

# Q

---

## Issue 3

---

December 2017

Laying the foundations

---

Becoming a global player

---

Creating a global hub  
for sport, art and culture

---

Looking to the future

---

---

Produced by the Government  
Communications Office of the  
State of Qatar

---







Issue 3

# *Qatar Through The Years*

---

## FOREWORD

*Page 7*

INTERVIEW WITH HIS  
EXCELLENCY THE  
PRIME MINISTER AND  
MINISTER OF INTERIOR  
SHEIKH ABDULLAH BIN  
NASSER BIN KHALIFA  
AL THANI

*Page 8*

ABOUT THE  
GOVERNMENT  
COMMUNICATIONS  
OFFICE

*Page 76*

---

## 1

### *Laying the foundations*

HAMAD MEDICAL CORPORATION

*Page 14*

QATAR UNIVERSITY

*Page 18*

OOREDOO

*Page 22*

QATAR NATIONAL BANK

*Page 24*

---

## 2

### *Becoming a global player*

QATAR FOUNDATION

*Page 28*

AL JAZEERA

*Page 32*

QATAR AIRWAYS

*Page 34*

QATAR INVESTMENT  
AUTHORITY

*Page 36*

---

## 3

### *Creating a global hub for sport, art and culture*

MUSEUM OF ISLAMIC ART

*Page 40*

NATIONAL MUSEUM OF QATAR

*Page 44*

DOHA FILM INSTITUTE

*Page 46*

ASPIRE ACADEMY

*Page 50*

QATAR TOURISM AUTHORITY

*Page 53*

---

## 4

### *Looking to the future*

SUPREME COMMITTEE FOR  
DELIVERY & LEGACY

*Page 60*

QATAR DEVELOPMENT BANK

*Page 64*

QATAR BUSINESS INCUBATION  
CENTER

*Page 66*

TEACH FOR QATAR

*Page 70*

MSHEIREB DOWNTOWN DOHA

*Page 72*

---



# Foreword



| *His Excellency Sheikh Saif bin Ahmed  
Al Thani*

It is my great pleasure to introduce the third edition of the Q Magazine, 'Qatar Through The Years', showcasing the country's rapid and remarkable development since gaining independence in 1971.

This issue presents Qatar's story, as told by the people and organisations who made it happen.

We start in the 1970s, when pioneering entities such as Qatar National Bank and Qatar University laid the foundations for the modern State of Qatar. Then, we fast-forward to 1995 and the launch of Qatar Foundation, the catalyst for Qatar's propulsion onto the global stage.

Through the 2000s, you will discover how Qatar kick-started its transformation into a diverse international hub for sports, art, and culture, with organisations such as Qatar Tourism Authority and Qatar Museums leading the way.

Finally, we take a step back and look at Qatar's bold vision for the future. At the time of writing, several of Qatar's neighbours continue to impose an illegal blockade on the country in an attempt to hold back the tide of progress and reform. But we will never give up our sovereignty. Qatar will continue to unwaveringly implement its ambitious development programme, underpinned by the 2030 National Vision (QNV 2030).

QNV 2030 sets a clear roadmap for Qatar's future. Under this framework, Qatar is aiming to become an advanced society capable of sustaining its development and providing a high standard of living for its people by 2030. This will be achieved through intensive work across four pillars of human, social, economic, and environmental development.

Covering just under half a century, 'Qatar Through The Years' highlights astonishing stories of ambition, drive, and achievement. The Government of the State of Qatar is incredibly proud of this progress, but is determined to work even harder to create a society which is truly inclusive and beneficial to all citizens and residents.

I for one am incredibly excited to see what the next chapter brings.

Saif bin Ahmed Al Thani

Director of the Government Communications Office of the State of Qatar

**Interview with**  
*His Excellency the Prime  
Minister and Minister of Interior  
Sheikh Abdullah bin Nasser bin  
Khalifa Al Thani*

On 5 June 2017, Saudi Arabia, the UAE, Bahrain and Egypt launched an illegal blockade of Qatar, on the basis of unfounded allegations and falsified news reports.

Now, nearly six months later, His Excellency the Prime Minister and Minister of Interior of the State of Qatar, Sheikh Abdullah bin Nasser bin Khalifa Al Thani, shares his thoughts on the impact of the blockade, and how Qatar's future has never looked brighter.





| His Excellency the Prime Minister and Minister of Interior Sheikh Abdullah bin Nasser bin Khalifa Al Thani



*| His Excellency the Prime Minister and Minister of Interior Sheikh Abdullah bin Nasser bin Khalifa Al Thani during his interview with Qatar TV*

**Q: Your Excellency, what is the cause of this crisis, and what are the possibilities of resolving it?**

The goal of our neighbours is clear to all by now: interference in the internal affairs of Qatar. This is unacceptable and is a red line for us, and the people of Qatar.

Our position has been clear since day one: dialogue is the only way to end the crisis, and we are open to dialogue, provided that the sovereignty of states and the principle of non-interference in internal affairs are maintained.

If any of the blockading countries have comments for us, they must be discussed in an atmosphere of mutual respect as we are accustomed to in the Gulf.

**Q: What about Qatar's relationship with the international community?**

Thanks to the wise leadership of His Highness the Emir, Qatar continues to enjoy good and special relations with the international community.

During this crisis, we have endeavoured to consolidate these relations with many countries within the framework of our foreign policy principles. These include mutual

respect and non-interference in internal affairs, as well as effective cooperation in the achievement of international peace and security, and the resolution of disputes through peaceful means.

Qatar is always keen to strengthen its relationships with other countries. Our goal is to achieve our state interests and those of our citizens, as well as mutual interests with other countries.

**Q: Your Excellency, what is the impact of this blockade on Qatar's economy**

Strengthening Qatar's economy is a top priority for the country. The impact of this crisis has been very mild, and within two weeks things returned to normal.

From my point of view, this crisis was like a wakeup call for us in many areas. We have sufficient capabilities to meet the challenges that our economy may face, and we shall emerge from this crisis stronger than before.

**Q: Are there initiatives by the State of Qatar to encourage local products and achieve self-sufficiency?**

Certainly, we always encourage national production, and we have created many initiatives to encourage the local

private sector and give it the appropriate privileges, including lands, facilities and exemptions. These efforts will enable it to grow significantly in the coming years.

Generally, we will emphasise food, water and pharmaceutical security projects and will increase our self-sufficiency. Today our dairy production covers 40% of Qatari needs, and we are working on increasing the production of meat, poultry and agricultural products, as well as fish farming. We will achieve self-sufficiency in some products in the coming year.

**Q: What is next for Qatar's economy?**

The first step is to continue diversifying the sources of economy and income away from oil. The Government is working to create a more competitive economic environment that can better attract investment, for example through new free zones, the localisation of some industries in Qatar, and the provision of low-cost storage.

We are also seeking to open doors to new industries and build new partnerships with countries that are not strictly commercial, but rather real partnerships where we work and invest together to reap the benefit of investments.

We are currently working to take the country to a better place, in line with Qatar's 2030 National Vision. We are working to transform into a knowledge-based economy and to unleash the potential of our youth for innovation and production. All of this will lead to the thriving and development of our country.

In addition to our 2030 National Vision, we also have national strategies. Currently, we are implementing our second national strategy 2017-2022. We in Government continue to implement our major plans

and projects, most importantly infrastructure projects, health and education.

**Q: It was recently announced that visit and work visas have been issued for a number of countries – what was the rationale behind this?**

The question of visas is part of Qatar's economic plan, something we have recently accelerated with highly positive results.

Visas now apply to more than 80 nationalities, significantly boosting the business environment and increasing tourism. This represents Qatar's commitment to achieving its economic goals in the coming phase, which includes focusing on tourism. To this end, the Council of Ministers has just approved a law establishing the National Tourism Council.

**Q: Your Excellency, you have spoken before of creating a full life for Qatari citizens and residents. What does this mean?**

His Highness the Emir's vision is that Qatar be a country capable of continuing to achieve progress in all areas, raising the standards of living for citizens, empowering our youth, and giving them an opportunity to achieve what they aspire to.

We in Government believe that our responsibility is to provide across five main pillars of: appropriate health services; high quality education; job opportunities; appropriate housing; and an appropriate life after retirement.

But we do not deny the fact that we constantly need to develop our systems and laws. In fact, we are not afraid of amending any law or decision, as long as it takes into account and achieves what is best for our citizens.







# 1

## *Laying the foundations*

In this section, you will discover the stories of Hamad Medical Corporation, Qatar University, Ooredoo and Qatar National Bank, four powerhouses of Qatar's early development as a sovereign state. Founded between 1964 and 1987, all four still exist today but have since grown into giants of their respective industries.

Qatar National Bank has been at the forefront of Qatar's rapid transformation into an advanced economy, while Hamad Medical Corporation, Qatar University and Ooredoo have ensured medical, educational and telecommunications services in Qatar are of unparalleled quality. Between them, these organisations helped lay the economic and social foundations of the modern and diversifying State of Qatar.

*Page 14*

Hamad Medical Corporation

---

*Page 18*

Qatar University

---

*Page 22*

Ooredoo

---

*Page 24*

Qatar National Bank

---

### Global best practice

HMC is committed to continually increasing the quality of care delivered across its network. Over the past decade, HMC has sought and achieved accreditation from leading international organisations, which formally recognise HMC's ability to deliver high standards of patient care.

In early 2016, HMC achieved the significant distinction of becoming the first healthcare system in the world to have all its hospitals accredited by Joint Commission International under the Academic Medical Centre accreditation programme. The National Ambulance Service, Home Healthcare Service, Stroke Service and Palliative Care have all received this prestigious accreditation since 2011.

| *Hamad Medical Corporation*

# Hamad Medical Corporation





### Taking Care of a Nation

Hamad Medical Corporation (HMC) has been providing high quality healthcare services to the people of Qatar for more than half a century. HMC was formally established in 1979, yet its oldest hospital, Rumailah Hospital, dates back to 1957.

Today, HMC fulfils an essential role as the main provider of specialist public healthcare services in Qatar, delivering safe, effective and compassionate care to all residents.

The Corporation plays a vital part in Qatar's development. QNV 2030 has a clear commitment to ensuring a physically and mentally healthy population, one that is active and able to contribute to the country's overall success. As the largest healthcare provider in Qatar, HMC is crucial to realising this vision.

HMC's vision for its own future is to continue working closely alongside public healthcare partners

in Doha to provide high quality healthcare services to meet the needs of Qatar's population. Quality of care and patient experience remain HMC's focus and the Corporation will continue to expand capacity across its network through to 2030. Academic health is central to this vision, which combines innovative research and top-class education to deliver the very best level of clinical care possible.

HMC has been central to the successful delivery of the National Health Strategy 2011-2016 and is committed to operating under the framework of the National Health Strategy 2017-2022, which focuses on Better Health, Better Care and Better Value. HMC also actively contributes towards the implementation of many other national strategies, including cancer, mental health, autism and public health.



| Hamad Medical Corporation

## A Quest for Excellence

HMC has undergone enormous transformations in recent decades and is currently undertaking the largest phase of expansion in its history, one which will deliver five new hospitals in the space of less than two years.

In the last 15 years Qatar's population has increased from 740,000 to more than 2.5 million. This population increase has meant HMC has been on a continual journey of expansion in order to

meet demand, adding numerous hospitals as well as expanding its national ambulance service, mental health services, and home and residential care.

Since 2011 HMC has opened four new hospitals: Heart Hospital (2011), Al Wakra Hospital, The Cuban Hospital (2012) and the Communicable Diseases Center (2016). Initial services have now commenced in three new hospitals in HMC's Doha campus: Qatar

Rehabilitation Institute, Women's Wellness and Research Center, and Ambulatory Care Center, and over the coming months the range of services operating out of these facilities will expand significantly.

In the near future, HMC will also open a dedicated hospital for single male workers, a new trauma and emergency facility, and a simulation-training centre.





### Digital developments

These rapid developments go beyond physical infrastructure and direct patient services. In May 2016, patient records at Hamad General Hospital were moved to a new state-of-the-art electronic system – the Clinical Information System (CIS) – completing the roll out of the system to all HMC hospitals.

CIS is a ground-breaking project to digitise Qatar's entire public health system and provide each patient with a personal electronic health record that can be accessed from all HMC hospitals and primary health centres.

By implementing CIS, clinicians can spend more time with each patient and less time on paperwork, raising the standards of an already world-class healthcare system to even greater heights.





# Qatar University

| Qatar University



## Shaping Qatar's Next Generation

Since its inception in 1973, Qatar University (QU) has served as Qatar's primary institution of higher education. With around 20,000 students in its ranks, it is today a beacon of academic and research excellence in the GCC region.

### **High-quality education aligned with international standards and best practices**

QU is committed to providing high-quality education in areas of national priority. Underpinning this commitment is the goal to align its colleges, programmes and courses with established international standards and best practices.

As a result, the organisation has been successful in its accreditation initiatives, earning the endorsement of numerous leading international accrediting bodies.

Nine colleges – Arts and Sciences (CAS); Business and Economics (CBE); Education (CED); Engineering (CENG); Health Sciences (CHS); Law (LAWC); Medicine (CMED); Pharmacy (CPH); and Sharia and Islamic Studies (CSIS) – offer the widest range of academic programmes in Qatar, tailored to meet the needs of Qatari society. In its portfolio of academic programmes are 45 Bachelors, 25 Masters, four PhDs, four Diplomas, and one PharmD.

The College of Health Sciences was a new addition in January 2016, emerging from the Health Sciences Department formerly housed in the College of Arts and Sciences. Following this, a Health Cluster comprising the colleges of Health Sciences, Medicine and Pharmacy, and the Health Clinic was established to promote interdisciplinary and inter-professional collaboration and enhance the quality of health education and research at the University.

QU offers the first-ever Gulf Studies PhD Programme in the region. The programme provides an advanced

interdisciplinary understanding of issues related to GCC countries, and advances a level of scholarship on Gulf issues that is much-needed at this time.

### **Regionally recognised for distinctive excellence in research**

Research is an integral part of the academic environment at QU and is bolstered by an ambitious five-year roadmap addressing national priorities and listing four priority research areas – Energy, Environment and Resource Sustainability; Social Change and Identity; Population, Health and Wellness; and Information, Communication and Technologies (ICT) – a state-of-the-art Research Complex, and 14 research centres of excellence. It is further enhanced by over 400 collaborative projects across 130 countries.

QU's interdisciplinary efforts have engendered a number of award-winning projects and critical findings on issues relevant to society such as lifelike prosthetic hands; social robots in autism therapy; robotic endoscopy for early detection of stomach cancer; and state-of-the-art connected

vehicles technology that contributes to addressing road safety and driving challenges in Qatar and beyond, to name but a few.

QU plays a pivotal role in promoting research on the marine environment, atmospheric science and human health; the development of biofuels using microalgae; carbon dioxide sequestration; energy efficient systems and smart buildings; and cloud cooling systems for 2022 FIFA World Cup™ stadiums.

Additionally, QU boasts a unique marine research vessel, 'Janan'. The vessel launched a new era of research at the University and provides invaluable opportunities for students of biological and environmental sciences and marine science to conduct environmental studies and research in the waters of Qatar and the Gulf region.

One of the University's key research initiatives – Qatar Biofuel Project, the only one of its kind in the region – aims at finding solutions for affordable, sustainable biofuels specifically for use by the aviation industry.

### **Building strong links with the wider community**

Community engagement is at the heart of QU's mission and vision. The University prides itself on the quality of its students and alumni, and is committed to ensuring that campus life is an enriching environment for encouraging academic excellence, volunteerism, civic responsibility and leadership. Its Alumni Association brings together 40,000 alumni, current students and members of Qatari society.

Programmes such as Al Bairaq, Life is Engineering Project, Gasna, and the Annual Computing Contest are also aimed at raising school students' awareness of their future role in contributing to the country's development. Additionally, members of the community can undertake further education and training in various disciplines through professional development programmes at its Continuing Education Office, College of Pharmacy, and College of Law.

QU is advancing its goal to become a leader of economic and social development in Qatar through

signed agreements, and academic collaborations and partnerships with industry, government, academia, business and civil society in Qatar and beyond.



| Students at Qatar University

# Ooredoo

## **Building a world-class telecoms company**

Ooredoo originates from the time when modern day Qatar was born, with the discovery of oil, and the demand for infrastructure that followed. The public telephone service was inaugurated in 1953, with a capacity of 150 lines, and in 1987 Qatar Telecom (Qtel) was established to develop a modern telecoms infrastructure.

Mirroring the growth and development of Qatar, Ooredoo has grown from its origins as a small local company, to one of the fastest-growing telecoms companies in the world, with an impressive 150 million customers across its footprint. It operates in ten countries, delivering world-class infrastructure and innovative products that allow people around the world to access state-of-the-art technologies.

Today, Ooredoo is Qatar's leading communications company, delivering mobile, fixed and broadband internet and corporate managed services tailored to the needs of consumers and businesses. As a community-focused company, Ooredoo is guided by its vision of enriching people's digital lives and its belief that it can stimulate human growth by leveraging communications to help people achieve their full potential.

| Ooredoo Doha Marathon





In Qatar, Ooredoo's customers enjoy superfast fibre and internet connections. The company is at the forefront of technology, completing the first-ever 5G mobile trials in the region in 2016. It has also completed successful commercial trials of 'Voice over LTE' services, becoming one of the first operators in the world to do so. Also, Ooredoo was one of the first companies in the region to launch 4K entertainment with the launch of the Ooredoo TV service.

### **Celebrating Qatar's unity**

But Ooredoo refuses to stand still, and remains on the lookout for new and innovative products to enrich the digital lives of its customers.

As Qatar is going through a challenging phase, Ooredoo decided to launch its exclusive Qatarna packs that were especially designed to celebrate Qatar's unity. The groundbreaking Qatarna pack enables everyone in Qatar to communicate and stay up-to-date with the latest news on social media.

Qatar has an amazingly diverse community and Ooredoo wanted to celebrate this and the spirit of togetherness by enabling everyone to stay in touch.

### **Supporting our community**

Ooredoo believes in supporting Qatar's community with ambitious projects. As a community-focused

company, Ooredoo is guided by a vision to use its services to enrich people's lives, and believes in the power of mobile technology as an enabler, to bring about social and economic progress.

Moreover, Ooredoo is committed to supporting Qatar's communities in line with QNV 2030. The company continues to invest in the development of Qatar's people and enhancing the skills of Qatari youth. To that end, Ooredoo is proud of its support for the annual Ooredoo Doha Marathon.

The Ooredoo Marathon was conceived in 2013 to encourage more people to get involved in sports, while raising money for good causes. All proceeds from registration fees are donated to support the work of NGOs and charities.

Over the years, the Ooredoo Doha Marathon has evolved to become a truly world-class marathon for Qatar, featuring a full marathon, a half marathon, a 10k, a 5k Juniors/5k Adults, a 3k and a 1k.

The marathon is open to a wide variety of ages and ability levels so that Ooredoo can contribute to improve health across the wider community through fitness and sports, and to achieve its mission to build a joyful community and promote the love of sport.



# Qatar National Bank

## Investing in the Future

Founded in 1964, Qatar National Bank (QNB) Group has played a pivotal role in supporting the economic development of Qatar and its national strategic projects over the past half-century. QNV 2030 aims to transform Qatar into an advanced economy and is designed around four pillars comprising human, social, economic, and environmental development. QNB Group has always acted as an enabler of this national vision and its realisation.

This commitment to invest in Qatar's future continues today with significant financing support deployed on major projects. QNB provides immense support to Qatar's fundamental projects, by supporting the leading transportation project, the construction of the Lusail Light Rail tram and the Metro Red Line South, along with real estate projects such as The Barwa Commercial Avenue, Doha Festival City, the Mall of Qatar and Msheireb Phase 3.

Doha Hamad International Airport, which helped Qatar become the modern transit destination it is today, was financially underpinned by QNB.

As sponsor of the Annual Arab Banking Conference, the Qatar Economic Forum and the International Chamber of Commerce Qatar, QNB has been dedicated to helping Qatar share its financial expertise with countries across the region.

A key commitment in the evolution of QNB Group has been the implantation of an effective Qatarisation Programme in line with QNV 2030, an initiative devised to increase the number of Qatari citizens employed in public and private sectors. Today, QNB has a Qatarisation ratio of more than 53%, the highest rate within the financial services sector of the country.

## Beyond Banking

QNB is a leader in corporate social responsibility in Qatar and abroad. Committed to corporate social responsibility and sustainability, the bank has an active community support programme that benefits people across Qatar and abroad, covering various social, educational and sporting events.

Through its work with local organisations, QNB's imprint goes further than its financial investments.

### **Health is wealth**

As well as funding the construction of Hamad Hospital's life-saving ICU unit, the health conferences QNB sponsors with Hamad Medical Corporation enhance the medical expertise of healthcare professionals across the region. Recently, QNB was a key sponsor for Qatar's second Nephrology Conference, and the International Conference in Emergency Medicine and Public Health.



### **Moving on up**

QNB was a key driver in Qatar's successful bid to host the Asian Games in 2006, and is a proud partner of the 2022 FIFA World Cup™.

In addition to its support for local sports clubs and events, covering football, handball, basketball, swimming, horse riding and volleyball, the Bank also helps to raise the profile of women in sport through engagements with the activities of the Qatar Women's Sport Committee.

### **Local and international incentives**

On the international front, QNB Group's periodic support for Qatar's Red Crescent Society and Qatar Foundation affiliate and NGO, Reach Out to Asia (ROTA), has enriched the lives of many individuals in communities beyond Qatar's borders. In 2006, proceeds earned through the QNB Asian Games commemorative credit card supported survivors of the tragic earthquake that devastated communities throughout Pakistan.

The Bank was also a sponsor of the Art for Tomorrow event organised by The New York Times and Qatar Museums. Set against the striking cityscape of Doha, Art for Tomorrow

brought together world-famous artists, architects, leading museum directors, urban developers, policymakers and financiers to address critical issues and their impact on the creative cities of tomorrow.







# 2

## *Becoming a global player*

In 1995, His Highness the Father Emir Sheikh Hamad Bin Khalifa Al Thani acceded to power, and ushered in an era of unprecedented opening-up and expansion. Leading this charge were pioneering organisations such as Qatar Foundation, Al Jazeera and Qatar Airways, which became the very embodiment of Qatar's outward-looking vision for its future. Today, they represent some of the most recognisable brands in the world. Concurrently, the inception of Qatar Investment Authority reflected Qatar's prudent stewardship of resources, and its sustainable vision for the future.

*Page 28*

Qatar Foundation

---

*Page 32*

Al Jazeera

---

*Page 34*

Qatar Airways

---

*Page 36*

Qatar Investment Authority

---





| Research at TAMUQ

# Qatar Foundation

## Creating the Foundations of Success

Qatar Foundation (QF) was established in 1995 by His Highness Sheikh Hamad Bin Khalifa Al Thani, the Father Emir, and Her Highness Sheikha Moza bint Nasser, predominantly with a goal to provide Qatar and its people with quality education. Education, however, is just the beginning of what QF contributes to the country.

Today, more than 20 years since its inception, QF is home to a range of world-leading academic institutions, science and research centres, and community development programmes designed to offer lifelong learning opportunities, foster a culture of innovation, and empower the local community. Together, QF's entities work hand-in-hand to develop human capital and support the country on its journey to becoming a diversified and sustainable economy. They do so by focusing on four distinct mission areas: pre-university education, higher education, science and research, and community development.

Within these four areas, QF works to ensure a bright and prosperous future for Qatar by building bridges

and encouraging people to work together as one community. This is achieved through QF's unique multidisciplinary ecosystem, which encourages both personal initiative and collaboration by bringing together talented people from around the world.

QF believes that with hard work and dedication, there are no limits to what can be achieved. By equipping young people with the skills and knowledge to face the challenges of today and the future, QF is committed to supporting the nation in building a brighter future for all of its residents.

As it enters the next phase of its development, and with a string of new initiatives under way, QF looks forward to producing new solutions that will make a positive impact locally and internationally. In doing so, it is working to fulfil its overarching goal of helping to build a diversified and sustainable future for all in Qatar.

## Education City - Transforming a Nation

QF aims to be a major agent of change for the nation. QF's higher education ecosystem consists of a diverse range of education facilities, including QF's home-grown Hamad Bin Khalifa University (HBKU) and eight handpicked, world-class partner universities from leading academic institutions. Since QF's inception, more than 3,000 young men and women have graduated and are currently pursuing rewarding careers, working with leading organisations in Qatar and around the world.

QF not only strives to provide quality education, but also seeks to embed the culture of science, research, and innovation into society. Stars of Science is a testament of QF's commitment to this. As the Arab world's leading science and innovation TV show, Stars of Science provides a platform for the region's aspiring science and technology entrepreneurs to generate innovations that meet the needs of local communities. Stars of Science recently concluded its ninth season.



QF's global impact on education is demonstrated via The World Innovation Summit for Education (WISE). WISE brings a diverse cohort of education stakeholders to Doha to discuss ways to respond to the world's most pressing education problems, turn challenges into opportunities for positive change, and build the future of education.





The 2017 WISE Summit took place in Doha from November 14-16, with the theme 'Co-Exist – Co-Create: Learning to Live and Work Together'.

Former First Lady of the United States, Michelle Obama, attended WISE in 2015.

In the last 22 years, QF has actively worked to build stronger bonds with the public to create an informed, forward-thinking, and ambitious society, and Qatar National Library (QNL) is a key component for making this happen. Recently, QNL celebrated the soft opening of its new building in Education City. Designed by renowned Dutch architect Rem Koolhaas, QNL features state-of-the-art facilities

to give residents access to nearly one million books, periodicals, and special collections, including its famed Heritage Collection.

Much has been accomplished and yet there is always more to achieve on behalf of the people of Qatar. QF continues to make exciting breakthroughs across its mission areas at a national level and beyond.

# Al Jazeera

## Al Jazeera Reignites Freedom of Speech in the Region

Pioneering independent news and current affairs from the Arab World and beyond, Al Jazeera has changed the face of the media in the Middle East.

Al Jazeera Media Network was launched in Doha in 1996, with the aim of being a free and impartial media institution that promotes transparency, builds bridges, and stimulates dialogue between different cultures.

The channel's coverage immediately revolutionised the way news was reported within the region and sent shock waves through the Arab World.

### Changing perspectives

It was the first channel in the region to operate independently from government, challenging established narratives and giving a voice to millions of Arab citizens and global audiences.

Al Jazeera's human-centred, in-depth journalism is trusted worldwide to cover viewpoints fairly, with balance and integrity. This trust has made the channel one of the world's most influential news networks, winning prestigious awards from journalism's most respected institutions.

With courageous journalists reporting from all around the world, millions of people now turn to Al Jazeera for refreshing new perspectives on regional and global affairs.

### Fighting for freedom

Upholding the values of free media, Al Jazeera has opened up space for different opinions and viewpoints within Qatar, the region and the world. It continues to make this a core part of its mission.

Al Jazeera is currently leading a project to address the challenges faced by media organisations in the Middle East, responding to growing governmental censorship and attempts to silence independent media institutions, including Al Jazeera itself.

The channel has launched a global campaign to demand press freedom, working in collaboration with influential rights groups, prominent journalists and global media institutions such as The New York Times and The Economist.

## The Network Encourages an Innovative and Pioneering Spirit

Since its creation, Al Jazeera has continually expanded its mission to be challenging and bold, and provide a 'voice for the voiceless' in some of the most underreported places on the planet.

It has added new channels and subsidiaries, each one maintaining the pioneering spirit and independent values that define its character.





| Al Jazeera's main studio in Doha

From its headquarters in the Middle East, to its broadcast centres and more than 70 bureaus around the world, Al Jazeera strives to deliver content that captivates, informs and inspires.

Through its multiple channels it now broadcasts to over 310 million homes in more than 150 countries worldwide. Driven by the desire to engage and connect people, Al Jazeera is accessible almost anywhere in the world through major free-to-air satellites, online, and on multiple international airlines

### **Looking to the future**

As the media landscape continues to evolve, and news becomes increasingly driven by social media platforms,

Al Jazeera has maintained its place as a leader in independent news production and distribution.

The organisation has undertaken several bold digital and social media initiatives, with products such as AJ+, the online news and current events channel, and ContrastVR, the network's new immersive studio. These provide innovative and exciting ways for global audiences to engage with news.

As Al Jazeera continues to grow, the values and independence that underpin the channel's work and success will not change – they will simply be shared with many more people around the world.

# Qatar Airways

## Flying High

The story of Qatar Airways' rise to success is nothing short of inspirational.

It is one of the largest and fastest-growing carriers in the history of aviation, with an unprecedented rate of global expansion.

Launched only twenty years ago as a regional carrier with just four aircraft, the airline has grown to become a highly respected and award-winning global airline.

Now with a fleet of more than 200 aircraft flying to more than 150 destinations on six continents, Qatar Airways has not just grown in size. It has also stayed true to its goal of reaching the highest standards of excellence.

This excellence has been recognised: Skytrax has named Qatar Airways as the "World's Best Airline" four times since 2011. Its most recent win was in 2017, when it again triumphed in spite of the blockade against Qatar leading several countries to ban the airline from using their airspace.

### Coming home

Home to Qatar Airways' fleet is the state-of-the-art Hamad International Airport (HIA), which welcomes visitors and transit passengers from across the globe.



| Qatar Airways aircraft

The ultra-modern transportation hub features the most technologically advanced control systems and an architecturally stunning passenger terminal that will eventually accommodate 50 million travellers per year.

### A global gateway to Qatar

Qatar has emerged prominently on the global stage in recent years, as Doha has established itself as a world-class destination for business and leisure travellers, as well as a leading centre for sports, education and the arts.

As Qatar's national carrier, Qatar Airways plays a vital role in the country's development by bringing visitors to the country and taking Qatar's citizens to the world.

Delivering world-famous artists, athletes and academics to the country is just one of the contributions Qatar Airways makes to Qatar's growing economy and status.



## Upwards and Onwards

Despite its position as the World's Best Airline, Qatar Airways has no plans to slow its pace of growth or development.

Qatar Airways will continue its robust expansion, adding a host of exciting destinations to its extensive global route network during 2018. Throughout the remainder of 2017 alone, the airline will begin services to Sarajevo (Bosnia and Herzegovina), Adana (Turkey) and Chiang Mai (Thailand).

In recent months Qatar Airways, in partnership with Qatar Tourism Authority (QTA), announced an initiative to introduce a new, free transit visa programme. Allowing stopover passengers to experience Qatar and its many cultural highlights, it further supports the country's rapidly-growing tourism industry.

### **Life is a journey, not a destination**

In 2014, Qatar Airways became the first airline to launch the Airbus A350. Qatar Airways will continue to set a global benchmark for the industry by adding to its ultra-modern fleet of the most technologically advanced aircraft in the sky.

Qatar Airways recently launched a new Business Class seat, Qsuite, the world's first double bed available in Business Class. With privacy panels that stow away it allows passengers in adjoining seats to create their own private cabin, revolutionising premium travel by bringing the First Class experience to Business Class.

# Qatar Investment Authority

The growth of Qatar Investment Authority (QIA) reflects our nation's traditions of far-sighted leadership, prudent stewardship of resources, and a willingness to seize opportunities for growth when they present themselves to benefit the people of Qatar.

Today, QIA's subsidiaries include a number of Qatari enterprises that have emerged as true global players in the banking (QNB), aviation (Qatar Airways), communication (Ooredoo), real estate (Diar), and hospitality (Katara Hospitality) sectors. Many of these are profiled in this very magazine.

## Foundation (2000-2008)

QIA's origins trace back to 2000, when the Supreme Council for the Investment of State Reserves was established with the objective of investing Qatar's surplus revenues. As Qatar continued to see increasing returns from its oil and gas industries, Qatar's leaders recognised that the revenues generated presented a once-in-a-generation opportunity to create an endowment for the future.

This led to the formal establishment of QIA in 2005. Its mission is to develop, invest and manage the State Reserve funds and other property assigned to it by the Supreme Council for Economic Affairs and Investment (SCEAI). QIA started its investment operations in 2006 with a structured asset allocation for asset classes and geographies, and largely relying on external parties to manage the investments.

## Growth (2009-2014)

Against the backdrop of the global financial crisis in 2009, the QIA Board decided to move to a direct investment approach with a focus on individual asset selection. QIA's investment approach shifted to focus on pursuing strategic opportunities in high-quality European equities and real estate assets with significant upside potential.

The move towards a more dynamic investment strategy was supported by the development of strong internal capabilities. QIA brought in and trained a new generation of investment professionals and reduced its reliance upon external parties.



| Qatar Investment Authority

During this period, flagship investments were made in entities such as Volkswagen, Barclays, Credit Suisse, and Harrods, building an impressive global portfolio and establishing QIA as a world-class investment institution.

## The Next Phase

Under the leadership of HE Sheikh Abdulla Bin Mohammed Bin Saud Al-Thani, who was appointed CEO in December 2014, QIA has evolved its strategy to better meet a changing world characterised by geopolitical instability, higher uncertainty, and technology disruptions.

QIA is broadening its investment approach, distributing the risks of its international portfolio, supporting the diversification of Qatar's economy, and always seeking ways to create and sustain long-term value for the State of Qatar and its future generations.

The past decade has been one of almost unmatched growth and development for the State of Qatar. Recognising the incredible opportunities that Qatar's energy reserves offer, but also understanding that these are ultimately finite resources, the country has used the funds generated by these resources to invest in Qatar's most valuable and sustainable asset – its people.

QIA has a clear and defined role in Qatar's diversification process, both through its role as a shareholder in leading international companies, and as an organisation that is driving the development of a world-class knowledge-based national economy.







# 3

## *Creating a global hub for sport, art and culture*

The first decade of the new millennium saw Qatar project itself onto the world scene as an outstanding destination for cultural, artistic and sporting activity. Qatar Tourism Authority has worked tirelessly to develop Qatar's unique sustainable tourism offer, while Aspire Academy has established itself as a globally-renowned centre of sporting excellence. Qatar Museums has helped Qatar find a distinctive and rich voice in the global arts scene, with the Doha Film Institute further fostering this spirit of creativity and cooperation. All of these organisations are truly inclusive, inviting the world's diverse communities to come together and share in the joy that sport, arts and culture can bring.

*Page 40*

Museum of Islamic Art

---

*Page 44*

National Museum Of Qatar

---

*Page 46*

Doha Film Institute

---

*Page 50*

Aspire Academy

---

*Page 53*

Qatar Tourism Authority

---

# Museum of Islamic Art



| MIA interior

The Museum of Islamic Art (MIA) is the first world-class museum to be developed in the Gulf. Designed by the great Chinese-American architect, I. M. Pei, MIA is a globally acclaimed museum that stands majestically on Doha's Corniche, with panoramic views across the waterfront. Its success has helped establish Qatar as a cultural capital of the Middle East.

## **A flagship of museum development in the Gulf**

MIA was the first of the major capital developments and flagship projects initiated by Qatar Museums.

The museum invites people to learn about the full scope of Islamic art, building a true appreciation for the significance and importance of Islamic culture and its contribution to the world we live in.

The museum and the many masterpieces on display celebrate the influence and significance of Islamic





| MIA exterior

culture, and the contributions to the advancement of humankind and society that we owe to it – intellectually, economically and artistically.

#### **A collection without compare**

The museum is home to one of the finest collections of Islamic art in the world. It showcases Qatar's world-class collections of Islamic art stretching back over 1,400 years to the present day and celebrates both the secular and religious aspects of diverse geographies and regions, right the way across the Arab World.

Collected from three continents, including countries across the Middle East, and reaching as far

as Spain and China, the Museum's artworks date from the 7<sup>th</sup> through to the 20<sup>th</sup> century.

The collection includes manuscripts, ceramics, metal, glass, ivory, textiles, wood and precious stones. Drawn from the treasure-houses of princes to the personal homes of ordinary people, each object tells a fascinating story about itself and the world it comes from.

Together they celebrate the influence, importance and contribution of Islamic art and culture on the world. The collections at MIA are Islamic in nature, though many of them are non-religious.

Amongst the many highlights of the collection include one of the oldest surviving Islamic astrolabes in the world dating back to the 9<sup>th</sup> century, one of the largest Islamic Coin collections totalling almost 100,000 items, and incredibly rare Ka'ba keys from the 14<sup>th</sup>-century Mamluk era – of particular interest in Islamic art and culture.

#### **An architectural masterpiece – where traditional Islamic architecture meets the 21<sup>st</sup> century**

The museum is a work of art in itself. Designed by Pritzker Prize-winning Chinese-American architect I. M. Pei, it has quickly become an iconic feature of the Doha



| MIA exterior

landscape. It draws much of its influence from ancient Islamic architecture, notably the Ibn Tulun Mosque in Cairo.

The Museum is comprised of a main building with an adjacent education wing connected by a large central courtyard. The main building rises five-storeys, topped by a high domed atrium within a central tower.

The centrepiece of the atrium is a curved double staircase leading up to the first floor. Above it floats an ornate circular metal chandelier echoing the curve of the staircase. An oculus, at the top of the atrium, captures and reflects patterned light within the faceted dome. A five-storey 45-metre tall window on the north side gives spectacular panoramic views across the bay.

### **Reaching increasing audiences at home and abroad**

As a pioneer museum in the Gulf, the Museum of Islamic Art's audiences have been growing steadily year on year since the museum opened in 2008. Last year, the Museum of Islamic Art welcomed just under half a million visitors.

This growth continues, with data highlighting how visitor numbers are increasing further still compared to the previous year. And MIA recently celebrated one of its most successful exhibitions to date, with more than 90,000 visitors so far attending *Imperial Threads: Motifs and Artisans* from Turkey, Iran and India.

MIA is also the most visited museum page on Facebook, with more than 2 million likes.

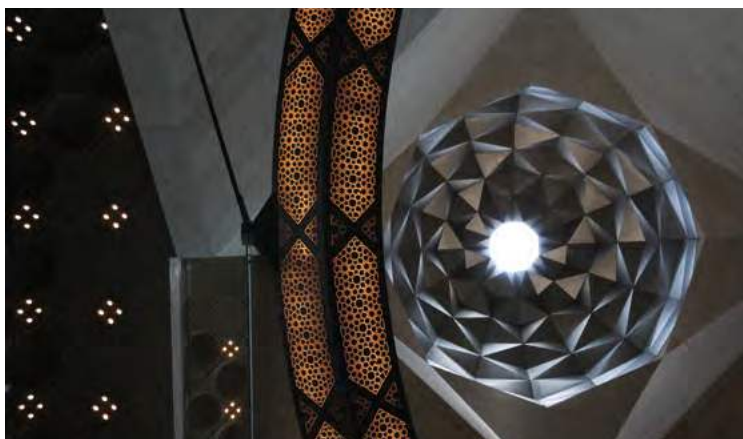
### About Qatar Museums

Qatar Museums (QM) connects the museums, cultural institutions and heritage sites in Qatar and creates the conditions for them to thrive and flourish. It provides a comprehensive organisation for the development of museums and cultural projects, with a long term ambition of creating a strong and sustainable cultural infrastructure for Qatar. Under the patronage of His Highness the Emir, Sheikh Tamim bin Hamad Al Thani, and led by its Chairperson, Her Excellency Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani, QM is consolidating Qatar's efforts to become a vibrant centre for the arts, culture and education, in the Middle East and beyond.

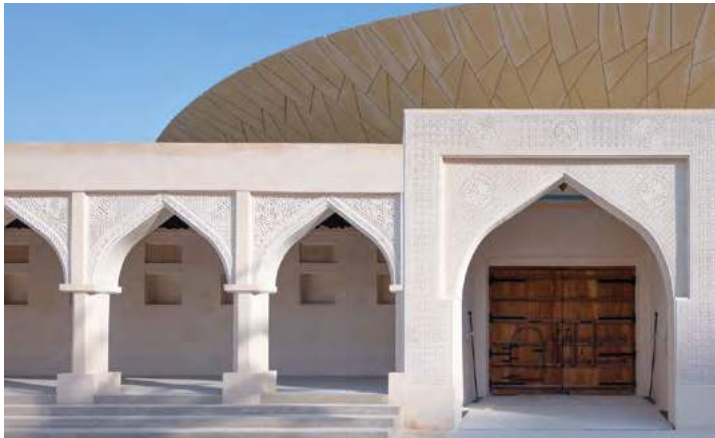
Since its foundation in 2005, QM has overseen the development of MIA, Mathaf: Arab Museum of Modern Art, and the Al Zubarah World Heritage Site Visitor Centre. QM also manages the QM Gallery at Katara Cultural Village, the ALRIWAQ DOHA Exhibition

Space and the Fire Station: Artists in Residence. Future projects include the launch of the highly anticipated National Museum of Qatar and the 3-2-1 Qatar Olympic and Sports Museum.

QM is committed to instigating Qatar's future generation of arts, heritage and museum professionals. At its core is a commitment to nurturing artistic talent, creating opportunities and developing the skills to service Qatar's emerging art economy. By means of a multi-faceted programme and public art initiatives, QM seeks to push the boundaries of the traditional museum model, and create cultural experiences that spill out onto the streets and seek to involve a wide audience. Through a strong emphasis on originating art and culture from within and fostering a spirit of national participation, QM is helping Qatar find its own distinctive voice in today's global cultural debates.



# National Museum of Qatar



| National Museum of Qatar exterior



| National Museum of Qatar interior

## Heritage Meets Innovation

Opening officially in December 2018, the National Museum of Qatar tells the story of the people of Qatar, giving voice to the country's rich heritage and history whilst celebrating its future.

The museum is one of the most significant cultural projects in the country and also one of the most ambitious museum projects of its kind, anywhere in the world.

It highlights Qatar's commitment to developing cultural spaces that develop, promote and sustain a thriving cultural sector and build a national spirit of participation.

The National Museum highlights Qatar Museums' commitment to fulfilling the cultural goals of QNV 2030, contributing towards creating a strong and sustainable cultural infrastructure for Qatar, and helping to build a diversified, knowledge-based economy.





| *National Museum of Qatar exterior*

### **Celebrating Qatar's past, present and future**

The National Museum will celebrate Qatar's culture by preserving and reconnecting visitors and residents with the country's traditions.

The museum is the physical manifestation of Qatar's proud identity, connecting the country's history with its diverse and cosmopolitan present.

Visitors can learn about Qatar's ancestors and the formation of early cities, as well as the modernisation of Qatari society.

Exhibitions will combine historic objects and contemporary influences, opening up a dialogue around the impact of rapid change. Innovative presentation techniques will excite audiences and push boundaries.

### **A masterpiece of design inspired by the 'desert rose'**

Designed by Pritzker Prize-winning French architect Jean Nouvel, the

interlocking disc design was inspired by the desert rose. It evokes the life of the Qatari people between the desert and the sea.

Seemingly growing organically out of the ground, the museum's structure surrounds the Old Palace of Sheikh Abdullah Bin Jassim Al Thani. The Old Palace, a former Royal Residence and seat of government, was converted into the original National Museum of Qatar in 1975. It is one of most recognisable landmarks in the country and serves as a monument to a historic way of life in Qatar.

The palace has a unique historical significance for the country and will be a fitting central exhibit within the National Museum when it opens.

### **A space for everyone located in a dynamic, civic quarter**

The museum will be a thriving hub for the public, students, and museum professionals. It will redefine the role

of a cultural institution, fostering a spirit of participation and providing the conditions for discovery to thrive.

It sits at the heart of a public realm that is taking shape around a key civic quarter – one that connects it with the Art Mill project and some of Qatar's most cherished cultural institutions including MIA and QM Gallery Al Riwaq.

Taken together, these reflect the wider urban, civic and cultural development of Doha.



### #DariQatar

An ambitious, ground-breaking initiative by DFI and Qatar Tourism Authority, #DariQatar offered the opportunity for the Qatari public to submit short videos of narrated personal stories about their life in the country. The DFI then turned these videos into a film that premiered at Katara Cultural Village. Response to the initiative was overwhelming, and today the film is used to show how proud the local community is to live in and engage with Qatar.

# Doha Film Institute

## Fostering a Culture of Creativity

The Doha Film Institute (DFI) was founded in 2010 with the primary goal of nurturing a nascent film and creative industry in Qatar. That goal remains to this day.

DFI has worked tirelessly to promote community-wide film appreciation by providing cinematic education, financing film production and networking opportunities, and investing in new talent.

The Institute's vision is to serve as a springboard for new filmmakers and to create dynamic platforms that will strengthen their skills, showcase their creativity, and help them to build international partnerships.

Today, DFI is recognised as a platform that drives independent voices in cinema. It has created a dynamic talent pool, which is creating a growing body of 'Made in Qatar' and 'Qatar-supported' international films that are attracting worldwide acclaim.

As well as developing current and future generations of creative producers, DFI contributes to the wider Qatari economy beyond filmmaking and its supply chain. The creative industry provides jobs, attracts investments, and generates revenues. It also promotes sectors such as tourism, aviation, hospitality and retail.



| Doha Film Institute project

### **Voices and visions from around the world**

Growing a vibrant creative and cultural sector is central to QNV 2030.

Qatar's creative sector is helping to build bridges across the region and the world. DFI provides just one example of how Qatar provides a positive and vibrant growth environment where people from all over the world can work and live in harmony.

The Institute is making Qatar a leader in producing stories that promote cross-cultural exchange, encourage dialogue and authentically reflect the local region, people and culture.

Young men and women from all across the world use film to help dispel stereotypes and promote Arab voices to global audiences, and DFI is proud to play a part in this life-changing work.

### **The Next Generation of Talent**

DFI has one overarching goal: to nurture and build the next generation of film talent in Qatar. As digital technologies bring unprecedented opportunities for the creative industry, DFI aims to make Qatar's young men and women torchbearers of a new creative movement.





The Institute also continues to support meaningful cinema from across the world, led by young and emerging filmmakers.

The annual Ajyal Youth Film Festival builds on DFI's history of community-based programming. The Festival empowers the region's youth and fosters their creativity through the medium of film. It also showcases the works of emerging Qatari talent under its 'Made in Qatar' programme.

Ajyal, which means "generations" in Arabic, invites young people to experience cinema through award-winning films from both new and established talent, enjoy the engaging Ajyal Talks, and more.

### **Constructive criticism**

Ajyal will once again bring together the young Ajyal Jurors, aged eight to 21, and provide them with an unparalleled opportunity to watch, analyse and discuss films from all over the world.

The experience of being an Ajyal Juror is invaluable for developing critical thinking, self-expression, and an appreciation of good cinema. Last year, Ajyal welcomed over 500 young jurors of 54 nationalities.

The fifth annual Ajyal Youth Film Festival was held between 29 November and 4 December, 2017.

# Aspire Academy

## Developing Champions

Established in 2004, Aspire Academy aims to identify and transform talented young athletes with real potential into world-renowned champions who represent Qatar in national teams across a wide range of sports including football, athletics, squash and table tennis.

The Academy is dedicated to identifying the best sporting talent from Qatar, the region and the rest of the world. Its second primary aim is to promote a sports culture in Qatar and the region. It develops students holistically, providing individuals with a comprehensive academic, social and sporting education, enabling them to achieve sporting success.

During the past thirteen years, Aspire Academy has produced amazing results with more than 283 promising young athletes passing through its doors on their way to fulfilling their sporting and educational potential.

### Shining examples of success

World champion high jumper Mutaz Essa Barshim embodies the qualities of an Aspire Academy graduate. The two-time Olympic medallist claimed the high jump world title this summer by clearing 2.35m (7 feet, 8.5





- Now in its tenth year, Aspire Football Dreams is a unique humanitarian football project that scouts future professional footballing talents from disadvantaged backgrounds.
- Covering eighteen countries on three continents, it is one of the largest ever football talent scouting initiatives, reaching out to over 2.5 million young footballers in Asia, Latin America, and Africa since its creation in 2007.
- Every year, over 650,000 young footballers attend try-outs at 19,000 games on 800 playing fields. More than 6,000 coaches, coordinators, physiotherapists, and community volunteers are involved in the programme.
- 90% of the graduating student-players from the Aspire Football Dreams programme have been selected by their respective Football Associations to represent their countries in junior and senior national team competitions.
- Registration is free and Aspire Football Dreams also distributes thousands of footballs and coaching instruction kits in its target countries each year.
- Aspire Football Dreams also partners with Speak Up Africa and the Leo Messi Foundation, through the Aspire Academy programme “Combating Malaria”, to provide mosquito nets to children across Africa.



inches). This follows consistently strong performances at various athletics championships, including the country's first-ever silver medal at the Rio Olympics in the summer of 2016, as well as winning gold at the 2016 Asian Indoor Athletics Championships, held in Qatar. His performance in the forthcoming 2019 IAAF World Championship is much anticipated.

Abdulla Al-Tamimi is another major success story from Aspire Academy. He has impressed on the international stage in a number of squash championships reaching the final rounds of a number of different tournaments – from the Guilfoyle Financial PSA Classic and the NASH Cup, to the AnyPresence Open and the Qatar Classic Squash Championship, amongst others.

### **Creating impact on a global scale**

Argentinian star Lionel Messi and Brazilian football legend Pelé have represented Aspire Academy to the world as Global Ambassadors. Al Sadd favourite and former FC Barcelona midfielder and Spanish national team player Xavi Hernandez is currently a Global Ambassador for Aspire Academy. Former captain of the Spanish national team and one

of Real Madrid's all-time top goalscorers Raul Gonzalez Blanco was also an advisor to the Academy.

Describing the Academy, Xavi has said: "Aspire Academy is a magnificent project and I am happy that my family and I are going to be able to work there."

### **Supporting the development of the game around the world**

In June, Aspire Academy and Delhi Dynamos FC signed a ground-breaking partnership to develop and shape the future of the Indian Super League. The exclusive technical partnership means the Academy is working together with the ISL giants to raise the quality of football development in India.

As part of the agreement, Aspire Academy is sending coaches, talent scouts and analysts to Delhi, to help develop existing talent and promote best practice in training, development and scouting for the club's teams and different youth development programmes.

| Argentinian footballer Lionel Messi





# Qatar Tourism Authority



| Birds

## Qatar Welcomes the World

Qatar Tourism Authority, soon to become The National Tourism Council, plays a key role in developing Qatar's economy and its place in the world.

Tourism is one of the world's most resilient sectors. Providing one in 11 jobs worldwide, it allows countries to celebrate and share their culture and heritage with visitors from around the globe.

For Qatar, tourism also offers a means of enhancing the country's economic diversity, as well as helping to build bridges of understanding across the region and beyond.

Since Qatar launched its Qatar National Tourism Sector Strategy in 2014, the country has welcomed over 10 million visitors, and tourism's

total impact on the economy has increased to 6.7% of total GDP.

According to the World Economic Forum's Travel and Tourism Competitiveness Report 2017, Qatar is the second most competitive travel and tourism destination in the MENA region.

Thanks to a new e-visa platform and visa liberalisation measures positively impacting visitors from over 80 countries, Qatar is now the most open destination in the region.

A new, free Qatar Transit Visa, developed in cooperation with Qatar Airways, also allows passengers of all nationalities to spend up to four days enjoying all the country has to offer. In addition, prospective visitors with valid residence permits or visas to Schengen countries, Australia, Canada, UK, USA, New Zealand or GCC Countries, can apply for an Electronic Travel Authorisation (ETA), which allows them to obtain visa-on-arrival to Qatar.

Qatar's tourism sector offers boundless growth and development opportunities for organisations and individuals, from international hotel chains to local entrepreneurs and

the thousands of hospitality workers, all of whom make a visit to Qatar a truly unforgettable experience.

## Gems of Qatar

The Qatar National Tourism Sector Strategy was launched in February 2014, with the aim of developing a sustainable tourism sector that celebrates Qatar's cultural and natural gems.

The Next Chapter, a new five-year plan to guide Qatar's tourism development, will introduce a blueprint to build on this success. The plan aims to attract 5.6 million visitors to Qatar annually by 2023, double the number the country welcomed in 2016.

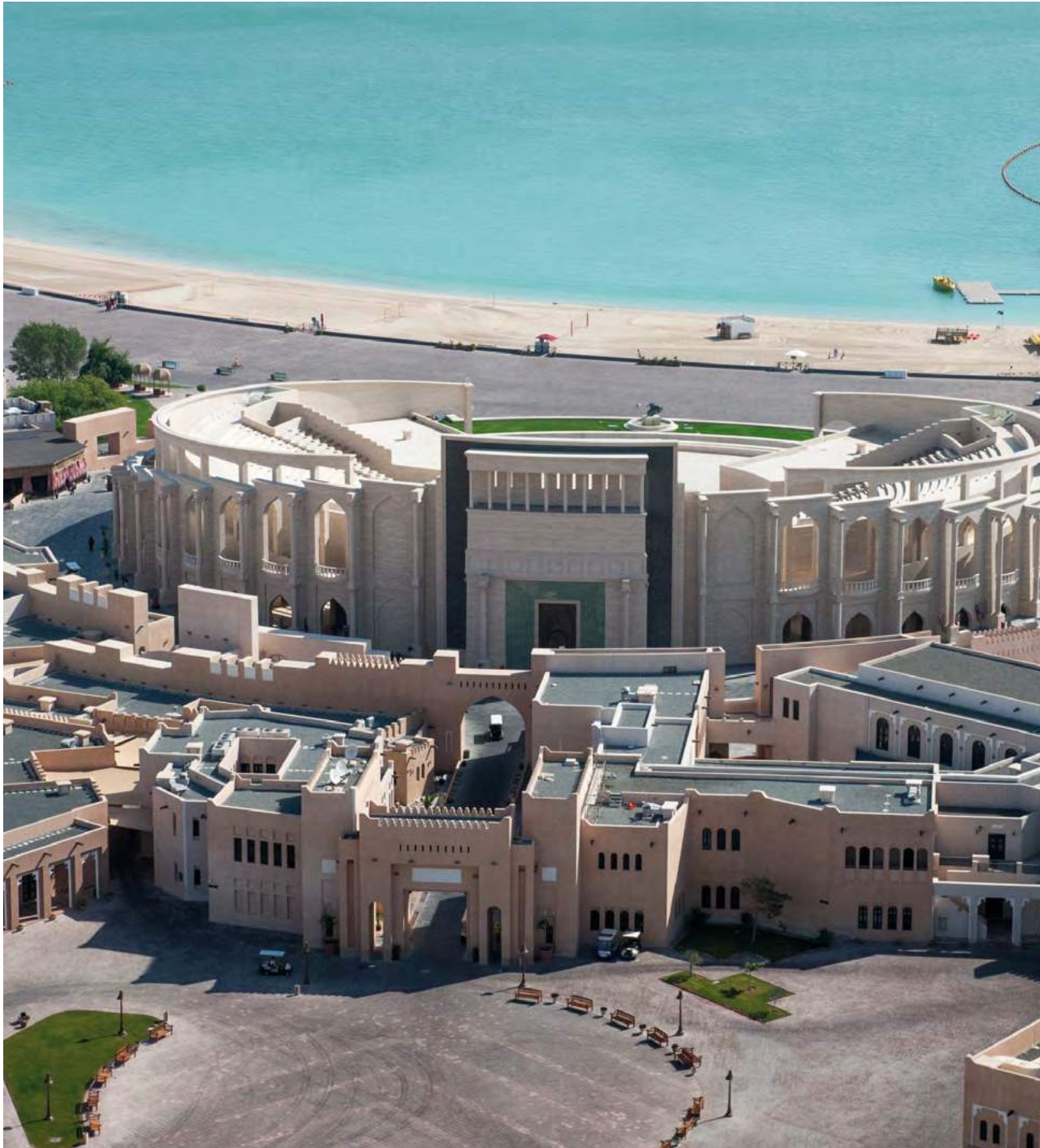
Different zones across Qatar will be aligned with themes that celebrate the variety of assets that the country has to offer.

For example, owing to its unique biodiversity and beautiful natural landscapes, the zone of Al Khor and Al Thakira will emphasise eco-tourism, with an increase in eco-lodges, nature tours, and water sports experiences.









| *Katara*



### **Al Thakira Mangroves**

A large area of vegetation attracting varied bird life including flamingos and herons, Al Thakira mangroves, lying just north of Al Khor city, present a large expanse of natural greenery in sharp contrast to the surrounding desert landscape. Several tour operators and specialist companies offer exploration of the mangroves by kayak.

### **Al Zubarah Fort**

Located on Qatar's north-west coast and comprising the immaculately restored Al Zubarah Fort and surrounding 60-hectare archaeological works, this UNESCO World Heritage site is one of the most extensive and best preserved examples of an 18<sup>th</sup>–19<sup>th</sup> century settlement in the region. It covers the remains of a walled coastal town that once ranked as one of the Gulf's most important pearl diving and trading centres, with links extending to the Indian Ocean.

### **Katara Cultural Village**

An innovative interpretation of the region's architectural heritage, this purpose-built development's impressive theatres, galleries and

performance venues stage a lively year-round programme of concerts, shows and exhibitions. Among Katara's recreational attractions are a wide choice of dining options, including top class restaurants offering a variety of cuisines, and a spacious, well-maintained public beach with water sports.

### **Souq Waqif**

A stroll down the bustling alleys of Souq Waqif provides an authentic taste of traditional

commerce, architecture and culture. The maze of small shops offer a dazzling array of Middle Eastern merchandise from spices and seasonal delicacies to perfumes, jewellery, clothing, handicrafts and a treasure trove of souvenir bargains. Traditional music, art and cultural shows add to the ambience of this special place.



| Souq Waqif





# 4

## *Looking to the future*

It is not in Qatar's nature to sit still. Ours is a country that is unwavering in its drive to develop, grow and flourish, for the benefit of all citizens and residents, as well as the wider global community. There are those that seek, sometimes via illegal measures, to hold us back as we implement our bold and progressive 2030 National Vision. But we continue to look to the future, led by ground-breaking organisations such as Qatar Development Bank and the Supreme Committee for Delivery & Legacy. Building a sustainable society, capable of providing a high standard of living long into the future, is at the very heart of their mission.

*Page 60*

Supreme Committee for Delivery & Legacy

---

*Page 64*

Qatar Development Bank

---

*Page 66*

Qatar Business Incubation Center

---

*Page 70*

Teach for Qatar

---

*Page 72*

Msheireb Downtown Doha

---

# Supreme Committee for Delivery & Legacy

## Delivering On and Off the Pitch

The Supreme Committee for Delivery & Legacy (SC) was formed in 2011, not long after Qatar won its historic bid to host the Arab world's first FIFA World Cup™ in 2022.

With a mandate of delivering the infrastructure and operations required for Qatar to host an amazing 2022 FIFA World Cup™, as well as a number of local, regional and international legacy programmes, the SC is the organisation charged with ensuring Qatar is ready to host the best FIFA World Cup™ the world has ever seen and ensure it leaves a lasting legacy long after the last ball has been kicked.

The event will offer a unique tournament experience for both fans and players and a World Cup experience like no other, focused on unity, sustainability, legacy, innovation and quality.

With the eyes of the world focused on Qatar, the tournament has the potential to transform perceptions of the country and region forever.

### **Part of a broader vision**

As well as developing sporting infrastructure, the SC is one of the many Qatari organisations acting as a catalyst to achieve the ambitious and sustainable goals of QNV 2030.



Generation Amazing has launched 27 pitches in five countries, engaged over 14,000 youngsters and will have created over 100 youth ambassadors by 2022.



| Construction of a new stadium

The SC's work is underpinned by the drive to ensure that the FIFA World Cup™ leaves a lasting human, social, economic and environmental legacy for the country.

Activities in the build up to the tournament are helping to create healthier and more inclusive communities in Qatar and beyond. Ground-breaking initiatives, such as Generation Amazing, work with schools and construction workers in Qatar on issues including sustainability, inclusivity and the importance of a healthy lifestyle.

The initiative is also building sporting infrastructure in marginalised communities and refugee camps around the world, a programme which began in 2009 with Qatar's bid. Generation Amazing has launched 27 pitches in five countries to date – Nepal, Pakistan, Jordan, Syria, and Lebanon.

The SC's Josoor Institute, a sports centre of excellence, is also striving to help with Qatar's economic diversification away from a dependence on oil and gas, by creating a sustainable sports and mega-events industry and encouraging a spirit of entrepreneurship.

Five years before kick-off, Qatar's hosting of the FIFA World Cup™ is already creating employment opportunities and benefitting future generations in Qatar, the region, and the world.

## 2022 - State of the Art Stadia at its Heart

Since the SC was formed in 2011, the organisation has focused on developing innovative stadium and precinct designs that will leave a profound legacy for local communities long after the last ball has been kicked.

All tournament venues will have a clear purpose after the 2022 FIFA World Cup™ has finished, serving as leisure, fitness and community centres that Qatar's diverse communities can enjoy on a regular basis and further cementing Qatar's position as an international sporting hub.

The completion and debut of the first tournament-ready stadium, Khalifa International Stadium, in May 2017 was a major milestone on the road to 2022. Ready more than five years ahead of the tournament beginning, it was the first FIFA World Cup™ venue to deliver on the innovative cooling technology promised in the country's bid.

With outdoor temperatures of 37°C, players on the pitch scored goals at a pleasant 20°C, with fans enjoying the match from 23°C stands – making the stadium the largest open-air cooled stadium

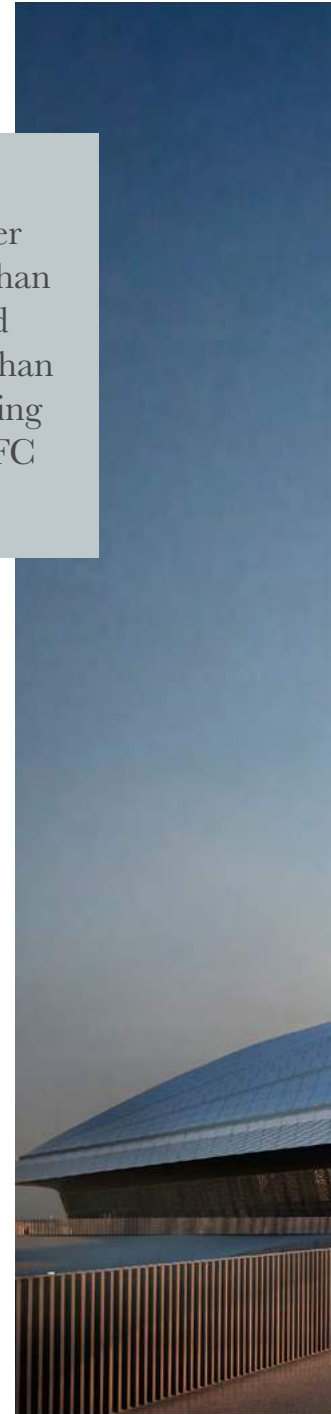
“The Josoor Institute has attracted over 2,500 delegates representing over 90 nationalities and attracted more than 300 prominent speakers from around the world who have delivered more than 40 programmes and courses - including speakers from Everton and Fulham FC and the BBC to name a few.”

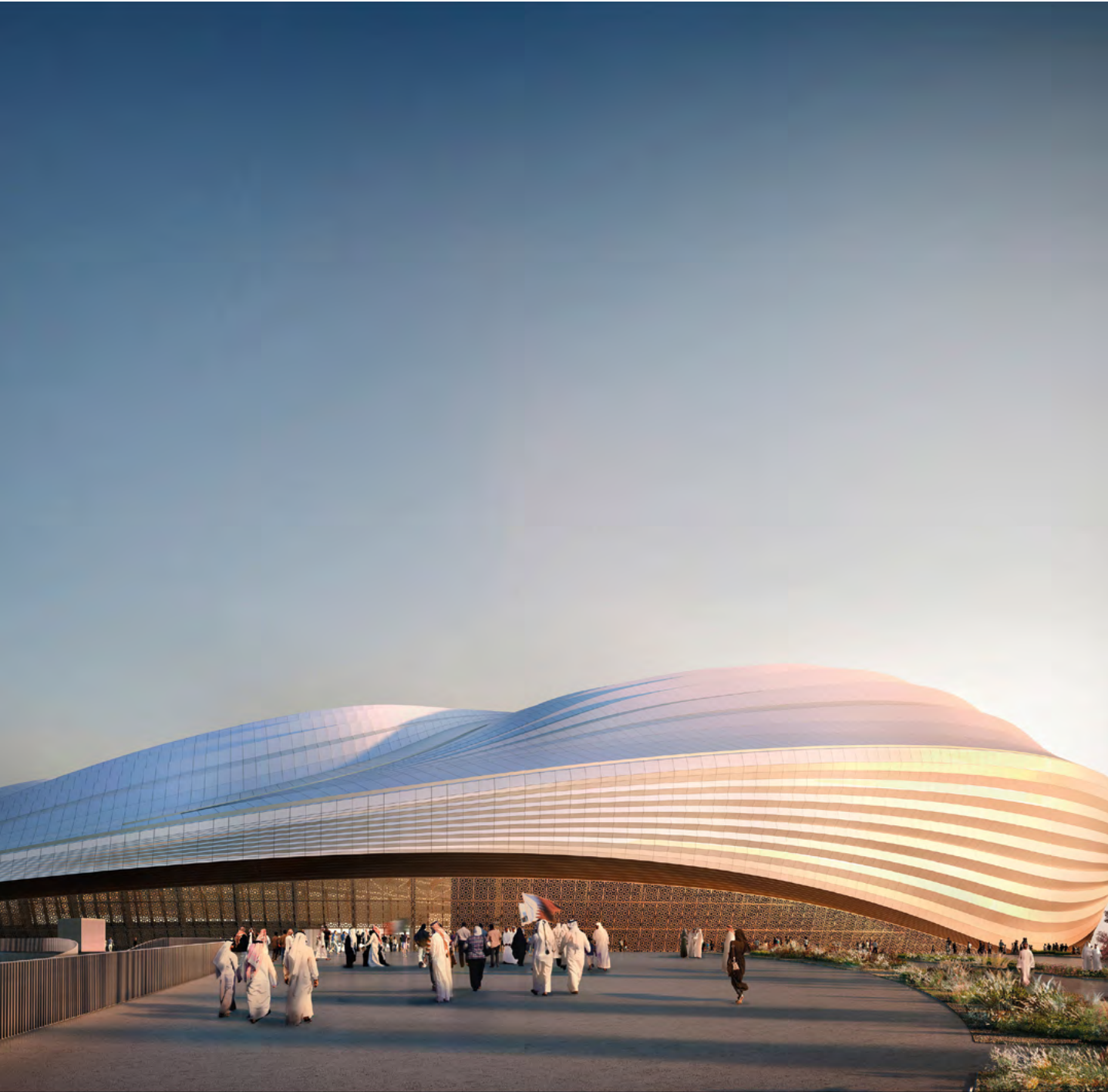
in the world, with technology over 40% more sustainable than that previously employed.

Despite the tournament moving from its traditional summer months to Qatar's winter months of November and December, minimising the need for cooling, the SC is committed to delivering the innovative technology that formed such an important part of its bid and legacy plans.

The cooling technology will ensure tournament venues in Qatar can hold events and activities year-round in legacy mode and allow countries with similar climates the chance to adopt similar technology to do the same.

Innovation is driving every element of tournament preparations, ensuring that the 2022 FIFA World Cup™ will be the best and most globally impactful in living memory.





| *Al Wakrah Stadium.*

# Qatar Development Bank

## Developing a Successful Economy

In its twentieth anniversary year, Qatar Development Bank (QDB) embodies many of the goals of QNV 2030, empowering Qatar's private sector entrepreneurs and SMEs to play a greater role in the country's dazzling economic growth.

QDB has worked with and inspired thousands of Qatari entrepreneurs and enterprises, providing investment and guidance to brand-new start-ups and well-established corporations. Its aim is to accelerate the growth and economic diversification of Qatar's private sector.

The bank's focus is on growing SMEs in key sectors by offering a wide range of financial and advisory support services under one roof.

These successful SMEs, able to both thrive locally and compete in global markets, will stimulate a vibrant, robust, and diversified private sector. They will contribute to an integrated, sustainable, knowledge-based economy.

### **Growing with the economy**

Initially focused on strengthening Qatar's manufacturing sector, QDB's mandate has rapidly expanded. As a reflection of its past and potential success, in 2008, the bank's authorised working capital was increased from QAR 200 million to QAR 10 billion.

To more effectively support Qatar's development, QDB has segmented its private sector backing in line with the eight industries that are most vital for Qatar's diversification:

manufacturing, healthcare, education, tourism, agriculture, livestock, fishing, and services.

In 2014, QDB established the Qatar Business Incubation Centre (QBIC) in a joint venture with the Social Development Center in 2010. As one of the largest incubator facilities in the Middle East, it supports and finances innovative start-ups.

In late 2017, QDB will launch the very first Rowad Qatar – National Entrepreneurship Award & Conference. It aims to stimulate the private sector by recognising SMEs in five distinct categories: Best Micro Business, Best Export Business, Best Start-up Business, Best Scale-up Business, and Entrepreneurship Award to Support Self-sufficiency in the Local Market.





| Qatar Development Bank stand

## Think Global Support Local

Qatar Development Bank's successes go beyond building up the private sector. The organisation has also become a powerful catalyst for socio-economic development. It has helped to empower the Qatari workforce, increase living standards, and provide a number of exciting investment opportunities for Qatari businesses.

### Loving the local

A key part of QDB's remit involves promoting local products and services, as well as fostering an economic culture of "buying local." Every initiative, project and programme has always been modelled around one shared aspiration: to localise the supply chain.

### Aiming global

In 2011, QDB launched export agency Tasdeer to give Qatari businesses an edge in foreign markets. Tasdeer provides vital funding and specialist export advice to a host of companies seeking markets abroad.

A key instrument of Qatar's commercial diplomacy efforts, Tasdeer has promoted nearly 80 Qatari exporters in international exhibitions across MENA and Europe, and generated export deals and new international business orders worth over QAR 720 million.

# Qatar Business Incubation Center



| Qatar Business Incubation Center

## Getting Business Started

Founded in 2014, the Qatar Business Incubation Center (QBIC) has grown at an astonishing rate to become one of the region's largest incubation centres in just three years. It strives to achieve the same levels of success for the many entrepreneurs and companies it supports.

QBIC is a leading mixed-use business incubation centre, providing support services to innovative entrepreneurs and companies that either have an idea for a business, or want to grow an existing scalable company.

The Center was established to provide all the necessary tools to help Qatari entrepreneurship thrive and flourish – including funding, office space, mentorship, and guidance.

Qatar is focused on developing and heavily investing in the private



In three short years, QBIC has made some impressive accomplishments:

- 291 LeanStartUp graduates
- 2,677 applications to date
- 123 companies incubated
- 96% occupancy
- QAR 3.8 million invested
- QAR 21.4 million generated

| QBIC CEO Aysha Al Mudahka

sector as a means of diversifying the economy and establishing self-sufficiency, all part of QNV 2030.

QBIC shares these goals with its founders, QDB and Nama, leading government institutions that promote entrepreneurship in Qatar. These organisations strive to diversify the market by supporting and creating

a strong sector of SMEs. QBIC supports that vision by providing incubation opportunities.

QBIC's ultimate goal is to foster innovative ideas and help to create the country's next business leaders. The long-term mission is to create the next QAR 100 Million companies in Qatar.



| Qatar Business Incubation Center

## Focus on the Future

Qatar's economy is very dynamic, experiencing rapid growth and change. It requires constant vigilance in order to identify and target the business sectors of strongest growth.

In line with QNV 2030, QBIC is focused on those specifically targeted sectors that will meet the country's business needs. Every year QBIC tweaks its strategies and tactics to help its entrepreneurs navigate the fast-paced economy more effectively.

### Specialist startups

QBIC partnered with Qatar Tourism Authority (QTA) to set up a specialised incubator, QBIC Tourism, which focuses on incubating start-ups in the tourism sector.

A second partnership with Ooredoo Qatar led to the specialised incubator Digital and Beyond, which works on start-ups with digital solutions. More specialised incubators, for industries with high levels of interest from prospective entrepreneurs and the general public, are being planned.

### A fabulous future

QBIC will also be launching its very own Fab Lab. Fab Labs (Fabrication Labs) are small-scale workshops that are equipped with materials and the digital prototyping and fabrication tools required to make initial product prototypes.

QBIC's Fab Lab will provide a platform for innovators, tech enthusiasts and budding entrepreneurs – with a major focus on Qatar's youth – to develop prototypes, build their own products, and learn the skills and habits of a 'maker'.

QBIC is working towards launching Fab Lab Qatar in the first quarter of 2018.





Aysha Al Mudahka is the Chief Executive Officer of the Qatar Business Incubation Center.

She is a founding member of the Roudha Centre, which promotes women's entrepreneurship and innovation, and is a board member of the training and education organisation INJAZ. She is also a member of the Global Shapers Community, a World Economic Forum initiative.

Ms Al Mudahka is a Qatari national born and raised in the State of Qatar. She has a strong academic background in business, and previously worked for the Qatar Financial Centre Authority and the Qatar Finance and Business Academy. She completed two executive education programmes at the Wharton School at the University of Pennsylvania and Carnegie Mellon University Tepper School of Business. She also graduated from HEC Paris with an executive MBA, and completed her undergraduate studies at the College of Business and Economics at Qatar University.

Al Mudahka was listed in the Top 100 Most Powerful Arab Woman for her work in entrepreneurship, in a ranking by CEO Middle East Magazine, and the 32<sup>nd</sup> most influential Qatari by Arabian Business Qatar.

# Teach for Qatar

## The Power of One, the Potential of Many

Part of the global Teach For All network, Teach For Qatar is a local non-governmental organisation working to enhance the educational experience of Qatar's students.

Teach For Qatar plays an integral role in Qatar's development by educating, inspiring and equipping Qatar's future generations to shape the nation's growth and success.

While education is recognised as being of paramount importance to Qatar's future success, teaching is not currently considered a top career choice and too few of the best graduates go to work in the education system. This is what Teach For Qatar is actively seeking to address.

Teach For Qatar aims to help develop quality education in Qatar by empowering young talent to become transformational leaders in the classroom, school and community.

It encourages exceptionally talented leaders to work in the public school system through a two-year teaching and development programme known as the Leadership Journey.



The Leadership Journey also aims to promote the importance of teaching in preparing future generations for success, and its centrality in realising the Human Development Pillar of QNV 2030.

By working with its local partner schools to identify high-priority subjects, Teach For Qatar focuses on recruiting and training Fellows to teach English, Mathematics and Science at Grades 5 to 9. Arabic will soon be added as an additional subject area.

Teach For Qatar's vision is for a nation of excellence in which all students are inspired and driven to achieve. Passionate and well-supported students become citizens with the necessary knowledge, tools and desire to play an active role in shaping Qatar's economy and communities. These will underpin the country's growth and prosperity for years to come.



| Teach for Qatar

## Thank a Teacher

A major element of Teach For Qatar's work is outreach into the local community to raise the profile and prestige of the teaching profession.

A significant recent initiative set out to encourage people across Qatar to recognise the importance their teachers have played in shaping their future.

The "Thank a Teacher" campaign, launched to celebrate World Teacher's Day, received national acclaim. Young people across the country, alongside influential members of the Qatari community, used videos and social media to send

messages of appreciation to their teachers, thanking the educators for gifting them with the knowledge and drive to become who they are today.

## Be a Teacher

As promoting the value of the teaching profession is one of Teach for Qatar's fundamental objectives, the organisation looks to maximise all opportunities to acknowledge the crucial role teachers play in society.

One of Teach For Qatar's initiatives is a social media campaign called "Be a Teacher", which allows

important community figures to teach real-life classes and gain first-hand experience of teaching's many rewards and challenges.

The unique and exciting campaign launched in November 2017. Members of the community have the opportunity to nominate people they would like to see teach a class, with the whole campaign promoted on the organisation's social media channels, @TeachForQatar.







# Msheireb Downtown Doha

## **Traditional heritage, smart technology**

Msheireb Downtown Doha is the world's first sustainable and smart downtown regeneration project. Mixing elements of traditional heritage with the latest smart city technology it will provide a unique experience to those that live, work, or visit the revived historical commercial heart of Doha. In line with QNV 2030, it is a landmark destination serving as a portal to showcase Qatar's glorious past and soaring ambitions for the future.

## **Rooted in the past, looking to the future**

Msheireb means 'a place to drink water' in Arabic and the iconic landmark honours centuries of tradition by being an oasis for residents and visitors alike. Devised in consultation with top architects, city planners, engineers, and academics, Msheireb Downtown Doha's mission is to encourage social interaction, cultural respect and environmental sustainability by employing new approaches to urban planning.

Msheireb Downtown Doha presents a unique combination of connectivity, convergence and collaboration. It will be a new economic, social and

civic hub and is set to be one of the region's most desired destinations. The blend of different quarters will bring people back to their roots while providing the platform for innovation that is the benchmark of the future.

With more than 2,000 residents, 20,000 workers and 50,000 visitors it will be a thriving and vibrant community offering a blend of experiences that include business, retail, culture, entertainment and residential offerings. All supported by carefully planned tram routes and public transportation services that provide residents and visitors with a lifestyle of convenience in a seamlessly connected community.

## **Introducing the most intelligent city in the world**

Msheireb Downtown Doha aims to unite the Doha of yesterday with the country's vision of tomorrow. The smart renewal of the city centre will instil a traditional sense of community and a strong sense of culture and heritage. As one of the smartest city districts in the world, residents, guests, and visitors to Doha will have the opportunity to experience smart city technologies at the highest level throughout.



| Doha

Msheireb Downtown Doha will be fully equipped with state-of-the-art infrastructure and technological innovations, such as smart energy, smart environment, smart parking, smart cooling, smart lighting and many more. This will provide for a contemporary, safe and exclusive environment proving that intelligence will never stop being beautiful.

### **The perfect mix**

Those living in and visiting Msheireb Downtown Doha will find pedestrian-friendly residential areas

complemented by a cultural forum, schools and mosques. Msheireb Museums, comprising of four historic heritage houses, are already open for people to visit. They form an important part of Qatar's national history, revealing unique aspects of Qatar's cultural and social development and inspire trusted environments in which the people of Qatar will engage, converse and exchange thoughts about both their past and their future.

Msheireb Museums are an integral aspect of the inner city's

regeneration of the old commercial centre with its traditional community-based lifestyle. The restoration of the four heritage houses into world-class museums is a vital part of the Msheireb Downtown Doha development.

### **A sustainable community**

Sustainability is central to Msheireb Downtown Doha and the project is committed to reducing carbon dioxide emissions by as much as 110,000 tons per year. It will adhere to the highest standards of green building and contain one of the



largest collections of LEED-certified buildings globally, which makes it the world's largest sustainable downtown regeneration project. The building designs not only reflect historic Qatari architecture that prioritises space, light and management of the local climate, but have been specifically designed to consume fewer resources, generate less waste, cost less to operate, and achieve a reduced carbon footprint. Local materials will be sourced to lessen the environmental impact of construction.

The buildings in Msheireb Downtown Doha offer cooling facilities, smarter solutions for water and energy usage and use shading and orientation to promote natural cooling and reduce energy consumption. For example, the PV panels of buildings produce renewable energy equivalent to 4% of the project's building energy use, while solar thermal panels produce energy to provide 75% of hot water demand. Average building energy use is reduced 32% through the use of high efficiency building envelope and systems and equipment, building

shading and district cooling. An automated Waste Collection system will allow for source separation of three streams of waste, facilitating recycling and composting.

From residential to retail, smart to sustainable, culture to cosmopolitan, Msheireb Downtown Doha is a template for developing a new model of urban living and a smart community, based in Qatari identity and heritage, that can be exported everywhere.

# About the Government Communications Office

The Government Communications Office (GCO) was established in June 2015 to effectively communicate the priorities of the Government of the State of Qatar.

The Office works with Qatari Ministries and Embassies across the world to tell Qatar's story and showcase its vision for the future.

Under the jurisdiction of His Excellency the Prime Minister and Minister of Interior of the State of Qatar and its Director, His Excellency Sheikh Saif bin Ahmed Al Thani, the GCO is the main point of contact for those looking to learn more about the State of Qatar. The GCO is committed to providing truly transparent engagement with the international community as Qatar continues on its journey of development.

As part of its work, the GCO publishes Q Magazine twice a year. The goal of Q Magazine is to educate a global audience about the State of Qatar and highlight Qatar's achievements and initiatives in various fields, on a local and international level.

To find out more and keep updated on the latest developments, visit our website [www.gco.gov.qa](http://www.gco.gov.qa)



**Government Communications Office**  
State of Qatar



We would like to thank the following  
organisations for their invaluable contributions  
to the December 2017 Q Magazine:

Hamad Medical Corporation | Qatar University

Ooredoo | Qatar National Bank | Qatar Foundation | Al Jazeera

Qatar Airways | Qatar Investment Authority | Qatar Museums

Doha Film Institute | Aspire Academy | Qatar Tourism Authority

Supreme Committee for Delivery & Legacy | Qatar Development Bank

Qatar Business Incubation Center | Teach for Qatar

Msheireb Downtown Doha







Issue 3

Produced by the Government Communications Office of the State of Qatar  
December 2017