


Annual Report 16 17





Qatar Foundation (QF) is the inspirational vision of His Highness the Father Emir Sheikh Hamad Bin Khalifa Al Thani, Founder of Qatar Foundation, and Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation. Established in 1995, QF supports Qatar on its transition from a carbon-based economy to a knowledge-based economy. QF endeavors to create an environment that encourages both personal initiative and collaboration by bringing together talented people from across Qatar and the world. It is based on the belief that innovation can only thrive in an environment where knowledge, skills, and capabilities are shared.

www.qf.org.qa

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Qatar Foundation Boards

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His Highness Sheikh Tamim Bin Hamad Al Thani
The Emir of Qatar



Her Highness Sheikha Moza bint Nasser
Chairperson of Qatar Foundation



Education



The unique education cycle at Qatar Foundation caters to infants from six months old through to postgraduate students. This range of academic diversity is unlike any other system in the world, offering the people of Qatar meaningful and unique learning opportunities.



Pre-University Education



Higher Education



Hamad Bin Khalifa University



Partner Universities



Pre-University Education

Pre-University Education (PUE) marks the beginning of QF's education cycle. It fortifies the organization's commitment to lifelong learning, seeking to empower future generations to thrive in a global environment.



PUE President's Office



Qatar Academy Doha



Qatar Academy Al Khor



Qatar Academy Al Wakra



Qatar Academy Sidra



Qatar Academy Msheireb



Awsaj Academy



Renad Academy



Qatar Leadership Academy



Academic Bridge Program



Teaching and Learning Centre

PUE President's Office

Laying the foundation for lifelong learning and empowering future generations to thrive in a global environment

SUCCESSFULLY COMPLETING THE INAUGURAL YEAR OF RENAD ACADEMY



Strategies

To graduate students whose academic performance is in the top quartile, as assessed by international standards.

To have all students achieve a year or more of growth per academic year.

To have a highly-qualified and stable staff with a broad range of skills, knowledge, and experience.

To be recognized for the quality of service delivered to all stakeholders.

To oversee the establishment of innovative teaching and learning opportunities.

To see the annual growth of Qatari participation in all aspects of our operations.

To be recognized for our influence on the development of national education.

To have a transparent, accountable, and sustainable financial model for all schools.

RELOCATING QATAR ACADEMY AL KHOR INTO A NEW, PURPOSE-BUILT CAMPUS



Goals

To provide world-class professional development.

To meet the needs of every learner.

To offer education consultancy and advisory services to the wider community.

To conduct world-class research on teaching and learning.

To be recognized for our focus on quality and service.



Notable achievements

The progression of three major new initiatives toward various stages of completion: ABP NAS, STEM School, Future School.

The successful completion of the inaugural year of Renad Academy.

Major steps toward greater financial sustainability: achieved rationalization while maintaining growth and without creating disruption. PUE's consolidated Cost of Recovery Ratio (CRR) rose to 56 percent from 42 percent in the previous year.

Additional revenue of QR 79.66 million, a 39 percent revenue growth over the previous year.

A 7 percent growth in the number of students.

The increase in proportion and total number of Qatari students in QF schools.

The relocation of Qatar Academy Al Khor into a new, purpose-built accommodation, and the graduation of its first cohort of DP students with an average score exceeding the worldwide average.

The expansion of the Learning Centre, which offers comprehensive special education services, to support inclusive education across all QF schools.



Future initiatives and incentives

Stabilize operations of new schools, notably Renad Academy, the STEM School, and the Future School.

Reach a greater level of Financial Sustainability. All QF schools should strive toward this objective so that they sustain themselves in the long run.

Constantly explore and establish innovative teaching and learning opportunities in QF schools, like school farms, immersive learning spaces, anytime-anywhere learning options, etc.

Establish the Academic Review Office as a dedicated academic audit and improvements unit that aims to be an accrediting body in a 5 to 6 year period.

Establish the division of School Development and Consultancy to manage K-12 expansion, as well as provide external consulting when such opportunities exist.



Qatar Academy Doha

Empowering students to achieve academic excellence and be responsible citizens

100%

GRADUATION RATE FOR STUDENTS FROM QATAR ACADEMY DOHA. ALL GRADUATES HAVE RECEIVED UNIVERSITY ADMISSION OFFERS



Goals

Offer a rigorous program encompassing an international, English-medium education, and strong Arabic and Islamic Studies.

Challenge students to be critical thinkers.

Support students to become active and contributing members of society, through learning experiences that serve the needs, interests, and learning styles of each student.



Strategies

Enable students to understand and embody the International Baccalaureate (IB) Learner Profile at all stages and areas of their personal development.

Deliver a comprehensive curriculum within the framework of best practice that challenges, inspires, and empowers Qatar Academy (QA) to develop as a learning community of responsible citizens and leaders.

Reinforce students' cultural identity through a multi-dimensional Arabic and Islamic Studies program.

Work with internal and external stakeholders to achieve the school's mission and vision.

Bring the QA community together by enhancing commitment to the school's distinct identity, and sharing best practices in line with the school's mission and guiding principles.



Our staff have been resourceful and resilient in the face of many challenges.

Don MacIntyre

Director, Qatar Academy Doha



Notable achievements

High rates of success for student experiences in culminating programs: PYP Exhibition (100 percent), Personal Project (99 percent), and Service as Action (99 percent).

Graduation of 100 percent of students from QAD high school. All students have been admitted into universities.

Preparation for the global MYP eAssessment (MYP 5) successfully established and executed.

Incorporation of the Learner Profile into all curriculum documentation.

Transition to Managebac as the main curriculum development and storage site.

Successful implementation of MAP in Grades 3 to 9.

Successful completion of the self-study process for CIS/NEASC and IB.

HIGH RATES

OF SUCCESS FOR STUDENT EXPERIENCES IN CULMINATING PROGRAMS: PYP EXHIBITION (100%), PERSONAL PROJECT (99%), AND SERVICE AS ACTION (99%)



Future initiatives and incentives

Successful re-accreditation from all accrediting agencies (CIS, NEASC, and IB).

Implementation of QAD's new Strategic Plan (starting August 2017) and aligning it with the PUE Strategic Plan.

Cultivation of strong instructional practices to support all students.

Consolidation of the development of three major initiatives: MAP, Managebac, and PBIS.

Promotion of a culture of trust and collaboration.



Qatar Academy Al Khor

Providing students with the opportunities that help them reach their full potential



Goals

Provide the highest possible standards of education that help each student achieve excellence and develop as an independent critical thinker, a lifelong learner, and a responsible citizen.

Provide students at all levels with internationally-accepted English medium curricula, as well as Arabic, Islamic studies, and national studies curricula that meet national standards.



Strategies

Implement a leading bilingual curriculum that is suitable for Qatar.

Achieve academic excellence through high-quality teaching in a stimulating learning environment.

Provide facility services aligned with international standards that support student learning and development.

Pursue management excellence by adopting best practices and innovation to ensure the Academy's ongoing success.

Promote communication and collaboration between parents, students, school members, and the community.

GRADUATING

QATAR ACADEMY – AL KHOR'S FIRST COHORT OF IB DIPLOMA STUDENTS



Notable achievements

Successfully moving into the new campus.

Reaching three Qatar Academy Al Khor IB milestones: graduating the first cohort to complete the diploma program; becoming a candidate school that is implementing the Primary Years Programme; first cohort in grade 10 completed the Middle Years Programme eAssessment.



Qatar Academy Al Khor has achieved so much this academic year. It was an exciting and challenging year with so many changes, all of which have aided in reaching our goals to provide an amazing school experience for the students in our care.

Mandy Moss

Kindergarten Lead Teacher, Qatar Academy Al Khor



Receiving approval for MSA accreditation for grades 11 and 12.

Graduating the school's first cohort, who received acceptance to international and local universities. Two decided to join the University of Liverpool in the UK, and the rest are currently enrolled in Texas A&M University at Qatar, Virginia Commonwealth University School of the Arts in Qatar, and Qatar University. One student is still waiting for a reply from Ahmed bin Mohammed Military College.

Establishing and developing the PTSA committee and its bylaws—made up of parents, teachers, and students.

Expanding the EEC program to include Pre-3 classes, providing opportunities to younger members of the community (a total of 99 students joined Pre-3 in 2016-2017).

Establishing partnerships with Al Khor Boys Model School to share best practices and instructional strategies.

Achieving a high rank among schools in Qatar based on a survey from the Ministry of Education and Higher Education about parent and student satisfaction.

Initiating and implementing a long-term marketing plan to promote the international profile of the school. As a result, the school's social media profiles and website have been witnessing higher traffic.



Future initiatives and incentives

Increasing the number and diversity of students by developing and implementing a marketing campaign.

Fully implementing the PYP with authorization.

Improving the students' level of academic achievement in both mathematics and languages.

Effectively reaching out to the community (financial sustainability).

Developing a project plan to build the school's auditorium.

Developing a continuum across the three IB programs (PYP, MYP, and DP).

Fostering an environment that motivates students, teachers, and staff alike.

SUCCESSFULLY MOVING INTO THE NEW CAMPUS



Qatar Academy Al Wakra

Giving students the opportunities to reach their full potential and to become competent, independent, and responsible individuals



Strategies

Graduate students with the highest academic achievements, enabling them to enter and complete advanced education programs from universities in Qatar or abroad.

Cultivate students who possess strong leadership qualities and are good citizens. Students will embody the values of Qatar Academy Al Wakra (QAW) and use their skills to promote the well-being of the world around them.

Attract and develop the highest quality educators, including Qatari nationals, and strive to support neighboring school leaders and teachers.

Continuously develop curricula, assessments, and instructional strategies that meet the needs of students and adhere to high-quality national and international standards.

Maintain a nurturing, stimulating, and safe educational environment for staff, students, and parents.

RECEIVING FULL ACCREDITATION BY THE NEASC



Goals

Provide the highest possible standards of education in which students can reach their full potential and positively influence their community and the world.

Serve the local community by developing students into critical thinkers, lifelong learners, and globally minded responsible citizens of the highest academic caliber who are grounded in high moral values and cultural integrity.



Being part of Qatar Foundation is an extraordinary experience of learning new cultures, learning from peers, and growing as a professional through amazing professional development opportunities.

Laurie Barber

Assistant Principal, Qatar Academy Al Wakra



Notable achievements

Received full accreditation by the Council of International Schools (CIS).

Received full accreditation by the New England Association of Schools and Colleges (NEASC).

Began initial implementation of the Primary Years Programme (PYP), an IB program for Kindergarten up to Grade 5.

Received candidacy status for the Primary Years Programme (PYP).

Developed the new Strategic Plan for the next five years.

Developed an ethics curriculum to be taught during the next academic year.

Increased the involvement of parents through a wide range of activities organized by the Parents-Teachers Association (PTA).

RECEIVING

CANDIDACY STATUS FOR THE IB PYP



Future initiatives and incentives

Authorization for the Middle Years Programme (MYP).

Authorization for the Primary Years Programme (PYP).

Completion of the QAW new building project by August 2018.

Development of high school programs to include the International Baccalaureate Diploma Programme (DP), American High School Program, and International Baccalaureate Career Programme (IB CP).

Recruitment of highly qualified teachers.



Qatar Academy Sidra

A supportive community that engages and empowers all in the pursuit of learning through a student-centered, inquiry approach



Goals

Prepare students to contribute to a more peaceful, sustainable, and equitable world.

Develop critical thinking skills, reflection, and service learning.

Provide a multilingual, progressive, international education that serves the Sidra community and is aligned with Qatari culture.

RECEIVING

IB PYP AND MYP AUTHORIZATION IN JANUARY 2017



Strategies

Enhance student achievement.

Build instructional capacity.

Create a culture of inclusion.

Concentrate on character development.

Achieve school authorization and accreditation from IB and CIS/NEASC.



Since I joined this school in August 2016, I have witnessed a dynamic and systematic approach to growth that is embedded in the culture of the school. This culture has resulted in exceptional achievements.

Dr Faisal Ali

Head of Arabic and Assistant Secondary School Principal, Qatar Academy Sidra



MOVING

TO A NEW PRIMARY CAMPUS



Future initiatives and incentives

Completion of the plan for the new Qatar Academy Sidra (QAS) building.

Definition and implementation of international mindedness throughout our curriculum.

Graduation of our first class from QAS.

Completion of our CIS/NEASC accreditation visit.

Completion of the new primary school cafeteria.



Notable achievements

Received PYP and MYP authorization in January 2017.

Moved to a new primary campus.

Completed the first draft of the CIS/NEASC self-study.

Completed the WIDA assessments school-wide, which will be used to inform instruction.

Expanded the use of map data to drive instruction.

Institutionalized our faculty goal-setting and achievement structures.



Qatar Academy Msheireb

Providing high-quality education by establishing an effective learning environment for students of all academic achievement levels



Goals

Create an effective learning environment and develop internationally-minded, empathetic lifelong learners through a dual-language program that emphasizes inquiry-based practices.



Strategies

Provide a high quality, dual-language education that ensures student excellence in preparation for higher education.

Hire and develop qualified faculty and administrators.

Provide training for Supreme Education Council (SEC) schools in dual language and inclusionary practices.

Ensure the school's sustainable development.

WINNING

PUE SCHOOL AWARDS FOR THREE STAFF MEMBERS

100%

PARENT SATISFACTION ACHIEVED IN SURVEY FROM THE MINISTRY OF EDUCATION AND HIGHER EDUCATION'S REPORT ON QAM



Beyond numbers, we have grown in many other ways as well. Not only have we retained our commitment to provide a top-quality dual language program for our students, but we also became a PYP Candidate school this year.

Amy Mouser

Academic Coordinator, Qatar Academy Msheireb



Notable achievements

Implementing two out of six UOIs (Units of Inquiry) to fulfill IB requirements and become an authorized IB school.

Winning first place at the National and Heritage Programs Day, a PUE event for National subjects (Arabic, Islamic Studies, and Qatari History). All schools put on a heritage-related show and prepared a booth display to highlight student work. Qatar Academy Msheireb (QAM) won first place in both categories.

Winning second place at "Ealami Al Mustaqbal الإعلامي المستقبل" (Future Media Representative), a competition across all schools in Qatar reflecting the future face of media. A QAM student was among the finalists and won second place across all government and private schools.

Aligning curriculum standards to PYP.

Achieved 100 percent parent satisfaction in a survey from the Ministry of Education and Higher Education's report on QAM.

Winning PUE School Awards for three staff members in the 2016-2017 academic year.

Implementing Marshal Programs (engaging students in leadership roles as Marshals during certain times in the school day) as an enhancement to PBIS (Positive Behavior Intervention and Support).



Future initiatives and incentives

Acquire PYP authorization.

Develop a strong PBIS school-wide program.

Implement six PYP UOIs within our dual language context.

Ensure that our students achieve targets in literacy while maintaining our commitment to balanced literacy.

Acquire international accreditation.



Awsaj Academy

Unlocking the learning potential of each student while serving as the first model special education demonstration school in the region

IMPLEMENTING

OUR EMOTIONAL BEHAVIOR DISORDER PROGRAM



Goals

Encourage, motivate, and advance the achievements of students with learning challenges by providing quality academic, social, and emotional research-based instruction in both Arabic and English.

Develop within students a respect for Qatari heritage and Islamic principles to ensure a successful entry into post-secondary education, career, and community.



Strategies

Graduate all students from Awsaj Academy and prepare them for advanced education or a career in Qatar and abroad.

Establish Awsaj Prime.

Influence professional development, curriculum enhancement, and systems engineering within QF schools and Doha to help Qatar better serve students with academic challenges.

Achieve the successful expansion and development of Awsaj Academy.



Another successful year has just ended. QF is still expanding with more dynamic stakeholders, while plans are now accelerating education and reaching new heights of achievements. The Professional Development Program is planning to increase its conferences and workshops with QF schools, as well as participate in more local and international conferences.

Issam Quassed

Arabic Lead Teacher, Awsaj Academy



Future initiatives and incentives

Graduate all students from Awsaj Academy and prepare them for advanced education or a career in Qatar and abroad.

Establish Awsaj Prime.

Influence professional development, curriculum enhancement, and systems engineering within QF schools and Doha to help Qatar better serve students with academic challenges.

Achieve the successful expansion and development of Awsaj Academy.



Notable achievements

Significant improvement in both Math and Reading: 99 percent growth in RIT (Rasch Unit) growth when measured against students taking the MAP (Measures of Academic Progress) in the USA and abroad.

Elementary Math results: 50 percent improvement in students meeting RIT target growth over a two-year period.

Elementary Oral language proficiency by grade level: over 50 percent of students in Grade 4 and 5 are 'advanced' or 'fluent' in English.

Implementation of new math standards from QF.

Implementation of the new three-year English Language Art plan.

Establishment of policies and procedures that yielded higher attendance rates.

Implementation of our Emotional Behavior Disorder Program to benefit students in upcoming years.

Adoption of Comprehensive Arabic Standards for all grade levels.

99%

GROWTH IN RASCH UNIT SCORES FOR MATH AND READING



Renad Academy

Inspiring children with autism spectrum disorder to reach their full potential, while engaging their families and educating the community

50%

OF CHILDREN BEGAN USING WORDS OR PICTURES TO COMMUNICATE



Goals

To engage, inspire, and educate students, their parents, and the community.



Strategies

Support each Renad Academy student's individual growth and development.

Develop Renad Academy parents' capacity to use evidence-based practices with their children.

Ensure growth and development of internal operations at Renad Academy.

Provide outreach programs to the community to foster awareness and develop services for people with autism.

SIGNIFICANT

STUDENT GROWTH ON INDIVIDUALIZED PLANS



My year at Renad has exceeded all expectations. I feel truly privileged to work with such flexible and talented colleagues. We have created a close-knit school community by working collaboratively with one another and involving our very dedicated parents.

Lisa Carey-Woolfs
Principal, Renad Academy



Notable achievements

Successfully completed the first year.

Saw student growth on individualized plans in: behavior (four children with significant behavioral challenges were able to come under control to engage and learn), pre-academics (all children moved forward on pre-academic curriculum), and communication (50 percent of children moved from no words or gestures to either using words or pictures to communicate).

Provided highly-qualified and highly-trained staff.

Implemented research-based strategies that are effective for children with autism such as Discrete Trial, Applied Behavior Analysis, TEACCH (use of visuals, structured day, and curriculum), Augmentative Communication systems, sensory breaks, and diets.

Provided support for parents and the community.



Future initiatives and incentives

Add an additional classroom each school year. In three years, we hope to have nearly 80 students in Pre-3 to third grade at Renad Academy.

Begin to integrate some of our students into other QF schools as they increase their behavioral control and academic skills.

Become a well-known and highly credible center where community members can receive training on autism.

Build a specialized school building for Renad Academy students.

Continue to provide high-quality instruction to all students to ensure their individual success.



Qatar Leadership Academy

Promoting personal growth in young men and shaping tomorrow's leaders today

75%

OF STUDENTS IMPROVED READING ABILITY AND LEXILE SCORES



Strategies

Provide a strong, internationally credible, academic program.

Provide a leadership program that is effective in developing the desired leadership qualities and values.

Provide appropriate student facilities that are safe, comfortable, and supportive of the mission and vision of the Academy.

Improve experiential learning at Qatar Leadership Academy (QLA).

Increase the size of the student body and enrollment.



Goals

Engage students in an environment that promotes excellence in academics, leadership, athletics, and character to prepare the leaders of tomorrow.



This year, we completed our IB five-year evaluation. It was a wonderful exercise of collaboration, reflection, and celebration. We look forward to working on our action plan for the coming year and starting our new initiatives.

Zarmina Hotaki
Principal, QLA



COMPLETING

THE IB DIPLOMA FIVE-YEAR EVALUATION AND FORMULATING AN ACTION PLAN FOR THE 2017-2018 SCHOOL YEAR



Future initiatives and incentives

To provide a strong, internationally credible, academic program.

To improve experiential learning at QLA.

To provide a leadership program that is effective in developing the desired leadership qualities and values.

To provide appropriate student facilities that are safe, comfortable, and supportive of the mission and vision of the Academy.

To increase the size of the student body and enrollment.



Notable achievements

Seventy-five percent of students have made progress in reading and improved their Lexile scores.

The IB Diploma five-year evaluation was completed, and an Action Plan for the 2017-2018 school year has been established.

Ninety-three percent of cadets were promoted this year.



Academic Bridge Program

Providing high school graduates in Qatar with the academic and personal skills for success in reputable English-language universities around the world, with special emphasis on preparing students for the universities in QF's Education City

10-YEAR

FULL RE-ACCREDITATION
GRANTED BY CEA



Strategies

Increase the percentage of students who get admitted to Education City universities and abroad.

Maintain and improve the quality of the academic program.

Develop well-rounded students with the values, knowledge, and skills to contribute positively to society.



Goals

Be the preeminent post-secondary preparatory program in Qatar and the Arabian Gulf region.

Equip specially selected, top-caliber secondary school graduates for admission to, and success in, degree programs at QF universities and other world-class universities.



The ABP continues to be a dynamic environment for teaching and learning.

[Dr Mark Newmark](#)

Assistant Director for Academic Affairs, Academic Bridge Program



Notable achievements

Received 10-year full re-accreditation from the Commission on English Language Program Accreditation (CEA).

Joined the Ministry of Defense and Qatar Armed Forces to launch QAF-ABP.

Achieved the second highest number of students to be offered admission to Education City universities in the history of ABP. 72 out of the 97 who applied to EC universities were accepted (74 percent).

Signed MoUs with universities such as the University of Swansea and the University of St Andrews.

74%

OF STUDENTS WHO APPLIED TO
EDUCATION CITY UNIVERSITIES
RECEIVED ADMISSION OFFERS



Future initiatives and incentives

To sustain the financial viability of the Academic Bridge Program.

To participate fully in the Qatarization process.



Teaching and Learning Centre

A center of excellence for the facilitation and provision of a tiered system of support for students at risk and the community around them

SUPPORTING CAPACITY BUILDING FOR ARABIC DEPARTMENTS IN ALL QF SCHOOLS



Goals

To promote effective instruction that prevents pupils in Qatar from becoming 'at-risk' students.

To create capacity within schools in Qatar to support primary and secondary level intervention.

To provide children with special education needs with secondary and tertiary levels of intervention.

To provide parents and other district stakeholders of children with special needs with access to programs and services supporting the children's development.

To advocate for cultural change in Qatar and beyond toward inclusive education.



Strategies

Create capacity within schools in QF to support primary intervention.

Promote effective instruction to prevent pupils in Qatar from becoming 'at-risk' students.

Develop and deliver services for secondary and tertiary levels of intervention.

Provide parents and other district stakeholders of children with special needs with access to programs and services supporting the children's development.

To advocate for cultural change in Qatar and beyond toward inclusive education.



Notable achievements

Formulated a strategic plan in the area of giftedness. 197 students across QF schools were assessed, and 75 students were eligible for QF gifted education services.



This year, I have watched the TLC department in QF grow. It is exciting to be part of the bigger QF vision, and I look forward to working more with the larger community.

Ruth Hayward

Special Education Teacher, Teaching and Learning Centre



Formulated a strategic plan for ESL services throughout QF schools.

Built teacher capacity through WIDA Academy and WIDA assessment training.

Organized ESL induction for August 2017.

Formulated a strategic plan and provided in-service training to build the capacity of Arabic departments in all QF schools.

Worked with all QF schools on using triangulated data (MAP data, teacher assessment data, and specialist data) to determine effective instruction at tier 1, and determining the need for tier 2 and tier 3 intervention.

Completed and distributed the Critical Incident Response Protocol and the Teaching and Learning Centre Handbook of Special Education Procedures.

Launched the National Autism Plan on Monday, 17 April 2017.

COMPLETING A CRITICAL INCIDENT RESPONSE PROTOCOL AND A TEACHING AND LEARNING CENTRE HANDBOOK OF SPECIAL EDUCATION PROCEDURES



Future initiatives and incentives

Continue to build capacity in gifted education.

Work with schools to identify students who are gifted.

Work with classroom teachers to build their understanding of how to meet the needs of the gifted students in their class.

Assist schools in hiring teachers specifically for gifted students.

Work with counselors on how to meet the social needs of the students and offer opportunities for gifted students to be with like-minded peers.

Continue to build capacity in ESL practices. The Teaching and Learning Centre's (TLC's) Coordinator will work with ESL teachers on strategies that can assist their students and promote attendance at WIDA workshops in order to build further understanding of how to meet the needs of ESL learners.

Continue to build the capacity of our Arabic departments: work with the Manager of National Programs to develop Arabic teachers' ability to teach students with learning challenges.

Increase staffing to support the Early Childhood Education Programs across our community of schools.

Recruit bilingual specialists.





Higher Education



Qatar Foundation, through its homegrown institution Hamad Bin Khalifa University, offers world-class higher education opportunities that produce graduates who serve the needs of our country and the global community..



Hamad Bin Khalifa University



Partner Universities

Hamad Bin Khalifa University

Developing world-class, integrated academic programs and national research capabilities that drive collaboration with the world's best institutions, cultivate leaders for the future, propel Qatar's knowledge-based economy, and shape novel solutions for global impact

2 NEW

MASTER'S PROGRAMS AND 1 PHD PROGRAM LAUNCHED SUCCESSFULLY



Goals

To be a leading university in education and research, solving critical challenges facing Qatar and the world.

To be a top-ranked, widely recognized research-based university.



Strategies

Develop leaders through programs aligned with the future needs of Qatar and the world.

Conduct high-impact research that provides solutions to challenges critical to Qatar and the world.

Leverage synergies with partners and other organizations to ensure a high-quality research and education environment.



At the heart of HBKU is an ethos that stems from the man from whom the university takes its name: His Highness Sheikh Hamad Bin Khalifa Al Thani, our Father Emir. His Highness's commitment to making Qatar a progressive nation that plays a transformative, global role while always preserving Qatar's cherished heritage and culture has shaped HBKU's ecosystem of innovation, collaboration, and multidisciplinary education and research that is globally benchmarked but has Qatar at its heart.

Her Excellency Sheikha Hind bint Hamad Al Thani

Chairperson of the Board of Trustees of Hamad bin Khalifa University, Vice Chairperson and CEO of Qatar Foundation



LAUNCHING

HBKU'S BRAND IDENTITY, ARCHITECTURE MODEL, AND VISUAL LANGUAGE



Future initiatives and incentives

Defining and implementing HBKU's autonomous operating model.

Initiating and encouraging a culture of innovation at HBKU through an innovation-based center and ecosystem.

Developing an online education platform via partnership with edX to enable HBKU students and faculty to access high-quality courses from the world's best universities and institutions, and to promote HBKU courses to students worldwide.

Developing and proposing academic and research programs across HBKU colleges and research institutes.

Conducting an academic review of HBKU programs which have completed full cycles.



Notable achievements

Developed Hamad Bin Khalifa University's (HBKU's) strategic plan and sub-strategies.

Successfully launched two new Master's programs, one PhD program, and recruited new cohorts for existing Master's and PhD programs across all colleges.

Admitted 40 percent Qatari students in response to the HEI policy change.

Was awarded thirty-four research grants across HBKU entities.

Received two IP World Day Awards: QATS (QCRI's Advanced Transcription System) and AIDR (Artificial Intelligence for Digital Response) were awarded for their impactful utilization of IP in projects.

Attained an average GPA of 3.5 from HBKU graduates.

Developed HBKU Academic, Human Resources, Finance, and Audit policies, as well as a HBKU Faculty Handbook.

Successfully launched HBKU's brand identity, architecture model, and visual language, cascading it across all forms of communication.





Partner Universities

As an integral part of its culture of excellence, Qatar Foundation collaborates with world-class, hand-picked international academic institutions, hosting specialist branch campuses within its flagship project, Education City.



Virginia Commonwealth University School of the Arts in Qatar



Weill Cornell Medicine-Qatar



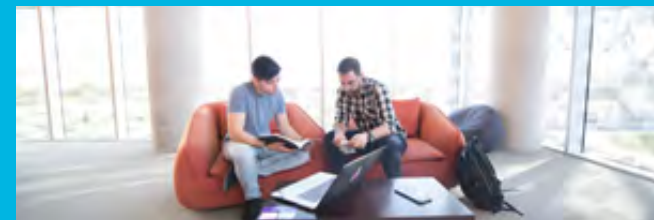
Texas A&M University at Qatar



Carnegie Mellon University in Qatar



Georgetown University in Qatar



Northwestern University in Qatar



HEC Paris in Qatar



UCL Qatar

Virginia Commonwealth University School of the Arts in Qatar

A center of excellence for education and research in art and design. Through its programs, the university develops individual capacity to lead innovations in the creative and cultural professions in Qatar and the region



Goals

Contribute to the vitality of human, social, economic, and environmental development in Qatar and the region through creative innovation, expression, and collaboration.

Cultivate a dynamic intercultural environment of diverse research, learning, and community engagement that propels the holistic development of exemplary artists, designers, and scholars to build vibrant communities and diversified economies.

47%

INCREASE IN APPLICATIONS TO
GRADUATE PROGRAMS

307

PARTICIPANTS, REPRESENTING 15
INSTITUTIONS AND 21 BUSINESSES,
ATTENDED THE TASMEEM BI-ANNUAL
DESIGN CONFERENCE, THE LARGEST
OF ITS KIND IN THE REGION



Over the past year, VCUarts Qatar has shown strong signs of a third fundamental area of growth. The implementation of our academic program curricula and our development and delivery of research has now been strengthened by emerging connections and collaborations with our communities of peer institutions and organizations. I look forward to this growth continuing to further coalesce the value and impact of VCUarts Qatar in the coming year.

Peter Martin

Interim Chair of Graphic Design, VCUarts Qatar



Notable achievements

Solved the QNRF-VCU legal research disagreement, and submitted grants totaling \$1.3M. A faculty member also received the Virginia Commonwealth University (VCU) presidential research award.

Began to focus on integrating arts research into Science, Technology, Engineering, and Math fields, leading to more partnerships with QF entities and Education City branch campuses, as well as curricular initiatives that engage students in real-life projects.

Engaged architectural firm Ayers Saint Gross to conduct a space-planning feasibility study that addresses space shortages.

Prepared brand alignment with VCUarts in Richmond that highlights VCU's status as the number one public art school in the USA and as the only NASAD-accredited school in the region.

Held the Tasmeem Bi-Annual Design Conference, the largest conference of its kind in the region. The event welcomed 307 participants, representing 15 institutions and 21 businesses, and was covered by seven media outlets.

Increased graduate admission applications by 47 percent and increased total Qatari applications by 10 percent.



Future initiatives and incentives

Resolve the space issue in our building using Ayers Saint Gross space-planning feasibility study results.

Engage alumni in entrepreneurial and innovation activities.

Build scholarship funds to support students with financial limitations.

Create more opportunities and incentives for contextually relevant, collaborative research.



Weill Cornell Medicine-Qatar

Providing the finest education possible for medical students to produce a highly skilled biomedical workforce



Goals

Make a significant contribution to Qatar National Vision 2030 by producing highly skilled medical professionals.

Educate the community about healthy lifestyles.

Create a culture of research to further the drive toward a knowledge-based economy.

Conduct research at the cutting edge of knowledge.

Improve healthcare for current and future generations.

Provide the highest quality of care to the community.



WCM-Q's Your Health First campaign is making a real difference to the lives of the future generation. We have seen first-hand how children and young people are embracing the message about healthy lifestyles and making conscious decisions to eat more fruit and vegetables, avoid junk food, and take regular exercise.

Nesreen Al-Rifai

Chief Communications Officer, Weill Cornell Medicine-Qatar

WCM-Q RESEARCHERS

AND THE NEUROSCIENCES INSTITUTE AT HAMAD MEDICAL CORPORATION WON THE PRESTIGIOUS GRANT FOR MULTIPLE SCLEROSIS INNOVATION AWARD



Notable achievements

Forty-five new doctors graduated in 2017, an increase of 36 percent from the previous year, bringing the total number of Weill Cornell Medicine-Qatar (WCM-Q) graduated doctors to 301.

WCM-Q graduates continue to achieve an exceptionally high match rate (90 percent) in postgraduate residency training, with students gaining acceptance to residency programs at some of the world's leading teaching hospitals.



WCM-Q became accredited by the Accreditation Council for Continuing Medical Education (ACCME) as a provider of continuing medical education for physicians.

WCM-Q celebrated the 5th anniversary of its innovative health campaign, Sahtak Awalan: Your Health First, reaching around 250,000 people in 2016-2017 and more than one million people since its inception.

WCM-Q established the Institute for Population Health (IPH). IPH will spearhead the College's ever-expanding role in population health and community engagement research and programs.

Thirty-five high school students, 90 percent of whom are Qatari, completed the year-long Qatar Aspiring Doctors Program.

WCM-Q researchers and the Neurosciences Institute at Hamad Medical Corporation won the prestigious Grant for Multiple Sclerosis Innovation award from the European Committee for Treatment and Research in Multiple Sclerosis.

45

NEW DOCTORS GRADUATED IN 2017, A 36% INCREASE FROM THE PREVIOUS YEAR



Future initiatives and incentives

Conduct clinical and translational research focusing primarily on metabolic syndrome (diabetes, obesity, and associated disorders), cancer, and neurological disorders.

Conduct population/public health-related research and programmatic initiatives, and run lifestyle and integrative medicine programs for medical students and the community.

Implement a new, innovative, and better-integrated medical curriculum in line with the WCMC-NY campus.

Enhance community health awareness and support patient-centered care through healthcare practitioners training in Qatar.

Expand the global reach and impact of "Innovations in Global Health Professions Education" (IGHPE), WCM-Q's own globally interconnected forum for the presentation and discussion of innovative concepts in all areas of health professions education.



Texas A&M University at Qatar

Developing exemplary engineers and leaders through internationally-respected undergraduate and graduate degree programs

ESTABLISHING

THE RESEARCH STRATEGIC GROUPS
TO ADDRESS QATAR RESEARCH
GRAND CHALLENGES



Goals

To be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally, and a valued resource to the State of Qatar.

To generate new knowledge by conducting research and disseminating results.

To serve the needs of the State of Qatar and the region through broad expertise.



Notable achievements

Establishing the Center for Teaching and Learning, which provides professional training experience for students, academic support for student learning, and professional development for faculty in teaching innovation and excellence.

Establishing the Dean's Leadership Academy, which provides training opportunities for staff to enhance career mobility and efficiency.



We are committed to being a valuable partner to Qatar Foundation and Hamad Bin Khalifa University, as well as to our academic and research collaborators in Education City and throughout Qatar. We are grateful to the visionary leadership of Qatar Foundation for its guidance and collaboration. Their generous partnership makes it possible for Texas A&M University at Qatar to create engineering leaders of character who are making a difference locally, regionally, and globally.

Dr César O Malavé

Dean of Texas A&M University at Qatar



Future initiatives and incentives

Establishing the Research Strategic Groups, which focuses on developing research clusters that address Qatar Research Grand Challenges.

Offering new opportunities for students to participate in programs that emphasize transformative experiences (cross-disciplinary projects, global experiences, STEAM initiatives).

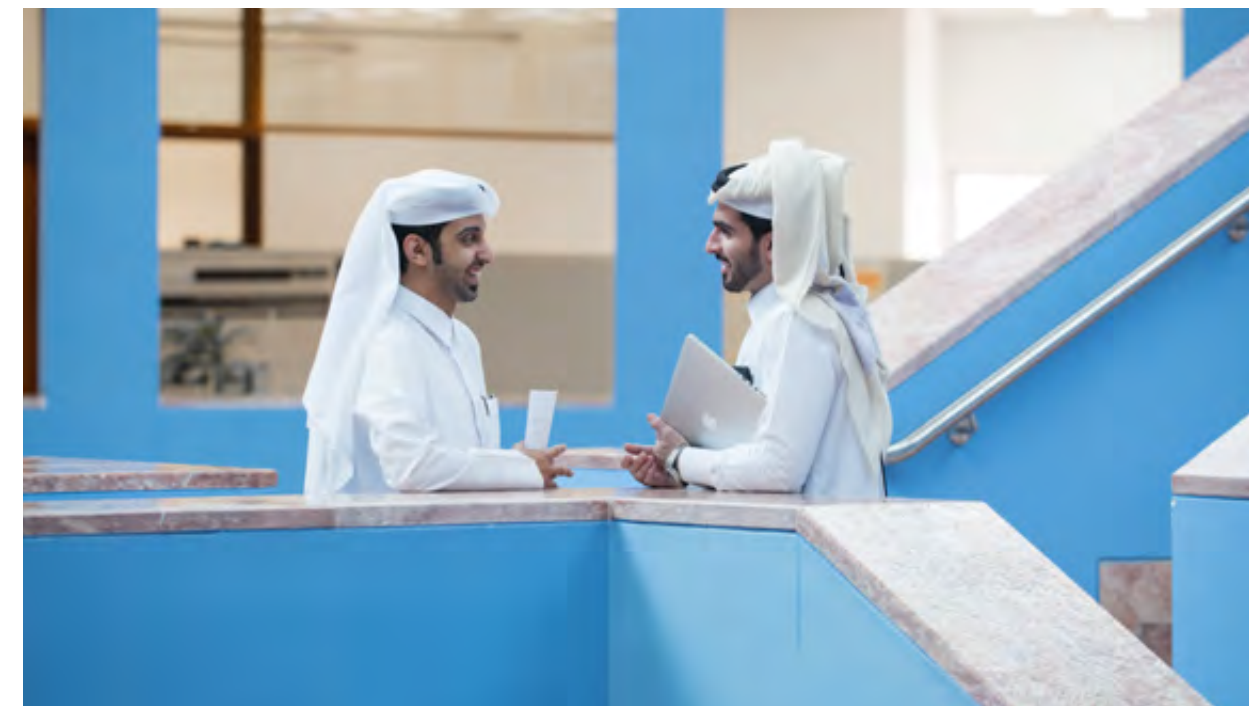
Expanding engagement and outreach programs to include students, community activities, and organizations in Qatar.

Continue to create a high-impact educational environment through increased student participation in co-curricular opportunities; increase focus on teaching excellence; expand graduate programs.

Establish and maintain centers of excellence that focus on the Qatar National Research Strategy; increase partnerships with academic institutions and industry in Qatar.

Develop academic collaborations and partnerships with Hamad Bin Khalifa University; engage with Qatar's industry through continuing education programs and outreach opportunities; expand the breadth and depth of STEM enrichment experiences.

Promote a culture of transparency based on sharing information; promote and enhance local high-impact professional development opportunities; implement the Dean's Leadership Academy.





Carnegie Mellon University in Qatar

A university with a vision to have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship



Goals

To create a transformative, educational experience for students focused on deep disciplinary knowledge, problem-solving, leadership, communication, interpersonal skills, personal health, and well-being.

To cultivate a transformative university community committed to attracting and retaining diverse, world-class talent; to create a collaborative environment open to the free exchange of ideas where research, creativity, innovation, and entrepreneurship can flourish; and to ensure individuals can achieve their full potential.

To impact society in a transformative way—regionally, nationally, and globally—by engaging with partners outside the traditional borders of the university campus.

195

RESEARCH PROJECTS COMPLETED BY MEMBERS OF THE GRADUATING CLASS



Notable achievements

The Class of 2017 is CMU-Q's tenth graduating class. There is now a total of 679 CMU-Q alumni, most of whom work in Qatar and the region.

- Fifty-three percent of students received University Honors for earning a 3.5 cumulative GPA after seven semesters of studies.
- Members of the graduating class completed 195 research projects.
- Members of the graduating class represent 21 nations, with 44 percent Qatari nationals.



The partnership between Carnegie Mellon University in Qatar and Qatar Foundation (QF) has been strong and productive during the 2016-2017 academic year. Our students and faculty are fortunate to have the solid foundation that QF has built to support all of their educational endeavors.

Dr Ilker Baybars

Dean and CEO, Carnegie Mellon University in Qatar

- Fifty-eight percent of graduates have traveled abroad.
- Sixty-four percent have been involved in community outreach.

To prepare students for the workplace, CMU-Q provided comprehensive career development services in 2016-2017:

- Held sixteen career information sessions with employers, including: Bain, Bayt Qatar, BRF, Careem, Davidson Consulting, Deloitte, General Electric, Hilti, Ernst and Young, KPMG, Nestle, Henkel, PricewaterhouseCoopers, QatarGas, Qatar National Bank, and Supreme Committee for Delivery and Legacy.
- Collaborated with Hamad Bin Khalifa University to organize the Education City Career Fair, with more than 100 CMU-Q students attending.
- Held a technology-focused networking event attended by 20 employers and 58 students.

- Hosted a networking event attended by nearly 50 employers from sectors such as management consulting, food and beverages, consumer goods, telecommunications, energy, and finance.

- Organized workshops on job searching, resume writing, interview techniques, and networking.

- Conducted more than 200 one-on-one career counseling engagements with students.

Introduced a new system, Handshake, which provides personalized job recommendations, an easy way to register for career fairs and a look at career events and opportunities on campus.

CMU-Q introduced Freshman Edge in 2016, a program for incoming students to prepare them for the challenging academic environment. 21 students completed Freshman Edge in the summer of 2016.

16

CAREER INFORMATION SESSIONS ORGANIZED WITH PRESTIGIOUS EMPLOYERS



Georgetown University in Qatar

Promoting intellectual, ethical, and spiritual understanding through serious and sustained discourse among people of different faiths, cultures, and beliefs



Goals

To be recognized as the leading academic institution for International Affairs in the Middle East by demonstrating academic excellence in teaching, research, and community outreach.

To undertake education, research, and service to advance knowledge and provide students and the community with a holistic experience that produces global citizens committed to the service of humankind.

To demonstrate the values of Georgetown University; build upon the world-class reputation of the Edmund A Walsh School of Foreign Service.

To work with the university's partner Qatar Foundation (QF) in its endeavors to achieve Qatar National Vision 2030.



As the recent class of students became graduates, we took another step toward our goal of shaping thoughtful global citizens and promoting excellence in academic research and community service. The efforts of our alumni—along with our stream of incisive research, widely-attended community events, and adult education classes—continue to confirm Georgetown's place as a world-class university for international affairs, and our commitment to fostering Qatar's knowledge economy.

Dr James Reardon-Anderson
Dean, Georgetown University in Qatar

ESTABLISHING

THE QATAR FOUNDATION-GEORGETOWN UNIVERSITY JOINT TASK FORCE ON MIGRANT WORKER WELFARE



Notable achievements

Sixty-four students graduated from Georgetown University in Qatar (GU-Q) during the 2016-2017 academic year (29 Qatari, 35 non-Qatari).

GU-Q received 415 applications for Fall 2017 admission, crossing the 400 mark for the first time in the university's history. Nationals of 60 countries applied, with the largest year-to-year increase found among Qatari student applications.



15

NEW COURSES MADE AVAILABLE DURING THE ACADEMIC YEAR

GU-Q's executive and professional education programs grew, with the Fall 2016 community classes session witnessing the highest enrollment figures since the program's inception. Three two-day executive courses were designed and delivered to a total of 71 students in Qatar and Oman. Moreover, six additional programs will be launched in the Fall of 2017.

The Qatar Foundation-Georgetown University Joint Task Force on Migrant Worker Welfare was established, and began working on recommendations and future steps to ensure that GU-Q and QF remain leaders in the area of migrant worker welfare.

A total of 15 new courses were made available during the academic year. The number of courses has expanded and contributed to innovation in the curriculum, for example, in the addition of a new social action course delivered in partnership with Education Above All's Al Fakhoora 'Virtual Majlis' program.



Future initiatives and incentives

Normal Business Operations: To ensure normal business operations in the light of the current travel and diplomatic situation which began early June 2017. This situation presents a risk to recruitment and retention of students, faculty, and staff.

Student Financial Aid: To continue engaging with the Higher Education Institute (HEI) to maintain funding for students; HEI has assigned to GU-Q 25 scholarships for Qatari citizens, which may have an impact on Qatar applicants for the Class of 2021 and beyond.

Strategic Enrollment Framework: GU-Q to continue rolling up its strategic framework for student enrollment that aims to achieve both a strong Qatari presence and a genuine cohort with diversity in terms of nationality and socio-economic background; the university aims to support up to 300 undergraduate students.

Migrant Worker Welfare: GU-Q's concern and action about this issue existed prior to the recent international attention. GU-Q will continue dedicating attention to this matter, working with Qatar Foundation to improve the conditions of migrant workers.

Community Engagement: GU-Q will continue to enhance its community engagement programs through (a) public education in a variety of on and off-campus efforts; (b) public events and programs that expand the local community's horizons and knowledge; (c) library resources through its digital applications and published materials; and (d) opportunities for creating and participating in spaces for civil society engagement.



Northwestern University in Qatar

A premier, one-of-a-kind school in Qatar and the Middle East, which draws on extending the strengths of a world-renowned university and its notable programs in journalism and communication in the context of the liberal arts to give students a unique education



Goals

To create an integrated program of instruction, research, service, and thought leadership in communication, journalism, and media, embraced by the liberal arts, and serving the people of Qatar and the region in harmony with Northwestern University's strategic vision and development of Qatar National Vision 2030.

To assist in fostering a talent pool of educated persons in the quest to transform Qatar from a carbon-based to a knowledge-based society, especially in media, communication, and related industries.



Notable achievements

Occupied the new Northwestern University in Qatar (NU-Q) building after six years of planning and construction.

Hired a new Director of Liberal Arts Program and seven new faculty members in English, philosophy, strategic communication, and narrative film.

Implemented a minor in Middle East Studies (MES).

Implemented curriculum changes across NU-Q, with common first and second-year courses connecting communication and journalism.

Published major NU-Q studies in the 5th edition of Media Use in the Middle East.

Achieved a growth rate of 19.8 percent in total student enrollment.

Secured student achievements and outside recognition with awards for film, journalism, and research projects.



Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation, has developed an ambitious and inspiring vision for the role of education in the country's development. Her Highness believed that providing a Northwestern education in Qatar would feed these burgeoning industries with much-needed talent, giving Qatar's media a global voice.

Everette Dennis

Dean of Northwestern University in Qatar



Future initiatives and incentives

Complete all aspects of the new NU-Q building and initiate efforts to conceptualize a future innovation center/forum for new pedagogical approaches.

Plan and organize mid-career/executive education programming as well as pre-college programs.

Continue working on graduate programs by planning and securing resources, and seeking collaborators.

Seek more QNRF, QNRP, and UREP grants to support and engage faculty and students.

Co-operate with Hamad Bin Khalifa University and Qatar Foundation on joint initiatives.

Enhance extended media coverage and thought leadership across the Middle East region with continued emphasis on global exposure and a stronger profile in the US.

OCCUPIED

NEW NU-Q BUILDING AFTER 6 YEARS OF PLANNING AND CONSTRUCTION

7

NEW FACULTY MEMBERS AND A NEW DIRECTOR OF LIBERAL ARTS PROGRAM JOINED THE TEAM



HEC Paris in Qatar

Offering a complete portfolio of management programs designed to meet the specific needs of high-potential professionals and executives in Qatar and the Middle East



Goals

Contribute to Qatar National Vision 2030 by developing knowledge that leads to greater economic diversification and sustainability, improves best business practice, and strengthens global corporate competitiveness for organizations in Qatar and the region.

Offer a memorable customer experience, which in turn increases loyalty, converting customers into ambassadors. This experience is consistent with HEC Paris's educative mission to contribute to the development of participants' competencies and their ability to behave as reflective practitioners who revisit their practices and are architects of a responsible world.

Develop a close relationship with stakeholders and act with professionalism in an international frame of reference.

MAJORITY
OF THESIS AND CAPSTONE
PROJECTS FOCUSED ON QATAR,
DELIVERING SHORT- AND LONG-
TERM IMPACT



Despite important challenges in our environment during the year 2016-2017, we are proud that HEC Paris could make important contributions to QF's pillars. Like in the past or present, we will continue to make great efforts to help provide Qatar with the human resources necessary to achieve Qatar National Vision 2030.

Professor Dr Nils Plambeck
Dean and CEO, HEC Paris in Qatar



Notable achievements

Implemented strategies to counter sudden withdrawal of state scholarships for Qataris on January 16.

Took in new student for a new degree program in 2016-2017, which is operating at 77 percent capacity, with all but a few participants self-financed.

Following a successful trial run in 2015-2016, revenue from open programs in 2016-2017 went up 30 percent, benefiting 211 participants.

Delivered seven custom programs, with the first in Oman, reaching a total of 186 individuals.

Maintained fourth consecutive year of surpluses; costs flat since 2012-2013, down in real terms.

Majority of thesis and capstone projects focused on Qatar, delivering short- and long-term impact.

186

INDIVIDUALS HAVE BEEN
REACHED THROUGH DELIVERING
7 CUSTOM PROGRAMS



Future initiatives and incentives

Continue to maximize national impact while delivering financial returns to Qatar Foundation.

Refresh degree program portfolio, increase open program offerings, consolidate market position nationally, and expand regionally.

Conclude QF-HEC Paris Agreement; execute relocation.

Continue to develop relevant content and research activities.

Intensify bilateral links and activities between Doha and Paris campuses.



UCL Qatar

A center of excellence where students from Qatar and all over the world receive an education in cultural heritage and knowledge management of the highest quality

90+

GLOBAL INSTITUTIONS ENTERED INTO PARTNERSHIPS WITH UCL QATAR TO PROVIDE PLACEMENT OPPORTUNITIES



Goals

Maximize the impact of UCL Qatar's teaching and research.

Provide the best learning experience to students.

Promote and enhance strategic partnerships with key stakeholders.

Increase student intake and number of graduates.

Deliver fit-for-purpose capacity in teaching, research, and professional services.

Further celebrate the achievements of our students, staff, and alumni.

Promote community engagement to explain our research-based teaching as a compelling narrative.

Lead, develop, and retain UCL Qatar staff to optimise their career opportunities.

Develop a network of professional leaders and alumni to support the aspirations of Qatar Foundation and UCL.



As a part of the agreement to set up UCL Qatar—made in 2010 between Qatar Foundation and University College London—UCL Qatar has helped create a world-leading museum and cultural heritage sector in Qatar. As outlined in the Qatar National Vision 2030, the country's growth will include a focus on transitioning to a knowledge-based economy, and care for Qatar's national heritage resources to support increasing tourism needs. Our programs are specifically designed to produce the professionals who will contribute to the above Qatar National Vision 2030 objectives.

Dr Sam Evans

Director of UCL Qatar



Notable achievements

UCL Qatar has established five UCL postgraduate taught and research degree programs, and one university diploma, since 2012.

UCL Qatar met UCL and UK Quality Assurance Agency (QAA) standards.

LIS degree was internationally accredited by a professional body (CILIP).

Forty-nine countries are represented in the student body.

UCL Qatar has now awarded 186 degrees up to doctoral level since 2013.

UCL Qatar has developed partnerships with 90+ global institutions that provide placements opportunities for its Master's students.



Future initiatives and incentives

Launching a 'Stepping Up to Master's' program for accepted students to enhance their academic and research skills prior to starting their Master's programs.

Continuing the provision of IELTS courses to facilitate the achievement of required English language scores to access UCL Qatar's Master's degree.

Liaising with alumni to facilitate their engagement in the UCL alumni community in Qatar.

Launching the Academic Fellowship Program.

Continuing to deliver courses that will assist the professionalization of the national workforce in the cultural heritage, library, and knowledge management sectors.

49

COUNTRIES REPRESENTED IN THE STUDENT BODY





Research and Development

Through Qatar Foundation's investments in science and research, it is contributing to the creation and sustainability of a competitive and diversified economy, and enabling homegrown researchers to address local and global research and development challenges.



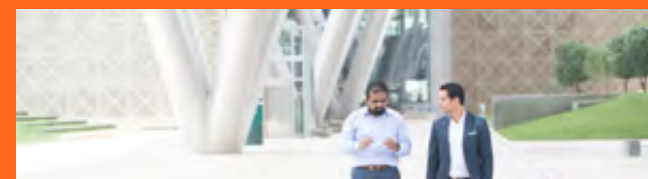
Research and Development (R&D)



R&D Outreach and Communications



R&D Operations



Qatar Science & Technology Park



Qatar National Research Fund



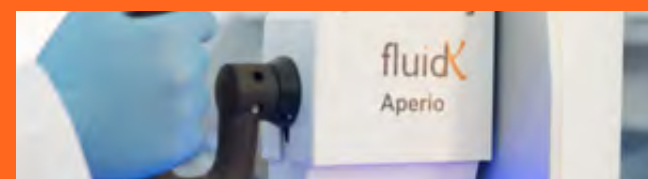
Qatar Genome Programme



Sidra Medical and Research Center



Qatar Biobank



Research Strategy and Impact Management



Policy, Planning, and Evaluation



Research and Development

Developing the capabilities of Qatar's people and institutions through building and maintaining a competitive and diversified economy, improving health and social well-being, and preserving and improving the natural and built environment



Goals

To establish Qatar as a leading knowledge-based economy through impactful research, technology innovation, and entrepreneurship.



Strategies

To nurture home-grown research scientists, technical research professionals, and research administrators through the management and development of the Qatar Research Leadership Program (QRLP).

To create and administer a program of continual skills development in all areas relevant to research performance among all QF-supported research staff in Qatar, in collaboration with others, by building on the Management Track activity of QRLP.

To ensure a robust inflow of highly capable local human capital into Qatar's research workforce via QRLP through effective outreach programs within Qatar.



Notable achievements

Developed and implemented mechanisms to refocus the Qatar National Research Fund on Qatar's priority needs, and achieved private sector support through the Strategic Committee.

Successfully engaged R&D end-users on critical R&D topics with a particular focus on hotspot areas identified by the QF R&D Strategic Committee, which led to defined priority themes for NPRP-10.

Contributed significant resources to the Advisory Committee on R&D and Academic Governance, which resulted in a set of different governance scenarios and conceptual frameworks, including KPIs and benchmarks.

Provided input for the development of QNDS 2018-2022.

Conducted an analysis of QF R&D portfolio and its alignment with QNRS and stakeholders; identified research priorities, gaps relative to priorities, overlaps, and opportunities for synergy, and mapped capacity and resources available to priority areas.

Developed an initial R&D strategy for energy and environment based on the needs of stakeholders and opportunities for economic impact, jointly with public stakeholders and industrial leaders.

376
PROPOSALS VETTED,
89 AWARDED –
NATIONAL PRIORITIES
RESEARCH PROGRAM

117
APPLICATIONS
SUBMITTED, **16**
AWARDED – GRADUATE
SPONSORSHIP
RESEARCH AWARD

Agreed with the European Federation of Corrosion to establish the Middle East Branch in Qatar (an organization with 25,000 scientists and engineers in the field of corrosion). This initiative is supported by national and international oil companies based in Qatar.

Created the consensus around the establishment of Qatar Corrosion Centre within QSTP.

Streamlined and revamped all research and capacity-building fund portfolio with more emphasis on impact, existing gaps, end-user needs, and applied research by working closely with industry.

Research Programs: NPRP-10 (376 proposals vetted, 89 awarded), OSRA-2 (three projects awarded), PPM-2 (four projects awarded).

Capacity Building Programs: GSRA (117 submitted, 16 awarded), PDRA (three submitted, two awarded) and UREP (84 submitted, 32 awarded), QRLP (No intake in 2016-2017, Graduates: two PhDs, 11 MSc, 18 BSc, one Postdoc).

Stimulated Q companies and IOCs to submit projects aligned with priority themes identified for NPRP-10 (five projects awarded for TOTAL, three projects awarded for SHELL, one project for QP, and one project for RasGas).

Expanded international partnerships to learn from best practices, eg. The Scientific and Technological Research Council of Turkey (TÜBİTAK), Gates Foundation, etc.

Signed an agreement with 500 Startups—the first in the region.

Launched a new incubation center, and associated programs, policies, and processes. QSTP went from zero to 15 start-ups in a few months, and the QSTP incubation space is currently at 90 percent occupancy rate.



Future initiatives and incentives

Lead the effort to update the R&D strategy, in conjunction with stakeholders and international partners.

Fund targeted R&D projects that are aligned with national priorities and global markets.

Encourage and facilitate public-private sector collaboration and co-funding.

Drive intellectual property creation, technology commercialization, tech-based product development, and tech entrepreneurship.

Contribute to enhancing internal capabilities, sustainability, and synergy across Qatar Foundation.

Maturing the research and innovation ecosystem through enabling policies, tools, and communication.



R&D Outreach and Communications

An office of QF research and development, sharing the QF R&D mission



Goals

To establish Qatar as a leading knowledge-based economy through impactful research, technology innovation, and entrepreneurship.

INVITING INVESTORS FROM QATAR AND THE REGION TO THE FIRST QSTP INVESTOR DAY



Strategies

Raise the profile of QF R&D nationally, regionally, and internationally.

Strengthen stakeholder participation and enhance community awareness of R&D and innovation.

Revise the QSTP social media strategy and enhance engagement with target audience across several social media platforms.



Notable achievements

The 1st QSTP Investor Day: we invited investors from Qatar and the region to witness the 15 regional start-ups graduating from the two programs organized by QSTP and our partners 500 Startups and Wasabi Ventures.

R&D Newsletter/Digital Impact Magazine: this online magazine, published in Arabic and English, places Qatar's next generation of scientific talent in the spotlight.

Four QSTP Technovate events: we organized a new discussion platform featuring distinguished speakers discussing the hottest topics related to start-ups, product/services development, innovation, and commercialization.

QSTP Afterhours + Demo Day: 'Afterhours' is an informal social and business networking platform targeting stakeholders of the innovation value chain in Qatar, with a special focus on university students and techpreneurs. We have combined this with the 'Demo Day,' where the graduating participants of the XLR8 program showcase their projects to the public and meet potential investors.

QSTP Research-to-Startup (RTS) program and Doha Dojo: we launched a full marketing campaign and implemented a PR plan to launch RTS (QSTP's boot camp accelerator, co-managed with Wasabi



EXECUTING

A MARKETING AND PR CAMPAIGN FOR THE QSTP RESEARCH-TO-STARTUP PROGRAM

Ventures, to spin out research from Qatar Computing Research Institute into start-ups), and Doha Dojo (500 Startups' Series A 'growth hacking' program).

Four QF R&D Research Dialogues: The series of seminars brings together Qatar-based researchers and scientists, and other members of the community—including policymakers, administrators, academics, and students—to engage with expert speakers, explore a range of topics, share knowledge, and exchange opinions.

Launch of the new R&D website: the website was developed by an in-house team of technical experts; the design is modern and easier to navigate and view; the back-end is also more user-friendly for easier, timely updates.



Future initiatives and incentives

Set and implement an Internal Communications strategy and plan to ensure QF R&D team alignment, engagement, internal transparency, and knowledge-sharing internally among all of QF R&D staff, entity-specific (QSTP, QNRF), and from the wider QF ecosystem.

Raise the profile of QF R&D, its affiliated entities (QSTP, QNRF), and other programs locally, regionally, and internationally through a vigorous, comprehensive marketing communications strategy.

Contribute to the development of the QF R&D strategy.

Provide entity-specific program support in terms of marketing, communications, and events.



R&D Operations

Developing the capabilities of Qatar's people and institutions through building and maintaining a competitive and diversified economy, improving health and social well-being, and preserving and improving the natural and built environment



Goals

To establish Qatar as a leading knowledge-based economy through impactful research, technology innovation, and entrepreneurship.



Strategies

Fund targeted R&D projects that are aligned with national priorities and global markets.

Develop HR policy to enhance recruitment and selection through decentralization.

Contribute to enhancing internal capabilities, sustainability, and synergy across Qatar Foundation (QF).



Notable achievements

Finalized QF R&D's new organization chart.

Signed new contracts with all staff and mapped QSTP positions/grades to QF.

Organized the move of all R&D entities to QSTP.

Met the OPS planned budget of the FY 16-17.

Supported the definition and implementation of a new Business Planning process.

Developed six new in-house IT solutions on Q-Grants, developed the asset portal, and launched public websites for QF R&D.

Conducted a new risk assessment study for QNRF awardees and redeemed QR 40 million of unspent funds from QNRF-awarded projects.

DEVELOPING

6 NEW IN-HOUSE IT SOLUTIONS ON Q-GRANTS AND LAUNCHING PUBLIC WEBSITES FOR QF R&D



QR 40 MILLION

OF UNSPENT FUNDS FROM QNRF-AWARDED PROJECTS WERE REDEEMED



Future initiatives and incentives

Provide needed support to all QF R&D entities in the area of recruitment and government affairs, online solutions and websites, procurement, and financial compliance services.

Managing financial resources, including budgeting, and supporting business planning.

Develop new IT solutions for all R&D entities, including technical design and development of the National Information Management System "Qatar Research Gate" (NMIS or QRG).

Launch of HR Shared Services model phase (recruitment, training, organizational planning, and performance management).

Improve R&D Operations internal management systems and capabilities.



Qatar Science & Technology Park

Providing a unique platform for supporting tech-based entrepreneurship ventures in Qatar, accelerating product innovation, and creating an environment that fosters innovation and collaboration



Goals

To be recognized as an international hub for applied research, innovation, and entrepreneurship.



Notable achievements

Signed an agreement with 500 Startups—the first such agreement in the region—enabling QF to cement its position and role as an anchor facilitator in the regional innovation ecosystem.

Designed and launched a 'Technology Venture Fund' targeted at making seed-stage and early-stage investment in technology start-ups, and led the effort to create 'Qatar Science and Technology Holding' to execute and manage the fund.

Launched a new incubation center, and associated programs, policies, and processes. Enabled Qatar Science & Technology Park (QSTP) to go from zero to 15 start-ups in a few months.

Launched the new 'Product Development Fund' (PDF), focused on encouraging the private sector in Qatar to build and launch new products with five PDF agreements closed.

Introduced several new programs aimed at improving services and intra-community relationships within our QSTP tenants community, including food trucks, laundry services, visitor center, weekly tech seminars (Tech Bites), etc.

Launched the 'Research to Start-ups' program in partnership with a global venture capital company, Wasabi Ventures, aimed at facilitating the spinout and creation of start-ups and new licensing opportunities. The first pilot program included six projects from Qatar Computing Research Institute.

Signed an agreement with the Ministry of Defense for the lease of Tech 4, and introduced a range of services for the QSTP tenant community.

Launched educational programs to inspire students to develop an innovation mindset and build an understanding of tech start-ups.



Strategies

Drive intellectual property creation, technology commercialization, tech-based product development, and tech entrepreneurship.

Maturing the research and innovation ecosystem through enabling policies, tools, and communication.

LAUNCHING
A NEW INCUBATION CENTER, AND ASSOCIATED PROGRAMS, POLICIES, AND PROCESSES, ENABLING QSTP TO GO FROM ZERO TO 15 START-UPS IN A FEW MONTHS



Future initiatives and incentives

Develop a tech-based incubation center, and associated services and processes, targeted to both informal teams and formal start-ups engaged in the creation of tech-based products and services.

Develop and run accelerator programs, alone or with partners, to support informal teams and start-ups in early-stages: idea/tech to product, product to early growth.

Develop and run programs targeting students in all universities to acquire the skills and expertise needed for innovation entrepreneurship and product development.

Develop a funding mechanism and process to encourage private-sector product development, and invest in and support early-stage tech start-ups.

Develop and execute a plan to attract tenants that support QF R&D's overall mission and strategic objectives.

LAUNCHING

THE 'RESEARCH TO START-UPS' PROGRAM IN PARTNERSHIP WITH A GLOBAL VENTURE CAPITAL COMPANY, WASABI VENTURES



Qatar National Research Fund

Advancing knowledge and education by supporting original, competitively selected research at all levels—from students to established scientists—in the academic, public, and private sectors, and in all fields of science, in alignment with Qatar's national research strategy



Goals

To establish Qatar as a leading knowledge-based economy through impactful research, technology innovation, and entrepreneurship.

Provide funding opportunities for researchers at all levels, from students to professionals, whether in the private, public, or academic sectors.

2,300+

ATTENDED THE NATIONAL
SCIENCE AND RESEARCH WEEK
CO-ORGANIZED BY QNRF



Strategies

Lead the effort to update the R&D strategy, in conjunction with stakeholders.

Fund targeted R&D projects that are aligned with national priorities and global markets.

Encourage and facilitate public-private sector collaboration and co-funding.

Contribute to enhancing internal capabilities, sustainability, and synergy across Qatar Foundation.

Maturing the research and innovation ecosystem through enabling policies, tools, and communication.

The 12-month period covering the fiscal year 2016-2017 has seen further tangible evidence of QNRF's forward-looking core business strategy. After becoming the first agency from the Middle East and North Africa region to join the Belmont Forum, a consortium of global funding agencies and the main international joint-funding initiative on research into the impact and mitigation of global environmental climate change, QNRF hosted the Belmont Forum Annual Meeting in October 2016.

Dr Abdul Sattar Al Taie

Executive Director, Qatar National Research Fund



HOLDING

THE EU-GCC WORKSHOP AND TRAINING IN COLLABORATION WITH EU-GCC CLEAN ENERGY NETWORK



Notable achievements

Defined priority themes (more than 97 percent of submitted proposals are aligned and 99 percent of the awarded proposals are aligned) and co-funding policy and procedure for NPRP 10 (50 percent of NPRP submitted projects show interest in bringing co-funding in cash or in kind; 67 percent of awarded projects have co-funding).

Redesigned research and capacity building program portfolio, prioritizing high-impact programs.

Co-organized the National Science and Research Week (2,500+ attendees).

Developed a new process to monitor progress reports and a new procedure to capture IP from cycle 8 onwards.

Supported the definition and implementation of a new Business Planning process.

Developed six new in-house IT solutions on Q-Grants, developed the asset portal, and launched public websites for QF R&D, all in co-ordination with the current R&D Operations team.

Conducted a new risk assessment study for Qatar National Research Fund awardees and redeemed QR 40 million of unspent funds from QNRF-awarded projects.

Held the EU-GCC workshop and training in collaboration with EU-GCC Clean Energy Network on energy efficiency and cooling technology.

Hosted the Belmont Forum.

Held four ROS events across all pillars of QNRF and two 'Data Management' workshops in conjunction with Qatar National Library.



Future initiatives and incentives

Activate international and local joint funding opportunities through joint programs.

Successfully launch all planned programs and address strategic needs through clustering, joint funding, and collaboration.

Build and train sustainable needed research capacity and support critical mass of researchers inside Qatar.

Enhance internal funding by synergizing and optimizing.





Qatar Genome Programme

Through innovation and integration of genomic and other 'omics' technologies into medical and research practices, QGP seeks to improve population healthcare and contribute to a knowledge-based economy



Goals

Positioning Qatar as a pioneer in the implementation of advanced personalized healthcare.

3,000

QATAR BIOBANK SAMPLES WERE GENOME SEQUENCED, REACHING A TOTAL OF 6,000 SAMPLES AS PLANNED FOR THE TWO-YEAR PILOT PHASE



Strategies

Complete Genome Sequencing of Qatar Biobank (QBB) samples.

Foster and support genomic research in Qatar.

Genomic Interpretation Reports: explore the best approaches to start delivering genomic data back to QBB participants.

The Qatari Chip: develop a comprehensive diagnostic gene panel (the Qatari Chip) incorporating local disease variants extracted from the extensive analysis of thousands of Qatari genomes.

Build local human capacity in genomics.

2

GRADUATE PROGRAMS INITIATED IN COLLABORATION WITH HBKU (GENOMIC MEDICINE) AND QATAR UNIVERSITY (GENETIC COUNSELING)



Through our work on the Qatar Genome Programme, we aim to support the pillars of Qatar National Vision 2030 by taking the country's healthcare industry to the next level and ensuring a long and healthy life for our community and future generations. Genetic diseases continue to present major health challenges across the Arab world, putting a great deal of responsibility on our shoulders. Our communities hope that genomic medicine will make a significant contribution to the advancement of personalized healthcare in Qatar by improving diagnosis and treatment with ease of access at a reasonable cost.

Professor Asmaa Al Thani
Chair of the QGP committee



Notable achievements

Genome sequencing of another 3,000 Qatar Biobank samples (reaching a total of 6,000 as planned for the two-year pilot phase).

Launching the QGP research network (QGP consortium), with over 90 local researchers and their international collaborators, to analyze the data produced in the pilot phase.

Conducting two national surveys (for public and healthcare professionals) in collaboration with SESRI from Qatar University on perceptions, expectations, and gaps regarding the implementation of genomic medicine in Qatar.

Initiating two graduate programs in collaboration with Hamad Bin Khalifa University (Genomic Medicine) and Qatar University (Genetic Counseling) to help build local human capacity.

Completing a second successful cycle of research funding through the PPM awards in partnerships with Qatar National Research Fund.

Initiating a pilot study involving some of the biggest companies in Genome Interpretation to explore the best approach to delivering genomic reports to QBB participants.

Holding a second summer internship at QGP for local university graduates.

Launching the QGP website and social media accounts.



Future initiatives and incentives

Complete whole Genome Sequencing of QBB samples: in the pilot phase, 6,000 samples were sequenced. In the second phase of QGP, we aim for a total of around 30,000 genomes (10 percent of the population). Those will mostly come from deeply phenotyped QBB participants, and would constitute a wealth of data that would be enough to build a comprehensive understanding of the health of the Qatari population.

Continue to foster and support genomic research in Qatar through PPM and the QGP research consortium as well as work with MoPH to finish the national policy that would regulate genomic research in Qatar.

Deliver genomic reports to QBB participants related to General Health and Pharmacogenomics, followed by disease-based genomic reports.

Help develop a comprehensive diagnostic gene panel (the Qatari Chip) incorporating local disease variants extracted from the extensive analysis of thousands of Qatari genomes.

Continue to build local human capacity in genomics through purpose-built graduate programs as well as short courses and internship programs.





Sidra Medical and Research Center

Providing patients with world-class healthcare services in an innovative and ultra-modern facility specially designed to promote healing

2,174

CLINICAL CANDIDATES FROM 62 DIFFERENT COUNTRIES WERE RECRUITED



Goals

Be a beacon of learning, discovery and exceptional care, ranked among the top academic medical centers in the world.

Address the growing need for more comprehensive patient-focused medical services for women and children in Qatar and throughout the region.

Provide a diversity and quality of care conducive to training medical students and highly-skilled clinicians, in collaboration with the premier medical school in Education City, Weill Cornell Medicine-Qatar (WCM-Q), other leading research institutions worldwide, and Qatar's health sector.

Be a pioneer in clinical and translational biomedical research that is valuable to the population of Qatar and the world.



Strategies

Establish a core of excellence in providing care across all services.

Achieve accreditations and certifications.

Develop a strong, capable, and sustainable management and leadership team to effectively and efficiently support the implementation of the strategy and delivery of business as usual services.

Become an employer of choice for all staff by offering rewarding careers.

Accelerate the development of enhanced services in clinical priority programs through sustained investment in resource, service development, and research.



Notable achievements

Completing the Outpatient Clinic ramp-up plan (i.e. opening all planned outpatient clinics).

Launching Pediatric Day Surgeries.

Achieving Patient Satisfaction scores that are consistently over 90 percent.

Successful re-licensing of the OPC building from the Ministry of Public Health.

Embedding Sidra's organizational values through the Values Champions program and marketing.

Recruiting (signing) 2,174 clinical candidates from 62 different countries.

Launching the revised National Development Strategy 2.0.

Being recognized internationally for clinical research projects through volume of high-impact research publications.



Future initiatives and incentives

Establishing a core of excellence in providing care across all services.

Achieving accreditations.

Developing strong leadership capability.

Becoming an employer of choice for all staff by offering rewarding careers.

Accelerating the development of enhanced services in clinical priority programs through sustained investment in resource, service development, and research.

OVER 90%

PATIENT SATISFACTION SCORES CONSISTENTLY ACHIEVED.



Sidra has undertaken to implement personalized medicine to better meet the unmet needs of the women and children in Qatar and beyond. Biomedical informatics plays a central role in bringing this concept to life. This is why we hired a multidisciplinary team of experts from all over the world and invested in leading technologies to help enhance our approach to offering personalized care to the women and children of Qatar.

Dr Rashid Al-Ali

Division Chief of the Biomedical Informatics Division, Sidra Medical and Research Center



Qatar Biobank

A national center for the collection of biological samples, data, and information to enable research leading to the discovery and development of new healthcare interventions



Goals

Establish a research enterprise platform across Qatar to achieve extraordinary improvement in diagnostic and prognostic intelligence required to deliver personalized healthcare for the benefit of people in Qatar, the region, and the world at large.

8,000

PARTICIPANTS, 6,580 OF WHOM ARE QATARI, RECRUITED WITH A SATISFACTION RATE OF 97%



Strategies

Establish and sustain Qatar Biobank (QBB) as a fully-operational organization internationally recognized for excellence.

Create a biobank with sufficient numbers of participants contributing high-quality data and bio-samples for use in research of benefit to healthcare in Qatar.

Increase the supply of bio-samples and data for researchers to use in research of benefit to healthcare in Qatar.

Provide the region's most advanced biobank collection and asset management service.



Being with Qatar Biobank since the early stages of the project has enabled me to meet, work, and collaborate with a number of leading experts in many fields. It has been a pleasure to be involved in the growth of the project to a very successful health initiative that will have a long-lasting impact on many future generations to come.

Liam Burke Masterson

Laboratory Technologist, Qatar Biobank



Notable achievements

Recruiting 8,000 participants, 6,580 of whom are Qatari, with a satisfaction rate of 97 percent.

Providing 6,100 high-quality DNA samples to QGP before target time.

Obtaining the new ISO 9001:2015 QMS without non-conformance, and recertification for ISO 27001:2013 ISMS.

Approving 37 new research collaboration projects with different research institutes in Qatar.

Successfully developing and implementing new QBB Intermediate Information Laboratory System, which replaced the ICL system to support and optimize the lab automation process that enables delivery of samples to different research projects.

Presenting QBB in the scientific community: one international publication and eight conference presentations, two of which were international and six of which were local.

Organizing the second Qatar Biobank conference, from 14-15 March, with 28 international speakers and 750 delegates.

Establish QBB's own IRB committee and research office.

Organize field training for four public health Master's students, three of whom were local and one of whom was international.



Future initiatives and incentives

Ramping up QBB participants to 7,920 pp/year.

Implement sample quality control systems.

Implement data quality metrics.

Enhance information security management system.

Facilitate research collaborations with Weill Cornell Medicine-Qatar (WCM-Q) in initiatives such as the Proteomic project, Anti-Doping Lab, and WCM-Q on Metabolomic project.

Facilitate partnerships with Sidra Medical and Research Center for Qatar Genome, and with Qatar University for graduate and undergraduate students.

ORGANIZING THE SECOND QATAR BIOBANK CONFERENCE WITH 28 INTERNATIONAL SPEAKERS AND 750 DELEGATES



Research Strategy and Impact Management

Supporting Qatar's growing knowledge society and economy by promoting research into priority needs, developing and protecting research inventions, and applying those inventions with commercial potential, locally and globally

DEVELOPING

KOMPASS, A TOOL TO FOCUS AND OPTIMIZE QNRF FUNDING IN AREAS ADDRESSING QATAR'S PRIORITY NEEDS AND GLOBAL MARKETS



Strategies

Fund targeted R&D projects that are aligned with national priorities and global markets.

Encourage and facilitate public-private sector collaboration and co-funding.

Drive intellectual property creation, technology commercialization, tech-based product development, and tech entrepreneurship.



Goals

To make Qatar an economic hub in the Middle East by building public and private R&D collaborations that target strategic areas for both local and competitive advantage.

LAUNCHING

THE TECHNOLOGY DEVELOPMENT FUND TO PROPEL TECHNOLOGIES TO HIGHER TECHNOLOGY READINESS LEVELS



Notable achievements

Explicitly linked R&D investments to Qatar's needs and global markets by identifying the areas with the greatest research and technology opportunities (Hotspot Analysis); used these findings to target research proposals for QNRF Cycle 10.

Updated the research priorities in health and biomedical fields by adding more emphasis on applied science as compared to basic science.

Developed an initial R&D strategy for energy and environment with stakeholders and industrial leaders based on their needs and on opportunities for economic impact.

Created the consensus around the establishment of Qatar Corrosion Centre within QSTP.

Developed KOMPASS, a tool that will help focus QNRF funding on areas of Qatar's priority needs and global markets, identify those institutes and organizations working at the cutting edge to address these needs, and prevent funding research that has already been done or was shown to have failed.

Achieved higher technology readiness levels by launching Technology Development Fund (TDF).

Developed and introduced a charging schedule for entities receiving IP support and services from Qatar Foundation.

Negotiated license agreements with QSTP and QCRI to support the creation of start-ups.



Future initiatives and incentives

Develop the national RDI strategy as input to the national observatory, QF, and QF R&D planning.

Identify and build relationships with regional and international private-sector entities that can contribute to solving Qatar's challenges, and stimulate technology investment and innovation.

Identify special investments to leverage knowledge creation.

Take on the role of IP management and commercialization for all Qatar enterprises, and focus their R&D in areas of impact to deploy new inventions and/or attract new companies.

Expand the outreach of IPTT to drive IP creation, protection, utilization, and commercialization of inventions in Qatar.

Contribute to the further development of national STI governance.



Policy, Planning, and Evaluation

Qatar will be an international center for research and development excellence and innovation



Goals

Assess Qatar's current research capacity, outline numerous future research and development priorities, and make recommendations in several areas of national importance.

Support the frequent monitoring and periodic evaluation of progress.

Provide analysis of Qatar's R&D portfolio and R&D issues to advise R&D leadership of gaps and opportunities relevant to Qatar's R&D enterprise.

Work with the president and his leadership team to design and lead a semi-annual R&D-wide planning process that leads to a defined set of program plans which capture the priorities for all R&D program Institutes and related entities.



Strategies

Fund targeted R&D projects that are aligned with national priorities.

- Develop bi-annual research outcome and output reports.
- Finalize pillar diagnostics.
- Develop end-of-year report on portfolio analysis.

Contribute to enhancing internal capabilities, sustainability, and synergy across Qatar Foundation.

- Finalize and communicate Business Plan 2016-2017.
- Develop 2017-2018 Business Plan to meet stretch cost-cutting targets by prioritizing high-impact initiatives, including QBB and QGP.
- Initiate the creation of the Performance Management System, in co-ordination with SPD.

Mature the research and innovation ecosystem through enabling policies, tools, and communication.

- Lead and manage the overall initiative of Policy Focus Groups and update/develop some needed policies.
- Establish the Policy Observatory, Phase-I.
- Establish National Science, Technology and Innovation Management System, Phase-I (Qatar Research Gate).

DEVELOPING AN STI POLICY FRAMEWORK AND PREPARING 9 PAPERS ON SPECIFIC POLICY AREAS



LAUNCHING THE ASSET MANAGEMENT PORTAL



Notable achievements

Delivered a recommendation on the set-up of the Science, Technology, and Innovation (STI) Policy Observatory in Qatar.

Developed an STI policy framework and prepared nine papers on specific policy areas.

Completed QFRD KPI definition for the performance management system in co-ordination with SPD, which aims to monitor and report the performance of QF R&D entities.

Conducted a National R&D Survey in co-ordination with the Ministry of Development Planning and Statistics to measure R&D inputs for the year 2015.

Launched the Asset Management Portal.

Completed ISRS Baseline Assessment Report and discussed with R&D senior management and QF COO.

Prepared and chaired programmatic panels for NPRP 10.

Contributed to and managed the Advisory Committee on R&D and Academic Governance.



Future initiatives and incentives

Actively participate in the development of the Research, Development and Innovation strategy.

Initiate and coordinate the budget and business planning cycle for 2018-2019.

Deploy and enhance QF R&D Performance Management System ('Corporater Project').

Implementation of the STI Observatory.

Launch Tools to disseminate R&D inputs and outcomes (eg. Qatar Research Gate).





Community Development

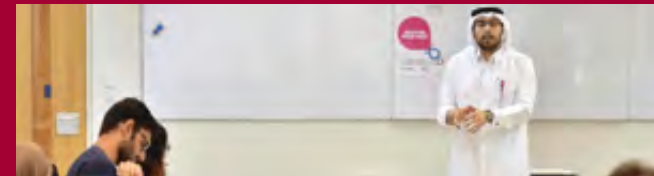
As an open and active local organization, community development is at the heart of everything Qatar Foundation does. Its activities are shaped to support the needs of our society by facilitating and enhancing the development of Qatar and its people.



AL SHAQAB



Qatar Diabetes Association



QatarDebate



Qur'anic Botanic Garden



Qatar Career Development Center



Qatar Green Building Council



Qatar Philharmonic Orchestra



Qatar Music Academy



Qatar National Library



Qatar Nanny Training Academy

AL SHAQAB

Striving to become the global leader in preserving, improving, and promoting the Arabian horse breed through setting the highest standards in breeding, showing, equestrian arts, equine welfare, and encouraging community participation



Goals

Build on Qatar's equestrian heritage and become a leading global center for equine professionals.

Provide an engaging experience for the community.

Lead equestrian education for riders and trainers in the Arabian Gulf region.

Become a world-renowned equine education center graduating educated riders up to the level of competition.

Develop and maintain riders able to compete with the top 10 FEI riders.

Ensure sustainable preservation of the Arabian breed for future generations in Qatar.

Lead innovations and advances in equine veterinary medicine, research, and welfare while becoming the point of reference for equestrian information in the region.

Become a center of knowledge for the public and a major Qatari landmark.

Become financially sustainable within the next 10 years.



Strategies

Develop human capital.

Increase awareness of AL SHAQAB's history and achievements locally, regionally, and internationally.

Produce subsequent generations of world-class and premier show horses within top bloodlines.

10

GOLD, 9 SILVER, AND 5 BRONZE MEDALS, AND QR 115,500 IN TOTAL PRIZE MONEY, ACHIEVED BY THE AL SHAQAB ENDURANCE TEAM



As part of our mission to engage the community, we worked closely with Qatar Equestrian Federation and Qatar Racing & Equestrian Club to organize monthly national and international horse shows at AL SHAQAB during October 2016 - April 2017, which attracted a significant number of Qataris to AL SHAQAB.

Khalifa Al Attiya
Executive Director, AL SHAQAB



Notable achievements

Held a workshop to revise AL SHAQAB's strategic direction, resulting in a new five-year plan that included a new vision, mission, values, and strategic objectives.

Established the AL SHAQAB Equine Semen Collection Center, which received accreditation from the European Union as the only center authorized to export equine semen in Qatar.

Successfully organized major events such as the CHI AL SHAQAB 2017, Longines Global Champions Tour 2016, and Champion of Champions 2016.

Successfully maintained the ISO 9001:2008 certification.

Achieved 10 gold, nine silver, and five bronze medals with the AL SHAQAB Endurance team; the team also won a total prize of QR 115,500 during the 2016-2017 Qatar race season.

Achieved 25 competition titles: 13 gold, five silver, and seven bronze with the AL SHAQAB Breeding and Show team through participation in world-ranked shows.

Equine Education Department achieved a record-breaking revenue of QR 5,174,650 by the end of June 2017.

Achieved overwhelming growth in social media engagement this year, with follower counts standing at 34,500 on Instagram, 5,314 on Twitter, and 13,187 on Facebook.

Revised the AL SHAQAB Risk Register to be more detailed and provide a clear action plan.

Maintained a record of zero accidents in horse transportation and specialized equipment operations throughout the year.

13

GOLD, 5 SILVER, AND 7 BRONZE TITLES ACHIEVED BY THE AL SHAQAB BREEDING AND SHOW TEAM



Future initiatives and incentives

Identify areas for revenue generation to develop and implement a commercial strategy that would support financial sustainability.

Develop a horse population management strategy based on clear standards for breeding, show, education, and endurance activities.

Maintain and improve AL SHAQAB's international, regional, and local competition organization and participation.

Develop AL SHAQAB's overall corporate identity including branding, logo, etc.

Re-position AL SHAQAB to be a major family destination in Qatar by developing and implementing community outreach programs.

Strive to make improvements in equine education, human capital strategy, and operational frameworks.





Qatar Diabetes Association

Raising the quality of life in Qatar through promoting awareness of healthy lifestyles and the management and prevention of diabetes



Goals

Help people with diabetes and those who are at risk of developing it by providing innovative patient care, diabetes education, and related services with the hope of improving the overall quality of life for those who are affected.

EXPANDING

THE DIABETES PREVENTION AWARENESS CAMPAIGN, REACHING A LARGER SHARE OF QATAR'S POPULATION



Qatar Diabetes Association, in line with the Qatar Foundation vision and mission, continues to work in our area of expertise to help tackle the epidemic of diabetes in Qatar by working with healthcare providers, patients, their families, and the community at large. We at QDA strive to raise the quality of life and serve its people by supporting and operating programs to raise awareness of healthy lifestyles and the management and prevention of diabetes.

Dr Abdulla Al Hamaq

Executive Director, Qatar Diabetes Association



Strategies

Improve the level of education, knowledge, and awareness of diabetes prevention and care in Qatar.

Improve medical support provided to people living with diabetes.

Educate healthcare workers to provide better patient care.

Improve financial sustainability by increasing organizational efficiency and fundraising efforts.

Advocate for the rights of people living with diabetes.

Participate in diabetes-related research to drive diabetes care forward.



Notable achievements

Expansion of Diabetes Prevention Awareness campaign, reaching a larger share of Qatar's population.

Guidelines developed by Qatar Diabetes Association (QDA) on the rights of students with type 1 diabetes have been adopted by the Ministry of Education and disseminated to all public schools in Qatar.

Initiation of a study assessing public awareness of diabetes risk and the impact of QDA's Diabetes Prevention Awareness campaign.

Participation in three additional research projects with Weill Cornell Medicine-Qatar and Qatar University.

Delivering an accredited Diabetes Education Certificate Program to 30 healthcare professionals.

Developing an updated medical filing system for patients attending the QDA clinic.



Future initiatives and incentives

Start the implementation phase of three studies being conducted in collaboration with Weill Cornell Medicine-Qatar on the assessment of diabetes risk in the adolescent population of Qatar.

Assess the level of awareness on diabetes risk in public through a baseline study conducted in partnership with Qatar University.

Improve diabetes management education and screening of diabetes complications in remote areas.

COLLABORATING

WITH WEILL CORNELL MEDICINE-QATAR AND QATAR UNIVERSITY IN 3 ADDITIONAL RESEARCH PROJECTS



QatarDebate

Fostering dialogue and debate, and promoting the principles of youth empowerment and active citizenship in Qatar through education and engagement of young people



Goals

Become the premier resource, reference, and education center for dialogue, debate, and public speaking in Qatar and internationally.

Develop lifelong skills and values, as well as public awareness of the value of open dialogue, debate, youth empowerment, and active citizenship.



Strategies

Promote and integrate QatarDebate's bilingual debate programs and learning materials as a formal part of Qatar's educational curricula.

Promote and facilitate the practice of debate in Arabic and English as a key learning method for developing confident and articulate active citizens among young people and educators in Qatar.

Make QatarDebate the leading bilingual debate program in the region and the leading Arabic debate program in the world.

Give Qatari youth unique opportunities to participate and develop their understanding of active citizenship.

Support the continuous growth of QatarDebate as a center of expertise and excellence in Qatar and the region through effective awareness-raising activities and robust institutional systems and resources.

Build the capacity of QatarDebate and its beneficiaries through the provision of learning tools, resources, and infrastructure to support debate.

HOSTING

THE 4TH INTERNATIONAL
UNIVERSITIES ARABIC DEBATE
CHAMPIONSHIP



Notable achievements

Held the 4th International Universities Arabic Debate Championship under the patronage of Her Excellency Sheikha Hind bint Hamad Al Thani, Vice Chairperson and CEO of Qatar Foundation, and was honored with her presence.

Organized QatarDebate Elite Academy 2, a unique initiative which aims to train and mentor young men and women from around the region through specialized learning opportunities, helping to create a generation of skilled debaters and enabling its members to meaningfully serve the communities they represent.

Participated in Qatar National Day Celebrations.

Organized and ran various debate tournaments for schools and universities in both Arabic and English.

Conducted debate training workshops for beginner, advanced, and professional levels in both Arabic and English.

Established new MoUs with the Doha Institute for Interfaith Dialogue (DICID) and the Police College.

ORGANIZING

QATARDEBATE ELITE ACADEMY 2.



Future initiatives and incentives

Continue to organize and deliver large-scale, prestigious debate championships and participate in international debate championships.

Gradually increase fees for participation in the International Arabic Debate Championships organized by QatarDebate.

Impose participation fees for professional training workshops organized by QatarDebate for governmental and non-governmental organizations.

Attract and retain sponsors for QatarDebate events and international Arabic debate championships.

Increase the number of participants in QatarDebate events by implementing effective marketing plans.

Design and implement debate championships tailor-made for participants having similar levels of proficiency in the Arabic language to eliminate gaps between participants with different levels of proficiency.

Increase media exposure and social media outreach.



Qur'anic Botanic Garden

A garden and worldwide center of excellence for knowledge, education, and research, designed to bridge cultures, inspire an appreciation of nature, and foster a sense of responsibility for our environment

21

COMMUNITY OUTREACH PROGRAMS
ORGANIZED FOR STUDENTS,
PROFESSIONALS, FAMILIES, AND
INTERNATIONAL VISITORS, ENGAGING
A TOTAL OF **28,345** PEOPLE



Goals

To promote a complete understanding of the plants, botanic terms, and conversation principles mentioned in the Holy Qur'an, Hadith, and Sunnah, by applying scientific innovation and building appreciation of cultural traditions.



Strategies

Design and establish the Qur'anic Botanic Garden (QBG) and all its facilities.

Raise environmental education and awareness in the community, as well as advocacy and conservation, by providing diverse opportunities to gain knowledge of biodiversity in local, regional, and international contexts.

Be the leading international authority on QBG plants and facilitate research to provide new knowledge and insights into plants, the environment, and conservation of natural resources.

Build best management practices for the QBG.



The Qur'anic Botanic Garden's 'Ghars' Campaign is a wonderful initiative. It serves as a platform to demonstrate the center's dedication to promoting sustainable development and to highlighting the importance of environmental responsibility, especially among young people.

Machaille Al-Naimi

President of Community Development, Qatar Foundation



Notable achievements

Organizing 21 community outreach programs for students, professionals, families, and international visitors, which engaged 28,345 people.

Attracting 14,700 international participants during Bayt Qatar, a Rio 2016 event, in addition to 4,152 local adults who were involved with QBG events in Qatar.

Involving the local community by organizing 16 public lectures and workshops, 11 public site visits, 15 exhibitions, and 28 family days.

Engaging 9,244 students and 249 teachers within the QBG Conservation Educational Program 2016-2017.

Commencing 11 germination experiments for 11 plant species that added 520 new saplings to the QBG.

Preserving 46 types of seeds in the QBG seeds unit, which includes seven new plant species, in addition to the collection of 48 herbarium sheets for 48 plant species.



Future initiatives and incentives

To open the Qur'anic Botanic Garden for the public.

To preserve the plants of the QBG outside their natural habitats by increasing their numbers, securing seeds, and studying them.

To engage students and teachers in the 'Conservation Education' program of QBG by establishing extracurricular activities for students in Qatar.

To extend the scale of QBG's public outreach among national and international communities.

To apply for a scientific research paper and to receive accreditation from local and international organizations dealing with sustainable conservation and education.

ENGAGING

9,244 STUDENTS AND 249 TEACHERS
WITHIN THE QBG CONSERVATION
EDUCATIONAL PROGRAM 2016-2017.



Qatar Career Development Center

Nurturing human potential via lifelong career guidance, learning, and development



Goals

Be a model career development center recognized for invaluable contribution toward establishing highly accomplished Qatari human capital.

Support the continuous building of Qatari capacity in alignment with Qatar National Vision 2030 and the aims of a knowledge-based economy.



Strategies

Empower Qatar's youth, particularly pre-university students, via providing and contributing to quality career educational platforms and tools.

Instill a career guidance mindset among Qatar's youth by providing and contributing to quality career events, activities, and groups.

Enrich and support career guidance policy-making and practices via providing and contributing to quality career literature, insights, and consultation.

Ensure organizational effectiveness.

SIGNING

AGREEMENTS WITH THE MINISTRY OF EDUCATION AND HIGHER EDUCATION



With continuous socio-economical changes and developments, both globally and domestically, comes a continuous need to ensure that the outcome of the educational system leverages the requirements and challenges of the labor market. As such, what better solutions are there to bridge this critical space between education and markets than by building and maintaining a sound, customized, and highly effective career guidance construct?

Abdulla Al Mansoori

Director, Qatar Career Development Center



Notable achievements

Strengthening the foundation of the 'Career Mindset and Practice' in Qatar through a wide range of workshops, seminars, information sessions, career development camps, career guides, etc. The 2,883 pupils who benefited out of such events included school students, counselors, parents, policy/decision-makers, and other relevant stakeholders.

Implementing a strategic partnership and collaboration framework which has thus far resulted in: signed agreements with the Ministry of Education and Higher Education; a proposed, national level, 'Career Planning System' project developed in collaboration with SAP, MEEZA, and MTC.

Improving awareness of and stakeholder interest in Qatar Career Development Center (QCDC) and its work (knowing that there is still substantial work to be done in this area as a result of having recently transformed from Qatar Career Fair to QCDC).



Future initiatives and incentives

Fully launch and activate QCDC.

Improve upon projects that have been previously organized: all projects have been successful, yet QCDC can surely build on this success by adding more specialized programs and services.

Improve public awareness and interest in QCDC and its human, social, and economic value to Qatar.

Dedicate more financial resources to marketing communications campaigns and activities.

Further develop QCDC's team competencies and skills.





Qatar Green Building Council

Providing leadership and encouraging collaboration in conducting environmentally sustainable practices for green building design and development in Qatar

DEVELOPING THE 'GREEN LIFE CAMPAIGN,' THE WORLD'S FIRST SUSTAINABILITY LOYALTY PROGRAM



Goals

To generate and foster awareness, create understanding, and initiate education to develop a definitive set of clear environmental and green building best practice guidelines; and to support and commit to research and development.



Strategies

Establish a research culture in the green buildings sector in Qatar.

Enhance knowledge related to green building in Qatar through training and awareness programs for the public and professionals.

Enhance Qatar Green Building Council's (QGBC's) outreach efforts.

Establish sustainability best practices and guidelines for Qatar.



In line with QF's sustainable development goals, QGBC's sustainability education and training team have designed and offered a wide range of interesting and relevant courses, which have been attended by more than 1,000 trainees from across different walks of life in Qatar.

Engineer Meshal Al Shamari
Director, Qatar Green Building Council



Notable achievements

Launched the 1st Qatar Sustainability Week in November 2016. The week aims to further engage the community in a wide range of sustainability-oriented activities.

Developed and announced the 'Green Life Campaign', the world's first Sustainability Loyalty Program to promote a community-driven sustainable lifestyle and personalize the concept of sustainability.

Established partnerships with a number of prominent organizations such as the Abdullah Bin Hamad Al Attiyah International Foundation and Your Health First, in addition to finalizing others with Tarsheed, Aspire Foundation, and the Ministry of Transport and Communication.

Became the Green Key Hotel certification provider in Qatar. The Green Key award is a leading standard of excellence in the field of environmental responsibility and sustainable operation within the tourism industry.



Future initiatives and incentives

Roll out the Green Life Campaign as the flagship community outreach program.

Establish the Qatar Green Building Conference as the leading sustainability-focused conference in the region and internationally.

Advance Qatar Sustainability Week to become a nationally-recognized event at par with events like National Sport Day.

Establish the Green Key program within Qatar and certify 20 hotels in the coming three years.

Advance the training program to reach 5,000 trainees by 2020.

Establish QGBC as a research center.

BECOMING THE GREEN KEY HOTEL CERTIFICATION PROVIDER IN QATAR



Qatar Philharmonic Orchestra

Creating a link between Western and Arabic music

PERFORMING

IN NEW YORK FOR THE UNITED NATIONS



Goals

Be a national orchestra that represents the country.

Increase the size of the Qatari audience.

Enhance community and culture within Qatar and the region, promoting a message of global peace via the union of Arabic and Western music.

Lead the way for children and adults to appreciate classical music.

Inspire those within the music field, including composers, conductors, and soloists.



Strategies

Build appreciation of both Arabic and classical Western music in Qatar and the region.

Become an internationally renowned and world-class orchestra.

Become known for the development and performance of unique combinations of Arabic and Western music.

Attract government and community support for Qatar Philharmonic Orchestra (QPO).

Improve financial self-sufficiency.

Develop and maintain an effective orchestra infrastructure that supports world-class performances.

ORGANIZING

THE CHINA TOUR, PERFORMING 8 CONCERTS IN MULTIPLE CITIES, CELEBRATING THE QATAR-CHINA YEAR OF CULTURE



I believe this past year has been an exceptional year for both growth and alignment to core strategies. Qatar Foundation has focused its strategies on maximizing the output and impact of the centers, and QPO has been a great example of that.

Kurt Meister

Executive Director, Qatar Philharmonic Orchestra



Notable achievements

QPO successfully completed the China Tour, performing eight concerts over 10 days in front of over 12,000 people in the cities of Wuxi, Shanghai, Suzhou, and Guangzhou, in celebration of the Qatar-China Year of Culture. A selection of carefully chosen Qatari and Chinese music was played.

A selection of QPO musicians went to New York to perform for a United Nations function, representing Qatar.

QPO opened the Qatar-Germany Year of Culture with a concert attended by many local VIPs and the former President of Germany.

The Nutcracker Ballet was also performed for the Qatar-China Year of Culture, where a ballet company from Suzhou came to Doha to perform three sold-out performances for the people of Qatar.

QPO participated in a special music recording for the 2022 FIFA World Cup in Qatar.

The Oud Festival was a collaboration with Katara events, whereby QPO provided the orchestral music for this sold-out event.

The Video Games Live Concert was organized again due to popular demand, whereby an amazing immersive performance of music, video, and light dazzled the people of Qatar, with many young Qataris in attendance.

The Italian Charity concert was a collaboration between the Embassy of Italy and QPO to raise relief funds for the victims of the earthquake. QPO's ticket sales raised close to QR 120,000, all donated to the cause.



Future initiatives and incentives

Maintain high standards for performances by finding partners to share costs/projects/production.

Expand the range of offerings to target new audiences (ticket revenue). This includes more special concerts tailored to children, families, and mass audiences (e.g. Disney).

Have a yearly international tour to build reputation.

Secure a permanent venue and therefore ensure subscriptions follow.

Use financial acumen to find ways of reducing costs without impacting the strategic priorities of QPO.





Qatar Music Academy

To become internationally-renowned for excellent music education incorporating both Arabic and Western music, thereby helping to foster a thriving music culture in Qatar and the region



Strategies

Establish a music academy that supports musical excellence and is internationally recognized for the quality and uniqueness of its education.

Attract musically talented students from Qatar and the region.

Provide a world-class musical education program.

Build awareness and appreciation of music in Qatar and the region (both traditional Arabic and Western classical).

Ensure Qatar Music Academy's (QMA's) ongoing sustainability.

QMA'S YOUTH ORCHESTRA HELD A CONCERT WITH THE QATAR PHILHARMONIC ORCHESTRA



Goals

Develop promising talent from the region to be the next generation of world-class musicians by providing comprehensive music education programs in Arabic and Western classical music.

Offer Arabic and Western curricula that draw on both practice and music theory.

Provide an environment that encourages students to achieve their potential.



Qatar Music Academy has come a long way in the six years since our doors opened. We have made considerable progress to realizing our vision and mission, and to making this institution one that is valued by parents, students, and community, as well as regionally and internationally well known. This is ultimately due to the support and vision of Her Highness Sheikha Moza bint Nasser and the guidance, expertise, and resources that Qatar Foundation extends to QMA.

Dr Abdul Ghafour Al Heeti
Director, Qatar Music Academy



Notable achievements

QMA received a total of 402 new online applications for all of its 2017-2018 programs, demonstrating the demand for music education in Qatar. Moreover, QMA accepts 510 students a year, as these are the only vacant seats at the academy.

Students performed extremely well in external music examinations held by the Associated Board of the Royal Schools of Music (ABRSM) and the Royal Irish Academy of Music (RIAM). The overall pass rate was 97 percent.

Students participating in the Arab Department examination equivalent, Sharqiyyat, had an overall pass rate of 100 percent.

Curricula continued to be developed and enhanced. Both Western and Arab curricula underwent continued revision cycles.

QMA conducted eight workshops in schools designed to give children exposure to music education. This was coupled with the staging of high-profile musical performances by both QMA students and faculty. The outcome is a strengthening of music awareness and appreciation in Qatar.

The second-year students in the Western Department completed their Diploma exam, held by ABRSM. The results of the exam should arrive in August 2017.

QMA's Youth Orchestra held a concert with the Qatar Philharmonic Orchestra, performing together on stage at the Qatar National Convention Centre.

Students in the Western Department traveled to international competitions and received outstanding results.



Future initiatives and incentives

Ensure the retention of students and increase the proportion of Qatari students at QMA.

Promote awareness and appreciation of music in the community, and increase participation of Qataris; existing programs of community performances and educational events will be continued.

Prepare all students of the Academic Program to sit ABRSM, RIAM, and Sharqiyyat Arab Instrument exams and ensure a pass rate of at least 85 percent.

Increase fees by 25 percent to ensure QMA is more sustainable and in line with inflation.

Co-operate with Qatar Foundation in the move to Education City, which will aid QMA in serving the wider QF community.





Qatar National Library

Disseminating knowledge, nurturing imagination, cultivating creativity, and preserving the nation's heritage for the future



Goals

Become one of the world's preeminent centers of learning, research, and culture; a guardian of the region's heritage; and an institution that promotes discovery and nourishment of the human spirit.



Strategies

Complete a 21st century, world-class Qatar National Library (QNL) by 2017 with all the functions of a national library, a university and research library, and a metropolitan public library for the digital age.

Provide library services to support all levels of research and education.

Foster understanding of Qatar's heritage, and support its preservation.



Openness is at the heart of what we do—in the way that we communicate and learn and in our efforts to open up Qatar's heritage to the world.

Susan Reilly

Director, Digital Library, Copyright and Licensing, Qatar National Library

Leverage knowledge technology to implement library activities and outreach programs that foster lifelong learning, nurture creativity, and promote recreation.

Play a leading role in developing the professional library network in Qatar and advancing scholarship with partners around the world.



Notable achievements

Moved staff, collections, and technology into the new building

- Successfully moved 154 staff into the new building with minimal disruption to operations (February–April 2017).
- Installed and operationalized the Library Conservation and Preservation Laboratory.
- Completed the move of the children's collection (136,000 books shelved by QNL staff in 30 days).
- Moved the main collection (876,000 volumes) and progressed ahead of schedule, with 45 percent completed by the end of June 2017.

Streamlined and expanded partnership agreements

- Increased access to the cultural heritage of Qatar and the Gulf by adding 194,410 items to the Qatar Digital Library (QDL), through the QNL-British Library partnership.

- Leveraged existing digital content as part of a new partnership with the Council on Library and Information Resources (CLIR) to propose a new Digital Library of the Middle East.
- Completed new partnership agreements with KAHARAMAA, Childhood Cultural Centre, Doha Arabic Historical Dictionary, Goethe-Institute Gulf-Region, and Hamad Bin Khalifa University Press, and extended existing MoU with the Vatican Library.

QNL Consortium

- Executed the first cost-sharing agreement with Qatar University via the QNL consortium.
- Optimized over 40 percent of the QNL consortium budget through the implementation of robust usage analytics and a decision-making/needs analysis workflow and renegotiation of terms.

Recruitment and professional staff development

- Added 40 new staff (two Qataris) through recruitment and another 10 through internal transfers.
- Provided User experience training for librarians.

Library operations and services

- Expanded the portfolio of community services by adding a writing support center.
- Conducted 112 workshops and activities for the public, attended by more than 10,000 people (including Book Fair visitors).



Future initiatives and incentives

Complete and open QNL as the national library.

Provide library services to support students, researchers, and the general public.

Provide access to content in different formats for the Qatar community.

Promote the library as a learning organization and raise awareness of its role in a knowledge-based economy.

Play a leading role in developing librarianship as a profession in Qatar.

Invest in staff professional development.

194,410
ITEMS ADDED TO THE QATAR DIGITAL LIBRARY THROUGH THE QNL-BRITISH LIBRARY PARTNERSHIP



Qatar Nanny Training Academy

Contributing to social and human development in Qatar through educating and training nannies tasked with raising Qatari children



Goals

Help families to raise their children in a way that enhances Islamic values, Arab culture, and national identity.

Promote best practices in the field of nanny training.

Offer high-level childcare and child development education and training, both locally and regionally.

Preserve Qatari and Islamic identity.

GRADUATING

AND PLACING **26** QUALIFIED NANNIES AS PART OF THE ACADEMY'S FOURTH BATCH



Strategies

Develop qualified graduates who are sensitive to the local culture, language, and religion.

Promote best practices in the field of nanny training in the Arab world.

Support the development of the nanny profession in Qatar.

Build financial sustainability for the academy.

Attract new sourcing countries to recruit more suitable students.



Despite the difficulties that faced the Academy because of the novelty of the project, we were able to overcome them through the delivery of the right Academy mission to Qatari families through the use of the website, answering phone calls, and conducting individual meetings with interested families. The Academy was also able to gain the confidence of many families by improving the performance of the graduates by learning from past experiences and using feedback collected from hiring families.

Sahar Bakri

Placement Officer, Qatar Nanny Training Academy



Notable achievements

Graduating and placing 26 qualified nannies as part of the Academy's fourth batch.

Promoting best professional practices through improving internal policies that regulate the work of QNTA, and implementing quality standards as set by ISO 9001.

Revising and improving curriculum through the formation of a specialized committee.

Finding additional countries from which to recruit students, like Jordan and Thailand, while continuing cooperation with government entities in Comoros.

Spreading the Academy's vision and role in society through a multi-phase media plan to raise awareness about the importance of professional nannies in society, including running a production called "A Nanny Minute" on Rayyan TV, text message campaigns, working with state schools, consolidating partnerships with community organizations, etc.

Organizing individual meetings with Qatari families to explain the Academy's mission and the role and responsibilities of the nanny.

Co-operating with the Ministry of Interior and Ministry of Labor and obtaining approvals on amendments to the job contract for new nannies.

Providing professional development for all employees.



Future initiatives and incentives

Train qualified nannies, sensitive to the local culture, language, and religion.

Develop and promote best practices in the field of nanny training in the Arab World.

Support the development of the nanny profession in Qatar.

Build human and financial sustainability for the Academy.

Attract new sourcing countries to recruit more suitable students.

CO-OPERATING WITH THE MINISTRY OF INTERIOR AND MINISTRY OF LABOR AND OBTAINING APPROVALS ON AMENDMENTS TO THE JOB CONTRACT FOR NEW NANNIES





QF Headquarters

At Qatar Foundation Headquarters, a number of initiatives and directorates steer the direction of the organization toward encouraging both personal initiative and collaboration to bring together talented people from across Qatar and the world.



Chairperson’s Office



Capital Projects Directorate



COO’s Office



Communication Directorate



Board Management Office



Finance Directorate



Strategic Planning Directorate



Risk Management Directorate



Operations/Procurement Directorate



Human Capital Directorate



Operational Excellence Directorate



Information Technology Directorate



Health Safety, Security, and Environment Directorate



Internal Audit



CFO Group



QF Chairperson’s Office

Planning, advising, implementing, and communicating Qatar Foundation’s mission, values, and decisions effectively



Goals

- To support the implementation of the vision and mission of Qatar Foundation’s (QF’s) Chairperson.
- To serve and support QF’s Chairperson in the realization of Her Highness’s domestic and international priorities.



Strategies

- Support effective decision-making of the Chairperson.
- Ensure the smooth planning and administrative functioning of the CPO.
- Ensure effective development, screening, and incubation of the Chairperson’s new initiatives.
- Ensure robust monitoring and evaluation of the Chairperson’s initiatives.
- Ensure effective communication of the Chairperson’s vision, activities, and priorities.
- Ensure smooth and seamless protocol for the Chairperson.
- Ensure timely and effective management of all correspondences of the Chairperson.



Notable achievements

- Implemented and followed-up on all directives of the Chairperson to ensure efficiency.
- Provided timely analysis, advice, and recommendations on all tasks assigned by the Chairperson and the Executive Director.
- Managed all messaging and communications of the Chairperson according to expectations.
- Maintained seamless stakeholder relations and implemented joint activities successfully as directed by the Chairperson.
- Successfully managed all key events in line with the management’s expectations.



Future initiatives and incentives

- Disseminating the Chairperson’s vision, mission, and communication strategy to all entities related to the Chairperson before December 2017 to ensure stakeholder alignment.

COO’s Office

Enhancing internal capabilities, sustainability, and synergy through operational excellence



Goals

- Make Education City a regional cosmopolitan benchmark.

ENHANCING IT SECURITY



Strategies

- To assess and improve safety and security infrastructure.
- To enhance and deliver migrant welfare program.
- To consolidate procurement policies and procedures.
- To enhance internal systems improvement capabilities.
- To ensure IT security is enhanced.
- To complete the office optimization plan.



Notable achievements

- Achieved savings of QR 65,115,612.
- Enhanced IT security.
- Enhanced and delivered migrant welfare program.
- Completed office optimization plan.
- Consolidated procurement policies.
- Conducted prioritization review of capital project portfolio program.
- Enhanced internal system improvement capabilities.



Future initiatives and incentives

- Uplift service capabilities across COO remits.
- Continuously improve safety and security plans for Education City.
- Enhance cybersecurity infrastructure.
- Continuously review processes integration and relevant policy and procedures.

QR 65,115,612
OF SAVINGS ACHIEVED



Board Management Office

Guiding the realization of QF board decisions and ensuring the dissemination of information across the board and its substructures, supporting quality, high-level decision-making



Goals

To be a role model in Qatar Foundation (QF), recognized for excellence in board governance.



Strategies

Support QF’s Chairperson, Boards, and Committees to facilitate high-level and quality decision-making through reporting, governance, and compliance activities.

Ensure an accountability framework for the safekeeping, preservation, and integrity of information concerning QF Boards and Committees.

Provide research and support implementation in accordance with the vision.



Notable achievements

- Centralized the honorarium process.
- Launched the Entity Management project.
- Developed a record management process and a new structure.
- Developed and implemented communication strategy.
- Initiated the process of attracting interns to join the Board Management Office (BMO).



Future initiatives and incentives

- Efficient and effective integration of international membership participation in board and committee meetings.
- Maintaining and updating of BMO records for governance documents of QF and its entities.
- Proper management of BMO archives.
- Building awareness among the QF community of the BMO role and providing training and support to stakeholders.
- Playing a key advisory/due diligence role in the recruitment of board and committee members.



We always try to make sure that what we produce would be an added value to everyone in and outside of the team, and I think that is the essence of strategic thinking.

Ameena H Al Haroon
Boards Officer, Board Management Office

Strategic Planning Directorate

Ensure effective planning and performance evaluation practices across Qatar Foundation



Goals

Support Qatar Foundation (QF) to make significant and quantifiable progress towards its vision, aligned with the Qatar National Vision 2030, through high levels of strategic clarity and robust strategic management practices at all levels.



Strategies

- Ensure strategic clarity for QF and its various entities, and strategic alignment throughout the organization.
- Support senior decision-making through analysis, frameworks, and processes.
- Implement a strategic management system that ensures effective planning and evaluation across QF.
- Build expertise in strategic management across QF.
- Develop the internal capabilities required to support effective strategic management throughout QF.



Notable achievements

Submitted and processed business plans for 92 entities for the 2017-2018 Planning Cycle (compared to 44 in 2016-2017). This is the highest-ever number to date.



Future initiatives and incentives

- Refresh Division and center strategic objectives to reflect latest QF strategic direction.
- Streamline scorecards for all QF entities based on strategy refresh to include key KPIs and targets at QF, division, and center levels.
- Introduce quarterly performance reporting across QF, division, and center levels using the automated performance management system, to allow more time spent on value-adding analysis of the information received.
- Address staffing constraints at SPD in view of the growing number of entities to be served and the increase in services requested from SPD.



Operations/Procurement Directorate

Providing total supply chain management services that meet world-class standards, while ensuring the right quality, favorable lifetime cost, protective terms, and compliance with applicable policies and laws



Goals

To become the regional procurement center of excellence, providing services that match world-class standards.



Strategies

Provide our end-users with materials and services that meet or exceed contractual and quality requirements.

Improve the effectiveness and efficiency of operations.

Attain the highest level of professional competence.

Exercise financial discipline and obtain the best value for money.

QR 65,115,612

OF DIRECT SAVINGS ACHIEVED IN THE PREVIOUS FY 2016-2017



QF has achieved potential cost-saving with the ongoing optimization drive. Strategic sourcing department has identified new partners who are aligned with Qatar’s vision in developing and supporting the local economy.

Sandeep Shantaraj
Senior Buyer, Strategic Sourcing Department, Procurement Directorate

QR 709,361,776

OF INDIRECT SAVINGS ACHIEVED BY OPTIMIZING PURCHASING STRATEGY



Notable achievements

Directly achieved savings of QR 65,115,612 in the previous fiscal year (FY) 2016-2017.

Potential direct savings over a period of five years through new BPA's issued in FY 2016-2017 are expected to be approximately QR 557,473,094.

Indirect savings of QR 709,361,776 achieved by optimizing purchasing strategy.

Qatar Foundation Corporate Procurement Policy was approved and published on the QF portal.

Procurement-related hierarchy setup on the ERP for all the centers was done as per the new TOFA/TODA.



Future initiatives and incentives

Introduce Annual Procurement Plan to all customers.

Utilize new procedures and applications to enhance the procurement of services and materials for purchases up to QR 500,000.

Improve the utilization of e-tendering applications for transactions below QR 500,000 and resolve application issues.

Implement a supplier management system.

Conduct competency-based training for procurement directorate staff.

Operational Excellence Directorate

Ensure optimized operational performance through customer centricity and continuous improvement in the quality of processes and services



Goals

To become a center of excellence that drives collaboration, innovation, transparency, and accountability across Qatar Foundation (QF) and act as a bedrock of efficient operations and informed, sound decision-making.

To ensure timely and transparent reporting of performance.

DEVELOPING A PLAN TO STREAMLINE QF'S RELATIONSHIP WITH COMMERCIAL ENTITIES



Strategies

Enhance internal systems improvement capabilities.

Implement a structured and integrated improvement program for service providers.

Establish a unified framework and system for effective management of QF documents and records.

DEVELOPING POLICIES AND PROCEDURES TO STANDARDIZE PROCESSES ACROSS THE ORGANIZATION



Future initiatives and incentives

Finalize Service Excellence governance (i.e. policy and procedures).

Sign and formalize a legal contract with commercial entities.

Update SLA in alignment with current structure and resources.

Develop and approve a survey plan based on pain areas to improve QF services.

Expand QF Contact Center's scope of services.

Implement an enterprise content management solution across QF.

Plan and deliver the management of inactive records projects, which includes storing, listing, physical filing, scanning, and electronic filing (if any required), and safely secure the inactive records.



Notable achievements

Published QF Contact Center Weekly Reports on the portal in time and achieved more than the set target.

Completed process survey reports in a timely fashion, and achieved more than the set target.

Created a list of focal points for Quarterly Services Review Reports and published the aforementioned reports on the portal.

Developed a plan to streamline QF's relationship with commercial entities.

Reviewed Procurement Policy, Governance Manual, Risk Policy, and TODA/TOFA, and removed errors, inconsistencies, and misalignment with other documents.

Designed a process with the CEO for all consultation requests (OE prepares with the end-user a business case to be then submitted to the CEO). This process in 2016-2017 saved QR 10,500,000.

Developed and published policies and procedures to standardize processes across the organization and ensured its implementation.

Completed six policy, 18 procedure, and six other documents (Authority Matrix, Guidelines, and Manual).

Completed 15 policy and procedure documents, which are still awaiting implementation.

Health Safety Security And Environment (HSSE) Directorate

Identifying and mitigating risks with international best practices and HSSE management systems



Goals

To strategically ensure a healthy, safe, secure, and sustainable environment to promote Qatar Foundation's (QF's) vision for 2013-2023.

To continue developing leading-edge HSSE management systems to ensure clear and efficient governance, cost-effective optimized autonomy and centralized management, and a systematic performance review for supporting and operating programs in three core mission areas: education, research, and community development.

INTEGRATED

WASTE MANAGEMENT PROGRAM IMPLEMENTATION: EXTENSION OF RECYCLING PROGRAM FROM 44 LOCATIONS TO 51, AN INCREASE OF 15%



Strategies

Ensure a healthy, safe, and secure environment within QF.

Advance environmental sustainability within QF.

Support operational execution by optimizing autonomy and central management.



QF has provided state-of-the-art facilities to support education and research and positioned itself as a pace-setter in the region. The HSSE Directorate has supported the occupancy of a number of major facilities, such as QNL, which is a building of national significance. Being part of QF is really inspiring and provides a unique opportunity to be exposed to high-profile projects and highly-experienced staff who share and exchange experiences and skills to achieve one common objective.

Hafed Mohamed

Manager, Emergency and Crisis Management



Notable achievements

Updated the ERP to Emergency and Crisis Management Plan.

Developed emergency actions for 16 common scenarios.

Published the International Sustainability Alliance (ISA) report, the first (baseline) report generated for QF by ISA in February 2017.

Integrated Waste Management Program implementation: extension of recycling program from 44 locations to 51, an increase of 15 percent.

Attained CEO approval for the Workers' Welfare Policy.

Ensured Occupational Health programs and Operational Compliance, with both the OHSAS 18001 (Occupational Health) and local legal requirements.

DEVELOPED

EMERGENCY ACTIONS FOR 16 COMMON SCENARIOS



Future initiatives and incentives

Ensure a safe and secure open campus environment within Education City, including public access to Qatar National Library and the Qatar International Golf Course.

Contribute to the establishment of a QF-wide HSSE management system.

Design and roll-out energy and water conservation programs in collaboration with Tarsheed.

Streamline audit processes and secure budget to audit 100 percent of our contractors annually.

Improve access to grievance mechanisms within QF.

Ensure suitable access to welfare facilities for all our contractors in each building.



Capital Projects Directorate

Planning, design, and construction of Qatar Foundation's buildings and their supporting infrastructure



Goals

To provide high-quality services and world-class standard facilities to the Qatar Foundation (QF) community, while implementing best practices in project execution and management.

To lead the human, social, and economic development of Qatar, making it a nation that can be a vanguard for productive change in the region and a role model for the broader international community.



Strategies

To ensure the completion of high-quality projects that meet end-user requirements and are delivered on time and within approved budgets.

Improve operational and project efficiency.

To develop a team capable of high-quality delivery.

WINNING

THE 'GREEN EDUCATIONAL BUILDING' AWARD AT QATAR SUSTAINABILITY AWARDS 2016 FOR THE NORTHWESTERN UNIVERSITY IN QATAR BUILDING



It was a great achievement to have most of the technical team enroll in the Value Engineering Course and be VMA-certified. This will add great value to all future QF projects.

Engineer Jassim Telefat
Executive Director



Notable achievements

Completed Qatar National Library.

Completed Research and Development Complex 1A.

Completed Qatar Academy Al Khor Phase 1.

Completed West Car Park.

Completed Northwestern University in Qatar building.

Hamad Bin Khalifa University Student Housing Complex won the 'Green Residential Building' award at Qatar Sustainability Awards 2016.

The Northwestern University in Qatar building won the 'Green Educational Building' award at Qatar Sustainability Awards 2016.

WINNING

THE 'GREEN RESIDENTIAL BUILDING' AWARD AT QATAR SUSTAINABILITY AWARDS 2016 FOR HBKU STUDENT HOUSING COMPLEX



Future initiatives and incentives

Reduce costs of PMCs and implement a new strategy to select new PMC consultants via call-off agreements for all new projects. Carry out data migration and knowledge transfer from current PMC team to CPD staff.

Complete all projects within time and budget, while maintaining high quality.

Focus on value engineering for QF projects.

Implement Project Charter for all projects to monitor and control the project cost, time, quality, and sustainability. This will help schedule necessary mitigation plans on time, if necessary.



Communication Directorate

Enhancing the understanding and awareness of Qatar Foundation's mission, vision, and achievements to increase national engagement and international recognition



Goals

To achieve global recognition for Qatar Foundation's brand, with clear visibility and an optimized perception of Qatar Foundation's (QF's) activities, potential role, and effective impact on Qatar and the region.



Strategies

Enhancing the organizational effectiveness of the Communication Directorate (CD) in line with QF's new governance.

Setting up an independent Archiving Office—its strategy, concept, plan, and implementation.

Enhancing the recognition and understanding of the QF brand through innovative event campaigns (with corporate and outreach focus) and activation ideas.

Aligning QF External Communication strategy with the QF strategy and expanding our outreach through simplifying the messaging for different audiences.

Enhancing staff engagement and development through the establishment of an internal communication platform by focusing on the unification of all employees' core values and behaviors to ensure an engaged and collaborative community.

Positioning Education City as a welcoming environment that is open to all visitors and members of the Qatari community.

DEVELOPING

A NEW MESSAGING HOUSE FOR MAIN FOCUS AREAS AND ENGAGING MORE WITH MEDIA REPORTERS AND SOCIAL MEDIA INFLUENCERS



We are empowered to be proactive and independent, which gives us the chance to create new solutions and be more creative in many ways. Operationally, we constantly reflect on our actions and adopt new, practical ways to improve for next time.

Shahnawaz Zali
Creative Media Specialist



Notable achievements

Developed a new messaging house for the main focus areas and set a new tone and tactics, including moving more toward engaging with media reporters, social media influencers, and being more pro-active in its media activities. The strategy was rolled out to centers and divisions as part of a wider plan for the directorate.

Launched QF Today mobile application (digitization of QF Telegraph).

Implemented two Leadership Townhall events for the top 100 leaders of QF.

Executed a series of corporate and outreach events (internal and external activities) with creative visual concepts and campaigns showcasing QF's vision and values such as Convocation, Garangao, Qatar National Day, National Sport Day, National Reading Campaign activations, Character Village, Siraj, etc. These events were a success for community outreach and culture preservation, engaging the QF community and people of Qatar.

Developed long-term contracts (BPAs) with specific marketing agencies and event management companies to help optimize and create unity across QF through our marketing and events services.

Implemented a revamped concept of QF Voice.

Set up the QF Archive Office structure, clarified scope between QF Communication and QF Archive Office, and relocated the functions and activities of Portfolio Communication within QF Communications.



Future initiatives and incentives

Establish a centralized content management platform to enhance QF content planning, encourage development and accessibility to ensure synergy, and act as an in-house hub where QF-related news is collected, analyzed, produced, and pushed across QF communication channels.

LAUNCHING QF TODAY, THE DIGITIZED SUCCESSOR TO QF TELEGRAPH



Finance Directorate

Ensuring that Qatar Foundation is financially sustainable and its aspirations are aligned with financial reality

BUDGET OPTIMIZATION OF OVER

QR 0.5 BILLION



Goals

Optimize utilization of financial resources through striving toward Qatar Foundation (QF) financial self-sustainability and maximizing organizational effectiveness.

Develop and enhance the potential of Human Resources.



Strategies

To be a 'best in class' finance function which supports QF in delivering its strategic objectives in the most cost-efficient manner.

Maintain corporate financial oversight and control by:

- Providing financial advice on operational and strategic decisions.
- Embedding 'finance business partnership' across QF to ensure effective and efficient operations.
- Recruiting and developing Qatari nationals to assume senior finance roles.
- Promoting a performance-based culture in financial management.



Notable achievements

Business Planning Budgeting (BPB) outcomes:

- Five-year Financial Planning Model
- Integrated Annual Planning
- Budget optimization of over QR 0.5 billion
- New corporate TODA/TOFA guidelines and implementation.
- Independent Financial Review completion.

Significant progress in P2P Automation Projects, with the automation of over 40,000 manual and paper transactions:

- Two projects successfully rolled out (Payment Request Form and Corporate Credit Card Solution)
- Four projects commenced during 2016-2017 (Work Completion Certificate - WCC, Employee Reimbursement, Batch Payments, Host to Host Payments).

Designed a robust model for BPM Integration with Oracle Financials and QNRF 'QGrants.'

Raised VAT awareness across QF through in-house seminars held in collaboration with EY and Deloitte and Impact Assessment completed with PwC.

Achieved significant progress in national development—three Qatari colleagues promoted and four new trainees in progress.



Future initiatives and incentives

Integrate financial plans and business plans with the Ministry of Finance funding plan (2021 onwards).

Implement biannual financial performance management integral to the strategic performance management framework.

Ensure that QF is VAT-ready in compliance with the tax laws of Qatar and GCC VAT Treaty.

Revise policies, procedures, and guidelines in alignment with the new QF governance.

40,000

MANUAL AND PAPER TRANSACTIONS
WERE AUTOMATED



Risk Management Directorate

Contributing to the effective management of risks and minimizing the impact of disruption



Goals

Create a robust Risk Management (RM) and Business Continuity Management (BCM) culture to effectively manage potential risks and disruptions.

Establish and manage the RM and BCM frameworks.



Strategies

To embed Enterprise Risk Management within Qatar Foundation and reach Level 4 of the Qatar Foundation (QF) Risk Maturity model.

Promote organizational resilience by establishing and maintaining a corporate Business Continuity Management (BCM) program in a phased manner.



Notable achievements

Risk Policy was endorsed and signed by the CEO and QF Audit Committee, and approved by the Board of Directors.

Quarterly Risk Management, reporting to the Audit Committee, has been institutionalized in the Audit Committee Charter.

Risk and BCM Communication was issued by the CEO, and further cascaded down the organization, thus setting the “tone from the top.”

CONDUCTING BCM AWARENESS PROGRAM ACROSS QF

Conducted an inaugural Semi-Annual Corporate Risk Forum.

Conducted President and C-suite walkarounds to enhance the level of awareness and understanding of Risk and BCM programs.

Constituted the Resilience Working Group to drive further alignment between the various resilience disciplines, i.e. HSSE, Comms, BCM, IT, etc.

Implemented BCM software, which is accessible through the QF portal.

Conducted BCM awareness program across QF.

Incorporated Risk and BCM into certain senior management job descriptions.

Revised insurance procurement process proposed and endorsed by the QF Chairperson.



Future initiatives and incentives

Create a stronger risk and resilience culture at QF by formalizing a Risk Appetite statement and increasing the awareness level of, and commitment to, Risk and BCM programs.

Enhance the integration of the resilience-related disciplines in QF (IT Service Continuity, Crisis Communications, Emergency Response and Crisis Management, Business Recovery, etc.).

Enhance integration of Risk and BCM into senior management job descriptions.

Ensure the long-term continuity, stability, and sustainability of the Corporate Insurance Program, including medical insurance.

Develop and commence implementation of QF Compliance Program.

RISK POLICY WAS ENDORSED, SIGNED, AND APPROVED BY RELEVANT PARTIES

Human Capital Directorate

Maximizing the value of human capital and aligning it with QF initiatives and strategies, as well as the needs of all stakeholders



Goals

To attract, develop, and retain a highly qualified, motivated workforce, and create a culture that promotes excellence throughout the organization.



Strategies

Facilitate Strategic Human Resource decision-making throughout Qatar Foundation (QF).

Be a magnet for top local and global talent.

Achieve service excellence by enhancing HR information systems and management systems.

In-line with national objectives, implement a refined plan to develop and manage quality staff Qatarization.

Create a QF organizational learning portfolio through analyzing corporate learning gaps and talent needs pertaining to QF’s business priorities, performance, and Qatarization plans.

Fully utilize QF’s Human Resources to establish a high-performing and collaborative culture.

REVIEWING AND DEVELOPING NEW ORGANIZATIONAL STRUCTURES FOR ALL QF ENTITIES

LAUNCHING THE QF LEADERSHIP DEVELOPMENT PROGRAM WITH 23 ATTENDEES AND A 95.5% SATISFACTION RATE



Notable achievements

Personal and Staff Costs Optimization: QF HC led and managed the Personnel and Staff Costs Optimization as part of Annual Planning Exercise of FY 2017-2018.

Placement of Unassigned Staff: QF HC has been able to place 57 percent of unassigned staff, and work is in progress to complete the remaining placements.

QF Wide Organization Structures aligned to new QF Governance Model: QF HC reviewed and developed new organizational structures for all QF entities and mapped each position as per QF Governance Structure.

Steps towards performance-based culture: QF HC analyzed the current PAS Cycle, relevant procedures, policies, and systems.

Launch of the QF Leadership Development program: 23 people attended, with 95.5 percent satisfaction rate.

QF-wide Employment Contract Change: QF HC team led and executed a very significant project with impact across QF. This involved the development of a new employment contract, management of printing, and sign-off from about 3,800 employees.

New Employee Experience: QF HC conducted a detailed review of the Candidate Experience from pre-onboarding to probation completion.



Future initiatives and incentives

Define and communicate QF’s integrated employee value proposition and build a strong employment brand.

Attract and recruit talented people who fully meet QF’s requirements and are aligned with its values.

Establish a compensation philosophy and rewards approach that is competitive and supports the attraction and retention of high-caliber talent.

Embed a culture of results-oriented performance management where high potential talent is recognized, developed, and rewarded, and where low performers are managed.

Develop world-class talent and a high-performing workforce by providing specialized soft skills and functional training and development.

Align organizational solutions with HC Strategy and operate models through enhanced execution of major initiatives and effective change management.

Enhance internal customer focus and responsiveness to further improve quality and efficiency of HC service delivery.

Information Technology Directorate

A center of IT service excellence and innovation



Goals

To provide high-quality, customer-focused IT services and business solutions to the Qatar Foundation (QF) community, through the effective and efficient utilization of leading technology and innovation.

20

IMPLEMENTATION
PROJECTS AND
11 ENGAGEMENT
PROJECTS DELIVERED

DEVELOPING
A RISK-BASED INFORMATION
SECURITY ROADMAP



Strategies

Achieve sustainability through financial responsibilities and performance management.

Enhance the quality and availability of IT services.



Notable achievements

Developed a risk-based Information Security Roadmap.

Completed Phase 1 of the Security Hardening Program.

Delivered 20 implementation projects and 11 engagement projects.

Implemented new TOFA/ TODA ERP standards and a new HR appraisal cycle.

Arranged two team-building workshops: one for senior managers and one for all IT staff.

Cleaned and automated IT Data pertaining to QF IT Machines and AD Accounts, which resulted in savings and reductions.

Automated IP telephony chargeback.

Maintained User Access Matrix Dashboard – started with ERP, Siebel, AD, and PowerSchool. Will extend to all systems to read user access data automatically.



Future initiatives and incentives

Enhance IT Security to provide appropriate resilience and minimize risk. Progress with Phase 2 and Phase 3 of the Security Hardening program.

Optimize costs through reduction in annual Information Technology spends across QF.

Appropriate IT infrastructure to support future Education City projects.

Enable QF business continuity following a natural or human-induced disaster.

Develop critical RFPs and tendering for core services over the next 18 months.



Internal Audit

Bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes



Goals

- To provide the Qatar Foundation (QF) Board of Directors and senior management independent and objective audit and advisory services designed to add value and improve QF operations.
- To assist QF in the accomplishment of its objectives.
- To be a respected business partner and trusted advisor that provides value-added audit and advisory services while promoting a culture of accountability and good governance throughout QF.



Strategies

- To adopt and use standards of best professional practices and International Standards for the Professional Practices of Internal Auditing promulgated by the Institute of Internal Auditors, which are relevant to QF's business environment.
- To complete projects in accordance with the approved Biennial Audit Work Plan that was developed through risk assessment, with the objective to add value and improve operations.
- To provide effective communication between internal auditors, audit clients, and QF management.
- To develop and enhance IAD's internal capabilities and efficient usage of resources.



QF is leading by example of organizational effectiveness by embracing continuous improvement and development, to ensure that it continuously thrives in a sustainable way for the benefit of our community, our nation, and the many generations to come. The work performed by QF Internal Audit contributes toward accountability, integrity, and good management practices within QF operations to achieve the desired sustainability.

Yeshwant D Kulkarni
Internal Auditor



Notable achievements

- Effectively completed 13 audits, and 10 are in progress.
- Resourcefully completed 57 advisory services against a target of 12 advisory services.
- Achieved the planned targets of audit and advisory services despite cost optimization, as well as increase in ad-hoc audits and advisory services.
- Successfully completed three strategic initiatives as per target.

57

ADVISORY SERVICES COMPLETED RESOURCEFULLY AGAINST A TARGET OF 12 ADVISORY SERVICES

13

AUDITS COMPLETED EFFECTIVELY, WHILE 10 ARE IN PROGRESS



Future initiatives and incentives

- Set up a proactive audit approach by developing an enhanced risk assessment model by systematically identifying risks and taking into account QF objectives, existing controls, and residual and emerging risks.
- Ensure QF Strategic Alignment by reviewing existent performance metrics (scorecards, KPIs, etc.), assessing their adequacy, and verifying the existence of an appropriate monitoring mechanism.
- Promote Integrity and Ethical Culture by promoting the use of the Whistle-Blowing and Anti-Fraud Hotline among all QF stakeholders.
- Set up an effective audit follow-up process by establishing an enhanced Audit Follow-Up process with an escalation mechanism to the Risk and Audit Committee.
- Optimize Internal Audit Resources by redeployment of the current staff to further develop QF IAD staff subject matter expertise, meet the resource requirements for the implementation of the QF IAD strategic initiatives, and become business partners for different QF entities.

CFO Group

Ensuring effective resource utilization and governance of finance, strategy, and risk functions across the organization

PROGRESS

IN ENHANCING RISK CULTURE, WITH EFFECTIVE MANAGEMENT OF RISKS ASSOCIATED WITH THE BLOCKADE, AND SEMI-ANNUAL RISK FORUM IMPLEMENTED AND RESILIENCE WORKING GROUP ESTABLISHED

Goals

To help make Qatar Foundation (QF) a driver of national development, maximizing its impact, ensuring organizational resilience and building best-in-class FSR processes and capabilities across QF.

Strategies

Optimize utilization of financial resources, striving toward QF financial self-sustainability and maximization of organizational effectiveness.

Enhance overall QF impact through effective management of strategy and performance.

Strengthen organizational resilience, governance, and risk management to ensure protection of QF’s assets and continuity of its activities.

Notable achievements

Saved over QR 0.5 billion in budget optimization supported by detailed benchmarking of cost structure and an enhanced annual planning process.

Enhanced governance with approval of new TODA/TOFA, integrated annual planning processes (initiatives costed), along with risk policy and charter, with plans for change in FY and VAT in place.

Enhanced risk culture, with effective management of risks associated with the blockade, implemented a semi-annual risk forum, and established resilience working group.

Made significant progress in P2P Automation Projects, with the automation of over 40,000 manual and paper transactions, and work underway on automation of performance reporting.

Extensively involved QF in preparation of National Development Strategy (NDS2). QF was strongly featured, and plans were established to refine QF strategy.

Future initiatives and incentives

Update QF’s strategic priorities in line with current context and Qatar National Development Strategy, and align the divisions’ strategies accordingly.

Strengthen performance reporting and review with semi-annual reviews, complete automated performance scorecards, and establish KPIs and targets.

Change fiscal year and launch the 2019 planning cycle.

Implement VAT.

Further strengthen risk and resilience culture with enhanced integration of risk-related processes (HSSE, IT, Crisis Communications, etc.).

QR 0.5 BILLION

SAVINGS IN BUDGET OPTIMIZATION SUPPORTED BY DETAILED BENCHMARKING OF COST STRUCTURE AND AN ENHANCED ANNUAL PLANNING PROCESS



CEO's Office

Through its global initiatives, Qatar Foundation applies its commitment to its core mission areas of education, science and research, and community development to ensure that it can create a lasting legacy.



Doha International
Family Institute



Qatar Foundation
International



Stars of Science



World Innovation
Summit for Health



World Innovation
Summit for Education



World Organization
for Renaissance of
Arabic Language

Doha International Family Institute

Striving to be a global knowledge leader on the Arab family through research, policy, and outreach



Goals

Support the aims of the 2004 Doha Declaration on the family.

Contribute to the global knowledge base on the Arab family today through the development and dissemination of high-quality, policy-relevant research.

Encourage knowledge exchange on issues related to the family across an international and interdisciplinary network of researchers, policy-makers, and service providers.

Make family issues a priority for policy-makers through advocacy and outreach at the national, regional, and international levels.

Build an international network of regional experts.

CONTRIBUTING TO AND ENHANCING THE FAMILY COMPONENT OF THE NATIONAL DEVELOPMENT STRATEGY



Strategies

Contribute toward national priorities related to family cohesion and social protection through research, policy, and outreach.

Contribute to the global knowledge base on issues facing the Arab family and influence the policies.

Promote the central importance of the family in programs and strategies at the UN level, in line with the 2004 Doha Declaration and 2014 Doha Call to Action.

Maximize organizational effectiveness and enhance internal capability, synergy, and sustainability.



Our highest priority at DIFI is strengthening the family in Qatar. We are committed to supporting the implementation of family-related objectives in Qatar National Vision 2030 and national development strategies through our research, policy, and outreach initiatives. We are doing this while we continue to be active and engaged at the regional and international levels—adding knowledge on Arab families and promoting family policies.

Noor Al Malki Al-Jehani
Executive Director



Notable achievements

Published the report on 'Marrying Out: Exploring Dimensions of Cross-National Marriages among Qataris and Family Home Caregivers for Elderly People in Qatar' and completed data collection for qualitative research on 'Family Strengths' and 'Work Family Balance in Qatar.' These are the first research projects conducted by the Doha International Family Institute (DIFI).

Contributed to the national development strategy: Social Protection Sector, managing to strengthen the family component in this strategy. It was the first time DIFI participated in such a project.

Successfully organized a conference on "Impact of Wars and Conflicts on Arab Families," the first conference to be held on the topic. It added to the evidence base through the 25 papers which were presented, and reached a wider audience as some sessions were broadcasted live on Al Jazeera.

Successfully organized the Family Policy Forum titled "Ten Years since the Issuance of Family Law in Qatar: Experiences and Aspirations" with the Ministry of Justice, Qatar University, Lawyers Association, and Qatar Social. Recommendations were shared with the CEO Office with a request to assist in sharing them with decision-makers in Qatar.

Successful implementation of the second cycle of OSRA Research Grant in collaboration with the Qatar National Research Fund (QNRF), despite QNRF's withdrawal of their joint funding.



Future initiatives and incentives

Develop and promote the implementation of marital and parenting education programs in Qatar.

Continue conducting research on 'Arab Family Strength' to develop and promote the implementation of programs and policies to strengthen families.

Continue the implementation of OSRA Research Grant.

Develop second Arab Family Reports Series.

To organize the Doha International Conference on the Family 2020.

ORGANIZING A CONFERENCE ON THE 'IMPACT OF WARS AND CONFLICTS ON ARAB FAMILIES,' THE FIRST OF ITS KIND



Qatar Foundation International

Inspiring meaningful connections with the Arab world by creating a global community of diverse learners and educators, and connecting them through effective and collaborative learning environments.



Goals

To create a world that embraces and respects diversity, values lifelong learning, and empowers individuals to take actions to shape their future.

90,000

USERS ACCESSING QFI'S LEARNING PLATFORMS



Strategies

Expand access to the study of the Arabic language and the Arab world in public schools in the Americas and other countries.

Instill in Qatari and international students critical skills for global citizenship in the 21st century.

Raise student motivation and performance in STEM disciplines, and increase student and teacher collaborative engagement on related global challenges.

Support the key strategic objectives of Qatar Foundation and related entities.

Further co-funding and sustainability.

NEARLY

6,000

STUDENTS ACROSS THE UNITED STATES DIRECTLY BENEFITTING FROM QFI GRANTS



QFI is by far the biggest driver of Arabic language education growth in this country. Through our Classroom Resource Enrichment Grants, we've been able to provide over 20 teachers with the basic materials they need for their classrooms. This year, we are employing leftover funds from FY17 to launch the Arabic Honor Society in the US, the first of its kind, a program aimed at providing guidance and encouragement to secondary school students studying Arabic.

Connor Seidenschwarz
Senior Program Associate



Notable achievements

Over 200 non-Arabic language K-12 teachers were trained on various aspects of the Arab world, including Islamophobia and the refugee crisis.

Over 30 high-quality Arabic language or culture resources were created, including lesson plans and curricula on a variety of topics related to the Arab world (such as refugees/migrants, religion, and human rights), to be used by teachers targeting elementary, middle, and high school students.

Over 90,000 users accessed Qatar Foundation International (QFI) platforms. This includes: Al-Masdar, where teachers of Arabic and other subjects can locate quality resources; ISpeakArabic.com which advocates for the inclusion of Arabic in school programs; and Tilemaker, which teaches students tessellations and symmetry in a fun and engaging way.

QFI supported over 30 professional development trainings for Arabic language teachers, which had almost 1,500 participants. These trainings ranged from whole-day to multi-day trainings, and covered a range of topics including: teaching the public-school curriculum in Arabic, teaching grammar, including culture in language teaching, and gradual release of responsibility.

QFI also supported 15 professional development opportunities for non-Arabic language teachers in which there were 291 participants. These opportunities resulted in 41 new lesson plans (K-12) on a variety of topics related to the cultures, history, and politics of the Arab world.

Close to 6,000 students across the United States were directly impacted by QFI grants (school and classroom resource and enrichment grants).



Future initiatives and incentives

Expand access to the study of Arabic language and Arab culture in public schools in North America, the United Kingdom, and potentially other countries.

Bridge the gap between K-12 and university language programs.

Produce a cadre of young people with a global education and cross-cultural understanding of the Arab world (specifically, good knowledge and understanding of Arabic language and Arab culture).

Grow the number and quality of Arabic teachers in North America, UK, and Qatar by providing professional development opportunities for language teachers, further professionalizing the field by supporting teachers' attendance at professional conferences across the country, and growing QFI's Teacher Fellowship program.

Increase the number, quality of, and access to free, open age-appropriate curricula, lesson plans, and materials for teaching and learning Arabic.

Leverage QFI's visibility by networking with like-minded organizations that work on issues related to global education, Arabic language, and awareness of the Arab world, such as Asia Society, P21, Columbia University's Mailman School of Public Health, and the American University of Beirut's departments of Arabic and education.

Continue targeted and effective Qatari philanthropy that benefits the country's image and connection to key communities abroad by further highlighting the role Qatar has played in professionalizing and growing the Arabic language field in schools across the Americas, Brazil, Canada, and the UK.

200

NON-ARABIC LANGUAGE K-12 TEACHERS RECEIVING TRAINING ON VARIOUS ASPECTS OF THE ARAB WORLD AND ITS CULTURE

Stars of Science

To be the leading Arabic reality TV show that encourages and enables the region's aspiring science and technology entrepreneurs



Goals

To mobilize a new generation of pan-Arab innovators and problem-solvers by encouraging youth participation and interest in science, technology, and entrepreneurship throughout the Arab world via the program and its social media activities.

To make science accessible and attractive to mass audiences by demystifying the process of innovation.

To harness best practice within reality TV to show that science, engineering, and innovation are important in everyday life and can be fun.



Strategies

Increase interest and participation of people and the youth in the Arab world in STEM.

Collaborate and feed into QF's R&D cycle: Collaborations and partnerships have remained a core focus through 2016-2017, resulting in some outstanding contributions to the show from organizations like IPTT group, Sidra, QEERI, and HMC.

Increasing the caliber of young people who apply to the show.

Supporting and celebrating the Stars of Science alumni.

Future-proofing Stars of Science beyond SOS 10 to build on the legacy of its achievements.

7
MILLION PEOPLE
ENGAGED WITH
STARS OF SCIENCE
CONTENT ACROSS
ALL DIGITAL
PLATFORMS



Stars of Science is an initiative that encourages us to seize opportunities and be unafraid of calculated risk. The show developed my skills, but more importantly, instilled in me a drive to spread my love of innovating to others around the region.

Ahmad Al Ghazi

Stars of Science Season 2 alumni and founder of CAN Industries



103,000

PEOPLE VOTING IN THE STARS OF SCIENCE SEASON 8 FINALE DUE TO SUCCESSFUL IMPLEMENTATION OF AN ONLINE VOTING SYSTEM AND DIGITAL ADS



Future initiatives and incentives

Continue to encourage and inspire the next generation of innovators across the Arab world into STEM by creating relevant, humanized, original content, with inspirational innovators that can go on to be active role models in their community and the region.

Actively collaborate with other Qatar Foundation (QF) entities to make Stars of Science an outstanding example of QF's comprehensive R&D cycle. This can be achieved through the program's web-exclusives shared on both QF and the show's social media platforms, and local features and write-ups. A strong relationship with QF Communication has been established to enable this.

Continue to increase the caliber of applicants through proactive head hunting, QF entities' nominations, and alumni support.

Support and celebrate the Stars of Science alumni achievements and offer opportunities to apply to QF and other international and regional awards, grants, and academic institutions.

Future-proof Stars of Science beyond Stars of Science season 10 to build on the legacy of its achievements by working closely with QF to devise a plan for the show beyond next season.



Notable achievements

Seven million people engaged with Stars of Science content across all digital touchpoints.

450,000 clicks to the new Stars of Science website over its broadcast period.

Successful implementation of online voting, resulting in 103,000 people voting in the Stars of Science season 8 finale over five days with over 53 percent of voters being exposed to one or more SOS digital ads.

Over 98 percent growth of local and regional print coverage between Stars of Science season 7 and Stars of Science season 8, of which 83 percent was in Arabic.



World Innovation Summit for Health

Building a healthier world through global collaboration



Goals

- Build action-driven communities of experts to address today's most pressing healthcare challenges.
- Influence healthcare policy, locally and globally.
- Create and disseminate world-class, evidence-based content.
- Promote active learning and support within and between communities.
- Showcase innovations that make a difference for healthcare communities everywhere.
- Contribute to the vision and mission of Qatar Foundation and Qatar National Vision 2030.
- Highlight Qatar's pioneering role as an emerging center for healthcare innovation.



The influence of the WISH conference is significant. This conference presents a remarkable opportunity for the collective intellectual power of senior health policy-makers from around the world to come together at a common platform and attend to tricky subjects like the design and delivery of healthcare systems.

Mathew Harris
Clinical Senior Lecturer in Public Health, Imperial College London



Strategies

- Lead in healthcare innovation through world-class, evidence-based research.
- Establish the World Innovation Summit for Health (WISH) as the premier health policy and innovation event in the global calendar.
- Create impact to facilitate the adoption of WISH policy recommendations and best practice locally, regionally, and internationally.

1,600

DELEGATES FROM OVER 100 COUNTRIES CAME TOGETHER AT WISH 2016, THE BIGGEST TO DATE, TO TACKLE THE WORLD'S MOST PRESSING HEALTHCARE CHALLENGES



Notable achievements

- In 2016, WISH hosted its biggest summit to date. Across two days in November, more than 1,600 delegates from over 100 countries gathered in Qatar to seek collaborative solutions to some of the world's most pressing healthcare challenges.
- The 2016 conference marked the first time that WISH reported on the local and global impact of a number of its initiatives on issues previously highlighted at the summit, such as diabetes and patient safety.
- The growing diversity of the WISH community sets it apart from other healthcare conferences. Among the 2016 attendees were scores of government delegates, academic researchers, and medical practitioners.
- Inspiring keynote speeches were delivered by a number of high-profile speakers.
- As in previous summits, the 2016 conference highlighted exciting innovations from some of the best young minds.
- On the global scene, WISH was once again invited to attend and contribute to the second global Ministerial Summit on Patient Safety, hosted by the German Federal Minister of Health Hermann Gröhe, on 29-30 March in Bonn, Germany.

- In creating local impact, WISH has put in a lot of effort to support the local community with a number of initiatives that have brought different healthcare organizations together.
- Not only did WISH grow its community of healthcare professionals and increase its impact globally and internationally, it also raised awareness of its mission and its impact locally and internationally through targeted interaction with traditional media (press releases and features) and through social media.



Future initiatives and incentives

- Build, maintain, and expand a WISH global community to help heighten the profile of WISH, Qatar Foundation, and Qatar at large.
- Make the WISH community financially sustainable.



World Innovation Summit for Education

A leading platform that convenes, inspires, and enables a global movement that is sustainably embedding innovation in education



Goals

To address the world's challenges through innovative education solutions.

13

REPORTS IN PRODUCTION, AS PART OF THE NEW WISE RESEARCH SERIES, FOR LAUNCH AT WISE 2017 IN NOVEMBER



Strategies

Produce high-impact, policy-oriented research in areas of global significance and particular relevance to Qatar.

Deliver high-impact programs that raise the status of education and educators globally, recognize and facilitate innovation in education, and build bridges between research and practice.

3

SUCCESSFUL REGIONAL WISE FORUMS ORGANIZED IN TUNIS (MAY 2016), BEIJING (NOVEMBER 2016), AND MADRID (FEBRUARY 2017)



We can only build quality through intelligent testing that allows us to measure progress and what is making a difference to learning. Smart data is about outcomes. We want to know if children are in school, but also, whether they are learning both fundamental skills and broader skills, such as how to be global citizens. We now have the capacity to use data to better inform us.

Julia Gillard

Global Partnership for Education, and former Prime Minister of Australia



Notable achievements

Three successful regional WISE@ forums: Tunis (May 2016), Beijing (November 2016), and Madrid (February 2017).

Over 16 international gatherings in which the World Innovation Summit for Education (WISE) participated, organized, or co-hosted, including: SxSW Austin; RSA, London; EDD, Brussels; IEFA/WSF, Miami; Skoll, Oxford; AFGG/Raisina, Delhi; WPEL Washington; House of Lords, London; BNU, Beijing; NIES, Beijing; IEFA, Montreal; EdTechX, London; APEC, Hanoi; and UNSDG, New York.

Partnership with Learn Labs: Hosted Empowering Leaders of Learning and the Agile Schools program and workshop series, in collaboration with MOE and QF schools, to support school leaders, resulting in strong recommendations.

New research partnerships with entities including Al Qasimi Foundation, Cambridge University, BRAC, Boston College, Oxford University, Michael Barber, IDEO, Christenson Foundation, UCL, IBRD, and Birmingham University.

New WISE Research series: 13 reports in production, for launch at WISE 2017 in November.

Explored collaboration opportunities with WISH, DIFI, and WORAL.



Future initiatives and incentives

Produce high-impact, policy-oriented research in areas of global significance and of particular relevance to Qatar.

Deliver high-impact programs that raise the status of education and educators globally, recognize and facilitate innovation in education, and build bridges between research and practice.

Provide high-quality platforms that convene policy-makers, practitioners, business leaders, and educators to inspire them toward purposeful, evidence-based action in addressing global and local education challenges.





World Organization for the Renaissance of Arabic Language

Aiming to uniquely contribute to the renaissance of Arabic as a language of communication, knowledge, research, and culture

ORGANIZING

REGIONAL TRAINING PROGRAMS AND EDUCATIONAL WORKSHOPS WITH ISESCO TO SERVE ARABIC LANGUAGE TEACHERS FROM AFRICA, ASIA, AND EUROPE



Goals

To become the leading organization for the renaissance of the Arabic language to entrench identity and realize modernity.



Strategies

Entrenching the teaching and learning of the Arabic language.

Promoting cultural identity and improving the perception of the Arabic language.

Supporting scientific and technical research along with translation and Arabization efforts aiming to serve and promote the Arabic language.



Notable achievements

Held the first professional forum for the teachers of the Arabic language in the Arabian Gulf, titled 'The First Forum for the Arabic Language Teachers: Developing Skills and Performance' at Qatar National Convention Centre, 19-20 March 2017.

Organized regional training programs and educational workshops in cooperation with ISESCO to serve Arabic language teachers in several non-Arabic-speaking countries in Africa, Asia, and Europe, in line with the agreement of cooperation signed on 1 March 2016, and a co-operation program signed on 2 November 2016, between the World Organization for the Renaissance of Arabic Language (WORAL) and ISESCO.

Celebrated World Arabic Language Day on 21 December 2016 with the participation of 150 academics, intellectuals, and poets that are interested in enriching and promoting the Arabic language.

HOLDING

'THE FIRST FORUM FOR THE ARABIC LANGUAGE TEACHERS: DEVELOPING SKILLS AND PERFORMANCE' ON 19-20 MARCH 2017



Future initiatives and incentives

WORAL is working on strengthening its international presence through several programs and projects, most importantly 'The Arabic Corner,' which is held in the national libraries of non-Arabic-speaking countries.

Developing Arabic content on the internet is a top priority for WORAL, as it is currently working with the Qatar Computing Research Institute on a platform that aims to enrich Arabic content on the internet.



