

اللجنة الدائمة للسكان
Permanent Population Committee



The Population Policy of The State of Qatar 2017-2022



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After six years from the launch of the population policy of the State of Qatar in October 2009, the Permanent Population Committee (PPC) felt the need to make a detailed assessment of this policy, especially after the rapid population developments that occurred in the State during that period. The population policy is not a thing which is accomplished only once, but it is a Ongoing process whose goals are changed according to the demographic reality of the State, and whose actions are renewed with each new development. On the other hand, it was necessary to coordinate with the institutional frameworks that govern developmental reality in the State, especially ensuring compatibility between the demographic policy goals, the national development strategy goals and other various national sector strategies, as well as compatibility with the Sustainable Development Goals 2030.

The population policy assessment methodology was based on a set of tools prepared by the PPC's Technical Office. It was implemented and its data analyzed for about two years. The mentioned tools included four questionnaires; the first of which was meant to review the goals, objectives and actions of the population policy from the perspective of working groups (focal points of population policy); and the second one was meant to find out what has been achieved and not yet achieved of goals and actions that were set in 2009. The third questionnaire was dispatched to the ministries and bodies involved in the implementation of population policy, as well as to a number of experts and specialists to find out their views about what should be modified, retained or deleted from the goals, objectives and actions adopted in the previous population policy document. In addition, it was necessary to conduct an opinion poll in the State, thus a fourth questionnaire was set to explore the knowledge of the population in Qatar on the population policy and the Permanent Population Committee.

After completing the analysis of the questionnaires listed, the Technical Office felt the need to make focus group interviews to bridge the gaps shown by the analysis, and to explore the insights of the focus groups on the future of State in terms of population and appropriate mechanisms for intervention to address the basic population issue of demographic imbalances. The interviews were attended by opinion leaders, experts and specialists in various population policy axes, especially the major axis: Population and Labor Force.

The evaluation results have shown the need to amend the population policy axes so as to incorporate the axes with convergent and overlapping goals together. The Technical Office concluded that new axes are to be formulated as follows:

1. Population and labor force.
2. Urban growth, housing and environment.
3. Education, training and youth.
4. Public health and reproductive health.
5. Women and children
6. The elderly and persons with disabilities

The evaluation also showed the need to formulate overall axial objectives that combine the various components of each axis, while maintaining the content of most of the objectives contained in the previous document (as such objectives were initially set to be achieved by 2030 in line with Qatar National Vision). Perhaps this approach is justified by the organic relationship between components of each axis, thus formulating one accurate and overall objective for each axis. With the adoption and Mid-Term Review of the National Development Strategy 2011-2016, and the initiation of the new strategy 2017-2022, it was necessary for the population policy to be confined primarily to all that is related to population, and to exclude the sectoral issues of sector strategies. Accordingly, there was a special focus on the population and labor force axis, particularly on issues related to demographic imbalances. Whereas, the new document, on other axes, focuses on aspects that affect or are affected by the first axis, without tackling the topics dealt with by other bodies that are concerned with each of the mentioned axes. This approach has resulted in reducing the number of goals and actions of the population policy, and making significant changes to a number of them.

The main objective of the population policy of the State of Qatar remains «achieving balance between population growth and sustainable development requirements, so as to ensure a decent life for the inhabitants of Qatar, enhance their abilities, broaden their options and raise their participation in the progress and eminence of the Qatari society».

First Axis

Population and Labor Force



Strategic Goal: Master population growth rates during the period 2017-2022 , in order to reform the demographic imbalances

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators (Quantitative and Qualitative)
		Main	Participant			
Goal1 Increase the number of citizens	<ul style="list-style-type: none"> Issue legislation to endorse the marriage Fund 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Justice Ministry of Finance Ministry of Endowments and Islamic Affairs 	One year	<ul style="list-style-type: none"> Increase the proportion of married citizens 	<ul style="list-style-type: none"> An inclination to issue a legislation for marriage fund
	<ul style="list-style-type: none"> Introduce dowry and wedding cost reduction in educational curricula 	<ul style="list-style-type: none"> Ministry of Education And Higher Education Media bodies 	<ul style="list-style-type: none"> Qatar Foundation for education, science and community development Qatar University Ministry of Culture and Sports Ministry of Endowments and Islamic Affairs 	Three years		<ul style="list-style-type: none"> Availability of educational and instructional materials calling for the reduction of dowry and wedding costs
	<ul style="list-style-type: none"> Increase the number of low-cost wedding halls in major cities in the State 	<ul style="list-style-type: none"> Ministry of Municipality And Environment 	<ul style="list-style-type: none"> Public Works Authority Ministry of Finance Ministry of Endowments and Islamic Affairs 	Ongoing		<ul style="list-style-type: none"> Number of low-cost wedding halls
	<ul style="list-style-type: none"> Establish clear criteria for granting Qatari nationality to permanent residents and those with experience and rare specialties 	<ul style="list-style-type: none"> Permanent Committee for Citizenship Affairs 	<ul style="list-style-type: none"> Ministry of Interior Ministry of Justice Ministry of Administrative Development, Labor and Social Affairs 	Five years		<ul style="list-style-type: none"> Increase the number of citizens, thus increasing their proportion in the total population Promoting stability and social integration of the mentioned population categories

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Increase the number of citizens	<ul style="list-style-type: none"> Promote actions aiming to reduce traffic accidents 	<ul style="list-style-type: none"> Ministry of Interior 	<ul style="list-style-type: none"> Media Bodies Ministry of Culture and Sports 	Ongoing	<ul style="list-style-type: none"> Reduce youth mortality and disabilities 	<ul style="list-style-type: none"> Percentage of fatal accidents to total traffic accidents. Percentage of traffic accidents which lead to disabilities to total traffic accidents.
	<ul style="list-style-type: none"> Reduce the early retirement and rehabilitation of Qatari people to work in different fields 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Interior Qatar Petroleum Qatar Foundation for education, science and community development General Retirement & Social Insurance Authority 		<ul style="list-style-type: none"> Increase the number of Qataris in labor force 	<ul style="list-style-type: none"> Age distribution of Qatari workers Proportion of early retirements for Qataris of total Qataris by age and gender during the last three years.
Goal2 Support knowledge economy policy	<ul style="list-style-type: none"> Expand Automation in various fields of economic activity 	<ul style="list-style-type: none"> Ministry of Energy and Industry Ministry of Economy and Trade Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Development Planning and Statistics Qatar Chamber of Commerce and Industry 	Ongoing	<ul style="list-style-type: none"> Raising the labor productivity Reducing the number of recruited expatriates, thus reducing population growth rates 	<ul style="list-style-type: none"> Number and percentage of companies that upgrade their means of production towards automation. Inclination of private sector companies to expand automation. The growth rate of labor productivity at the national level
	<ul style="list-style-type: none"> Award bids to private sector enterprises based on how their commitment to upgrade and automate their means of production 	<ul style="list-style-type: none"> Ministry of Energy and Industry Ministry of Economy and Trade 	<ul style="list-style-type: none"> Qatar Chamber of Commerce and Industry 		<ul style="list-style-type: none"> Number of bids awarded to private sector enterprises that have upgraded their means of production and their percentage to total private sector enterprises. Practical measures to take the mentioned action 	

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal2 Support knowledge economy policy	<ul style="list-style-type: none"> Focus on recruiting and retaining experienced and specialists professionals expatriates in the knowledge economy, and reducing reliance on temporary consultants 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Interior Ministry of Energy and Industry 	Ongoing	<ul style="list-style-type: none"> Increasing skilled and highly skilled labor force, and reducing unskilled workers Raising labor productivity 	<ul style="list-style-type: none"> Number of recruited professionals and specialists in the knowledge economy, and their proportion in the labor force. Detailed regulations on specialties concerned with knowledge economy The growth rate of labor productivity in key areas of economic activity
	<ul style="list-style-type: none"> Take advantage of expatriate workers in developing and training national cadres 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Qatar Chamber of Commerce and Industry 	Ongoing	<ul style="list-style-type: none"> Increasing the skill of national cadres Raising labor productivity 	<ul style="list-style-type: none"> Number of national cadres who received training courses by expatriate specialists by area of specialty. The growth rate of citizens' work productivity
	<ul style="list-style-type: none"> Urge educational institutions to grant scholarships to Qataris for specialties associated with the knowledge economy 	<ul style="list-style-type: none"> The Ministry of Education and Higher Education 	<ul style="list-style-type: none"> Qatar University Hamad bin Khalifa University 		<ul style="list-style-type: none"> Increasing the number of citizens specialized in specialties related to the knowledge economy 	<ul style="list-style-type: none"> Percentage of Qatari scholarship recipients in specialties related to the knowledge economy to total Qatari scholarship recipients

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal3 Reduce the Recruitment of foreign workers	<ul style="list-style-type: none"> Retain and benefit from existing labor force in new projects (labor force turnover), and stipulate the prioritization of recruiting existing labor force by companies that are awarded projects 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Development Planning and Statistics Ministry of Interior 	Two years	<ul style="list-style-type: none"> A gradual decline in the number of expatriate workers and achieving greater stability and social integration for existing expatriates in Qatar 	<ul style="list-style-type: none"> Number of workers who were transferred to other agencies after completion of projects they were hired to implement
	<ul style="list-style-type: none"> Ensure that all companies and enterprises comply with the rules of recruitment of foreign workers in terms of number and quality 		<ul style="list-style-type: none"> Ministry of Interior 			<ul style="list-style-type: none"> Number of enterprises and companies that complied with labor force recruitment rules and their percentage to total enterprises and companies by number of workers and economic activity
	<ul style="list-style-type: none"> Facilitate the employment of family members of residents in Qatar 	<ul style="list-style-type: none"> Ministry of Interior Qatar Chamber of Commerce and Industry 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	Ongoing	<ul style="list-style-type: none"> Reduction of recruiting new workers Increasing the proportion of females in the workforce Reducing the imbalance of demographics related to gender percentage 	<ul style="list-style-type: none"> Percentage of family members of residents who are employed to total family members by gender. Existence of mechanisms and means to facilitate the employment of family members in various enterprises
	<ul style="list-style-type: none"> Facilitate granting recruitment permits to families of residents in Qatar who are needed in the labor market 					<ul style="list-style-type: none"> Percentage of female expatriates in the labor force during the last three years

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal3 Reduce the Recruitment of foreign workers	<ul style="list-style-type: none"> Granting incentives to private sector companies to replace expatriates with citizens in suitable positions in both private and mixed sectors 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Qatar Chamber of Commerce and Industry 	Ongoing	<ul style="list-style-type: none"> Increase the percentage of Qataris in labor force 	<ul style="list-style-type: none"> Number of citizens who replace expatriates and their percentage to total Qatari workers Existence of the mentioned Incentives
	<ul style="list-style-type: none"> Create an electronic information system for recruitment management 		<ul style="list-style-type: none"> Ministry of Interior 	Two years	<ul style="list-style-type: none"> Get detailed data about the characteristics of expatriate workers 	<ul style="list-style-type: none"> Existence of an electronic information system in Ministry of Administrative Development, Labor and Social Affairs to manage and monitor recruitment process
	<ul style="list-style-type: none"> Create recruitment agencies in countries dispatching workers to verify workers' qualifications and experiences 		<ul style="list-style-type: none"> Ministry of Foreign Affairs 		<ul style="list-style-type: none"> Increase the proportion of skilled and highly skilled labor force and reduce unskilled labor Increase labor productivity of expatriate workers 	<ul style="list-style-type: none"> Number of mentioned agencies Existence of mechanisms to verify the workers' qualifications and experiences in dispatching countries

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal4 Eliminate labor surplus force	<ul style="list-style-type: none"> Create a national insurance fund for expatriates to contribute in addition to employers' contribution. The amount deposited therein shall be handed over to the worker at the expiry of his/her work contract. 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Finance Qatar Chamber of Commerce and Industry National Committee for Human Rights 	Two years	<ul style="list-style-type: none"> Encourage expatriates to return to their homeland after the expiration of their contracts 	<ul style="list-style-type: none"> An inclination to create the mentioned fund
	<ul style="list-style-type: none"> Conduct studies on illegal and domestic workers 	<ul style="list-style-type: none"> Ministry of Development Planning and Statistics 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	Ongoing	<ul style="list-style-type: none"> Draw an updated scientific image about the situation of illegal workers 	<ul style="list-style-type: none"> Number of studies on illegal and domestic workers
	<ul style="list-style-type: none"> Follow up the implementation of the maximum allowed number of workers in one household and impose additional fees for exceeding the limit 	<ul style="list-style-type: none"> Ministry of Interior 	<ul style="list-style-type: none"> Ministry of Finance 	One year	<ul style="list-style-type: none"> Reduce the number of residents and increase the percentage of citizens among the population Rationalize consumption patterns among citizens 	<ul style="list-style-type: none"> Number of households in which number of workers exceeds the maximum allowed limit and their percentage to total Qatari households Specific mechanisms to monitor the maximum allowed workers per household
	<ul style="list-style-type: none"> Increase efforts to prevent the activity of shell companies and visa trafficking 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Interior 	Ongoing	<ul style="list-style-type: none"> Reduce shell companies 	<ul style="list-style-type: none"> Number of shell companies Number of visa traffickers Specific mechanisms to monitor the activities of such companies and punish them

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal5 Achieve a balanced distribution of workers by nationalities and professions, and reducing the concentration of certain nationalities in some professions	<ul style="list-style-type: none"> Continue the study of the distribution of nationalities on various professions, and take the study results into account when approving recruitment for certain professions 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Development Planning and Statistics 	Three Years	<ul style="list-style-type: none"> Reduce the demographic imbalances Contribute towards achieving balance between nationalities 	<ul style="list-style-type: none"> Percentage of economically active non-Qataris by nationality. A study on the distribution of nationalities on professions
	<ul style="list-style-type: none"> Allow recruitment from nationalities other than those concentrated in the mentioned professions 	<ul style="list-style-type: none"> Ministry of Interior 	<ul style="list-style-type: none"> Ministry of Foreign Affairs 	One year		
	<ul style="list-style-type: none"> Instruct companies to diversify labor force sources, and notify employers on the importance of such diversification for society 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Qatar Chamber of Commerce and Industry Ministry of Interior 	Ongoing	<ul style="list-style-type: none"> Contribute towards achieving balance between nationalities 	<ul style="list-style-type: none"> Number and percentage of companies that complied with diversification of labor force nationalities. There are mechanisms to monitor and follow up companies to implement the mentioned action
	<ul style="list-style-type: none"> Give priority to Arab nationalities in recruitment 		<ul style="list-style-type: none"> Ministry of Interior Ministry of Endowments and Islamic Affairs 			

Second Axis

Urban Growth, Housing and the Environment



Strategic Goal: To create and develop urban centers far from greater Doha, to provide clean urban environment and to ensure the sustainability of natural resources.

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Transform urban centers (existing and new) outside Doha to attractive areas for citizens and residents	<ul style="list-style-type: none"> Expand the improvement of infrastructure of existing urban centers and provide such infrastructures to new (or planned) cities and areas in municipalities outside Doha 	<ul style="list-style-type: none"> Ministry of Municipality and Environment 	<ul style="list-style-type: none"> Public Works Authority Central Municipal Council Qatar General Electricity & Water Corporation Ministry of Development Planning and Statistics Ministry of Endowments and Islamic Affairs 	Ongoing	<ul style="list-style-type: none"> Increased area of improved and new infrastructure 	<ul style="list-style-type: none"> Area of infrastructure (km2) that has been improved or added to cities and urban areas outside Doha by type (road/ playground / park... etc.) Area of completed infrastructure (km2) in cities and new or planned urban areas by type (road/ playground / park..etc.)
	<ul style="list-style-type: none"> Expand the establishment of "Government Services" complexes, health facilities, cultural and sports clubs, shopping centers, libraries..etc in areas and cities outside Doha. 		<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs Ministry of Public Health Qatar Olympic Committee Ministry of Interior Public Works Authority Ministry of Justice Qatar Development Bank Ministry of Endowments and Islamic Affairs 	Five years	<ul style="list-style-type: none"> To construct "Government Services" complexes in all urban centers outside Doha. 	<ul style="list-style-type: none"> Number and absorptive capacity of completed complexes in cities and areas outside Doha
	<ul style="list-style-type: none"> Expand construction of schools (including foreign schools) by granting citizens special privileges, to motivate them towards investment in remote areas; open university branches and provide educational and training institutes and centers that correspond to the activities of existing urban centers outside Doha. 	<ul style="list-style-type: none"> Ministry of Education and Higher Education 	<ul style="list-style-type: none"> Qatar University Qatar Foundation for education, science and community development Ministry of Administrative Development, Labor and Social Affairs Community College of Qatar Ministry of Endowments and Islamic Affairs 	Five years	<ul style="list-style-type: none"> An increase in the number of educational and training institutions at various levels and for various purposes 	<ul style="list-style-type: none"> Number of educational institutions that have been created in existing cities and areas outside Doha by stage (schools/ colleges) and objective (education/ training)

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Transform urban centers (existing and new) outside Doha to attractive areas for citizens and residents	<ul style="list-style-type: none"> Provide job opportunities, promote traditional crafts and support SME for youth outside Greater Doha 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Municipality and Environment Central Municipal Council Qatar Chamber of Commerce and Industry Ministry of Development Planning and Statistics Ministry of Finance 	Ongoing	<ul style="list-style-type: none"> Increase in number of employees Increase in number of workshops that practice traditional crafts Increase in number of SMEs 	<ul style="list-style-type: none"> Number of employees in public and private sectors. Number of Workshops Number of SMEs by type and supporting authority
	<ul style="list-style-type: none"> Provide appropriate facilities and benefits to encourage private sector investment at municipalities beyond Greater Doha borders 				<ul style="list-style-type: none"> Increase in private sector investments in urban areas and centers outside Doha. 	<ul style="list-style-type: none"> A program, plan or measures that include facilities and benefits to encourage private sector investment outside Doha. Number of private sector development projects by activity and location
	<ul style="list-style-type: none"> Enact a legislation to pay "location" allowance for citizens residing outside Doha. 	<ul style="list-style-type: none"> Legislation Department (Council of Ministers General Secretariat) Ministry of Justice 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs Ministry of Finance 	One year	<ul style="list-style-type: none"> Encourage citizens to work and reside outside of Doha. 	<ul style="list-style-type: none"> An inclination to enact a legislation to pay "location" allowance for citizens residing outside Doha.

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal2 Solve the housing problem for citizens and residents, especially those with low-income	<ul style="list-style-type: none"> Expand the construction of labor cities and ensure they meet proper living conditions 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Municipality and Environment Ministry of Finance Ministry of Justice National Committee for Human Rights Ministry of Interior Ministry of Development Planning and Statistics Ministry of Endowments and Islamic Affairs 	Five years	<ul style="list-style-type: none"> Increase the number of labor cities and the units therein 	<ul style="list-style-type: none"> Number of labor cities that have been constructed by municipality and number of workers therein and their percentage to total foreign workers National committees to ensure that labor cities meet proper living conditions and quality Future plans to build new labor cities by municipality Proportion of workers residing in labor cities to total foreign workers
	<ul style="list-style-type: none"> Enact a legislation to standardize housing systems among the three sectors (public, private and mixed), and regulate rents 	<ul style="list-style-type: none"> Legislation Department (Council of Ministers General Secretariat) Ministry of Administrative Development, Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Justice Ministry of Finance Ministry of Municipality and Environment 	One year	<ul style="list-style-type: none"> To contribute to resolving the issue of housing, especially for newlyweds or those who intend to marry 	<ul style="list-style-type: none"> An inclination to enact the said legislation
	<ul style="list-style-type: none"> Implement the urban centers proposed in the comprehensive urban plan for State of Qatar 	<ul style="list-style-type: none"> Ministry of Municipality and Environment 	<ul style="list-style-type: none"> Public Works Authority Qatar General Electricity & Water Corporation (KAHRAMAA) Ministry of Economy and Trade Ministry of Transport and Communication 	Five Years	<ul style="list-style-type: none"> To achieve transport-based urban development To provide multiple uses To provide job opportunities for population outside Greater Doha 	<ul style="list-style-type: none"> Adoption of the urban centers plans Number of implemented urban centers

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal2 Solve the housing problem for citizens and residents, especially those with low-income	<ul style="list-style-type: none"> Implementation of municipal spatial plans 	<ul style="list-style-type: none"> Ministry of Municipality and Environment 	<ul style="list-style-type: none"> Public Works Authority Qatar General Electricity & Water Corporation (KAH-RAMAA) Ministry of Economy and Trade Ministry of Transport and Communication 	One year	<ul style="list-style-type: none"> To adjust the urban development of the State To provide requirements that help create a sustainable urban environment that provides housing for citizens and residents 	<ul style="list-style-type: none"> Enforcement of approved planning requirements and cancellation of current temporary requirements
	<ul style="list-style-type: none"> Prepare, approve and implement Qatar National Housing Strategy 		<ul style="list-style-type: none"> Ministry of Development Planning and Statistics Ministry of Administrative Development, Labor and Social Affairs 	Five Years	<ul style="list-style-type: none"> To meet the housing needs of different population groups 	<ul style="list-style-type: none"> Preparation of strategy Approval of strategy Implementation of housing policies
Goal3 Provide a clean urban environment and to ensure sustainable natural resources, especially water and energy	<ul style="list-style-type: none"> Activate Qatar green building code and encourage real estate investors and citizens by granting facilities for building permits when applying green building code 	<ul style="list-style-type: none"> Ministry of Municipality and Environment Qatar General Electricity & Water Corporation 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs Central Municipal Council Ministry of Interior 	Ongoing	<ul style="list-style-type: none"> Increase in the number of building permits that comply with Qatar green building code Decrease in average per capita consumption of water and electricity 	<ul style="list-style-type: none"> Initiatives that promote green buildings Number of building permits that comply with Qatar green building code and their percentage to total building permits by licence holder's capacity (real estate developer/normal citizen..etc) Per capita consumption of water and electricity
	<ul style="list-style-type: none"> Conduct studies on illegal and domestic workers 				<ul style="list-style-type: none"> Increase in green spaces and number of trees, gardens and parks 	<ul style="list-style-type: none"> Area of green spaces (m²) by municipality Number of all types of trees planted by municipality Number of gardens and parks created by municipality

Third Axis
Education, Training and Youth



Strategic Goal: To promote qualitative education and training and to expand the participation opportunities of youth of both sexes in society and public life

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Promote high-quality education and training opportunities	<ul style="list-style-type: none"> Raise the professional level of employees at various educational and training institutions and link between the curricula and labor market Raise the efficiency of education and training institutions (buildings, organization, administration...). 	<ul style="list-style-type: none"> Ministry of Education and Higher Education 	<ul style="list-style-type: none"> Qatar Petroleum Qatar Foundation for education, science and community development Qatar University 	Ongoing	<ul style="list-style-type: none"> High level of educational and training institution graduates 	<ul style="list-style-type: none"> Percentage of educational institutions that apply IT in their programs to total educational institutions by educational level Number of training courses that apply IT by training type
	<ul style="list-style-type: none"> Expand IT adoption in various educational and training levels 					
Goal2 Generalization and organization of the Academic Advising in all educational institutions	<ul style="list-style-type: none"> Create academic guidance units in various educational institutions to ensure the students are directed towards the required majors 	<ul style="list-style-type: none"> Ministry of Education and Higher Education 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs Qatar Petroleum 	Ongoing	<ul style="list-style-type: none"> An increase in the number of beneficiaries of academic, vocational and career guidance An increase in the compatibility level between graduates majors and requirements of development and the labor market More students choose knowledge economy-related majors 	<ul style="list-style-type: none"> Number of academic guidance units by educational level and municipality Percentage of preparatory and secondary schools that include vocational guidance units A program/plan to circulate academic and vocational guidance units in different educational levels
	<ul style="list-style-type: none"> Circulate vocational guidance for youth and promote its programs 					
	<ul style="list-style-type: none"> Circulate career guidance to match between graduates competencies and job requirements in the public and private sectors 					

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal3 Prepare a specific agenda for the Qatari scientific research	<ul style="list-style-type: none"> Further expansion of research centers and specialized research teams Link research institution expansion to economic reality changes at local, regional and international levels 	<ul style="list-style-type: none"> Ministry of Education and Higher Education 	<ul style="list-style-type: none"> Qatar University Qatar Foundation for education, science and community development Private universities 	Ongoing	<ul style="list-style-type: none"> A raise in scientific research efficiency in Qatar An increase in the proportion of researchers within new generations of Qatari graduates in various research fields Linking scientific research to development needs 	<ul style="list-style-type: none"> Percentage of researchers dedicated to scientific research per one million people. Proportion of spending on scientific research and development to GDP and to government spending Number of scientific articles published in specialized scientific journals Number of research centers and scientific research units Number of scientific periodicals and books
Goal4 Ensure youth participation	<ul style="list-style-type: none"> Diversify and coordinate between institutional initiatives that support youth participation in developmental, social and cultural fields Ensure equal opportunities for young males and females 	<ul style="list-style-type: none"> Ministry of Culture and Sports 	<ul style="list-style-type: none"> Ministry of Education and Higher Education Ministry of Economy and Trade Ministry of Endowments and Islamic Affairs 	Ongoing	<ul style="list-style-type: none"> Expansion of youth participation in various fields Increase of proportion of Qatari youth participation in projects and activities related to World Cup 2022 	<ul style="list-style-type: none"> Percentage of Qatari youth involved in youth centers to total Qatari youth Number of programs supporting youth activities by field Integration of youth in development strategies Number of young people benefiting from development programs and projects by gender

Fourth Axis

Public Health and Reproductive Health



Strategic Goal: Improve public health of the population, amelioration of the reproductive health services and its services in line with the increase of the population and its geographical distribution

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Reduce pressure on government health facilities and services	<ul style="list-style-type: none"> Expand health services infrastructure, especially primary health care services and their geographical distribution, in line with the constant increase in population. 	<ul style="list-style-type: none"> Ministry of Health 	<ul style="list-style-type: none"> The Public Work Authority Ministry of Finance Ministry of Municipality and Environment Central Municipal Council 	Ongoing	<ul style="list-style-type: none"> Increase the number of hospitals, beds, health centers and specialized clinics and distribute them geographically so as to gradually include all municipalities 	<ul style="list-style-type: none"> Number of hospitals, health centers and specialized clinics by municipality Beds density (number of beds per 1000 people in Qatar) by municipality Plans to expand the health services infrastructure (hospitals, beds, health centers, and specialized clinics; including emergency clinics), to keep pace with population growth and geographical distribution
	<ul style="list-style-type: none"> Encourage and support the private sector to undertake more investments in the health sector in order to serve the strategic objectives of this sector 		<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 		<ul style="list-style-type: none"> Increase the number of private sector's hospitals and clinics 	<ul style="list-style-type: none"> Number of private sector hospitals and clinics Introduction of plans or measures to encourage private sector investment in the health sector
	<ul style="list-style-type: none"> Activate the labor law providing the designation of a clinic with at least one physician and nurse in establishments with more than 500 workers 		<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs 		<ul style="list-style-type: none"> Increase the number of such clinics 	<ul style="list-style-type: none"> Number of establishments with more than 500 workers by the availability of a clinic with one physician and nurse
	<ul style="list-style-type: none"> Provide and increase the number of health service centers and specialized centers for workers, and establish health centers within labor gatherings. 		<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs Ministry of Endowments and Islamic Affairs 	Three years	<ul style="list-style-type: none"> Reduction of patients visiting government hospital and health centers 	<ul style="list-style-type: none"> Number of specialized health centers for workers A plan to spread health centers inside labor gatherings

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Reduce pressure on government health facilities and services	<ul style="list-style-type: none"> Expand the development and qualification of family and community medicine specialists and improve their services 	<ul style="list-style-type: none"> Ministry of Public Health 	<ul style="list-style-type: none"> Ministry of education and higher education Qatar Foundation 	Ongoing	<ul style="list-style-type: none"> Reduction of patients visiting government hospital and health centers 	<ul style="list-style-type: none"> Number of family physicians and their proportion to the total physicians, by hospitals and health centers Awareness-raising campaigns to spread the concept of family medicine in society and the importance of the services provided
	<ul style="list-style-type: none"> Raise awareness of ways to manage simple medical conditions at home and provide a hotline to help the public deal with such conditions 		<ul style="list-style-type: none"> Media 	Ongoing		<ul style="list-style-type: none"> Media programs to raise awareness of ways to manage simple medical conditions at home
Goal2 Provide supporting programs to reduce the decline of fertility and childbearing rates among Qatari women	<ul style="list-style-type: none"> Grant maternity leave on full pay for at least seven months 	<ul style="list-style-type: none"> Ministry of Public Health 	<ul style="list-style-type: none"> Ministry of Education and Higher Education Qatar foundation Ministry of Administrative Development, Labor and Social Affairs Private medical sector 	One year	<ul style="list-style-type: none"> Maintain current levels of fertility rates 	<ul style="list-style-type: none"> The existence of a trend to introduce a program whereby women are given maternity leave
	<ul style="list-style-type: none"> Provide financial allocations for newborns and establish a specialized health program for the birth of a period of 5 years 					<ul style="list-style-type: none"> The existence of a trend to grant financial allocations for newborns
	<ul style="list-style-type: none"> Offer nursery facilities at or near workplaces 			<ul style="list-style-type: none"> The capacity of nurseries at or near the workplaces for children of female employees by sector (public / special / mixed) 		

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators (Quantitative and) (Qualitative)
		Main	Participant			
Goal2 Provide supporting programs to reduce the decline of fertility and childbearing rates among Qatari women	<ul style="list-style-type: none"> Establish advanced centers for fertility diseases and research 	<ul style="list-style-type: none"> Ministry of Public Health 	<ul style="list-style-type: none"> Ministry of Education and Higher Education Qatar foundation Ministry of Administrative Development, Labor and Social Affairs Private medical sector 	Two years	<ul style="list-style-type: none"> Maintain current levels of fertility rates 	<ul style="list-style-type: none"> A plan to establish a center for infertility and its research
	<ul style="list-style-type: none"> Work to increase the number of cadres specializing in reproductive health and support their training, both at home and abroad 		<ul style="list-style-type: none"> Ministry of Education and Higher Education Qatar Foundation 		<ul style="list-style-type: none"> Increase the number of reproductive health providers 	<ul style="list-style-type: none"> Number of reproductive health service providers by type of work and training courses
	<ul style="list-style-type: none"> Ensure the compliance of couples who plan to get married with the results of premarital medical examination 	<ul style="list-style-type: none"> Supreme Judiciary Council 	<ul style="list-style-type: none"> Ministry of Public Health Ministry of Justice 		<ul style="list-style-type: none"> Increase the compliance of couples who plan to get married with the results of premarital medical examination 	<ul style="list-style-type: none"> Percentage couples who plan to get married who comply with the results of premarital medical examination to the total number of applicants for pre-marriage medical examinations by level of education Introduction of precise follow-up mechanisms for couples who plan to get married in terms of their compliance with the results of premarital medical examination
	<ul style="list-style-type: none"> Establishment of a fertility database 	<ul style="list-style-type: none"> Ministry of Public Health 	<ul style="list-style-type: none"> Ministry of development Planning and Statistics 		<ul style="list-style-type: none"> Provide adequate and accurate information on the fertility issues of Qatari women 	<ul style="list-style-type: none"> A specific plan for the establishment of a fertility database and its various indicators

Fifth Axis
Women and Children



Strategic Goal: Support the women community participation and provide the necessary conditions to increase their participation in labor force, while maintaining family cohesion and ensuring a healthy environment for children

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal1 Support Women's participation in community	<ul style="list-style-type: none"> Increase the fields of women's participation, particularly labor force participation 	<ul style="list-style-type: none"> Ministry of Administrative Development Labor and Social Affairs 	<ul style="list-style-type: none"> Qatar foundation Qatar petroleum Qatar chamber 	Ongoing	<ul style="list-style-type: none"> Increased participation of Qatari women in the labor force Increased participation in higher professions and decision-making positions Increased participation of women in various community 	<ul style="list-style-type: none"> Proportion of women in the labor force by nationality, occupation and sector Number of women in decision-making positions over the past three years Introduction of legislation securing certain percentage of women's presence in higher professions
	<ul style="list-style-type: none"> Increase initiatives and programs in support of women's participation in public life 		<ul style="list-style-type: none"> Ministry of culture and sports Qatar chamber Ministry of Finance Ministry of Economy and Commerce 		<ul style="list-style-type: none"> Encourage more women to engage in economic activities 	
	<ul style="list-style-type: none"> Providing an environment that contributes to balancing women's work and family responsibilities (part-time jobs, remote working ...) 		<ul style="list-style-type: none"> Increase the number of such clinics 		<ul style="list-style-type: none"> Number of institutions providing flexible working hours for women over the past three years by sector A trend to review the articles of the Labor Law in terms of women's employment 	

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal2 Ensure a healthy environment at different stages of child development	<ul style="list-style-type: none"> Establish a children hospital and increase the number of units and sections within municipal hospitals 	<ul style="list-style-type: none"> Ministry of Public Health 	<ul style="list-style-type: none"> Ministry of Administrative Development, Labor and Social Affairs Ministry of Finance Ministry of Municipality and Environment 	5 years	<ul style="list-style-type: none"> Reduce child and infant mortality 	<ul style="list-style-type: none"> Existence of a plan or program for the establishment of a children hospital Introduction of a plan to increase the number of children's units and sections within existing hospitals in the various municipalities. Number of children units and sections by sector (public/private/mixed) Infant and child mortality by cause of death
	<ul style="list-style-type: none"> Strengthen actions to protect children from exposure to different types of violence and strengthen school health services 	<ul style="list-style-type: none"> Qatar Social Work foundation Ministry of interior 	<ul style="list-style-type: none"> Ministry of Justice Ministry of Administrative Development Labor and Social Affairs Ministry of Endowments and Islamic Affairs 	Ongoing	<ul style="list-style-type: none"> Reduce cases of violence against children 	<ul style="list-style-type: none"> Number of cases of violence against children over the past three years by nationality, sex and age Percentage distribution of children benefiting from protection and rehabilitation programs by program type

Sixth Axis

The Elderly and Persons with Disabilities



Strategic Goal: Promote effective participation of the elderly and persons with disabilities in various community activities, enable them to integrate society and continuously improve means of their care

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators (Quantitative and Qualitative)
		Main	Participant			
Goal1 Enable the elderly and persons with disabilities to participate effectively in community activities	<ul style="list-style-type: none"> Establish a database about the experiences of these two categories, and enable different agencies to make use of such experiences 	<ul style="list-style-type: none"> Qatar Social Work Foundation 	<ul style="list-style-type: none"> Ministry of Development Planning and Statistics Ministry of Administrative Development Labor and Social Affairs 	Two years	<ul style="list-style-type: none"> Integrate the elderly and persons with disabilities into economic and social activities Replace some expatriates with citizens of both categories 	<ul style="list-style-type: none"> Number of experienced and skilled persons of both categories and their percentage to the total. Number of job-holders in the two categories and their percentage by type of work Existence of the said database
	<ul style="list-style-type: none"> Establish occupational rehabilitation and training centers for the elderly 					<ul style="list-style-type: none"> Number of rehabilitation and job training centers by accredited programs Introduction of rehabilitation and training programs for the elderly
	<ul style="list-style-type: none"> Provide workshops to those who plan to retire in order to prepare them for the next phase, and provide support to those of them who are able to work 	<ul style="list-style-type: none"> Ministry of Administrative Development Labor and Social Affairs 	<ul style="list-style-type: none"> Qatar Social Work foundation 	Ongoing	<ul style="list-style-type: none"> Increase the number of the elderly who are able to work after retiring 	<ul style="list-style-type: none"> Number of people retiring each year by gender and occupation Number of persons enrolled in these workshops and their percentage to total retirees by gender and occupation Introduction of a plan or program to prepare the elderly for retirement Introduction of supporting programs to engage those planning to retire in the labor market
	<ul style="list-style-type: none"> Engage persons with disabilities in a vocational plan after completion of study, to prepare them for employment, and to create a suitable working environment for them, whether Qataris and expatriates 			Three years	<ul style="list-style-type: none"> Enable more persons with disabilities to contribute to economic activity 	<ul style="list-style-type: none"> Number of persons with disabilities engaged in employment, by gender, occupation and proportion to the total persons with disabilities Number of job seekers of persons with disabilities by gender and educational status

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal2 Develop and improve care services provided to these two categories	<ul style="list-style-type: none"> Prepare buildings for the reception of the elderly and persons with disabilities, taking into account their needs when designing and planning modern cities, public utilities and roads. 	<ul style="list-style-type: none"> Ministry of Municipality and Environment 	<ul style="list-style-type: none"> The Public Work Authority Ministry of Administrative Development, Labor and Social Affairs 	Ongoing	<ul style="list-style-type: none"> Increase the number of public buildings, facilities and roads that take into account the physical needs of both groups 	<ul style="list-style-type: none"> Number of licenses granted to buildings with special facilities for the two categories during the past three years Introduction of plans to take into account the needs of both categories in designing modern cities and streets
	<ul style="list-style-type: none"> Work to provide vehicles prepared for the use of the elderly and persons with disability and ensure that they have sufficient parking spaces 	<ul style="list-style-type: none"> Ministry of Administrative Development Labor and Social Affairs 	<ul style="list-style-type: none"> Ministry of Finance Ministry of Municipality and Environment 	One year	<ul style="list-style-type: none"> Increase in the number of vehicles for use by persons with disabilities and the elderly, and increase the number of positions allocated to them 	<ul style="list-style-type: none"> Number of vehicles prepared for the use of persons with disability and the elderly Proportion of parking spaces allocated to the two groups to the total of such individuals. Introduction of a plan for the allocation of parking spaces for older persons, or their inclusion in the parking spaces of the persons with disability
	<ul style="list-style-type: none"> Establish and develop specialized geriatric and disability departments 	<ul style="list-style-type: none"> Ministry of Education and Higher Education 	<ul style="list-style-type: none"> Ministry Of Public Health 	Three years	<ul style="list-style-type: none"> Increased number of geriatric and disability specialists in hospitals and health centers 	<ul style="list-style-type: none"> Number of those enrolled in geriatric and disability departments over the past years Introduction of a plan for the creation of new departments specializing in geriatrics and disability and the development of existing departments

Sub-Goals	Procedures	Implementing Entity		Period	Expected Outputs	Follow up Indicators Quantitative and) (Qualitative
		Main	Participant			
Goal2 Develop and improve care services provided to these two categories	<ul style="list-style-type: none"> Expand mobile home care services to serve the elderly and persons with disability 	<ul style="list-style-type: none"> Ministry Of Public Health 	<ul style="list-style-type: none"> Qatar Social Work foundation 	Ongoing	<ul style="list-style-type: none"> Reduce the burden on health institutions caring for the elderly and persons with disability 	<ul style="list-style-type: none"> Number of beneficiaries from mobile home care services over the past three years A plan to expand mobile home care services
	<ul style="list-style-type: none"> Direct all government and private institutions to provide special windows to facilitate and accelerate the transactions of the elderly and persons with disability 	<ul style="list-style-type: none"> Ministry of Administrative Development Labor and Social Affairs 	<ul style="list-style-type: none"> Ministries, governmental and private institutions 	One year	<ul style="list-style-type: none"> Increased number of ministries and public and private institutions that are committed to this goal 	<ul style="list-style-type: none"> Number of institutions that already provide special windows for the two categories by sector The existence of measures and regulations emphasizing the need to provide special windows to facilitate and accelerate the transactions of the elderly and persons with disability in all governmental and private institutions
	<ul style="list-style-type: none"> Increase and develop specialized recreation places and clubs for both categories, taking into account the needs of the females 	<ul style="list-style-type: none"> Ministry of Culture and Sports 	<ul style="list-style-type: none"> Qatar Social Work foundation Ministry of Administrative Development Labor and Social Affairs Ministry of Endowments and Islamic Affairs 	Two years	<ul style="list-style-type: none"> Improved health and psychological status of the members of the two groups and reduced burden on families caring for them 	<ul style="list-style-type: none"> Number of beneficiaries of the two categories of entertainment places and their proportion to the total, by gender A plan to develop and increase the number of such places

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