim of this Plan is to be able to perform the **mission** entrusted to the Ministry in accordance with the decree of its establishment and according to its role within the Government Program, i.e. Islamic affairs. Further, it should be able to perform this mission in comprehensive, organizational, and ambitious way.

- Based on the above, the Ministry designed this Strategy via leading initiative:

- Using the **Tool** of team participation in the preparation of the Plan
- **Being Motivated by:** Continuous Top Management Support, Intensive Consultative Training and stimulant Community participation (on the official and public levels)
- **Approaching it:** by studying the previous efforts, diagnosing the current status of the Ministry, without focusing on the same, in order to formulate the best desired future for this institution for the coming **Five Years.**

Definitions of the Terms of the Plans, Programs, and Achievements Indicators

Before discussing the elements and components of the **Strategic Plan** and the associated **Operational Plans**, hereunder is a set of important relating terms and expressions along with a brief explanation of their meanings.

1. Strategic Plan:

The Strategic Plan of the Ministry is represented in a set of integrated components, including **Values** and a **Vision** and followed by **Lines of Business** (LOB) and a set of **Objectives** and **Goals** within each LOB, provided that the same must be substantiated by a number of **Indicators** that measure the extent of success of the **Strategy**.

2. Values:

Values are plural, singular of which is “**Value**” that means the price or ration of any thing. From the moral point of view, it means the merit which is always the intermediate between two opposite things. From the terminological point of view, it means the set of principles selected by the individuals, organizations or groups as a motivation for their conduct and an effective factor impacting their decisions. In other words, it means the approaches adopted by the institution at the time of the Plan.

3. Vision:

Vision is a futuristic mental image cherished by an organization after a selected period. Normally, it is made in simple brief understandable terms. It is characterized by stability throughout the years of the Plan (at least). Therefore, the **Vision** here represents the ambition (that can be achieved) cherished by all Ministry staff during a specific period of time (2006/2007 – 2010/2011).

4. Lines of Business: (LoB)

A line of business is the scope of business that the Ministry is required to act accordingly. Each line involves a number of objectives, goals, Indicators, and business programs leading to the cherished Vision.

5. Strategic goals:

The goal is a target to be achieved on a long term which mostly exceed one year and it may extend to five years. The goal is derived from the Line of Business. All goals within each Line of Business integrate to support that Business .

6. Objectives:

The objective is a target to be achieved on a shorter period than that of the goal. It is derived from and associated with such goal. Each goal has a set of objectives that complete each other. Most often, the objective is determined by a quantitative **Indicator** that is sought to be achieved.

7. Success Indicators:

A Success Indicator is an evidence related to a specific objective and has **Quantitative** value to be achieved within a specified period ranging from several months to years.

8. Work Program:

A work program represents the set of activities and projects through which a **Success Indicator** is reached.

9. Operational Plan:

An Operational Plan is a set of “**Success Indicators**” derived from the goals and objectives of each Line of Business and activities derived from these Indicators from which the cherished success **Indicators** are accomplished.

10. Stakeholders:

Stake holders are the segment of people who are **concerned** with the **Strategy** of the Ministry, either being those who have influence or being influenced by the **Strategy**. They could be from within the Ministry or from the targeted clients. These Stakeholders represent an important factor in the formulation of this Strategy. Furthermore, they have the greatest burden to follow up and evaluate process.

The Strategy Governing Consideration

Hereunder are set of considerations and rules upon which the Strategy of the Ministry is grounded:

I. The Consideration that Development is an Islamic Must:

We mean that we are endeavoring restructuring the role that must be performed by the citizen and the expatriate to support **“Community Development”** on the basis that “God likes that any one from among you performs an act, he/she must master it”. In this respect, prayer is a worship and the mastering of the occupational duties is a worship too. Further, practicing true citizenship and good dealings with others (either they are Muslims or Non-Muslims) are worships, too.

II. The consideration that Religious Guidance is the essential function of the Ministry:

We mean that the Ministry is the **official authority** of the state, concerned with Islamic preaching and religious guidance. In this respect, it supervises, coordinates and activates its tools. Further, it makes sure that this task is practiced under restrictions that do not contradict Islamic Law or sound inclinations and it does not violate the structure, safety and stability of the Kuwaiti community.

III. Reinforcing the moderation of Islam as both a motto and a practice:

It means that we are keen on applying the motto of the Plan “A **Moderate People**” in our dealings and as the governor of our decisions that overwhelms the order of relations in our Kuwaiti society with other societies. **Moderation** has always been the overwhelming character of the Kuwaiti society in its rites, intellectual thinking, moral practices, social relations and even in political approaches.

While affirming its keen that this moderation approach must be the overwhelming approach over its objectives and the guidance of its programs and activities, the Ministry highlights the importance of determining scientific approach of the meaning of moderation which we mean and which we adopt as well as the features of moderation which we target.

IV. Dealing with the role of Women in the Kuwaiti Society from the developmental aspect:

We mean that upon dealing with the issue of woman under this Strategy, we must separate between the teachings of our straightforward religion and the inheritance of our customs and traditions regarding women in the Kuwaiti society and her developmental role(s).

It is essential that all this must be accompanied with pre-qualifying female leaders to be able to effectively participate and perform their developmental role in the society on all levels and for different segments.

V. Tackling the phenomenon of various centers of Ifta (religious advice) and jurisprudence guidance:

We mean that this phenomenon must be tackled in accordance with a set of considerations, the first of which are:

- The techniques of religious advice must have the **initiative** with respect to public issues.
- The persons giving religious advice must be **acceptable** on the official and popular levels.
- There must be **integration** between the unity of reference with respect to religious advice in the Ministry and to give opportunity (to those who have the religious conditions) to practice more freedom of research and thinking.

VI. The consideration that consultation (Shura) and the respect of the constitution are the essential pillars of the Kuwaiti regime adopted by our religion:

We mean that consultation (**Shura**) has always been the governing feature between the ruler and the subjects in the State of Kuwait. Further, the respect of the constitution is a conduct before being a system and a practice before being a motto. In this respect, this constitutional consultation (Shura) has its

roots stemmed in the education at home and in the school. Furthermore, it goes beyond daily practice of the state and parliament affairs.

VII. Reinforcing Organizational Practice:

It means that to **guarantee** the **success** of all previous considerations, the most important consideration cherished by the Ministry in its **Strategy** is to complete and develop its different Organizational structures, i.e. legal or procedural, financial or administrative, internal or related to the public, technical or related to human resources.

Moreover, this consideration also means that the Plan should concentrate on **transparency** of diagnosis, participation in the decision making and taking care of personnel based on the fact that all these elements are integral part of the Organizational Culture of the Ministry.

Main Components of the Strategic Plan

- I. Business Values of the Ministry**
- II. Future Vision**
- III. Lines of Business (LoB)**
- IV. Strategic Goals, Relating Objectives
and Success Indicators**

The main Components of the Strategic Plan

I. Business Values of the Ministry

Based on interviews and meetings that are one of the main tools for probing the opinions of the Stakeholders, the main Planning team entrusted preparation of the Strategic Plan of the Ministry could conclude a set of Values as hereunder:

Moderation:

It means that the Ministry is keen on adopting the motto of a “**moderate people**”, as moderation is the character of any Islamic religion. It means the moderate thinking and belief, moderate worshipping performance, moderate cultural origin and moderate moral behavior. In all these efforts, we confirm that so long as moderation prevails, the two abnormal trends (i.e. deviation and extremism) will disappear as moderation means straightforwardness.

Leadership:

It means taking the **initiative** with regard to the religious advice and being leaders in the field of **accomplishment** in accordance with high performance criteria by the staff so that the Ministry will become an example in this respect.

Partnership:

This means that the Ministry should adopt **mutual programs**, projects and agreements with related direct (and indirect) parties, including government authorities, private societies, and private sector institutions. Further, the Ministry is keen on constructing solid relationships with decision makers in these government authorities or private institutions.

Staff Development:

It means that selection of **highly qualified** staff that is well aware of the roles entrusted to them by the Ministry. In this respect comprehensive pre-qualification and training programs should be provided. **Moreover**, they must be provided with attractive job opportunities and privileges awarded to distinguish elements among them and finding the programs that provide the best tools for utilizing their knowledge, skills, and abilities.

Creativity:

It means that business must be conducted on all levels and within different fields using **creative** distinguished ways and methods. In this respect, efforts must be exerted to adopt a new sophisticated ideas that result in high quality performance and effective accomplishment of the Organizational goals and objectives.

Organizational Development:

It means pursuit to **integrate** the components of the Organizational work within the Ministry, through clear Vision Strategic Plan, accurate time programming, clear rules and regulations that are flexible and applicable, mechanism of decision making based on information and popular acceptance, in addition to Organizational Culture must be added to guarantee positive interaction of the Ministry's staff with the previous business Values, both in the theoretical and practical fields.

II. Future Vision of the Ministry

Strategic Planning team has exerted an intensive effort during the negotiation, discussion and reviewing the ideas and proposals offered by the concerned parties inside and outside the Ministry. The team discussed the set of mutual ideas that have been compiled in several designs that have been summarized as follows, representing the opinions of the Stakeholders:

Future Vision of the Ministry :
The Ministry is a
Government Institution that
Contributes to the Community Development
in accordance with Islamic Concept
That understands the Present Situation and looks
forward to the Future

III. Main Lines of Business (LoB)

Based on the **Vision** and the governing **Values**, the programs, activities, and projects of the Ministry are accomplished in accordance with a set of scope of work field that constitute an integrated approach towards this Vision.

First Line of Business : Sciences of Quran, Sunna and Intellectual and Cultural affairs:

This Line of Business is concerned with the intellectual issues and Religious Education related to the society, how to deal with the same in accordance with various and integrated programs derived from the Holy Quran (theoretically and practically), the Traditions of the **Prophet** (being aware of the same and implementing it).

This will be implemented by **specialized efficient** staff having the ability to deal with the surrounding variables. Further more, it is concerned with cementing the Islamic Values within different categories of the community (men, women, youth, etc.,).

However, the most important element of these approaches is to reinforce the “moderate thinking and approach” derived from the teachings of the Holy Quran and the Sayings of the Prophet. This is the link between the sciences of Quran and Traditions of the Prophet on one hand and thinking and Culture

affairs on the other .

Second Line of Business: Mosques Affairs:

This field is concerned with the programs and activities that can enable the Ministry to render the mosque a cultural center and minerate of guidance. In this field **specialized** parties must participate in the guidance process. Further, programs must be implemented with the participation of the parties concerned with community development. Moreover, current efforts of the Ministry must be reinforced to care for the infrastructure of the mosque, including building, services, maintenance, etc.,

Third Line of Business: Ifta (legal advice) and Religious Researches:

This line is concerned with cementing the concept of jurisprudence references on the government and popular levels. In this respect, interaction among the public and the juries prudential opinions issued by the Ministry must be activated. Further more, juries prudential of moderation adopted by the Ministry must be highlighted with regard to tackling the issues of the society. **Furthermore**, this approach concentrates on giving a due care to the role of jurisprudence encyclopedia, Islamic manuscripts and religious researches to explore the opinion of the religion with regard to public and private issues.

Fourth Line of Business: Media Affairs:

This Line is concerned with conveying the message of the Ministry to all members and institutions of the society in order to achieve the highest standards of identification of this message on one hand, and to confirm the principle of partnership to shoulder its instructional burdens on the other hand. **Furthermore**, this approach concentrates on expanding the scope of valuable purposeful media, the investment of the available media tools to diffuse the Values of moderation as well as reinforcing the educational concepts related to the teachings of the straightforward religion and peaceful Sharia.

Fifth Line of Business : Local and international interaction:

This Business is concerned with interaction with all parties concerned with developmental issues, including individuals, government and private institutions and entities (inside the country and abroad) and confirms refusal of extremism and fanaticism. **Furthermore**, it must deepen positive interaction with contemporary Culture while maintaining the main features of the Islamic entity. Moreover, this approach concentrates on reinforcing the mission of the Ministry as the front of the active role of the State of Kuwait in supporting moderate Islamic Culture via its active effective existence in different international fields.

Sixth approach: Organizational Work:

This field is concerned with developing the elements and components of the Organizational Work within the Ministry in accordance with approved international criteria and principles. This approach covers programs planning, follow-up and implementation, provision of continuous development programs for the staff in order to achieve high standard accomplishment. Furthermore, this field is concerned with work structures, rules and procedures as well as follow-up of reinforcing continuous organizational culture leading to distinguished performance in all the above-mentioned fields.

Supporting Lines of Business :

Here we must affirm that the previous field of work represents only the main approaches of the Ministry upon which the Strategy must concentrate. This means, however, that there is a number of supporting fields, the most important of which (for example) is the following: (this does not belittle the Value of these supporting fields as supportive approaches for implementing the Strategy and its success or failure).

First : Administrative and legal assisting support:

It means all relevant administrative follow- up, legal restrictions, organizational procedures and executive decisions that may facilitate the work performance

in the previous six approaches, on one hand, making sure that the same is conducted in accordance with the applicable civil service commission systems as the Ministry is a government authority.

Second : Assisting financial support:

It means all elements that may provide appropriate financial support to execute the Strategy satisfactorily and to make sure that the allocated budgets, items of expenditure and the implemented procedures are conducted in accordance with the instructions and circulars of the assigned controlling authorities of the state, in both the legislative and executive part.

Third : Assisting information support:

It means the provision of all data, statistics, software and hardware required by the Strategy to support the implementation of the programs and activities of this Strategy in a manner that guarantees quick performance, good execution, accurate follow- up and obtaining information easily.

IV. Strategic Goals, Objectives and Indicators of each Line of Business.:

First: Strategic goals and the objectives relating to the Holy Quran, Tradition of the Prophet, Thinking and Culture.

- **First goal : Raising the level of citizens' approach to the Holy Quran and promoting the persons who are undertaking memorization of Quran:**

Objective 1: Promoting approach to memorizing the Holy Quran:

Objective 2: Providing appropriate atmosphere for promoting those who memorize the Holy Quran.

Objective 3: Reinforcing the technical abilities of the human cadres who undertake the mission of memorizing the Holy Quran to others and promoting their performance.

Examples of Success Indicators :

Success Indicator 1: Preparing media program on the privileges of memorizing the Quran.

Success Indicator 2: Holding four specialized training courses to promote the efficiency of teachers in the Holy Quran houses annually.

- **Second Goal: Graduating persons who memorize the Quran perfectly and promoting the skills and sciences of memorizing:**

Objective 1: Creating distinguished educational environment with regard to memorizing Quran and encouraging memorization of the same.

Objective 2: Diversifying the sessions of memorizing the Quran and in-

creasing the number of the participants.

Examples of Success Indicators :

Success Indicator 1: Preparing unified system for the levels and conditions of memorization and passing for each stage within six months from starting implementation of the Plan.

Success Indicator 2: Holding four awareness sessions for the parents of the students in each governorate annually.

● Third Goal: Rising the level of awareness and follow-up of the line of conduct and biography of the Prophet (peace and blessing be upon Him).

Objective 1: Preparing media programs to educate different age categories of people and to make them aware of the line of conduct of the Prophet, (peace and blessing be upon him).

Objective 2: Executing the scientific programs for guidance and the follow up of the Traditions and Customs of the Prophet (peace and blessing be upon Him).

Objective 3: Executing studies and researches to identify the best means for developing the mechanisms of observing the line of conduct of the Prophet.

Examples of Success Indicators :

Success Indicator 1: Preparing a field study on making the society aware of the biography of the Prophet (peace and blessings be upon Him), within 6

months.

Success Indicator 2: Preparing ethical media program to guide the youth and to direct them to follow the Traditions and Customs of the Prophet, (peace and blessings be upon) him within 6 months.

- **Fourth Goal: Reinforcing Islamic and ethical Values in the society with all age groups:**

Objective 1: Expanding the activities and programs of the Holy Quran centers and houses.

Objective 2: Promoting work approaches, programs and mechanism in these centers and houses.

Objective 3: Coordination and cooperation with civil society institutions with regard to upbringing the youth on religious values and ethics.

Examples of Success Indicators :

Success Indicator 1: Increasing the number of voluntary messages of the students at 30% annually.

Success Indicator 2: Adding the subject of “National Initiatives” as a new syllabus to the curricula of Al-Siraj Al-Muneer within 6 months.

- **Fifth Goal: Propagating awareness of the Islamic concepts and Values, particularly those related to tackling the**

problems of the society.

Objective 1: Contribution in the intellectual treatment of the problems that face the society in different fields of life.

Objective 2: Directing potentialities towards promoting the spirit of mercy and integration among members of the society.

Objective 3: Giving due care to the classes of the society that require special directive care.

Examples of Success Indicators:

Success Indicator 1: Preparing a study on the legal aspects pertaining to social problems within 6 months from the starting date of the Plan.

Success Indicator 2: Arranging six directive advertising campaigns that promote the spirit of mercy and integration in the society annually.

● **Sixth Goal: Calling for positive interaction with the contemporary civilization while maintaining the characteristic of the Islamic identity.**

Objective 1: Reinforcing communication with Muslims and other peoples as well as highlighting the moderate cultural role of the State of Kuwait which supports development Plans all over the world.

Objective 2: Encouraging the contributions and initiatives of the individuals and institutions based on the role of Islam to enrich the contemporary civi-

lization.

Objective 3: Inviting Muslims to specialize in the contemporary sciences and to effectively participate in the understanding and promotion of the same.

Examples of Success Indicators:

Success Indicator 1: Preparing a study on the real situation of the contemporary Islamic world, particularly relating to the objectives of the Ministry within 6 months .

Success Indicator 2: Holding two meetings with Kuwaiti charitable societies on the priorities of work in favour of Muslim minorities.

● **Seventh Goal: Expansion of the programs of social development relating to Women activities**

Objective 1: Comprehensive assessment of the women employment in the Ministry.

Objective 2: Legal religious grounding of contemporary issues related to women.

Objective 3: Activating the programs and activities directed to the family.

Examples of Success Indicators:

Success Indicator 1: Conducting assessment study of the experience of the women employment within 6 months from the starting date of the Plan

Success Indicator 2: Preparing three studies relating to the issues of the

women and the family from the religious point of view within 6 months from the starting date of the Plan.

- **Eighth Goal: Activating the contribution of the Ministry with the charitable committees to disseminate the teachings of the Islamic religion:**

Objective 1: Coordination with the charitable societies and committees working inside the State of Kuwait and abroad.

Objective 2: Providing religious and awareness programs for all communities.

Examples of Success Indicators:

Success Indicator 1: Preparing a study on the fields of coordination between the Ministry and charitable societies within 6 months from the starting date of the Plan.

Success Indicator 2: Holding an annual Islamic seminar for international Islamic societies.

- **Nineth Goal: Reinforcing national unity, and abandoning disunity, dissension, fanaticism and extremism:**

Objective 1: Propagating the spirit of loyalty and belonging as well as identifying the principles of Islam that promote observance of the public order and laws.

Objective 2: To intellectually fight the claims which contradict national unity within the society or which waste efforts and potentialities.

Examples of Success Indicators:

Success Indicator 1: Holding annual intellectual seminars annually to exchange different opinions on the national unity.

Success Indicator 2: Holding four dialogue sessions for youth and discussing them so as to find out rich environment of constructive dialogue.

● **Tenth Goal: Proceeding with promoting pilgrimage and Umrah affairs so as to raise the standard of service:**

Objective 1: Developing relationship with the official and private authorities concerned with pilgrimage affairs in the Kingdom of Saudi Arabia.

Objective 2: Developing the mechanism of supervising pilgrimage and Umrah affairs.

Objective 3: Implementing pilgrimage and Umrah programs of the Ministry.

Examples of Success Indicators:

Success Indicator 1: Conducting a study on the priorities of promoting the technical administrative and financial performance of the pilgrimage caravans within 6 months from the starting date of the Plan.

Success Indicator 2: Activating work mechanism of the Ministry's agent

in Saudi Arabia and evaluating this mechanism every six months.

Second: Strategic goals and objectives relating to Mosques.

● First Goal: Activating the role of the mosque as awareness center within the society:

Objective 1: Reinforcing the message of the mosque within the society with regard to the aspects of belief and worship as well as general Islamic guidance on societal issues.

Objective 2: Reinforcing the links between the mosque and the surrounding environment via guided programs implemented by the Imams of the mosques.

Objective 3: Cooperation between the mosque, house and school to provide appropriate atmosphere for the youth to practise worships.

Examples of Success Indicators :

Success Indicator 1: Developing the criteria of assessment of Friday sermons in conformity to the requirements of the stage within four months from starting the implementation of the Plan.

Success Indicator 2:

Preparing and implementing six mutual programs with the Ministry of Education.

- **Second Goal: Reinforcing developmental activities via contribution in the creation of suitable atmosphere within the mosque:**

Objective 1: To contribute in enriching development Culture and to use the religious and jurisprudential activities in the mosque in order to promote the growth within the society.

Objective 2: Propagating a call to maintain and preserve public funds, preserving utilities and avoiding extravagance.

Examples of Success Indicators :

Success Indicator 1: Holding annual conference for imams and preachers to enrich the issues of the society annually.

Success Indicator 2: Annual participation in three awareness campaigns relating to urgent society issues to be determined in due course.

- **Third Goal: Promoting personnel responsible for mosque activities and programs:**

Objective 1 : Promoting the techniques and systems of selection and appointment of imams, preachers and prayer callers.

Objective 2: Promoting programs of assessment, privilege ad motivation for mosque servants.

Objective 3: Promoting re-habilitation programs for mosque servants.

Examples of Success Indicators :

Success Indicator 1: Reviewing and updating the procedures of selecting and appointing imams and preachers annually from the start of the Plan.

Success Indicator 2: Establishing an integrated training center in the new building of the Ministry within one year from starting implementation of the Plan.

● Fourth goal: Caring for the technical, constructional and architectural aspects of Mosques

Objective 1: Providing necessary maintenance works for mosques

Objective 2: Caring for the constructional and architectural works for mosques.

Objective 3: Implementing the five-year Plan relating to the construction of new mosques.

Examples of Success Indicators :

Success Indicator 1: Preparing an integrated study for the requirements of the governorates for mosques and additional prayer rooms within four months from the start of the Plan.

Success Indicator 2: Concluding agreements with the society institutions concerned with technical, engineering, architectural and constructional affairs to develop mosques in these aspects.

- **Fifth goal: Rendering the Grand Mosque as a center for religious, cultural, educational and social radiance:**

Objective 1: To highlight the civilized aspects of the Islamic history, arts of architecture, painting and Arabic handwriting.

Objective 2: To highlight the architectural aspects of the Grand Mosque and its different activities via mass media.

Objective 3: Proceeding to perform religious, social and cultural activities and programs in the Grand Mosque.

Examples of Success Indicators :

Success Indicator 1: Holding 3 scientific religious meetings annually, each comprising 50 participants

Success Indicator 2: Arranging a seminar on architecture and Arabic handwriting every 2 years.

- **Sixth goal: Adapting the Grand Mosque as an Islamic point of attraction:**

Objective 1: Receiving the visitors of the Grand Mosque within interesting and identification programs.

Objective 2: Developing public services of the Grand Mosque.

Objective 3: Maintaining and developing the buildings and utilities of the Grand Mosque.

Examples of Success Indicators :

Success Indicator 1: Operating 50 tours for foreign visitors from the hotels of Kuwait to the Grand Mosque annually.

Success Indicator 2: Constructing the cultural and informative building within one year from starting the Plan.

Third : Strategic goals and objectives relating to Ifta (religious advice) and religious researches.

● **First Goal : Preparing and publishing the Islamic encyclopedias with modern techniques that assist in understanding religion:**

Objective 1: Completing, publishing and printing the jurisprudence encyclopedia.

Objective 2: Preparing a set of jurisprudence encyclopedias and directories.

Objective 3: Translating the jurisprudence encyclopedia to the wide spread and commonly used languages

Examples of Success Indicators :

Success Indicator 1: Printing the jurisprudence encyclopedia in full on CD, provided that this task must be completed within the years of the Plan.

Success Indicator 2: Starting to translate the jurisprudence encyclopedia into English during the years of the Plan.

- **Second goal: Activating the role of the legal studies and researches to meet the requirements of the society.**

Objective 1 : Preparing the studies and researches related to the social issues.

Objective 2: Preparing juristical studies and researches in the field of moderation.

Objective 3: Preparing juristical moderation studies and researches relating to family, youth and girls issues.

Examples of Success Indicators :

Success Indicator 1: Publishing 8 studies/researches on the new issues required by the society i.e. two studies every year.

Success Indicator 2: Verifying 10 Islamic tradition books, i.e. two books every year.

- **Third goal: promoting the mechanism of identifying the legal provision on public and private issues:**

Objective 1: Expanding telephone Ifta services

Objective 2: Increasing and developing human cadres dedicated for Ifta services.

Examples of Success Indicators :

Success Indicator 1: Completing the printing of all volumes of legal Ifta group and indexes by 2010.

Success Indicator 2: Creating a media to introduce telephone Ifta service within the Ministry during six months from the start of the Plan.

● **Fourth goal: Possessing Islamic manuscripts and keeping them in a modern manner that facilitates exploiting them:**

Objective 1: Possessing original and copied manuscripts from different sources.

Objective 2: Indexing and arranging manuscripts using sophisticated techniques.

Objective 3: Sterilizing and restoring manuscripts in accordance with sophisticated techniques.

Examples of Success Indicators :

Success Indicator 1: Publishing two indexes and manuscripts and proceeding to publish indexes and directories at one index every two years.

Success Indicator 2: Indexing and classifying the original and copied manuscripts and saving them on the computer within one year.

Success Indicator 3: Restoring and maintaining the original manuscripts (140 original ones) and continuing to restore at 30 manuscripts yearly.

● **Fifth goal: Reinforcing the active role of the Islamic li-**

braries in the spread of Islamic Culture and cementing links with research authorities.

Objective 1: Possessing important Islamic volumes.

Objective 2: Facilitating the means of benefit from Islamic libraries services.

Objective 3: Updating a data base on Ifta and research authorities.

Objective 4: Strengthening relations with Ifta institutions and authorities.

Examples of Success Indicators :

Success Indicator 1: Publishing 3 objective bibliographies annually.

Success Indicator 2: Participation in five local/international conferences in the field of Islamic libraries within the years of the Plan.

Fourth: Strategic goals and objectives relating to information field:

● **First goal: Highlighting the position of Kuwait as sponsor of moderate Islamic Culture among local public and abroad:**

Objective 1: Creating and developing new and effective means of communication with the external public.

Objective 2: Permanent and effective existence in the Islamic cultural

events (Gulf, Arab, international).

Objective 3: Designing an information system conveying the moderate intellectual message of the Ministry.

Examples of Success Indicators :

Success Indicator 1: Launching and inaugurating the Ministry's web site within 3 months from starting implementation of the Plan.

Success Indicator 2: Producing TV program affirming the moderate culture every 4 months.

● **Second goal: Expanding the scope of valuable, developmental and purposeful information:**

Objective 1: Preparing valuable informative materials.

Objective 2: Investing the informative tools to spread objective quantitative values.

Success Indicators:

Success Indicator 1: Upgrading and updating the electronic web site of Nafais project to reinforce worships.

Success Indicator 2: Cooperating with 10 specialized web sites to transmit valuable information materials annually.

● **Third goal: Advertising the efforts, policies, objectives, Plans and programs of the Ministry:**

Objective 1: Advertising the programs and activities of the Ministry in different mass media.

Objective 2: To cooperate and coordinate with all mass media in a manner that serves the objectives of the Ministry.

Examples of Success Indicators :

Success Indicator 1: Preparing software for archiving all materials that are published about the Ministry within 3 months from starting implementation of the Plan.

Success Indicator 2: Preparing integrated publication on the programs and activities of the departments and sectors of the Ministry within 2 months from the start of the Plan.

Fifth: Strategic goals for local and external communications.

● **First goal: Interacting with all segments and institutions of the society concerned with Islamic affairs in Kuwait and abroad:**

Objective 1: Extending means of communication with all persons benefiting from the services of the Ministry.

Objective 2: Developing mechanism and techniques to benefit from the

periodical guests of the Ministry.

Examples of Success Indicators :

Success Indicator 1: Recording and producing 5 TV and radio programs for the guests of the Ministry annually.

Success Indicator 2: Implementing communication program with local institutions and persons.

● Second goal: Coordination and cooperation with civil society institutions acting in the field of society development:

Objective 1: Making cooperation protocols with civil community institutions acting in the field of society development.

Objective 2: Implementing combined programs with civil society institutions active in the field of society development.

Objective 3: Developing the integrated role of the Ministry with the civil society institutions related to society development.

Examples of Success Indicators :

Success Indicator 1: Holding 5 symposiums with civil society institutions annually.

Success Indicator 2: Concluding cooperation agreements with 5 civil society institutions during the years of the Plan.

- **Third goal: Deepening society awareness of the importance of social donations and active interaction with the public Islamic affairs:**

Objective 1: Concentrating on the issues of society development and reinforcing active interaction with the issues of the Islamic World.

Objective 2: Cooperation and mutual work with the authorities concerned with Islamic Affairs in the State of Kuwait and abroad.

Objective 3: Developing and coordinating the efforts relating to foreign aid supervised by the Ministry.

Examples of Success Indicators :

Success Indicator 1: Developing the criteria and principles of providing support to the Islamic institutions and societies within 3 months .

Success Indicator 2: Concluding 10 memoranda of understanding between the Ministry and the concerned institutions during the years of the Plan

- **Fourth Goal: Communicating with effective institutions and personalities in the field of Women affairs:**

Objective 1: Holding combined programs and activities with the parties concerned with women affairs.

Objective 2: Concluding cooperation agreements with the institutions concerned with women affairs.

Examples of Success Indicators :

Success Indicator 1: Holding two dialogues with the institutions concerned with local women affairs.

Success Indicator 2: Holding four symposiums and dialogues with the leaders of the Islamic activities in the charitable societies.

Sixth: Strategic goals and objectives in the field of organizational work:

● First goal: Developing mechanism for preparing and executing the Strategic Plan:

Objective 1: Formulating the Strategic Plan based on the actual program of the government and Islamic affairs.

Objective 2: To assert that the departments of the Ministry have understood the document of the Plan and concepts of Planning during the first year.

Objective 3: To execute the working plans within the framework of the schedule and performance Indicators.

Objective 4: Introducing programs that support the values and a desired organizational culture.

Examples of Success Indicators :

Success Indicator 1: Formulating the Strategic Plan, its working programs and determining the techniques of evaluation and assessment.

Success Indicator 2: Determining a schedule for execution over the years of the Plan.

● **Second goal: Developing the organizational structures and institutional work systems:**

Objective 1: Developing the organizational structure of the Ministry.

Objective 2: Updating job description cards and following up using them.

Objective 3: Developing work procedures and policies guide in the Ministry.

Examples of Success Indicators :

Success Indicator 1: Updating the guides of the organizational structures and its periodical review.

Success Indicator 2: Obtaining the consent of the responsible state authorities on the organizational structure before its final approval, if necessary.

● **Third goal: Developing manpower in the Ministry.**

Objective 1: Establishing the endowment (Waqf) Project of Manpower Development.

Objective 2: Creating a team work environment and promoting team spirit among the staff.

Objective 3: Recruiting qualified manpower for work in the Ministry.

Objective 4: Preparing and executing pre-qualification and development programs for the staff of the Ministry.

Objective 5: Planning the training programs and preparing their Plans over the years of the Plan.

Examples of Success Indicators :

Success Indicator 1: Completing the study related to Waqf Project of Manpower Development.

Success Indicator 2: Granting material and moral incentives (annually).

● **Fourth goal: Formulating and implementing leadership development programs:**

Objective 1: Activating authorization of some powers to work sectors and units.

Objective 2: Implementing leadership pre-qualification and training programs in the Ministry.

Objective 3: Implementing leadership-training programs for female employees.

Objective 4: Caring for pioneering innovation and distinction among the staff of the Ministry.

Examples of Success Indicators :

Success Indicator 1: Holding specialized programs for Top and Middle Class Management (annually).

Success Indicator 2: Pre-qualifying one group of the second line management (controllers to undertake future responsibility).

● Fifth goal: supporting and developing work system and follow-up techniques in the Ministry:

Objective 1: Developing the administrative and financial work systems.

Objective 2: Developing the follow-up techniques within the work of the organizational units.

Objective 3: Developing the automatic information systems and technology that are annually employed.

Objective 4: Automatic support for the departments of the Ministry.

Examples of Success Indicators :

Success Indicator 1: Publishing an internal work system directories of the Ministry and distributing them to beneficiaries.

Success Indicator 2: Developing linkage system between the Plan and the budget 2005/2006.

- **Sixth goal: Providing information support to the beneficiaries of information center services:**

Objective 1: Developing the technical and technological support systems of the Information Center.

Objective 2: Increasing information support to the Ministry and promoting its resources to serve beneficiaries.

Examples of Success Indicators :

Success Indicator 1: Establishing one page for Information Center on the web site of the Ministry within 6 months from the first year of the Plan.

Success Indicator 2: Upgrading the automatic program of the information center library within 6 months from the first year of the Plan.

Success Guarantees

(or)

General Policies for Strategy Execution

Success Guarantees

Upon allowing the start of this Strategy, a set of general precautions and restrictions (policies) that control work progress within the Plan in general must be taken into account, even though these precautions and restrictions are not directly related to any of the six fields concluded by this Strategy. This will be made in accordance with the adopted form, the success of every Planning effort depends on what is called success guarantees of execution that must be provided before proceeding to the components of this Strategy into practical field of application.

Hereunder is a set of these guarantees (policies)

1. Swift pursuit to **dissemination of** all (or some) components of this Strategy among the Ministry's staff according to their different occupational levels to make sure that they understand and adopt its items.
2. To **accelerate** the preparation of the annual working plans derived from quantitative success Indicators already mentioned in this Strategy, so that the requirements of each (goal, objective and Indicator) from manpower, administrative and financial potentialities must be determined in addition to required time programming.

3. It must be ascertained that the referred to **working plans** are based on the general framework determined by this Strategy and that they include interim assessment of performance in accordance with what has already been explained in the herein referred to guide of executing the Plan.

4. Authorization and distribution of powers responsibilities must be ascertained, from the theoretical and practical point of view, to avoid placing much burden upon certain occupational levels . Moreover, decision making in the Ministry must be made within the consultative frameworks of discussions, as much as possible.

5. Quick statistical process must be undertaken, similar to office stock taking in order to accurately determine the type and level of personal relations that the leaders of the Ministry have with different parties, including individuals and institutions. In this way the means and programs of investing these relations with regard to implementation of this Strategy can be identified.

6. The use of **scientific principles** and criteria with regard to employment and voluntary work in the Ministry must be circulated so as to attract efficient and specialized employees in the related fields.

7. This five-year Plan should be divided into specific stages so that:

- The priorities of the first stage (first and second year) must be concentrated on

affirming moderation and highlighting distinctive institutional work, topped with training.

- The priorities of the second stage (third and fourth year) must concentrate on intensive informational existence and it must highlight the reference role of Ifta on the official and popular levels.

- The last stage (the fifth and last year) should concentrate totally on success assessment with regard to the accomplishments of the previous four years via the (local and international) channels of communications with Stakeholders who contributed to the formulation of this Strategy from inside and outside the Ministry.

8. It is provided that each of the **above-mentioned** stage must be dealt with under a set of annual and bi-annual working plans that are subjected to continuous periodical assessment.

The spirit of the age and **modern technology** must be observed with regard to the techniques practised and executed by the Ministry to implement the items of this Strategy.

