



ANNUAL REPORT



004 QATAR FOUNDATION BOARDS
006 OUR STORY
008 EXECUTIVE SUMMARY

12

DIVISIONS AND DIRECTORATES

014 Administration 022 President's Office 026 Finance 032 Human Resources
040 Information Technology 044 Procurement 048 Support
Services 052 Business Process Improvement 056 Quality Management
Systems 060 Shared Services 064 Capital Projects 068 Facilities Management
072 Health, Safety, Security & Environment 078 Communication 086 Strategic
Planning 090 Internal Audit 094 Legal Department

100

EDUCATION

PRE-UNIVERSITY EDUCATION

104 Qatar Academy 108 Qatar Academy Al Khor 112 Qatar
Academy Al Wakra 116 Qatar Academy Sidra 120 Awsaj Academy
128 Qatar Leadership Academy 132 Academic Bridge Program

HIGHER EDUCATION

138 Virginia Commonwealth University in Qatar 144 Weill Cornell
Medical College in Qatar 152 Texas A&M University at Qatar
158 Carnegie Mellon University in Qatar 164 Research Center for
Islamic Legislation and Ethics 168 Georgetown University School
of Foreign Service in Qatar 172 Northwestern University in Qatar
178 HEC Paris in Qatar 182 UCL Qatar

CONTENTS

188

SCIENCE AND RESEARCH

190 Qatar Science & Technology Park 196 Qatar National Research
Fund 204 Sidra Medical and Research Center 210 Qatar Computing
Research Institute 216 Qatar Environment and Energy Research
Institute 222 Qatar Biomedical Research Institute 226 Qatar Biobank
230 Qatar Cardiovascular Research Center

234

COMMUNITY DEVELOPMENT

236 Social Development Center 242 Qatar Diabetes Association 246
AL SHAQAB 256 QatarDebate Center 260 Reach Out To Asia 268 Doha
International Family Institute 272 Qatar Career Fair Center 278 Qatar
Foundation Publishing Center 282 Bloomsbury Qatar Foundation Publishing
286 Bloomsbury Qatar Foundation Journals 290 Qatar Philharmonic
Orchestra 294 Qatar Music Academy 300 Qatar National Library



His Excellency Yousef Hussain Kamal
Minister of Economy and Finance, member of
the Board of Directors



**His Excellency Dr Mohamed Bin Saleh
Al Sada**
Minister of Energy and Industry, member of the
Board of Directors



**His Excellency Sheikh Jassim Bin Abdulaziz
Al Thani**
Minister of Business and Trade, member of the
Board of Trustees



**Her Excellency Sheikhha Al Mayassa bint
Hamad Al Thani**
Chairperson of the Board of Trustees, Qatar
Museums Authority, member of the Board of
Trustees



**Her Excellency Sheikhha Hind bint
Hamad Al Thani**
Vice Chairperson of the Board of Directors and
member of the Board of Trustees

**His Excellency Sheikh
Mohammed Bin Hamad
Al Thani**
Managing Director of the Qatar
2022 Supreme Committee,
member of the Board of
Trustees



**His Excellency Dr Abdullah Bin Hussain
Al Kubaisi**
Director of the Office of Her Highness Sheikhha
Moza bint Nasser, member of the Board of
Directors



**Her Excellency Dr Sheikhha bint Abdulla
Al Misnad**
President of Qatar University, member of
the Board of Directors



Dr Mohammad Fathy Saoud
President of Qatar Foundation and ex officio
member of the Board of Directors

QATAR FOUNDATION BOARDS



Dr Mazen Jassim Al Jaidah
Board Member of the Supreme Education
Council, member of the Board of Directors



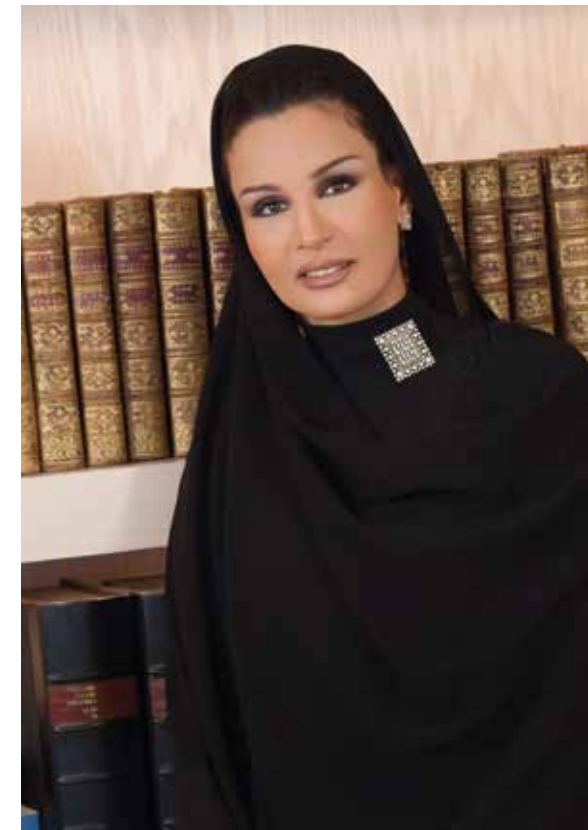
Engineer Saad Ebrahim Al Muhannadi
Qatar Foundation Vice President of Capital
Projects, member of the Board of Trustees



His Highness Sheikh Hamad Bin Khalifa Al Thani
Father Amir of Qatar and Founder of Qatar Foundation



His Highness Sheikh Tamim Bin Hamad Al Thani
Amir of Qatar, Vice Chairperson of Qatar Foundation Board
of Trustees



Her Highness Sheikhha Moza bint Nasser
Chairperson of Qatar Foundation

OUR STORY

Qatar Foundation (QF) began with a dream of supporting the nation in the creation of a knowledge economy, to be no longer reliant on its bountiful natural resources but strengthened by a new generation of Qatari entrepreneurs, intellectuals, and thought leaders.

Every day, as the vision of Education City expands far beyond its original limits, we see that what was once a dream has evolved into a growing reality. QF is providing the tools required to build that knowledge economy, fully aware that the fulfillment of Qatar National Vision 2030 will involve harnessing the collective knowledge of a highly trained, multigenerational talent pool.

In this same spirit, QF has now become a hub for sharing knowledge with the world and, through ambitious gatherings like the World Innovation Summit for Education and World Innovation Summit for Health, the latter preparing for launch in December 2013, a destination for the most forward-thinking global leaders.

QF is unlocking human potential across its centers and directorates by building platforms for innovation and fostering a culture of excellence based upon its three pillars.

Education within QF furnishes the next generation with the knowledge and skills required in a knowledge economy. QF fulfills its mission through partnerships with world-class universities and institutions, and satellite campuses.

While the pillar of Education is essential to equip young minds with the tools they need to succeed, it is matched by a culture of innovation and growing technology capacity in Science and Research.

Science and Research at QF places discovery and transformative thinking at the forefront of the quest to find homegrown solutions for Qatar and the wider world, helping QF to provide career paths for its graduates and making scientific breakthroughs that will address Qatar's own challenges and have a global impact.

Lastly, the **Community Development** pillar of QF underscores the true value of human capital and protects Qatar's proud heritage. Qatari society, enlightened by opportunities within Education and Science and Research and enhanced through Community Development, understands that the breakneck rate of progress in the nation must align with its time-honored core values.

Built upon strong foundations and the combination of these pillars, the dream of QF is taking shape all around us, as the realization of Qatar National Vision 2030 comes ever closer.



EXECUTIVE SUMMARY 2012-2013

To realize a vision requires many qualities, among them clarity of purpose and strategy, professionalism, adaptability, dedication to achieving and maintaining the highest standards, ambition, innovation, and teamwork. These qualities, and more, are embedded in the mission of Qatar Foundation (QF), as led by the **President's Office**.

As QF pursues its goals in support of Qatar National Vision 2030, the **Strategic Planning Directorate** continues to play a pivotal role in ensuring effective, clear and robust decision-making, direction, and strategy management at all levels. Through detailed analysis, research, and data compilation, it supports the Board of Directors and the President in setting QF's course. Approval of the QF Strategic Plan 2013-2023 has set in motion a series of initiatives to steer QF toward its objectives over the next decade.

The enhancement of QF's strategic capability is mirrored by the development of its infrastructure. The **Capital Projects Directorate** (CPD), responsible for planning, designing, and constructing QF's built environment to support centers of excellence where innovation and human potential thrive, has made significant progress on large-scale developments including the new QF Headquarters, Qatar National Library, and Qatar Faculty of Islamic Studies.

The quality of CPD's work is demonstrated by the awarding of LEED (Leadership in Energy and Environmental Design) Platinum Certification for QF's Male and Female Student Housing Project, the only student housing complex in the world to win this accolade.

CPD is ably supported in its work by the **Procurement Directorate**, which provides total supply chain management services to QF and all its constituents. In 2012-2013 Procurement handled an increased volume of purchases while achieving a saving of QR40.75 million through the successful implementation of increased efficiency measures. The constant drive for greater efficiency was

also reflected in the achievements of the **Facilities Management Directorate** (FM), **Support Services**, **Quality Management Systems** (QMS), **Shared Services**, and **Business Process Improvement** (BPI).

FM completed a series of key projects including the first phase of Qatar Academy Sidra and enhancement of sports facilities; Support Services increased the automation of its processes, achieving improved response times to customer queries and significantly increasing its output; QMS delivered new systems to help QF directorates collate and manage information and supported them in achieving international standards; and Shared Services continued to identify areas where the growth of QF could yield new economies of scale, and ran the 'Voice of Customer' survey, which provided valuable insight for QF's service providers.

BPI, in addition to helping all QF centers to streamline their workflow, increased the efficiency of its own processes through an automated system devised in collaboration with the **Information Technology** (IT) Directorate. IT has the indispensable role of interconnecting the QF community in an effective, adaptable, and state-of-the-art way. Strides continue to be made in the development of a world-class five-year IT plan, and significant upgrades to QF's applications infrastructure are enhancing performance and customer support.

QF's investment in its people was illustrated through the provision of improved benefits and allowances for all staff, following a study analyzing Qatar's employment market and specifically with peer groups. **Human Resources** (HR) exceeded its recruitment target, recruiting 529 employees, whereas the target was 348. HR recruited 389 permanent and 140 non-permanent employees, and achieved a 42 percent Qatarization rate in the recruitment of permanent employees. In an expanding organization, HR's Focal Point project is improving communication with

employees and providing a forum for instant feedback and the exchange of information.

Aspiration must not make us lose sight of realism and pragmatism, and the **Finance Directorate** (FD) ensures that QF maintains this balance. With sustainability, oversight, planning, compliance and efficiency as its watchwords, FD's adoption of Hyperion, one of the world's leading planning systems, is designed to keep pace with QF's growing financial interests and provide improved stewardship and performance.

Internal Audit Directorate (IAD) gained approval for 105 recommendations for improving governance, risk management and internal controls, and underwent an organizational restructure into three distinct departments specializing in Operations, Finance and IT.

While growth and increased efficiency are perennial goals, two fundamental constants must be observed: ensuring that the whole QF community is able to go about its work in a safe and healthy environment, and ensuring that QF operates within a strong legal framework, both internally and externally. A 10 percent reduction in security-related incidents and nearly 11 percent reduction in safety-related incidents over the previous year shows that significant progress has been made by the **Health, Safety, Security and Environment Directorate**, while an increase in assignments carried out by the **Legal Department** from 384 in 2011-2012 to 477 in 2012-2013 reflects the efforts that have been made to raise awareness of the legal services available, which now include an internal Dispute Resolution Unit.

Community issues such as these are central to QF's vision – a set of values that have been transmitted to all corners of the world through the work of the **Communication Directorate** (CD) as it builds and protects the QF global brand, ensuring its message secures a place in international consciousness.

CD was instrumental in securing QF representation on the local and international conference circuit and involvement in Qatar UK 2013, as well as in the visit of Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation, to the UK. Closer to home, QF's online platform Maktabi celebrated its first anniversary by claiming the Silver SABRE award for an internal publication, while QF Radio's profile has again soared, aided by a new English station, a new advertising campaign across both Arabic and English stations, and a revamped website.

EDUCATION

QF's administrative network is the bedrock on which the three pillars of Education, Science and Research, and Community Development continue to rise.

While constantly looking to the future, QF retains a keen regard for its roots, which lie in **Qatar Academy** (QA), the founding institution from which Education City spread. QA now performs an even greater role in nurturing a new generation of Qataris with the opening of its Early Education Center, its vision echoed at the other QA schools at Al Khor, Al Wakra, and, newly opened in September, **QA Sidra**.

The development of Arabic language skills is a key objective for **QA Al Khor** and **QA Al Wakra**. The former gained accreditation from the Middle States Association of Colleges And Schools (MSA), while QA Al Wakra saw a measurable improvement in student performance and received a 'highly satisfied' rating in a survey of parents. **Awsaj Academy** received a double boost in its mission to provide direct services to students with learning challenges, achieving accreditation from both the MSA and the Council of International Schools. This, together with an increase in the number of students enrolled, reflects genuine progress in QF's mission to provide a quality education for the whole community.

DIVISIONS AND DIRECTORATES

▲ ADMINISTRATION

PRESIDENT'S OFFICE
FINANCE
HUMAN RESOURCES
INFORMATION TECHNOLOGY
PROCUREMENT
SUPPORT SERVICES
BUSINESS PROCESS IMPROVEMENT
QUALITY MANAGEMENT SYSTEMS
SHARED SERVICES

▲ CAPITAL PROJECTS & FACILITIES MANAGEMENT

CAPITAL PROJECTS
FACILITIES MANAGEMENT
HEALTH, SAFETY, SECURITY & ENVIRONMENT

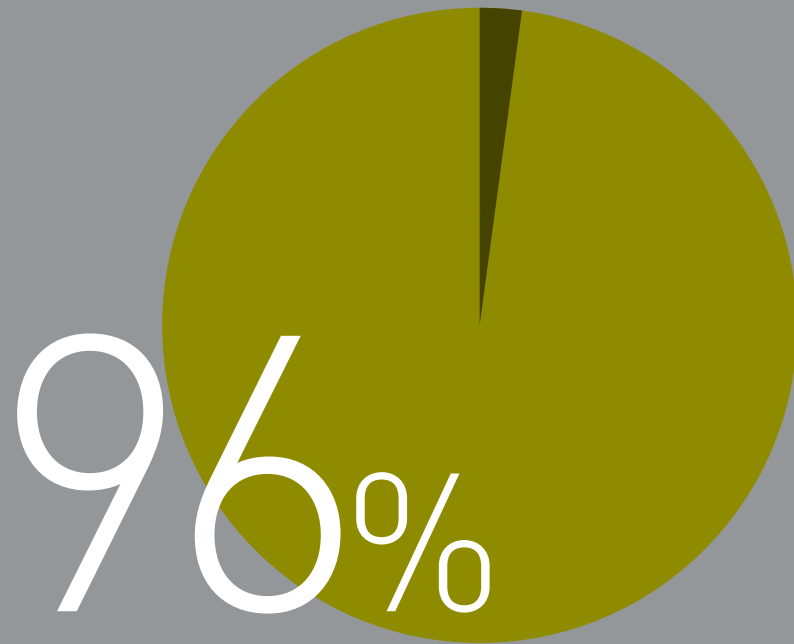
▲ COMMUNICATION

▲ STRATEGIC PLANNING

▲ INTERNAL AUDIT

▲ LEGAL DEPARTMENT

ADMINISTRATION



Score achieved in customer satisfaction survey – four percent above target

100%

Safety levels maintained with no reported incidents

THE MISSION OF THE ADMINISTRATION DIVISION IS TO EXCEED CUSTOMER EXPECTATIONS BY PROVIDING INTEGRATED SERVICES COST EFFECTIVELY, FOCUSING ON CONTINUOUS IMPROVEMENT.

Goals

- Be a champion of excellence.
- Ensure safety.
- Improve operating efficiency through continuous improvement.

Strategies

- Increase Qatarization and develop future leaders.
- Maintain and improve quality management systems.
- Improve customer service and satisfaction through the optimization of the shared services.

Notable achievements

- Maintained 100 percent safety levels in all locations and operations, with no incidents reported.
- Support Services Directorate initiated a Health and Safety Program for all identified operations (Housing, Food, Recreation, and Childcare Departments).
- Support Services Directorate conducted a comprehensive safety audit, including all operational sites as well as all leased and owned housing compounds and units.
- Over 50 automation and enhancements requests were completed in response to business requirements for Administration Division, through the enhancement of the Human Resources (HR) Archive Document Management System, i-Procurement Enhancements, Payment Gateway.
- Further automation applied in Headquarters departments and Qatar Foundation (QF) centers through the Board Management Office SharePoint Portal, revamp implementation of computer-aided facility management phase 1, enhancement of the Translation Department Portal site and Social Development Center (SDC) SharePoint Application-SDC content management system.
- Held more than 200 service review meetings and an annual gathering to enhance the Service Management Model by providing an 'Effective

and efficient platform for customer entities to access seamless services so that they could focus on their core businesses'.

- Reviewed and published the revised approved Business Process Improvement (BPI) procedure for document development and review with consideration to the feedback received from various stakeholders.
- BPI has engaged with Shared Services Directorate to provide services to all QF centers in the Fiscal year 2012-2013, governed by a service-level agreement.
- Automated the BPI Process.
- BPI's team developed a tailor-made training program for the fiscal year 2012-2013, attended by champions from various directorates, to build and equip the directorates with the necessary knowledge and skills to develop and improve their policies and procedures for documentation and process mapping.
- Completed Business Travel Benchmarking Exercise, to understand how other organizations manage business and training travel. The companies surveyed include Qatar Petroleum, RasGas, Ooredoo, Msheireb Properties, Oryx GTL and Government entities - Human Resources Law.
- Completed benchmark exercise to find the best way to handle current QF accommodation procedures, allocation of housing to sponsored employees, housing allowance and furnishing grant.
- Reviewed trainees remuneration and allowances.
- Completed benchmark on Shift and Stand-by-Duty Allowances Survey.
- QF HR participated in the Qatar Career Fair, 2013, which ended with the submission of 1,003 CVs, of which 524 were forwarded to departments and centers and 164 interviews were conducted.
- Enhanced sponsored trainees selection and attracted the potential candidates from QF campuses during university career fairs.
- Implemented the long Qatarization policy and developed an annual trainees recruitment plan in consultation with QF centers and directorates.
- Monitored employees turnover and trends. Areas of concern were

identified by exit interviews, and Policy Team conducted benchmarking and policy review in order to reduce exits.

- Completed first batch of Senior Management Leadership Development Training Program in association with Said Business School, University of Oxford, UK.
- Completed Competency Training Clustering Project with the objective to develop competency of QF staff by suggesting appropriate training programs based on the new and revised QF Competency Framework.
- BPI reviewed and uploaded 220 documented procedures, ensuring their compliance with ISO Standards for the year 2012-2013.
- Quality Management Systems Directorate ran workshops and awareness sessions to enhance knowledge and develop a quality culture in QF that brings about a paradigm shift from compliance to enhancement of management systems.
- Completed phase 1 of Integrated Management System Project.
- Conducted a gap analysis in QF Headquarters (HQ) to define Enterprise Content Management (ECM) requirements and the roadmap for QF HQ's directorates. The roadmap combines strategy, governance and business change in addition to technology to deliver the ECM solution required.
- Implemented Correspondence Management System for Vice President, Administration Office.
- Successfully maintained ISO certification for four years.
- Conducted an internal and external audit for ISO 9001, ISO/EMS14 001, ISO 27001, ISO 10015 and OSHA 18001 to maintain the existing certificates.
- QF has received ISO 10015+ certification for training activities.
- Ran Gap analysis for international standards for existing certificates.
- The following policy proposals were submitted and approved by management:
 - 'Annual Leave Spread Over to the Next Calendar Year'.
 - 'Compensation for Substitute Teachers and Teacher Assistants Annual'.
 - 'Medical Coverage for QF Staff'.
 - 'Contingent Worker'.

“In 2013, Business Improvement Directorate has continually supported the Foundation’s objectives and initiatives through ensuring effective management of the existing services, quality management systems and functional process improvement. We will work collaboratively with all our partners and stakeholders to continually achieve strong growth by steadily carrying out our objectives as an integrated part of the Foundation’s strategic objectives.”

Ahmed Al Muftah, Executive Director, QF Business Improvement Directorate





- 'Research Development as a New Employment Category'.
- 'Professional Development Fees'.
- 'Revision on Business Cards Policy'.
- 'To Increase the Hourly Rate for SDC Part-Time Trainers (Tanmia Training Program)'.
- 'Excess Working Hours During Events in AL SHAQAB' (HR recommended options to handle excess hours for non-sponsored females, medical insurance for national and non-sponsored females, annual leave ticket for non-sponsored females, housing allowance for national and non-sponsored females)'.
- 'Pension Contributory for Loaned Staff Within the Foundation'.
- 'Car Purchase Assistance' – revision of the policy.
- 'New Starting Point Salary for G. Trainees to be Step 1 of G.11'.
- 'New Percentage for Salary Progression Scheme for Trainees'.
- Exceeded the number of services meeting SLA target (average score across all services utilized). Achieved 98 percent of the services while the target is 95 percent.
- Achieved 96 percent customer satisfaction score, exceeding target of 92 percent.
- Developed Shared Services Directorate annual report.
- Initiated phase 2 for the recharging methodology.
- Carried out benchmarking exercise for two services.
- Improved benefits and allowances for QF staff: Benchmark study was conducted with the collaboration of Hay Group, a consultancy firm



that had assisted in providing data of the local market specifically with the peer groups. After analyzing the data, improved benefits and allowances were provided to QF staff, in particular for national female and non-sponsored staff, including revised transport, social and housing allowances, as well as expanded eligibility for education assistance for non-senior staff, annual airfare, and medical insurance benefits to national and non-sponsored females.

- Government Affairs was rated as 'Top Performing Service' overall at QF in terms of turnaround time and quality, based on the 'Voice of the Customer Survey 2012-2013', conducted by Shared Services Directorate.
- Completed QF Career Ladder Project for all the positions within QF's centers and directorates, with the objective of providing Career Ladders for each job within the organization.

This will provide a Career Map for all employees working within QF.

- Recruited 529 employees, exceeding the target of 348.
- Held QF Long Service Award ceremony to publically recognize and thank staff for their service and commitment.
- Finance Directorate reduced the month-end closing time from eight to six working days, marking an improvement in efficiency throughout QF and giving monthly management information more promptly.
- Upgraded SWIFT payment system, which is primarily used to administer electronic payments via straight-through-processing.
- Finance Directorate introduced i-expense across all major administrative centers during 2012. This enables the end user to submit petty cash reimbursements online directly into the Enterprise Resource Planning (ERP). All approvals and rejections take place within the ERP, improving the speed and efficiency of the process as approvers can access the ERP at any time or location. This process is also entirely paperless.
- Hyperion Planning System Phase 1 and Activity Based Budgeting were implemented during 2012, which are essential for ensuring that QF's annual planning cycle fulfills its strategic vision and objectives. As QF grows and diversifies, it requires greater emphasis on financial stewardship, accountability, and performance. To meet these objectives, QF has become one of the first organizations in the Middle East





and North Africa region to implement a system-embedded annual approach. A successful planning cycle has already been delivered through Hyperion and several enhancements are planned for future cycles.

- Recreation Services was rated as the second best QF service provider in the Shared Services 'Voice of the Customer Survey 2012-2013'.
- Support Services Directorate automated processes included the Housing Releases, Hotel Reservations and Newspaper requests.
- A saving of QR40,756,050 was achieved by early engagement with end users in major projects and adopting better tendering strategies.
- As part of the sustainable procurement strategy, all purchase orders up to QR200,000 are now made paperless.
- Implemented move order catalog in ERP, which helps end users in selecting items from the warehouse by looking at pictures and specifications. This has resulted in reduced waste and material returns to the Warehouse.
- Procurement staff participated in the Chartered Institute of Purchasing and Supply Middle East Conference and eTendering Conference, which helped in extending professional networking and provided better insight into current market trends.
- Took part in an intensive information technology (IT) strategy development exercise, coordinated by QF joint venture (JV) MEEZA with technology

consultancy Booz Allen Hamilton, to ensure the delivery of a world-class five-year IT strategy plan and its related technology roadmaps.

- Carried out upgrade of the Applications Infrastructure, in continuation of IT Directorate journey to improve the operation services and stability, achieving state-of-art IT infrastructure to have more scalability and flexibility in supporting the customers. Multiple significant milestones in the upgrade of the Applications technology stack were achieved with the following key advantages:
 - Extended support.
 - Higher performance.
 - Enhanced availability and recovery.
 - Better compliance.
 - Scalability.
- Carried out Business Enhancement and Service Transformation Assessment of the existing processes across HR, Finance, Support Services, Procurement, Facilities Management and Communication Directorates, to identify potential operating models to support the sustainable growth of QF through leveraging Shared Services Directorate. The assessment is intended to support the alignment of Administration directorates with QF 2020 strategy, particularly the enabling strategies related to clear, efficient governance; sustainable financing; balance of autonomy and central management, and program review.
- Business Improvement Directorate applied Unified Call Center

assessment and received sign-off from the service providers to proceed to the next phase.

- Developed Enterprise Content Management System business case and roll-out plan for implementation.
- Established a program to identify and safeguard QF HQ vital records which have been rolled out to six directorates.
- Developed and proposed a physical records management solution to the Capital Projects Directorate.

Future initiatives and incentives

- Financial Discipline:
 - Stick to approved budgets.
 - Reduce operating expense through cost savings and implement outsourcing.
 - Monitor overspend and follow up.
- Operating Efficiency:
 - Maintain a safe, healthy and productive work environment.
 - Effect efficient and productive end-to-end processes.
 - Eliminate waste through improvement teams.
 - Implement a unified, integrated management system.
 - Utilize QF JV's for the provision of services across QF.
 - Participate in the 2013 Hay Group Compensation and Benefits Survey in Qatar.
- Human Capital:
 - Leadership development through quality Qatarization.
 - Identify star performers and develop them.
 - Ensure QF remains an employer of choice; retain talent and ensure a voluntary turnover rate of 15 percent or less.
- Shared Services:
 - Optimize the Shared Services program to deliver fit-for-purpose services to end users.
 - Implement a working chargeback solution.
 - Enhance performance measurement and reporting.
 - Development of Operational Level Agreement.
 - Improve customer service and satisfaction.



ADMINISTRATION



SUPPORTED HAMAD
BIN KHALIFA
UNIVERSITY IN
PLANNING AND
EXECUTING THE
INSTITUTE FOR
GLOBAL LAW AND
POLICY WORKSHOP



SET UP THE
WORLD
INNOVATION
SUMMIT FOR
HEALTH (WISH)

PRESIDENT'S OFFICE

THE ROLE OF THE PRESIDENT'S OFFICE IS TO LEAD QATAR FOUNDATION (QF) IN ACHIEVING ITS VISION AND MISSION OF HUMAN, SOCIAL AND ECONOMIC DEVELOPMENT IN QATAR THROUGH EDUCATION AND RESEARCH BY TRANSFORMING IDEAS INTO ACTIONS TO BENEFIT THE GREATER COMMUNITY.



Goals

- Ensure the overall strategic coherence and direction of QF through the start-up and management of new initiatives in collaboration with national and international stakeholders.
- Ensure and maintain efficiency and effectiveness in the management of the organization through sound structures, clear reporting lines, policies and procedures for governance.

Strategies

- Ensure that QF has an overall strategic direction and an effective, up-to-date strategy to guide its activities toward its vision and mission.
- Ensure that new initiatives in core business areas are established in collaboration with partners and national stakeholders, based on a firm foundation of clarity, governance, and management.
- Ensure efficiency and effectiveness in the management of the organization, ensuring alignment with, and progress toward, strategic goals and priorities.
- Institutionalize productive relationships with strategic stakeholders, and promote QF internally and externally.
- Ensure that QF is effectively governed

through sound structures, reporting lines, policies and procedures for governance.

Notable achievements

- Began the process of transitioning out of the Community Development Centers.
- Supported Qatar Petroleum in developing and planning its own Energy Think Tank.
- Launched Qatar UK Year of Culture programs.
- Supported Hamad bin Khalifa University in planning and executing the Institute for Global Law and Policy workshop.
- Set up the World Innovation Summit for Health (WISH) project.
- Made progress on aligning the strategic direction of all centers and directorates.
- Began planning new initiatives in line with our objectives that will help QF realize its vision and mission, in partnership with leading international institutions.
- Initiated review of governance and the organization overall to align with our new strategic goals and priorities.
- Signed several memoranda of

understanding (MoUs) with local stakeholders; more MoUs and collaborations are being developed.

Future initiatives and incentives

- Develop new Governance Manual as part of the new governance structure after final review.
- Progress Qatar Law School project.
- Continue to support WISH.
- Develop programs for the next Year of Culture.
- Develop Publishing Center.

The President's Office ensures that new initiatives in core business areas are established in collaboration with partners and national stakeholders based on a firm foundation of clarity, governance, and management.



ADMINISTRATION



LAUNCHED
ENTERPRISE
BUSINESS
INTELLIGENCE
TO DELIVER AN
INTERACTIVE
ONLINE REPORTING
TOOL TO ALL QF
CENTERS AND
DIRECTORATES



INTRODUCED
EXPENSE ACROSS
ALL MAJOR
ADMINISTRATIVE
CENTERS

FINANCE

THE MISSION OF THE FINANCE
DIRECTORATE IS TO ENSURE
THAT QATAR FOUNDATION
(QF) REMAINS FINANCIALLY
SUSTAINABLE AND THAT
ASPIRATIONS ARE ALIGNED
WITH FINANCIAL REALITY.

Goals

- Maintain a 'best in class' finance function that 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 and embedding 'finance business partnerships' across QF to ensure effective and efficient operations.
- Recruit and develop Qatari nationals to assume senior finance roles.
- Promote a performance-based culture of financial management.

Strategies

- Enhance automation to boost performance and efficiency.
- Ensure effective financial management, accountability, and control.
- Achieve continuous customer satisfaction across all areas of the directorate.
- Develop and retain human capital capacity in the department to manage the current pace of change and growth.
- Enhance the internal control environment.
- Establish enterprise risk management within QF and reach level four of the QF risk maturity model by 2015-2016.
- Improve governance structures around current and future QF operations.

Notable achievements

- Undertook a series of measures to ensure continued adherence to leading standards and improve business practices. Several of these measures involved system upgrades, which support the automation and ease of access demands of customers. More effective working styles will continue to increase the focus on customers needs encouraging a higher level of accountability.
- Encouraged best practice and improved efficiency by implementing a reduced month-end closing time, brought down from eight to six working

days. This marked an important change for the Finance Directorate and will improve efficiency throughout QF as monthly management information is more promptly available from the reporting team.

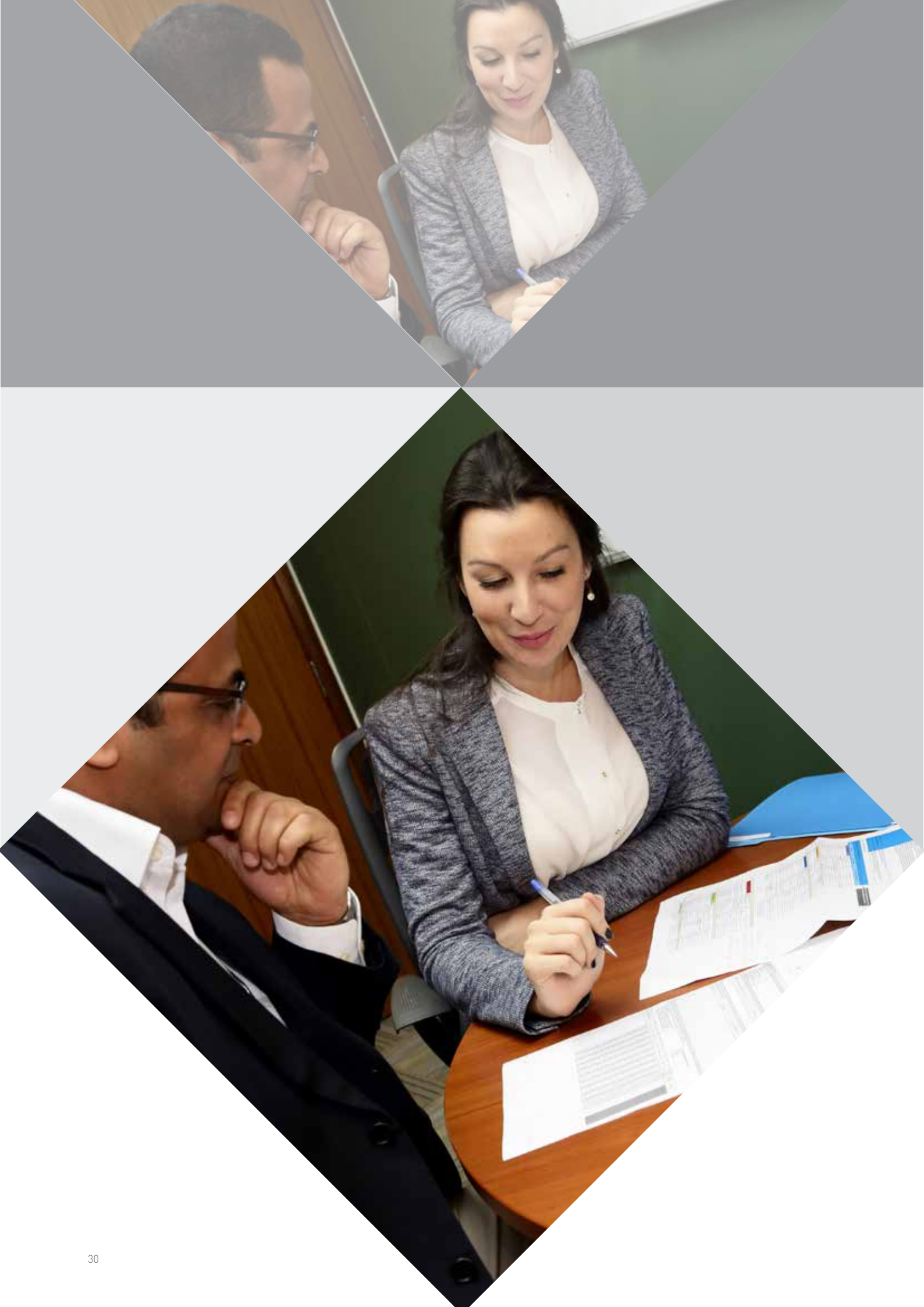
- Upgraded the SWIFT payment system, a system primarily used to administer electronic payments via straight-through-processing. As part of the directorate's automation enhancements, a mandatory upgrade of the SWIFT payment system is required every five years in order to receive the latest system features, functionalities and security.
- Introduced iExpense across all major administrative centers, which enabled the end user to submit Petty Cash reimbursements online directly into the Enterprise Resource Planning (ERP). All approvals and rejections take place within the ERP, improving the speed and efficiency of the process as approvers can access the ERP at any time or location.
- Adopted Hyperion, one of the most advanced planning systems available worldwide. Hyperion Planning System Phase 1 and Activity-Based Budgeting were implemented during 2012 and will be essential tools for ensuring that QF's annual planning cycle fulfills its strategic vision and objectives.
- Implemented a system-embedded annual approach to planning in QF. A successful planning cycle has already been delivered through Hyperion, and several enhancements are planned for future cycles.
- Encouraged engagement and interaction by ensuring that the Finance Directorate's budgeting and reporting team became more customer-focused. It now acts as an integral part of each customer's own team, sharing common objectives and restraints. This degree of business knowledge and foresight increased financial control and the quality of financial information.
- Developed online practices by introducing an online enterprise business intelligence tool. The new tool provides self-service report delivery in an interactive, controlled, and secure manner, with finance users able to run their own reports. This system allows departments to access information much more easily, through

a graphically rich management dashboard. The information that can be accessed incorporates various management charts and gauges, to enable consistent cost monitoring.

- Contributed to the embedding of risk management with the strategic planning process across QF. 71 percent of QF high-priority entities updated their risk registers before the Strategic Planning Directorate formally approved their annual business plans.
- Developed transparent and effective internal controls, which increased finance employee awareness regarding regularly monitoring operational risks and controls.
- Achieved full accountability with the implementation of the operating expenses (OPEX) system. This control mechanism monitors operational expenditure, increasing financial accountability. Despite system-related changes, it was well received by customers and appreciated for the immediate accountability it offers. It will ensure the proper management of financial resources for many years to come.
- Completed Phase 1 of recharging for Information Technology, Facilities Management and Health, Safety, Security and Environment Directorates. This fully automated Finance Directorate initiative, undertaken with Shared Services Directorate, provided QF Management with an accurate value for the true cost of services provided by these directorates, as well as a clear view about service consumption by QF customers. Figures provided were evaluated and enhanced to complement Management Information Reports (MIR) with allocation of cost per entity.
- Revisited Finance Directorate Service Level Agreements (SLAs) with Shared Services Directorate. New SLAs were added, some amended, and obsolete ones removed. These customer-driven changes were introduced following feedback from workshops with business users. The new SLAs contain detailed service descriptions and reasonable target objectives to ensure quick and accurate service.
- Supported RAND Institute in developing Financial Policies and Procedures for the Qatar National Food Security Program (QNFSP). The project,

The Finance Directorate develops and retains human capital capacity in the department to manage the current pace of change and growth.





administered by the Office of His Highness Sheikh Tamim Bin Hamad Al Thani, Amir of Qatar, originally aimed to reduce the country's reliance on food imports through realization of the principle of self-sufficiency. It was an honor for the directorate to provide support for a high-profile initiative like the QNFSP that recognized the expertise within QF.

- Launched Enterprise Business Intelligence (EBI) to deliver an interactive online reporting tool to all QF centers and directorates. MIR content comprises level three (summary) and level four (detail) financial analysis of actuals versus budget together with an interactive and graphical dashboard.
- Reduced MIR delivery time from five days to three after general ledger close.
- Leveraged and extended use of Hyperion system to support monthly management reporting. All monthly reporting (with the exception of EBI) is now delivered from Hyperion.
- Initiated Hyperion Phase 2 and Active Front End automation projects; approved business cases and selected vendor.
- Delivered formal documentation covering the Hyperion planning set-up for the budgeting cycle.
- Carried out benchmarking studies at QF schools, Qatar National Library and branch campuses with local and international peers.
- Initiated revenue augmentation project.
- Adopted target-based approach for 2013-2014 budget cycle, and completed planning cycle and communication of approved budget two months earlier than planned.
- Successfully extended OPEX control to business-critical cost categories.
- Delivered quarterly forecast covering all QF centers/directorates using the Hyperion system, which supports budget versioning at monthly intervals.
- Underwent financial operational benchmarking by Citigroup.
- Completed user-friendly real-time report on funds availability.
- Carried out active cost center report to facilitate the end users involved in back charging.
- Delivered new quarterly financial packs for Research and Development,

Pre-University Education, and Vice President, Capital Projects Directorate (CPD)/FM.

- Enhanced the pack already delivered to the Vice President, Administration.
- Delivered 2013-2014 budgeting workshops.
- Put in place monthly MIR review meetings.
- Developed and retained human capital capacity.
- Arranged International Financial Reporting Standards course in collaboration with PricewaterhouseCoopers and delivered it to QF finance community.
- Recorded a significant increase in the number of graduate trainees.
- Confirmed one trainee to a permanent position and promoted one to a senior management accountant position in line with Qatarization principle.
- Revised all 37 finance procedures (new and revised), which have now been signed and issued on the QF Portal.
- Developed a rigorous process of data reconciliation prior to issuing MIR reports each month.
- Supported the establishment of a Risk Committee through regular engagement with Internal Audit Directorate (IAD) on expanding the Audit Committee's remit.
- Ensured that new QF Strategic Plan includes a Key Performance Indicator on risk management at QF level.
- Finalized MEEZA proposal on Risk Management Information System (RMIS) to enable efficiency in risk management operations and work toward embedding risk within QF, ultimately enhancing QF's risk culture.
- Engaged and worked with entities across QF to establish and/or amend their risk registers through regular monitoring, communication, and support.
- Finalized Business Continuity Management (BCM) Charter and Ownership.
- Consolidated reporting across three out of four divisions through the establishment of divisional risk registers and respective forums.
- Delivered risk champion training sessions enhancing risk awareness and enabling the development of a


risk culture throughout QF.

- Issued periodic newsletters and publications throughout the year through *QF Telegraph*, *The Foundation* magazine and the QF Portal.
- Introduced the integration of risk management objectives in risk champions' performance appraisal process.
- Worked with IAD to formalize an approach to follow up on actions across a pilot group in QF, clarify risk owner and action plan owner responsibilities, and appoint a risk management champion.
- Worked with CPD and ASTAD to review and amend current project risk procedures in light of recent infrastructural projects with significant impact on QF community and daily operations.
- Completed review and feedback for the SDC Responsibility and Authority Matrix.
- Supported Procurement and Support Services Directorates with endorsement of the General Services Table of Financial and Non-Financial Authorities.

Future initiatives and incentives

- Formalize risk reporting requirements for Audit Committee.
- Align risk team reporting lines with leading practices.
- Build increased capability in risk team to ensure that it is adequately resourced and capable of supporting effective risk management across QF.
- Obtain board-level sign-off on risk policy and risk strategy.
- Increase leadership communication on the importance of risk management.
- Roll out RMIS and initiate BCM project.
- Embed control self-assessment process within Finance Directorate and develop roll-out plan across QF.
- Develop internal career progression opportunities.
- Complete carry-forward projects in payable area.
- Complete the audit for 2012-2013 in time and prepare the consolidated financial statements for Board approval.

ADMINISTRATION



EXCEEDED
RECRUITMENT
TARGET BY HIRING 529
EMPLOYEES, 389
PERMANENT AND 140
NON-PERMANENT,
AGAINST A TARGET
OF 348



COMPLETED
THE QF CAREER
LADDER PROJECT
FOR ALL POSITIONS
IN QF CENTERS
AND DIRECTORATES

HUMAN RESOURCES

THE AIM OF THE HUMAN RESOURCES (HR) DIRECTORATE IS TO BE A STRATEGIC PARTNER IN BUILDING QATAR FOUNDATION (QF) BY MAXIMIZING THE VALUE OF HUMAN CAPITAL AND ALIGNING IT WITH QF INITIATIVES AND STRATEGIES AND THE NEEDS OF ALL STAKEHOLDERS.

Goal

- Develop and deliver high standards of strategic and operational HR services (attracting, developing, deploying, retaining, and motivating talent) to all QF directorates and centers, in a way that adds value and supports the achievement of QF's strategic objectives and those of internal customers.

Strategies

- Facilitate strategic HR Directorate decision-making throughout QF.
- Act as a magnet for local and global talent.
- Foster a high-quality national development program across QF.
- Develop QF as a learning organization conducive to talent development.
- Drive a high-performance culture, work satisfaction and personal development across QF.
- Achieve service excellence by enhancing HR Directorate information systems and management systems.

Notable achievements

- Conducted with the collaboration of Hay Group a benchmark study of the local market, specifically with peer groups, after which improved benefits and allowances were provided to QF staff, especially for national female staff and non-sponsored staff. Revised transport, social and housing allowances and expanded eligibility for education assistance for non-senior staff. Annual airfare and medical insurance benefits were also given to national and non-sponsored female staff.
- Government Affairs (GA) was rated the overall 'Top Performing Service' in QF, in terms of turnaround time and quality, in the 'Voice of the Customer' Survey 2012-2013 conducted by Shared Services Directorate.
- Held quarterly Focal Point Sessions with all centers and directorates aimed at improving HR Directorate communication with customers. The project is now a core activity for the HR Directorate team, with customized sessions for QF centers

and Headquarters (HQ) directorates to provide immediate feedback and ensure that all employees are constantly well-informed from an HR perspective. Among other things, each session included a heads-up on HR Directorate projects or changes in the pipeline, training on Enterprise Resource Planning (ERP) self-service applications, and a dedicated topic of interest reviewed in depth.

- HR's Employee Relations and Welfare (ERW) team launched the ERW Morning Coffee Project as part of the HR Directorate intention to reach out and improve communication with the QF community.
- Exceeded recruitment target by hiring 529 employees (389 permanent and 140 non-permanent) against a target of 348.
- Achieved Qatarization target of 42 percent; 157 Qatari permanent employees were recruited out of 378 in total.
- Successfully maintained ISO certification for four years. QF is the first organization in the world to receive ISO 10015+ certification for its training activities.
- Held Long Service Award Ceremony 2013 at Qatar National Convention Centre, an annual event to recognize long-standing employees at QF for their loyalty and dedication, and the largest event under the responsibility of HR Directorate.
- Posted revised HR Policy Manual on QF Portal for easy staff access, with the aim of improving communication between QF and employees.
- Submitted and secured management approval for policy proposals including annual leave held over to the next calendar year; annual compensation for substitute teachers and teacher assistants; medical coverage for QF staff; contingent worker; research development as a new employment category; professional development fees; business cards (policy revision); and increase in hourly rate for Social Development Center part-time trainers on the 'Tanmia' Training Program.
- Recommended options to handle excess hours in future events aligned within the set of HR policies and the Labor Law.
- Approved new benefits policy for QF staff to include: transport allowance, social allowance, education assistance for junior staff, education assistance for

national and non-sponsored females, medical insurance for national and non-sponsored females, annual leave ticket for non-sponsored females, housing allowance for national and non sponsored females, pension contribution for loaned staff within QF, car purchase assistance (policy revision), and new starting point salary for G Trainees to be step 1 of G11; and approved new percentage for salary progression scheme for trainees.

- GA team processed thousands of visas for delegates from various countries to QF conferences such as the World Innovation Summit for Education, as well as the United Nations Climate Change Conference.
- Completed 2013-2014 workforce planning cycle, including major enhancements compared with previous years. Developed a Workforce Planning Manual to help end users with workforce planning cycle activities.
- Developed an Organizational Design Manual defining the tiers and key terminology of the organization.
- Completed the automation of 55 major HR deliverables/tasks, and launched the new automation project to automate more than 25 others.
- Completed first batch of Senior Management Leadership Development Training Program in association with Said Business School, Oxford University, UK.
- Completed the Total Job Profiling (TJP) project and uploaded the TJP document to the portal, providing necessary access to respective centers/directorates for Heads and above.
- Drafted Technical Skills Profiles (TSPs) for all positions in QF centers and directorates based on an analysis of the job description for each. Organized focus groups to help update the draft TSPs, which were also forwarded to centers and directorates for feedback and comments. The final TSP document contains the core and role-specific technical skills required for any given job/position and will be used during recruitment, training and development of the staff and other related HR processes.
- Completed the QF Career Ladder project for all positions in QF centers and directorates, with the objective of providing Career Ladders for each job within the organization, showing both

“Government Affairs achieved a rating of 3.86 in the ‘Voice of the Customer’ survey. Participants came from Education, Community Development, Research and Development, and Qatar Foundation Headquarters.”

Hassan Al Hammadi, Executive Director, QF Human Resources Directorate





likely and less likely possible routes to development and advancement. This will provide a Career Map for every employee working within the organization and could be an effective employee motivation tool.

- Completed the annual performance appraisal cycle for 2012-2013 and submitted the report for completion of post-appraisal formalities.
- Conducted 2012-2013 Training Needs Assessment for Headquarters and all centers to determine organizational, departmental and individual training needs across QF, and produced a Training Catalog for the year. All training programs offered were accredited and certified by international bodies.
- Developed two User Manuals to provide QF staff with guidance on better business planning.
- Conducted several high-level operational meetings aimed at improving the business model between HR Directorate and QF entities.
- Developed and presented HR metrics to Management.
- Recognition for long serving staff took place via the Long Service Award issued by QF and via a prestigious ceremony held to recognize and thank staff for their service and commitment.
- Maintained QF turnover at an acceptable percentage over the course of the year. Employee turnover rate and trends were regularly monitored.
- Brought all QF staff and their eligible dependents under a generous and comprehensive Medical Insurance Plan. Employees are also covered under our Life/Disability Insurance Scheme.
- Participated in two regional HR events and won 'Middle East HR Professional of the Year' and 'MENA Employer of the Year' awards.
- Further extended use of the Assessment Center to include all new recruits and trainees.
- Utilized various recruitment tools such as recruitment campaigns, QF website advertisements, recruitment agencies, social media (LinkedIn, Facebook and Twitter) and career fairs to achieve the yearly recruitment target.
- Conducted benchmarking exercises throughout QF to ensure it remains market-competitive.
- Completed Business Travel

Benchmarking Exercise, to understand how other organizations manage business and training travel. The companies surveyed include Qatar Petroleum, RasGas, Ooredoo, Msheireb Properties, Oryx GTL and Government entities Human Resources Law.

- Completed benchmark exercise to find the best way to handle current QF accommodation procedures, allocation of housing to sponsored employees, housing allowance and furnishing grant.
- Reviewed trainees remuneration and allowances.
- Completed benchmark on Shift and Stand-by-Duty Allowances Survey.
- Fostered high-quality National Development Program across QF.
- The Talent Development Department participated in Qatar Career Fair (QCF) 2013 and organized psychometric tests for 250 visitors, providing them with reports in their preferred language (Arabic or English). The Software for Psychometric test to be used in QCF was modified to simplify the user basic entry and to standardize the application look and feel as per the QF branding.
- Conducted 164 interviews at QCF 2013, resulting in the submission of 1,003 CVs during QCF 2013, of which 524 were forwarded to departments and centers.
- Worked closely with the Qatar Science Leadership Program selection committee by nominating highly qualified candidates.
- Attracted potential candidates from QF campuses during university career fairs.
- Enhanced interview forms to ensure candidates met QF directorates'/centers' needs.
- Motivated and retained Qatari trainees and introduced a trainees' grievance procedure, which is explained to all new joiners.
- Worked with the recruitment team on implementing the long-term Qatarization policy and strategy.
- Met regularly with Focal Points in departments/centers to discuss trainees' status, deliver reports and discuss how to achieve the Qatarization target in each department/center.
- Developed an annual trainee recruitment plan in consultation with centers/directorates.

- Met with Focal Points from QF departments/centers to discuss their scholarship needs.
- Completed technical evaluations of proposals received from different vendors and submitted them to the Tender Committee for further processing.
- Selected the first batch of participants for senior leadership training, including delivery of the training modules and project assignments, and post-training evaluation.
- Completed the Competency Training Clustering project aimed at developing the competency of QF staff by suggesting appropriate training programs based on the new and revised QF Competency Framework, and completed the QF Competency Training Manual.
- Mapped recommended courses to competencies at four levels: Junior Management, Junior and Middle Management, Middle Management, and Senior Management.
- Organized about 35 training sessions on the enhanced Performance Management System, including the newly introduced objective-setting cycle as well as the revised appraisal system. The aim was to familiarize the staff of QF HQ and its centers with the objective-setting cycle and appraisal system by practicing in a simulated test environment. A total of 355 staff members attended.
- Completed annual appraisals for 93 percent of staff.
- Finalized the Senior Management Performance Review, including the objective-cascading process.
- Designed the software for goal-cascading and performance review as a continuous process. Tested Senior Management Performance Review software in detail for cascading and review of objectives as well as performance appraisal and review.
- Ensured accreditation and certification of all catalog training programs with two major accreditation bodies: the Institute of Leadership and Management (ILM), the UK's largest management body; and the City and Guilds of London Institute (City & Guilds), a leading UK vocational education organization. QF became the first Qatari governmental body



The HR Directorate completed first batch of Senior Management Leadership Development Training Program in association with Said Business School, Oxford University, UK.

to become an ILM and City & Guilds approved center and partner.

- Developed and created a technical English language lab to conform to IELTS and TOEFL testing/English lab specifications. Ordered and received world's top-ranked English language software. Initiated workshops in the English lab using the language software.
- Developed and updated the user guide to HR self-service applications on ERP.
- Benchmarked HR processes with Business Process Improvement Directorate to identify process gaps and areas for improvement.
- Completed the online Employee Perception Survey, consisting of 40 statements covering different aspects of the organization, work, manager and colleagues. The survey was open to all QF staff including permanent employees, fixed contract workers and trainees, and 618 people responded. The findings were reported to senior management.
- Reviewed all procedures relating to the Talent Development Department. Similar procedures were merged, and the revised procedures were submitted for approval and further action.
- Launched SMS communication tool, providing HR Directorate with a simpler and more direct way to communicate with customers. Various applications on the ERP are notified via SMS when approved, and significant HR news can also be updated.
- Obtained medical examination results for new school teachers before the start of the academic year at the request of the QF Education Division and schools. Received notes of appreciation from schools for the exceptional efforts of the GA team in obtaining medical clearances for new international hires from the Medical Commission in Qatar.
- Completed enhancements to the

Hyperion system before the 2013-2014 business cycle.

- Completed Immigration Automated System Phase 1, and began preparing for Phase 2.

Future initiatives and incentives

- Increase customers' satisfaction in the 'Voice of the Customer' survey by 5 percent.
- Enhance current HR policies by setting policy benchmarks to address customers' needs.
- Create HR policies to address customer needs for research and education.
- Create policy communication strategy to ensure QF wide awareness of HR policies via Portal, Maktabi, *QF Telegraph* and Focal Point Sessions.
- Create Employee Relations site where employees can share suggestions/ ideas/concerns.
- Enhance payroll processing by implementing bimonthly payroll runs and enhancing payroll elements and reports.
- Ensure Voluntary Turnover Rate of 15 percent or less for talent retention.
- Initiate a competitive QF reward system (monetary and non-monetary) to attract and retain talent.
- Review employee turnover rate, conduct exit interviews, and liaise with directorates/centers where there are any areas of concern, in order to reduce number of employees leaving.
- Conduct focus groups on climate assessment and collaborate with senior management to improve areas of concern.
- Recognize staff for long service through the annual Long Service Award Ceremony.
- Ensure top welfare facilities for QF

- employees.
- Launch campaigns on top QF illnesses (as identified through medical insurance statistics) in collaboration with Health, Safety, Security and Environment Directorate.
- Introduce collective initiatives for work/life balance in collaboration with Community Support.
- Participate in the 2013 Hay Group Compensation and Benefits Survey in Qatar, which will entitle QF to access Hay Group's online salaries database portal, Hay Group PayNet, detailed benefits reports, and a customized feedback report comparing current QF salaries with prevailing market levels.
- Improve GA services for new joiners in order to reduce recruitment cycle time.
- Conduct regular meetings with Ministry of Interior and Medical Commission officials to facilitate immigration formalities for new staff/faculty/ students joining QF.
- Further enhance Immigration Automated System.
- Ensure success of important QF events by guaranteeing that visa arrangements are handled smoothly, which creates a good impression and reflects well on QF.
- Align HR better with Research and Development and Hamad bin Khalifa University.
- Support senior management in articulating a new business model for rendering HR strategic and operational services.
- Establish Assessment Center as a profit center.
- Continue the Senior Management Leadership Development Training Program in Oxford.
- Implement Career Ladder for staff development.
- Undertake performance planning for 2013-2014.
- Assess recruitment system, and develop and implement enhancement plan for 2013-2014.
- Execute pending initiatives such as the High Flyer Program and the Center of Excellence, if approved.
- Continue coaching training for all current and new coaches.
- Transfer QF Learning Zone into the revenue-generating sector, making it open to staff members from other leading organizations in Qatar besides QF at a marginal extra charge.

50

Automation and enhancement
requests completed

ACHIEVED STATE-
OF-THE-ART IT
INFRASTRUCTURE
FOR GREATER
SCALABILITY
AND FLEXIBILITY
IN SUPPORTING
CUSTOMERS

ADMINISTRATION

INFORMATION TECHNOLOGY

THE MISSION OF THE
INFORMATION TECHNOLOGY
(IT) DIRECTORATE IS TO
PROVIDE HIGH-QUALITY,
CUSTOMER-FOCUSED IT
SERVICES AND BUSINESS
SOLUTIONS TO QATAR
FOUNDATION (QF) COMMUNITY
BY FOCUSING ON VALUE
DELIVERY, INNOVATION, AND
EFFECTIVE UTILIZATION OF
LEADING TECHNOLOGY.

Goal

- Achieve recognition as a center of excellence in leading technologies and information and communications technology (ICT) services.

Strategies

- Achieve excellence across all functions.
- Develop an agile team.
- Develop, review, and improve a forward-looking, agile, effective, and adaptable IT strategy framework for QF Headquarters and centers, aligned with QF business strategy.
- Maximize the value of partnerships and alliances.

Notable achievements

- Held an intensive exercise, in co-ordination with MEEZA and co-ordinated with leading consultancy firm Booz Allen Hamilton, to ensure delivery of a top-quality, world-class five-year IT strategy plan and related technology roadmaps.
- Enhanced the IT budget planning cycle and process with the engagement and consensus of the major stakeholders (Finance and Shared Services).
- Was consulted in the planning phase of the budgeting lifecycle related to IT initiatives, to ensure early alignment and streamline various centers' technology-related activities in order to ensure better efficiency and also make sure the concerns of clients/users were addressed. Business and IT strategies and interdependencies among QF entities involved in the adoption of planned and pipelined projects and ad-hoc initiatives were taken into consideration.
- Achieved state-of-the-art IT infrastructure to have more flexibility in supporting IT customers. Significant milestones in the upgrade of the applications technology stack were achieved, with key advantages: extended support, higher performance, enhanced availability and recovery, better compliance, and scalability.
- Completed more than 50 automation and enhancement requests as proactive responses to Business Requirements for the Vice President, Administration (VPA). Achieved automation in Human Resources (HR) Directorate, Procurement Directorate, Finance Directorate, the Board Management Office (BMO), Communication Directorate, Facilities Management, Reach Out To Asia (ROTA), Social Development Center (SDC), Qatar MICE Development Institute, Qatar Diabetes Association (QDA), Hamad bin Khalifa University (HBKU) and IT Directorate.
- Enhanced the HR Archival Document Management System, re-worked the report website parts and fixed bugs, implemented Performance Management Process, and completed payroll enhancements and HR secured discoverer reports.
- Completed pay/request for quote supplier online request; Document Control Management System; i-procurement, i-supplier, custodial module and expense account enhancements; warehouse stock items catalog; item coding online request; and the Blanket Purchase Agreement work order application. Received also procurement service, and evaluated supplier service performance.
- Enhanced e-invoicing, wire payments, print receipt, and accounts payable reports for Accounting Department. Completed payment gateway, generic invoice approvals rules, auxiliary services automation, hotel reservation and newspaper request.
- Re-structured the BMO SharePoint Portal.
- Enhanced the Communication directorate's Translation Department Portal site.
- Implemented Phase 1 of Computer-Aided Facility Management.
- All e-forms have been re-developed, migrated from Ultimus and ported to the new SharePoint/Infopath platform, and the old Ultimus platform has been decommissioned, bringing great benefits in terms of better performance and integration with Enterprise Resource Planning for hierarchies and approval levels, delegation rules, ease of access, ease of usage, and unified user experience for all e-forms in centralized repository as the following: Domain Account Request, Exchange Request, File Sharing Request, Telecom Request, InfoPath Delegation Solution for e-Forms.
- Completed marketing material production and press release/press conference requests for ROTA.
- Completed SDC SharePoint application, and printing quotation e-form for QF Publishing Center.
- Completed a training enrollment form for

- Qatar MICE Development Institute; and enhanced QF Clinic Portal System.
- Enhanced QDA portal site.
- Implemented scholarship in PeopleSoft Financial Aid System, upgraded financial aid application, and completed externally-accessible SharePoint site in HBKU.
- Demonstrated to VPA the definition of, and built a baseline for, the IT strategy development program.
- Successfully underwent ISO 27001 external surveillance audit.
- Developed an agile team.
- Achieved mindset transformation for the team by developing and conducting training and skills improvement, focusing on Qataris, to enable them to achieve their best team competence.
- Fostered an environment of promoting innovation, career development, and encouraging co-operation and collaboration among the various organizations; and supported staff empowerment in decision-making.
- Developed a forward-looking, agile, effective, and adaptable IT strategy framework.
- Conducted market research into different small and medium enterprises in the market for building the IT strategy.
- Collaborated with IT Operations partner MEEZA to develop and finalize business cases for the IT governance program and IT policy and procedure revision. These initiatives will mitigate the key IT risks by establishing unified governance framework and amending outdated IT policy and procedure for QF.
- Maximized partnerships and alliances to provide state-of-the-art services to satisfy existing and future technology demands across the QF community.

Future initiatives and incentives

- Upgrade application systems technology.
- Develop an appropriate IT governance framework, standards, and policies for QF.
- Conduct IT governance training programs (COBIT, COSO, and ISO 38500).
- Develop, implement, review, and improve a forward-looking, agile, effective and adaptable five-year IT strategy plan that will cover QF's technology and innovations needs.
- Conduct training to enhance strategic management skills among staff.

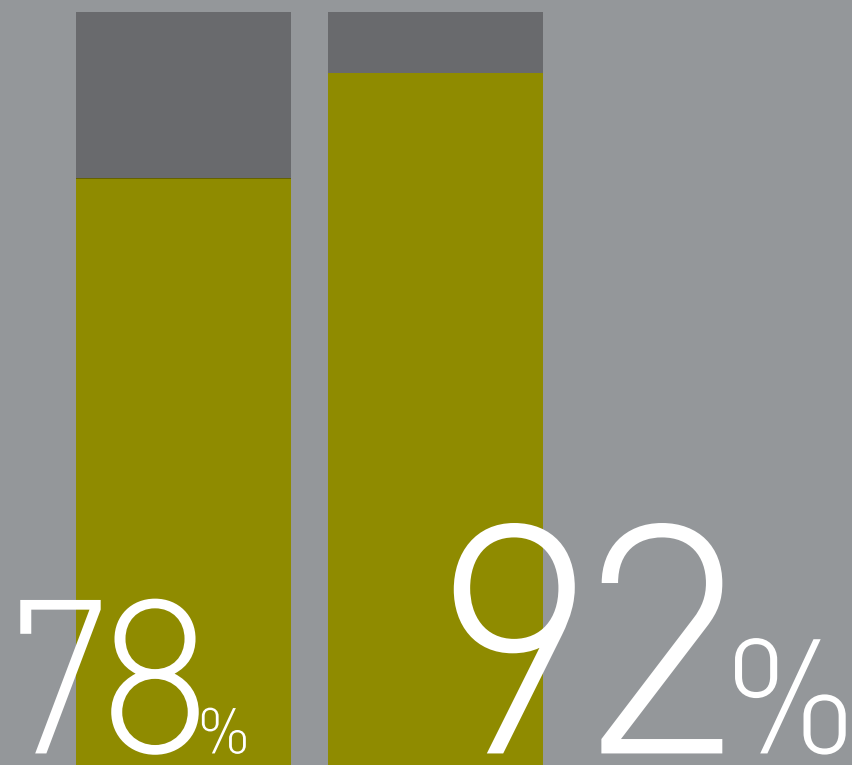
“Qatar Foundation will continue to focus on helping to achieve the goals of Qatar National Vision 2030 and facilitate Qatar’s mission toward knowledge-based economy by unlocking human potential.”

Karim Chaqchaq, Senior Strategic Specialist, QF Information Technology Directorate



QR40m+

Saving achieved by early engagement with end users in major projects



14% increase in on-time delivery performance

ADMINISTRATION

PROCUREMENT

THE PROCUREMENT DIRECTORATE AIMS TO PROVIDE QATAR FOUNDATION AND ITS CONSTITUENT BODIES WITH TOTAL SUPPLY CHAIN MANAGEMENT SERVICES THAT MEET WORLD-CLASS STANDARDS, ENSURING APPROPRIATE QUALITY AND FAVORABLE LIFETIME COST.

Goal

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

Strategies

- Provide Procurement Directorate customers with materials and services, on time, that meet or exceed contractual and quality requirements.
- Improve effectiveness and efficiency of operations.
- Attain highest level of professional competence.
- Exercise financial discipline and obtain best value for money.

Notable achievements

- Achieved savings of QR40,756,050 by early engagement with end users in major projects and adopting better tendering strategies.
- Made all purchase orders up to QR200,000 paperless as part of our sustainable procurement strategy. Tender documents are issued on CD instead of printed format; communication is done online using i-Supplier portal and emails; requests from end users for Blanket Purchase Agreement (BPA) amendments, item coding and supplier registration for payment are handled online, thus eliminating printed forms.
- Achieved a 35 percent increase in volume and a 55 percent increase in value of purchases compared with the previous year, by making process improvements and increasing delegation to end users.
- 76 percent of BPA releases were made by end users.
- Moved six procurement-trained staff to end user directorates, providing them with specialized procurement knowledge and skills.
- Implemented the Move Order Catalog, a user-friendly interface in Enterprise Resource Planning (ERP) that helps end users select items from the warehouse by looking at pictures and specifications. This has resulted in reducing wastage and material returns

- to the warehouse.
- Helped explore new strategies and industry best practices for new tenders, through early involvement of Strategic Sourcing Department with end users, resulting in improved quality of deliverables and cost reduction.
- Made i-Supplier portal more secure by restricting information to suppliers and controlling their actions.
- Implemented lot control in warehouses, whereby the expiry date of items with a shelf life is tracked and material is issued on a first expiry, first issue basis.
- Implemented Contract Purchase Orders in ERP that facilitated the creation of contracts with budgets spread over multiple financial years.
- Increased on-time delivery performance from 78 percent to 92 percent due to better vendor management, enhanced follow-up and auto-reminders sent from the system.
- Enhanced i-Procurement for controlling Single Source Requests, reducing delays in the process.
- Standardized operations by developing five new work instructions that act as a reference for existing staff and a training material for trainees and Focal points.
- Delegated equine-specific purchases of up to QR100,000 to AL SHAQAB, with access to ERP for creating purchase orders. This reduces the cycle time, while maintaining transparency and control.
- Extended auto-created of Blanket Purchase Releases in ERP to end users, enabling directorates to receive online requests from end users and auto-create them into releases in ERP using the requesting department's budget.
- Implemented a Supplier Service Evaluation Report through QF Portal that provides feedback from end users on service contract performance for better supplier management.
- Reduced process time and increased accuracy of purchase data in ERP through automated item coding.
- 96 percent of staff attended at least one professional training course during the year.
- Helped extend professional networking and provide better insight into current market trends by procurement staff participating in the Chartered Institute

of Purchasing and Supply (CIPS) Middle East conference and e-Tendering conference.

Future initiatives and incentives

- Complete operational set-up for QF central warehouse.
- Implement e-Tendering.
- Implement three-way matching for service contracts with online recording of service completion.
- Extend two critical BPAs to branch campuses.
- Develop comprehensive function/ responsibility/authority matrix.
- Implement revised contract terms and conditions reviewed by the Legal Department.
- Achieve CIPS Platinum Certification.

“We always strive to serve our clients and provide them with their procurement needs at the right time, cost and quality.”

Mohammed Al Suwaidi, Executive Director, Operations, QF Procurement Directorate



796

Events and activities carried out
for Recreation Services

1.4m

Meals served by Food Services
within QF in the year 2012-2013

ADMINISTRATION

SUPPORT SERVICES

THE SUPPORT SERVICES DIRECTORATE AIMS TO BE CUSTOMER-DRIVEN, ORGANIZED, QUALITY-FOCUSED AND AGILE, IN ORDER TO FULFILL QATAR FOUNDATION'S (QF'S) MISSION ACROSS THE THREE PILLARS OF EDUCATION, SCIENCE AND RESEARCH, AND COMMUNITY DEVELOPMENT.

Goal

- Become the top-performing service provider of high-quality lifestyle services in QF.

Strategies

- Develop services and foster open communication with customers to meet their needs, with QF strategic objectives in mind.
- Strengthen internal processes, infrastructure and communication, and optimize efficiency in operative and administrative processes.
- Be a proactive partner and enabler in fostering a healthy and safe environment that minimizes injuries and environmental threats.
- Identify, support, and retain qualified and high-performing staff.
- Create partnerships and build synergies by employing effective communication channels for the benefit of all stakeholders.

Notable achievements

- Recreation Services was rated the second best QF service provider in the Shared Services ‘Voice of the Customer’ survey.
- Achieved target of 85 percent customer satisfaction over the course of the year by scoring 85.5 percent for all services.
- Improved response times to customer queries.
- Conducted regular customer surveys to identify gaps in performance.
- Rolled out additional services to the QF community.
- Conducted automated processes including housing releases, hotel reservations and newspaper requests.
- Served 1,419,865 meals within QF in 2012-2013, an increase of 70 percent compared with the previous year.
- Ran 796 events and activities for Recreation Services and 155 events and activities for Community Services.
- Initiated a health and safety program for all identified operations (Housing, Food, Recreation, Childcare).
- Maintained 100 percent safety levels in

- all locations and operations.
- Conducted a comprehensive safety audit including all operational sites as well as all leased and owned housing compounds and units; identified action items, which were followed up and resolved.
- Trained key staff across the directorate in Fire and Food Safety.
- Achieved high recruitment levels, with a vacancy rate not exceeding 2 percent over the course of the year.
- Organized internal and external training.
- Utilized contractor manpower for non-core processes, for efficient use of resources.
- Established formal arrangements with internal customers, such as starting recreation services for Hamad bin Khalifa University (HBKU) and other branch campuses.
- Provided customized solutions for customers, such as food outlets to meet customer requirements.

Future initiatives and incentives

- Improve current Recreation Services facilities.
- Increase the level of contractor manpower to extend the operational hours at Awsaj Recreation.
- Commence Qatar Academy (QA) Al Wakra and QA Al Khor recreation operations.
- Commence operations at AL SHAQAB Clubhouse.
- Operate the HBKU recreation facilities with clarity.
- Establish new project to offer the Education City community both indoor and outdoor events, activities and classes.
- Improve existing facilities and introduce new project facilities for the Education City community.
- Convert old offices to new recreational facilities at Education City Community Housing (ECCH) Lot 4.
- Arrange a pantry area for staff, a storage room for the Clubhouse, and an additional parking outside.
- Set up an electronic system for end-user registration.
- Complete delivery of replacement sofa sets to 288 units in ECCH.

- Study the possibility of disbursing a Furniture Grant instead of conducting the long-overdue replacement of furniture, fixtures and appliances in ECCH.
- Utilize effectively the approved budget for renewal of furniture and appliances in ECCH.
- Improve customer satisfaction for daily food services across QF.
- Automate event processes using Enterprise Resource Planning.
- Implement ISO 22000 across selected food production areas within QF.
- Offer greater choice of dining options for the QF community by enabling new vendors at the Student Center.
- Spread nutrition awareness across QF through mass awareness programs, diet consultations, nutrition events and participation in other QF events to spread the nutrition message.
- Relaunch services at ECCH Clubhouse.

“Support Services has become more customer-centric with a focus on increased offerings coupled with a consistent effort toward customer satisfaction. The aim is to continue to improve while ensuring alignment with Qatar Foundation’s strategic direction.”

Ali Al Muftah, Executive Director, QF Support Services Directorate



149

Employees trained in module on Documentation Requirements and Process Mapping

286

Documents received and reviewed in fiscal year

ADMINISTRATION

BUSINESS PROCESS IMPROVEMENT

THE BUSINESS PROCESS IMPROVEMENT (BPI) DIRECTORATE AIMS TO PROVIDE VALUE-ADDED SERVICES DESIGNED TO LINK ALL QATAR FOUNDATION (QF) BUSINESS PROCESS ACTIVITIES THROUGH AN INTEGRATED SYSTEMS APPROACH TO PROCESS DEVELOPMENT AND IMPROVEMENTS; TO RESEARCH AND APPLY BEST PRACTICE METHODOLOGIES; AND TO DRIVE EFFICIENT AND EFFECTIVE WORK PRACTICES.

Goal

- Provide a complete service as integrated internal consultants to QF and its entities by driving business excellence and by maximizing the effectiveness and efficiency of business processes.

Strategies

- Ensure sound documentation of QF processes.
- Improve QF business processes, making them more effective and efficient.
- Enhance the internal capability of the BPI Directorate and service providers' process improvement through a cohort of process improvement champions.

Notable achievements

- Completed Phase 2 of 35 percent cycle time reduction across eight QF service providers (SPs).
- Developed validation reports and sent them to four SPs (Finance, Human Resources, Facilities Management, and Procurement).
- Assisted QF entities by providing professional support with consultancy services for process improvement projects and improvement-related topics to ensure better scoping and a reduction in cycle time.
- Reviewed document development and review procedures taking into consideration the requirements and feedback received from stakeholders along with revised forms, templates, and guidelines.
- Initiated assessment of the Business Process Management (BPM) Suite. The aim of this initiative was to automate manual processes that did not exist in the Enterprise Resource Planning model.
- Continued supporting QF directorates preparing for ISO 9001 (Reach Out To Asia, AL SHAQAB, and Social Development Center) by reviewing their policies and procedures, assessing their compliance with ISO requirements, and assisting them

in closing their non-conformities related to documentation prior to pre-certification audit.

- Engaged with Shared Services Directorate to provide services to all QF centers in fiscal year 2012-2013, governed by a service-level agreement for Document Review and Training Services on writing policies and procedures.
- Delivered scheduled training planned for the fiscal year for nominated champions from various directorates to equip them with the necessary knowledge and skills to develop and improve their policies and procedures.
- Conducted a training module on Documentation Requirements and Process Mapping from July 2012 to April 2013 for 149 employees from 48 directorates/centers.
- Delivered advance scheduled training program for BPI directorate employees, nominated champions from other directorates, and all those interested in developing skills and awareness of process improvement between July 2012 and April 2013. This covered 43 directorates/centers and 92 employees.
- Reviewed, communicated and published the revised approved BPI procedure for document development and review, incorporating the feedback received from various stakeholders.
- Ensured optimum utilization of the skills and expertise of four world-class professional consultancy firms, namely Ernst & Young, Deloitte, Klynveld Peat Marwick Goerdeler, and Public Warehousing Company, to assist QF entities with professional support projects.
- Supported Headquarters directorates and centers to maintain ISO certification by ensuring their policy documents complied with ISO standards and other relevant requirements.
- Received and reviewed 286 documents in fiscal year 2012-2013.
- Conducted process index gap analysis (PIGA) to compare existing processes across four QF SPs with the leading best practice processes to identify and validate the gaps. This will help develop a roadmap for implementation to close the gaps.
- Collaborated with Information Technology (IT) directorate on

automating BPI processes. The BPM Suite for process automation was evaluated by IT as required by the office of the Vice President, Administration (VPA) before implementation.

- Processed directorate and SP process improvement, which was achieved through the efforts of process improvement champions.

Future initiatives and incentives


- Document development and review: by June 2014, reduce the cycle time for policy and procedure reviews by 10 percent from the current average/identified baseline.
- Benchmark, build, and roll out a continuous improvement program for services from Human Resources, Facilities Management, and Procurement Directorates by June 2014.
- Achieve 'Exceeded Expectations' customer satisfaction rating in 'Voice of the Customer' survey 2015.
- Assist VPA group to align customer-facing processes to leading best practice processes to fill 80 percent of the gap identified in the PIGA, by June 2014.
- Implement Project Management Office to manage, monitor and support implementation of improvement-related projects within BPI.

“Since I joined Qatar Foundation, I have felt that this organization is a ‘House of Knowledge and Hardworking People’ that adds value to life and experiences for the employees working at Qatar Foundation.”

Turki Al Mahmoud, Director, QF Business Process Improvement Directorate



ADMINISTRATION



IMPLEMENTED A
CORRESPONDENCE
MANAGEMENT
SYSTEM FOR THE
OFFICE OF THE
VICE PRESIDENT



ENGAGED
CLIENTS TO
INCREASE THE
PROPORTION OF
INTERNATIONAL
CERTIFICATIONS

QUALITY MANAGEMENT SYSTEMS

THE QUALITY MANAGEMENT SYSTEMS (QMS) DIRECTORATE AIMS TO BE A PLATFORM FOR SUPPORT, KNOWLEDGE MANAGEMENT, GUIDANCE, AND METRICS SERVICES THAT IMPROVE THE BUSINESS OF QATAR FOUNDATION (QF) AND MEET CORPORATE OBJECTIVES AND STAKEHOLDERS' NEEDS.

Goal

- Be the most reliable center of excellence in the implementation, development, maintenance and monitoring of management systems in Qatar.

Strategies

- Serve as a valuable source of best practice advice and support to QMS customers.
- Develop and sustain a quality culture in QF that experiences a paradigm shift from compliance to enhancement of management systems.
- Transform the QMS Directorate into a center of excellence offering support, knowledge management, guidance, and metrics services to QF and its stakeholders.

Notable achievements

- Developed Enterprise Content Management (ECM) system business case and roll-out plan for implementation.
- Selected Integrated Management System PAS 99 to synergize QF management systems into one unified framework.
- Established a program to identify and safeguard QF Headquarters (HQ) vital records, which has been rolled out to six directorates.
- Developed and proposed a physical records management solution to Capital Projects Directorate.
- Conducted, in co-ordination with Health, Safety, Security and Environment, Information Technology and Human Resources (HR) Directorates, an internal and external audit for ISO 9001, ISO/EMS14001, ISO 27001, ISO 10015 and OSHAS 18001 to maintain existing certificates.
- Conducted gap analysis for international standards for existing certificates.
- Engaged clients to increase proportion of international certifications and effectively communicated service portfolio.
- Ran workshops and awareness

- sessions to enhance knowledge.
- Implemented a training plan and facilitated training delivery for all QMS staff to enhance staff competency and capability, in collaboration with the HR Directorate.
- Completed phase 1 of Integrated Management System project.
- Supported QF centers (Social Development Center, Reach Out To Asia, and AL SHAQAB) to achieve international standards.
- Conducted gap analysis for QF HQ to define ECM requirements and a roadmap for HQ directorates combining strategy, governance and business change in addition to technology to deliver the ECM solution required.
- Implemented correspondence management system for the Office of the Vice President, Administration.
- Established documentation to retain in support of QMS operations.

Future initiatives and incentives

- Optimize utilization of potential management systems and propose three case studies for new applicable standards.
- Synergize existing QF HQ management systems, ISO 9000, ISO 27001, ISO 10015, ISO 14000, and OHSAS, into the unified Integrated Management System PAS 99.
- Roll out ECM program to capture, manage, store, preserve and deliver QF HQ documents and records.

The QMS Directorate established a program to identify and safeguard Qatar Foundation Headquarters vital records, which has been rolled out to six directorates.



COMPLETED
RECHARGING
METHODOLOGY
ASSESSMENT AND
ESTABLISHMENT
FOR HSSE, PD,
HR, FACILITIES
MANAGEMENT AND
COMMUNICATION
DIRECTORATES

COMPLETED
ASSESSMENT OF
OUTSOURCING
POTENTIAL
STRUCTURES AND
GAINED A BETTER
UNDERSTANDING
OF THE MARKET
CAPABILITY AND
INTEREST OF
SUPPLIERS

ADMINISTRATION

SHARED SERVICES

THE SHARED SERVICES
DIRECTORATE AIMS TO
DEVELOP SHARED SERVICES
CAPABILITY BY PROVIDING
CLEAR GOVERNANCE AND
ALLOWING CUSTOMERS
TO FOCUS ON THEIR CORE
BUSINESSES: EDUCATION,
SCIENCE & RESEARCH, AND
COMMUNITY DEVELOPMENT,
WHILE EARNING A REPUTATION
FOR EXCELLENCE.



Goals

- Enable sustainable financing through increased productivity, recharging and process excellence.
- Access economies of scale and scope presented by future growth.
- Improve service levels by creating a service culture, enabling a balance between autonomy and central control.
- Become a trusted business partner supporting sustainable growth.

Strategies

- Develop an exceptional team.
- Support an effective, efficient and trusted service.
- Drive service improvement and automation.
- Deliver performance transparency.

Notable achievements

- Carried out Business Enhancement and Service Transformation (BEST) assessment.
- Streamlined information technology shared services operations.

- Completed recharging methodology assessment and establishment for Health, Safety, Security and Environment (HSSE), Procurement Directorate (PD), Human Resources (HR), Facilities Management, and Communication (CD) Directorates.
- Completed assessment of outsourcing potential structures and gained a better understanding of the market capability and interest of suppliers.
- Developed the skills of existing Qatari employees and increased the number of recruited Qatari trainees.
- Increased shared services and general business capability across the Shared Services team through the development of a learning strategy; provided Shared Services and Outsourcing Professional (SS&O Pro) training and certified several Shared Services employees.
- Enhanced the quarterly reporting data collection process to improve data integrity.
- Carried out the 'Voice of the Customer' survey with over 200 operational respondents, providing more insight for service providers into customer perceptions.
- Enhanced Service Management Model; held more than 200 service review meetings and an annual gathering where customers and

- service providers had a chance to celebrate achievements made during the year.
- Completed recharging of three service providers, and the Unified Call Centre (UCC) assessment; and received sign-off from the service providers to proceed to the next phase.
- Finalized the business case report findings and recommendations for the BEST project.
- Developed Shared Services annual report.
- Initiated Phase 2 of the recharging methodology.
- Carried out benchmarking exercises for two services.


Future initiatives and incentives

- Implement Phase 2 of recharging (CD, PD, HR and HSSE).
- Initiate Phase 3 of recharging (Legal, Business Process Improvement, and Support Services Directorates).
- Benchmark HR and Finance service prices.
- Enhance Service Level Agreement.
- Develop Operational Level Agreement.
- Implement UCC for approved service providers.


The Shared Services Directorate completed recharging of three service providers and the Unified Call Centre assessment, and received sign-off from the service providers to proceed to the next phase.



CAPITAL PROJECTS & FACILITIES MANAGEMENT



OBTAINED LEED PLATINUM CERTIFICATION FOR THE MALE AND FEMALE STUDENT HOUSING PROJECT



MADE SUBSTANTIAL PROGRESS ON LARGE PROJECTS SUCH AS QFIS, QNL AND QF HQ

CAPITAL PROJECTS

THE CAPITAL PROJECTS DIRECTORATE (CPD) IS RESPONSIBLE FOR THE PLANNING, DESIGN, AND CONSTRUCTION OF QATAR FOUNDATION (QF) BUILDINGS AND THEIR SUPPORTING INFRASTRUCTURE IN ORDER TO SUPPORT CENTERS OF EXCELLENCE THAT DEVELOP PEOPLE'S ABILITIES THROUGH INVESTMENTS IN HUMAN CAPITAL, INNOVATIVE TECHNOLOGY, STATE-OF-THE-ART FACILITIES, AND PARTNERSHIPS WITH ELITE ORGANIZATIONS.



Goal

- Provide high-quality services and world-class facilities to QF community while implementing the best practices in project execution and management.

Strategies

- Deliver projects on time and according to plan.
- Ensure the completion of high-quality projects that meet end user requirements.
- Deliver projects within approved budgets.
- Ensure a safe working environment on construction sites.
- Build a project management team capable of delivering high-quality projects on time and within budget.

Notable achievements

- Obtained Leadership in Energy and Environmental Design (LEED)

Platinum Certification for the Male and Female Student Housing Project.

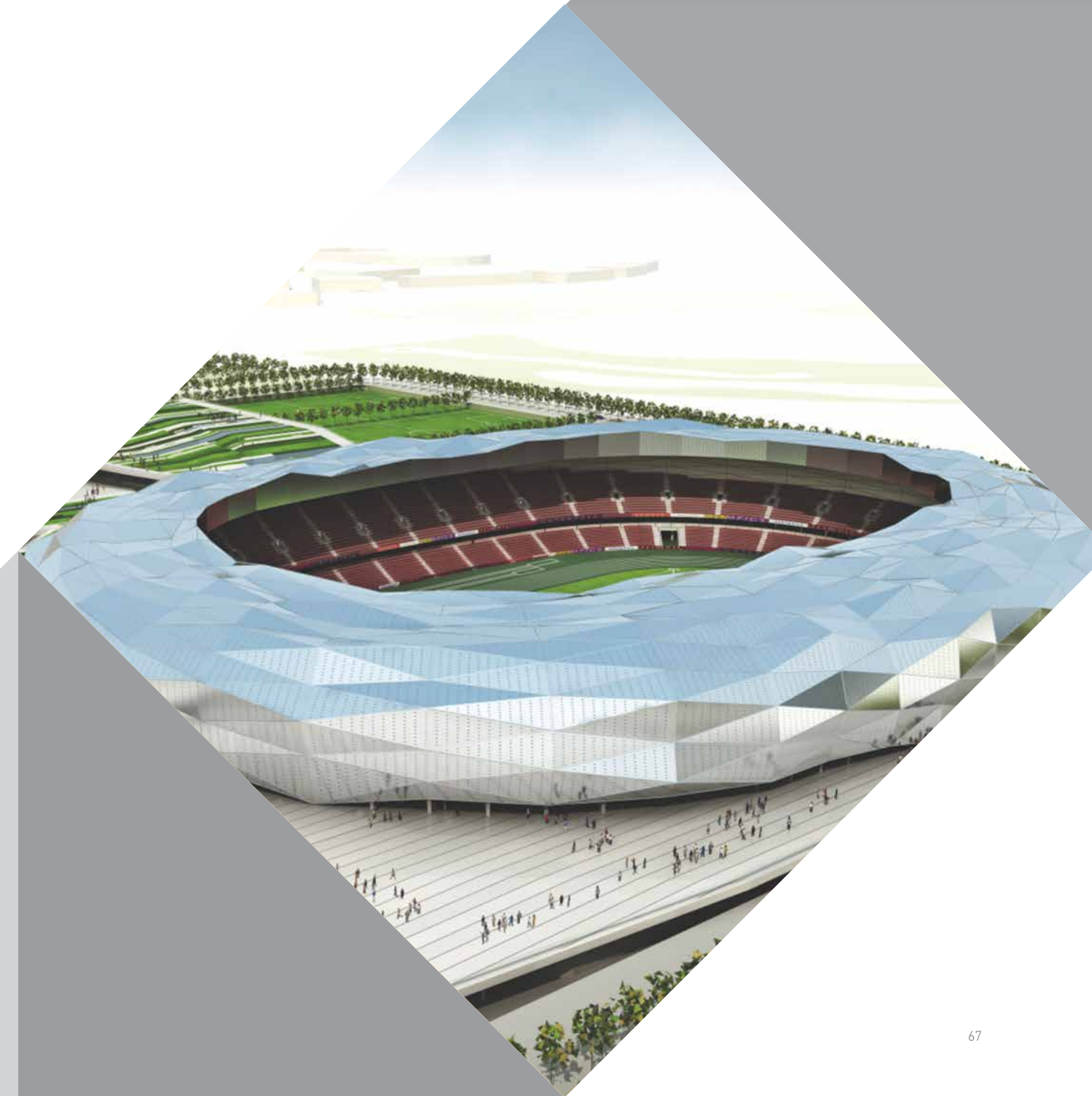
- Made substantial construction progress on many of the CPD's large projects such as Qatar Faculty of Islamic Studies (QFIS), Qatar National Library (QNL), and QF Headquarters (HQ).
- Finalized the CPD Procedures Manual.
- Prepared a very detailed and strict project execution schedules to ensure we met deadlines, and worked with contractors to minimize delays on site. By involving end users at all stages of design, we were able to minimize change requests that would impact project delivery time.
- Held several workshops for projects at each design stage, and ensured that all details were discussed and finalized before projects moved to the construction phase. By bringing end users and world-class designers to the same table, we were able to ensure that CPD's high-quality projects would be executed in a manner that satisfied the end user and at the same time maintained quality.
- Launched the Migrant Worker Welfare

Initiative, aiming to improve the quality of life of migrant workers, from their living conditions to conditions on site. QF will require all contractors to abide by the standards set out in the initiative.

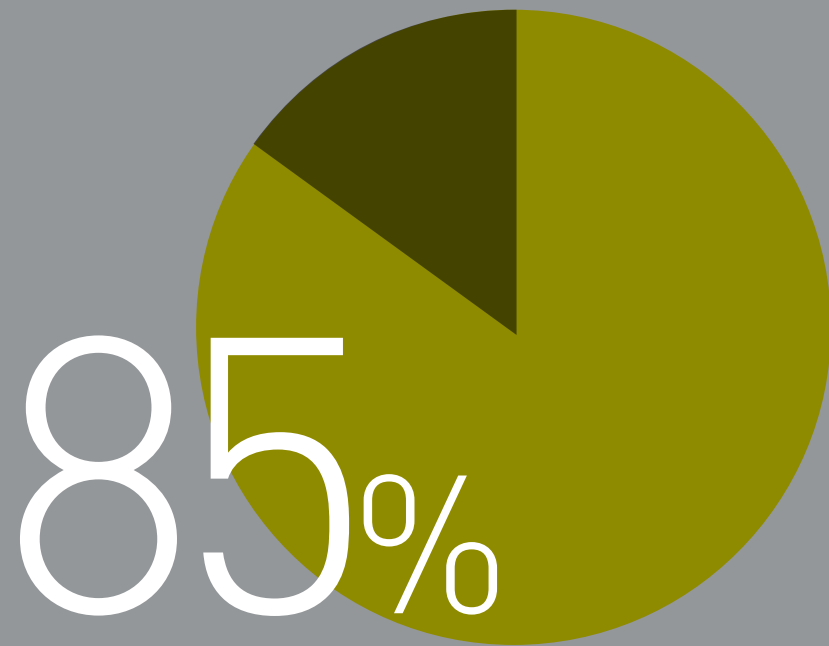
Future initiatives and incentives

- Complete major projects such as QFIS, HQ, QNL, College of Media and Communication, Cycling Path, and Solar Micro Grid Project.
- Implement Migrant Worker Welfare Standards within QF; ensure all contractors working with QF abide by these new standards.
- Have CPD staff attend learning and development sessions identified as being important to their career paths. Sign off and implement CPD policies and procedures.

The CPD launched the Migrant Worker Welfare Initiative, aiming to improve the quality of life of migrant workers, from their living conditions to conditions on site.



CAPITAL PROJECTS & FACILITIES MANAGEMENT



Overall satisfaction rate on International Facilities Management Association benchmarks

143,000

Increase in square meters of area under management

FACILITIES MANAGEMENT

FACILITIES MANAGEMENT (FM) AIMS TO PROVIDE A LEVEL OF SERVICE THAT IS COMPARABLE TO OR BETTER THAN ANY EXTERNAL SERVICE PROVIDER IN TERMS OF CUSTOMER SATISFACTION AND OPERATING COSTS, AGAINST KEY PERFORMANCE INDICATORS BENCHMARKED IN ACCORDANCE WITH INTERNATIONAL FACILITIES MANAGEMENT ASSOCIATION GUIDELINES.

Goals

- Be a leader in all aspects of facilities management.
- Support Qatar Foundation (QF) centers and joint ventures in their journey of 'Unlocking Human Potential' by establishing lowest cost of ownership of QF assets through optimum utilization of resources and by excelling on all world-class standards.

Strategies

- Achieve a level of customer service better than that of any external service provider.
- Consistently perform within approved budget limits.
- Consistently perform operationally at world-class levels.
- Achieve a high level of employee satisfaction.

Notable achievements

- Completed 94 percent of on-demand work requests against a target of 90 percent.
- FM managed area increased by 143,000 square meters in 2012-2013.
- Recorded average annual increase of 22 percent in FM operating costs and 8 percent in FM managed area from 2009-2010 to 2013-2014.
- Maintained consistent performance on reliability and availability of critical equipment (95 percent).
- Achieved overall satisfaction rate of 85 percent on International Facilities Management Association benchmarks.
- Put in place Zero Lost Time Accidents Action Plan to minimize asset-related incidents, which is monitored continuously.
- Completed Organization Improvement Measures: Operations and Maintenance (O&M) organization was re-structured, and organization for Sidra Research and Medical Center (Sidra) was approved.
- Completed fitting out works for new Translation and Interpreting Institute in Awsaj Building.
- Refurbished Qatar Academy (QA) Sidra

- Phase 1 (ex-Egyptian School), the Early Education Center, and the organic chemistry laboratory.
- Supplied and installed audiovisual equipment for HEC Paris.
- Constructed a cricket field with amenities.
- Upgraded fire alarm systems at various QF buildings.
- Supplied and installed catering equipment for QA.
- Refurbished Social Development Center facilities; football pitch 1, Al Aqool Atrium and Squash Court at the Recreation Center; and gym at QA Senior School.
- Supplied two exhibition trailers for Health, Safety, Security and Environment Directorate.
- Installed access control system and buzzers at QA Junior and Senior Schools.
- Converted spectator area at Awsaj Recreation Center into a fitness room and QA Director's Office.
- Completed 90 percent of projects on time, meeting all specified requirements.
- Scored 98.5 percent for office space planning performance and 99 percent for transportation performance on a monthly basis.
- Achieved zero complaints on janitorial activities performance.
- Utilized 105 percent of CAPEX (capital expenditure) approved budget during 2012-2013.
- Achieved target utilization during the year: 106 percent OPEX (operational expenditure) staff cost, 104 percent OPEX non-staff cost, and zero lost time accidents.
- Achieved 98.86 percent for availability of critical equipment, 99.87 percent for reliability of critical equipment, 20 percent for implementation of reliability-centered maintenance system in QF, and 60 percent FM cost against established benchmarks.
- Achieved 100% for QF agreed end user centers with whom roles and responsibilities matrix have been signed off.
- Implemented cost allocation mechanism to all end users and agreed with all cost paying end users.
- Achieved 10% power and water consumption for tonnage of air conditioning.
- Achieved 100% for establishment of

- procedure review system on continual basis, for optimization of space utilization standardization of offices, for initiatives and benefits, and for getting the existing facility certified under Leadership in Energy and Environmental Design.
- Achieved 128 percent cost recovery from projected revenue and 7.13 percent quantity of waste recycled.
- Achieved 53 percent of Qatarization.
- Identified and completed 19 percent of in-house and 32 percent of external courses.
- Completed Career Development Plans for trainees and established on-the-job training programs.

Future initiatives and incentives

- Complete the takeover process for the following facilities: Sidra; Male and Female Student Housing; Central Warehouse; Central Plant 3; Central Plant 6; Central Plant 7; Northwestern University; Ceremonial Court upgrade; Texas A&M University at Qatar Multipurpose Hall; Weill Cornell Medical College in Qatar Vivarium; Central Library; School of Islamic Studies; QF Headquarters and Strategic Studies Center.
- Progress Sidra Operational Plan: Organogram for FM activities at Sidra has been approved and recruitment activities have been initiated; task force from O&M has been formed to support Sidra FM with initial setting up; matrix assigning roles and responsibilities between Sidra and FM has been drafted and is under discussion.
- Assign task force team members to participate in familiarization and commissioning activities.
- Initiate the Service Level Agreement.
- Initiate the integration of Sidra computer-aided facility management (CAFM) system with QF CAFM system.

“I would like to put on record the excellent support we have received from our Executive Management and our colleagues in the other Qatar Foundation directorates, which has been a key tool to our growth and success.”

Mohammed Al Malki, Executive Director, QF Facilities Management



200

Construction site safety
audits carried out

29

Fire warden training sessions
held across QF

CAPITAL PROJECTS & FACILITIES MANAGEMENT

HEALTH, SAFETY, SECURITY & ENVIRONMENT

THE HEALTH, SAFETY, SECURITY & ENVIRONMENT (HSSE) DIRECTORATE AIMS TO ENHANCE THE LEARNING AND WORKING EXPERIENCE OF THE QATAR FOUNDATION (QF) COMMUNITY BY PROVIDING COST-EFFECTIVE, FUNCTIONAL, SAFE, SECURE AND ENVIRONMENT-FRIENDLY SERVICES IN SUPPORT OF QF MANAGEMENT'S VISION TO MEET INTERNATIONAL BEST PRACTICES.

Goals

- Ensure a healthy, safe and secure working and studying environment at QF.
- Promote a culture with our partners to ensure all risks to people, environment and business are identified and mitigated through a world-class integrity management system.

Strategies

- Develop a world-class security system in conjunction with QF partners to provide a safe and secure working and learning atmosphere in order to achieve QF Management's vision.
- Enhance QF security operations and systems based on best international standards and practices in collaboration with our partners to secure confidence and achieve satisfaction.
- Create a world-class safety culture by proactively complying with statutory and regulatory international safety standards to ensure incidents, accidents and near misses are reduced to the minimum reasonably practicable.
- Establish best practices in health, safety and environmental operations through co-ordination, communication, control and co-operation with all stakeholders to create acceptable health, safety and environmental systems for QF and its affiliates.
- Provide a qualitative and quantitative risk management program and a world-class emergency response and mitigation system along with QF risk management initiatives.
- Ensure that each element of HSSE within QF is based on a systems approach according to applicable international standards that lead to continual improvement.
- Put in place systems to ensure that HSSE programs, operations and projects are performed safely and securely within the approved budget and on schedule.

Notable achievements

- Reduced total incidents by 10 percent from 432 to 392.
- Reduced road and traffic-related incidents by 66 percent compared with the previous year.
- Supported 445 approved events and received satisfactory responses.
- Saw safety-related incidents in Education City drop by almost 11 percent.
- Received and processed 75 environmental license applications through MoE and secured 35 licenses.
- Conducted 10 environment campaigns: one on energy saving, two on water conservation, three on paper recycling and re-use, one on desertification and three on general environmental awareness.
- Planned 40 tests for building life safety systems. All 40 were completed and eight additional ad hoc requests accommodated.
- Facilitated and completed 45 evacuation drills (40 planned and five ad hoc).
- Achieved full compliance with ISO 14001 and OHSAS 18001 standards, thus guaranteeing continued certification and accreditation.
- Initiated 90 percent of security incident investigations within 48 hours.
- Achieved 100 percent target in security support for all QF events, QF ID cards / vehicle tags, availability of security guards for all approved requests, completion of planned building safety inspections, initiation of safety incident investigations within 24 hours, replenishment of contents of first aid boxes, and completion of QF-wide occupational health hazard and hygiene inspections during the year.
- Achieved 100 percent target in handling requests for environmental licenses, completion of Emergency and Crisis Management planning for QF, commencement of fire investigations within 48 hours, and completion of planned tests as scheduled to ensure all life safety systems were in good working order by year-end.
- Maintained OHSAS 18001:2007 certification and accreditation for QF Headquarters (HQ). Also achieved

and successfully maintained ISO/EMS 14001:2004 certification and accreditation for QF HQ.

- Conducted 200 construction site safety audits to prevent construction site accidents.
- Provided 22 safety awareness sessions for QF.
- Conducted 10 health awareness campaigns for the community, exceeding the target number due to unscheduled requests coming from HSSE customers and community members.
- Completed 120 ergonomic assessments during the year.
- Completed 10 food hygiene audits/inspections during the year.
- Deployed Automated External Defibrillators (AEDs) at selected locations within QF.
- Implemented pilot stage of Occupational Hazards Identification Program in QF.
- Conducted 208 environmental surveys/inspections.
- Conducted 186 water quality monitoring and testing activities across QF to ensure standards compliance.
- Held 29 fire warden training sessions across QF.
- 95 percent of non-medical emergency responses at Education City reached incident point within 12 minutes.
- Achieved target rate of 90 percent overall customer satisfaction with HSSE services.
- Completed 40 percent of HSSE central reporting system for HSSE statistics.
- Provided eight management systems awareness training sessions for HSSE staff.
- Achieved 47 percent of Qatarization in HSSE.
- Completed 90 percent of all planned professional development and training activities.
- Prepared and approved 100 percent of the yearly HSSE budget based on QF Finance timeframe.
- Achieved 97 percent on-time clearance of contractor invoices.
- HSSE contractors met 90 percent of contract requirements.

The HSSE Directorate received and processed 75 environmental license applications through the Ministry of Environment, secured 35 licenses and supported 445 approved events.





Future initiatives and incentives

- Provide awareness training for all QF staff regarding HSSE systems.
- Improve communication with other QF directorates to enhance Occupational Health and Safety culture, accountabilities, and responsibilities.
- Recruit quality staff for vacant positions.
- Launch environment laboratory and conduct water and air analysis tests.
- Commence food hygiene contamination tests for bacteria during HSSE audits.
- Develop and enforce hazardous waste disposal procedures.
- Provide an effective, efficient, and professional QF Emergency Response Team.
- Expand training and drills for

Emergency and Crisis Management system across QF.

- Implement community and school fire safety programs across QF.
- Work toward securing Qatar Civil Defence Occupancy Certificates for all QF buildings, focusing on higher-risk facilities first.
- Establish a salvage program to protect QF's heritage and artwork in various facilities.
- Focus on service quality. With the new security service contract provider entering its second year of service at QF, more effort will be directed toward addressing quality-related issues through constant performance measurement and guard training.
- Conduct a process check. Some of the procedures and processes used by HSSE Security need to be reviewed and adapted to ensure relevance to the changing operational environment of QF.

4000+

User registrations achieved
for Maktabi news service

595

Visits arranged to the Visitor center,
including 234 by VIPs and 33 by VVIPs

COMMUNICATION

THE MISSION OF THE
COMMUNICATION
DIRECTORATE (CD) IS TO
CREATIVELY COMMUNICATE
THE VOICE AND IMAGE OF
QATAR FOUNDATION (QF).

Goal

- Build, protect, and instill pride in the QF brand.

Strategies

- Build, sustain, and grow QF brand equity globally.
- Engage with and build credibility for the CD's expertise among internal stakeholders.
- Ensure proactive, efficient, and effective execution across all functions.
- Develop organizational capabilities and competencies.

Notable achievements

- Ran the QF-Football Club Barcelona (FCB) Partnership Activation Campaign, a fully integrated marketing and communication campaign to explain the relationship between QF and FCB, from April to July 2013 across Qatar, the Middle East and North Africa, and Europe.
- Ran 'Passion Drives Our World' competition, QF's largest social media competition, which reached nine million people globally, drawing participation from more than 70 countries and adding 76,200 likes in just 60 hours. Five weekends of 'Passport to Passion' and four QF-FCB Fan Zone events attracted more than 3,000 people from the local community to take part in football-related activities and competitions.
- Rebranded Convocation 2013 to reflect the involvement of Hamad bin Khalifa University (HBKU), and celebrated the graduates of HBKU in addition to the branch campuses. CD offered all-round services comprising all event planning and production, and achieved unprecedented coverage through a series of six press releases and features that focused on human interest stories, the participation of QF Radio with a booth, and a special issue of *QF Telegraph*.
- Took part in several local and international conferences such as United Nations Climate Change Conference (COP 18), the Qatar-Japan exhibition and *The Economist* events in the United States. CD worked on putting together booths and marketing collaterals to represent QF to all audiences at these conferences.

These activities were accompanied by 20 communication plans, strategic advice and messaging for large-scale campaigns and events. These included Qatar-Japan 2012, Qatar UK 2013, Qatar Career Fair 2013, Qatar National Sport Day 2013, HBKU Convocation, Ramadan, QF Radio, and the World Innovation Summit for Health (WISH) among many others.

- Provided strategic advice and acted to protect QF brand during a period when Qatar and other Qatari organizations were being negatively portrayed in international media. The team was also on the ground at the Qatar National Convention Centre promoting Qatar as a pioneer of sustainability in Qatar and the region.
- Re-launched the corporate website, which now allows more user interaction through its innovative structure and boasts interesting content and timely display of announcements. The new website has pages dedicated to each of the corporate publications to promote the latest news on QF initiatives and projects.
- Created a conceptual strategic plan for QF's involvement in Qatar UK 2013; organized and co-ordinated the visit of Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation, to the United Kingdom; and provided on-the-ground logistical support and strategic advice throughout this visit, which included events at Windsor Castle and the British Library.
- Grew Maktabi into an award-winning publication, claiming the Silver SABRE Award for an internal publication, an award that coincided with Maktabi's first anniversary.
- Maktabi achieved more than 4,000 registered users and built an internal communication network of 87 representatives from QF's centers and directorates.
- Created an all staff email policy – a key move to support efforts to reduce the number of all staff emails so that important announcements have the desired impact.
- Moved QF Radio to the new Media Center Building that houses state-of-the-art studios/galleries and the new offices of both QF Radio stations (Arabic and English channels).
- Ran regional campaign to announce the relaunch of QF Radio and its separation into two channels, Arabic and English. The campaign included a TV commercial and a radio advertisement as well as billboards in Doha and the United Arab Emirates, in addition to promotions on Qatar Airways

flights and at cinemas across Doha.

- Installed a new VHF transmitter.
- Launched QF Radio's new English station on a new frequency, 91.7FM.
- Contributed to the growth of QF brand by relaying through QF Radio to both the local (via the frequencies) and the international community (via live website/internet stream/social media) all the stories of QF. The launch of the English station was a key achievement as the station was able to increase its listener base locally and internationally.
- Revamped the QF Radio website featuring both stations (separate live streams for each station).
- Increased the number of QF Radio's social media followers/fans, from 17,000 Facebook fans in August 2012 to almost 23,000 fans at the end of June 2013; from 2,692 Twitter followers in August 2012 to 5,243 followers by the end of June 2013 (QF Radio 93.7FM), plus an additional 422+ followers for QF Radio 91.7FM.
- Forwarded sponsorship packages to target organizations/companies and received promising feedback.
- Increased and improved coverage of numerous QF events as well as Qatar events, such as the 2012 Qatar National Day.
- Increased number of live 'interactive' programs allowing instant feedback and more interaction with the listening public.
- Increased number of student interns who joined QF Radio's summer internship program. Interns came from QF branch campuses and Qatar University.
- Provided an awareness/education service to QF schools and branch campuses interested in knowing more about QF publications through a customized workshop for Qatar Leadership Academy, Qatar Academy Al Khor, and Qatar Academy Al Wakra.
- Wrote, reviewed, and distributed almost 250 press releases on behalf of QF and its centers; organized more than 12 press conferences; and arranged almost 150 interviews, attracting leading international media outlets such as France 2, the BBC, *The Telegraph*, *El Pais*, and Bloomberg among others.
- Collaborated with the leading French channel France 2 to highlight QF's efforts at unlocking human potential in 'Un Œil sur la Planète'. The result was a very positive portrayal of QF to millions of viewers worldwide.
- Provided full support with marketing

“It is important to recognize the significance of global partnership and involving the younger generation to participate and engage in the mission of Qatar Foundation... Accomplishing the goals of Qatar National Vision 2030 will ultimately fall to the younger generation, and Qatar Foundation is equipping them in every way that it can be.”

Rashed Al Quresi, Deputy Director, QF Communication Directorate





collaterals, public relations and event planning, and support for major events such as the World Innovation Summit for Education (WISE) 2012, Qatar National Day, Annual Research Forum (ARF) 2012, Social Development Center (SDC) Gala Dinner, and Qatar Career Fair.

- Ranked second in customer satisfaction for Education, scoring 101 percent, exceeding expectations, in the Shared Services 'Voice of the Customer' (VOC) survey 2012-2013.
- Ranked fourth among 10 service providers, achieving a 96.6 percent customer satisfaction rating, in VOC 2012-2013.
- Achieved 100% Year To Date performance exceeding the service commitment targets of 90%.
- Witnessed substantial growth of QF social media communities on Twitter (68,894 followers, a 50 percent year-on-year growth rate) and Facebook (184,493 fans, a growth rate of 39 percent), and innovative adoption of newer platforms such as Instagram (1,511, a growth rate of 1,400 percent).
- Established QF's first paid social media promotions, resulting in established relationships with Twitter and Facebook.
- Delivered training to 90 spokespeople in media and presentation skills.
- Revamped the QF Speakers Bureau (QFSB) newsletter to include more relevant and interesting content.
- Developed an integrated approach to crisis communication with the Health, Safety, Security and Environment Directorate.
- Escalated and implemented crisis communication protocols on a number of occasions to protect the QF brand and prevent any reputation damage.
- Completed the crisis communication handbook and protocols.
- Co-ordinated *The Economist* partnership as well as partnerships with SPE, the World Conference of Science Journalists, Your Health First, Kahramaa/Tarsheed, and Sila Angel Network.
- Successfully executed four QF-sponsored events in the US.
- Put in place the first QF-sponsored internship program in partnership with *The Economist*, and successfully engaged internal stakeholders through competitions run on Maktabi.
- Arranged 565 visits to the Visitor Center, including 234 by VIPs and 33 by VVIPs.
- *Think.* magazine continued to enhance Qatar's and QF's global reputation for innovation and thought leadership by debating topics such as globalization,

the knowledge economy, the Millennium Development Goals, and youth development. *Think.* released its first two special issues, in parallel with significant geopolitical events: the 39th G8 Summit, and COP 18.

- Issued two documentary publications: *Milestones 2012* for the Communication Directorate, Capital Projects and Facilities Division, and Research and Development, printed and distributed in the form of a supplement to *QF Telegraph*; and *Steps 2012*, (previously named *On Record*), released with a new look and feel and uploaded to the QF website as a way to give access to the maximum number of viewers and share the sequential growth of QF through a variety of initiatives and events.
- Uploaded a number of assets in the QF Digital Asset Management (DAM) system, bringing the total to around 34,500 assets, an increase of 27 percent from the previous year. The bulk of DAM assets are photographs (78 percent), followed by audio (12 percent), other assets (7 percent), and marketing materials (3 percent).
- Ensured that all major QF events were fully documented in video form (files, edited film, or highlights) and professional photographs.
- Placed new emphasis on human interest stories, and moved away from corporate news to promote a more nuanced image of QF, increasing volume and quality of media coverage and global awareness of QF brand.
- Maintained a positive relationship with journalists worldwide and expanded CD's network of contacts through outreach and proactive engagement.
- Co-ordinated large-scale projects with various partners to establish the QF brand as a professional and effective partner.
- Helped boost QF brand presence on an international stage through *The Economist* partnership.
- Proactively established relationships with key regional contacts at LinkedIn, Twitter, and Facebook to ensure a better working relationship with the platforms.
- Worked on the branding of several strategic shared services projects, the main ones being SDC's Gala Dinner, the launch of 'Educate a Child,' the Annual Research Forum, Qatar Science Leadership Program, and CHI AL SHAQAB, providing all clients with strategic advice and recommendations in addition to full management of projects with agencies. Co-ordinated media relations management

at events and interviews and provided strategic advice and information on key campaigns.

- Provided comprehensive support to all QF interviewees, ensuring they had all the necessary information and training for a successful interview.
- Ensured maximum coverage for QF and its centers' events and news by providing a universally high standard of press releases and features.
- Expanded current relationships with QF centers and directorates through a growing positive working relationship based on the successful delivery of joint projects and initiatives.
- Engaged with internal stakeholders and built credibility for CD's expertise by developing and implementing internal communication campaigns in support of initiatives at QF's centers/directorates, as well as on behalf of QF as an organization.
- Encouraged staff to feel safe to speak up and share their views by launching the Maktabi Staff Satisfaction Survey 2013.
- Circulated a social media buying document in order to receive Twitter verification and increased reach, and to outline the plans for social media advertising spend. This paved the way for QF's introduction to paid social media activity.
- Increased social outreach on Instagram, which served to engage QF community and subsequently build advocacy with QF.
- Achieved progress in reaching out to parties who are interested in using the QF website to promote their centers and activities.
- Provided social media staff with timely stories for Twitter and Facebook.
- Provided full event planning and production for the following events: WISH Global Health Project in the UK; HR/Qatar Biomedical Research Institute Nature Jobs; Careers Expo UK; The Research Center for Islamic Legislation and Ethics (CILE) website launch ceremony; CILE's first international conference, 'Arts and Politics from an Ethical Perspective'; the Sixth Annual Career Fair for Qatari Students in the UK; SDC's Gala Dinner; Awards and Graduation events; Long Service Award Ceremony; QatarDebate's Second International Universities Arabic Debating Championship; Qatar National Research Fund Fifth Annual Forum; and Eighth World Conference of Science Journalists (Helsinki).
- Protocol support was given to the following events: Weill Cornell Medical College



celebration event, WISE conference, National Sport Day, and CHI international event at AL SHAQAB. Some of these major events were covered and broadcast live or aired via the 'QF Highlights Segment' of QF Radio. QF Radio also collaborated with organizers of major global events like COP 18, the 2013 CHI AL SHAQAB, and the staging of Disney on Ice, Doha.

- Processed 239 photo and filming requests from QF entities, which amounted to 46% quarterly increase in total capacity; and around 450 digital library requests from all QF entities, which amounted to 28% quarterly increase in digital library requests.
- Processed translation and editorial requests from Headquarters (500), Joint Ventures (217), Community (154), Education (146), and Science (119). The most requested service type was review/proofreading (721), followed by translation (539), and interpretation (24). All these requests were implemented with a full co-ordination with the end users to ensure client satisfaction.
- Communicated with centers and branch campuses in connection with high-profile visitors wishing to tour a center of their choice. The planning of these visits required the continuous promotion of excellent rapports with the various centers and QF security.
- Proactively engaged with QF centers and departments by having an input on 16 shared events, and maintained strong ties and links within QF to ensure clarity and commitment to agreed schedules. Various meeting sessions have been held to create awareness of the CD roles and responsibilities in events. CD was being requested by stakeholders to be heavily involved in their forthcoming events.
- Developed calendar for CD events, which is continuously updated and can be viewed by all CD staff on a shared device.
- QF Radio achieved a rise in the number of requests from QF centers to cover and relay to the public their achievements, showing increasing trust in the capability of the station.
- Worked on several cross-departmental projects such as COP 18, Qatar-Japan and Qatar UK activities, and co-ordinated all functions successfully.
- Developed organizational capabilities and competencies by gaining the technical skills necessary to publish Maktabi

independently of Fuego (external web hosting company) and by continuing to build and train members of the Internal Communication Network.

- Worked within the scope of QFSB to see how better QFSB could work with members. Speaking activity was monitored to ensure collation of up-to-date information.
- Improved the ability to evaluate and activate partnership proposals received by QF by streamlining the process, while developing partnerships into a key strategic approach to communication.
- Thoroughly reviewed all output from QF Press Office prior to releasing to the media.
- Created systems for checking and reviewing written content to ensure optimum quality and a standard style within quick turnaround timings.
- Improved systems for reviewing media interview and filming requests. All requests are thoroughly evaluated and a detailed recommendation is provided on an individual case-by-case basis.
- Independently drafted all content in Arabic and English and co-ordinated efforts to ensure message accuracy.
- Constantly evaluated the processes for effective management and administration of large-scale projects and campaigns for improvement. Delivery systems are catered to best fit the needs of every project.
- Updated the master guest list to include additional QF centers plus many other organizations and establishments in Doha.
- Developed the research services of the Press Office by providing information and reports on a wide range of subjects.
- Expanded the capacity for reviewing media output of all QF centers.
- Established a weekly joint editorial meeting between Publications and Corporate and Public Relations departments, including all the centers' PR representatives, to ensure alignment of key messaging and sharing of latest news and updates.
- Staged training sessions locally and internationally for all staff members in order to acquire more skills and enable them to perform with more efficiency.

Future initiatives and incentives

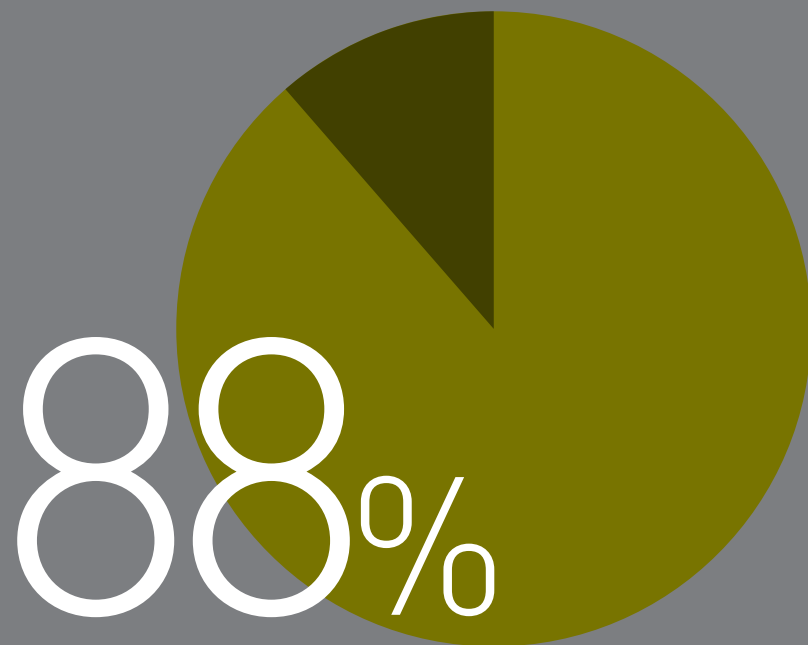
- Conduct an annual brand audit to

assess the perception of QF in all target countries.

- Set up and implement Strategic Communication Unit.
- Develop an overarching strategic global campaign and finalize and launch the new communication strategy in support of QF's new overall strategy.
- Focus on targeted campaigns in Qatar and the Gulf Cooperation Council to communicate QF's messages in the region.
- Develop the social media program to be world-class.
- Launch the QFSB website and program.
- Use strategic partnerships to enhance the reputation of QF nationally and globally.
- Maximize upcoming international campaigns such as Qatar Brazil 2014.
- Improve all standard processes for interview and media requests.
- Improve mechanisms for service and deliverables tracking.
- Create new structures and co-operation mechanisms for interdepartmental projects.
- Maintain a monitoring mechanism to ensure conformance to quality parameters for all events through Event Management System.
- Prepare the new Visitor Center to start receiving guests and visitors on a soft launch basis.
- Produce theatrical/cultural events to suit various age groups and tastes to showcase QF as a hub for the enhancement of culture.
- Continuously update the comprehensive guest list with clear and specific categories to match the various audiences of QF.
- Implement a commercialization approach in QF publications and QF Radio (through advertising and sponsorship).
- Enhance the digital side of publications and maximize website use to ensure visitors have an all-round informational experience of QF.
- Launch QF Radio's 2013-2014 season.
- Develop a new music/production room to improve the quality of music production for QF Radio's numerous shows and in preparation for the eventual commercialization of the station.
- Progress the HBKU Student Center-QF Radio Studio Project.
- Develop a QF Radio SMS function via Vodafone (on top of existing Ooredoo).

STRATEGIC PLANNING

LED THE
DEVELOPMENT
AND COMPLETION
OF QF STRATEGIC
PLAN 2013-2023



Level of customer satisfaction recorded for Annual Business Planning and Annual Business Reporting cycles

THE STRATEGIC PLANNING DIRECTORATE (SPD) AIMS TO MAKE SIGNIFICANT AND QUANTIFIABLE PROGRESS TOWARD ITS VISION, ALIGNED WITH QATAR NATIONAL VISION 2030, THROUGH HIGH LEVELS OF STRATEGIC CLARITY AND ROBUST STRATEGY MANAGEMENT PRACTICES AT ALL LEVELS.

Goals

- Ensure that effective planning and performance evaluation practices are in place across Qatar Foundation (QF); that strategic decision-making is based on robust analysis; and that clarity and alignment of strategic direction exist at all levels and drive accelerated progress.
- Review the strategic plans of the different QF entities against the QF Strategic Plan for alignment, to help achieve the maximum impact on Qatar, on the region, and internationally.

Strategies

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

Notable achievements


- Led the development and completion of the QF Strategic Plan 2013-2023, which was approved by the QF Board in May 2013. The plan provides an analysis of the current stage of Qatar’s development, and proposes strategic objectives to achieve QF’s planned impact over the next 10 years. The plan includes strategic initiatives to enable QF to achieve the intended impact.
- Completed the Annual Business Planning cycle, achieving high customer satisfaction.
- Completed the Performance Reporting cycle.
- Implemented the Annual Business Planning and Annual Performance Reporting cycles in QF, and achieved high levels of customer satisfaction (88

- percent), reflecting in the quality of the process.
- Organized a QF planning boot camp bringing together Human Resources, Finance, Risk Management, and SPD in a common session to provide guidelines and direction to QF entities. This boot camp was part of SPD efforts to maintain a more integrated planning system in QF, and led to developing more realistic business plans, manpower plans and budget requests.
 - Developed the QF strategic key performance indicators (KPIs) and data collection tools in preparation for reporting the new QF Strategic Plan.
 - Worked with all QF centers and directorates to ensure that the initiatives and activities of their business plans are aligned with the long-term strategic objectives of QF.
 - Conducted a study to assess Qatari students’ perceptions toward QF university programs, and offered recommendations as to how Hamad bin Khalifa University and its partners can attract a greater pool of highly qualified applicants within Qatar, specifically Qataris.
 - Provided various analyses to QF senior management, allowing them to have a realistic view of QF performance in the various functional areas and pillars. This analysis was aimed at providing a high-level synthesis of organizational performance to guide the decision-making process in QF.
 - User-friendly business planning templates and handbooks were developed and provided to all stakeholders during the boot camp and the follow-up support sessions.
 - Developed KPI framework to monitor progress and manage implementation of the new QF Strategic Plan.
 - Involved staff from various QF entities in over 100 meetings to formulate the QF Strategic Plan, which is meant to promote an outcome/impact-based approach to strategic planning, as well as exposure to best-practice experts in relevant fields, including pre-university education, human resources management and economic development.
 - Provided capacity building sessions and on-the-job training/support for QF entities on developing business plans and scorecards with KPIs to measure their progress.


- Ensured that Qatari trainees received a comprehensive professional development program to build their capacity and enable them to become effective regular employees. One Qatari trainee at SPD was confirmed in a performance and evaluation specialist position.
- Two more SPD staff obtained Balanced Scorecard Certification.
- Two Qatari SPD staff were admitted to master’s programs at University College London.
- All SPD staff received in-house training on strategic planning conducted by McKinsey and Company.
- One SPD member completed the Senior Management Leadership Development Program at Oxford University.

SPD implemented the Annual Business Planning and Annual Performance Reporting cycles in Qatar Foundation, and achieved 88 percent of customer satisfaction, reflecting in the quality of the process.





ORGANIZED A
FIVE-DAY COURSE
ON RISK-BASED
OPERATIONAL AUDIT
AND SOFT SKILLS
FOR INTERNAL
AUDITORS



PROVIDED QUALITY
ASSURANCE
TRAINING TO
ENHANCE STAFF
KNOWLEDGE
OF LATEST
GUIDELINES AND
ANNOUNCEMENTS
RELATED TO IIA
STANDARDS

INTERNAL AUDIT

THE MISSION OF THE INTERNAL AUDIT DIRECTORATE (IAD) IS TO PROVIDE VALUE-ADDED AUDIT AND ADVISORY SERVICES TO ASSIST IN THE ACHIEVEMENT OF QATAR FOUNDATION'S (QF'S) STRATEGIC GOALS AND OBJECTIVES, AND PROMOTE PARTNERSHIP THROUGH OBJECTIVE AUDITING IN ACCORDANCE WITH THE HIGHEST PROFESSIONAL AND ETHICAL STANDARDS.

Goals

- Provide independent, objective assurance and advisory services designed to add value and improve QF's operations and accountability.
- Help QF accomplish its objectives by evaluating and improving the effectiveness of risk management, internal controls and governance processes.

Strategies

- Adopt and use standards of best professional practice and the International Standards for the Professional Practice of Internal Auditing promulgated by the Institute of Internal Auditors (IIA) as relevant to the QF business environment.
- Complete projects in accordance with the approved annual audit work plan, developed through risk assessment, with the objective of adding value and improving operations.
- Provide effective communication between internal auditors, customers, and QF Management.
- Provide the most effective work environment for IAD employees as well as skills development opportunities.
- Apply the Qatarization principle.
- Manage IAD's operations within the approved budget.

Notable achievements

- Completed six audit and advisory projects outside the annual audit plan.
- Organized first meeting of the Audit Committee of the QF Board of Directors (BoD).
- Reviewed and revised organizational structure, which will enable IAD to perform more efficiently and effectively. The new structure has three departments: Operations Audit Department, Financial Audit Department, and information technology Audit Department.
- Organized a five-day course on risk-

based operational audit and soft skills for internal auditors in collaboration with Management Information Systems Training Institute, UK.

- Made 105 recommendations to improve governance, risk management, and internal controls. QF management has concurred with all recommendations.
- Completed 19 projects. In each engagement IAD used an Engagement Quality Control process, through which working papers and deliverables were reviewed to ensure they met agreed standards, and recorded in a quality assurance checklist.
- Staff attended quality assurance trainings to enhance their knowledge of latest guidelines and announcements related to IIA standards.
- IAD completed the following projects during 2012-2013: 10 scheduled audits; six advisory engagements (management requests); three routine engagements; and three strategic initiatives.
- Received 10 post-audit customer surveys from audit clients, who rated achievement levels as: 93 percent for internal audit value and importance; 98 percent for audit personnel professionalism and courtesy; 90 percent for quality of audit observations, recommendations and reports; and 91 percent for audit timing, coverage, efficiency and effectiveness.
- All members of staff attended at least one five-day in-house training course and IAD is continuing professional development to meet certification requirements. During 2012-2013 staff attended the following additional courses: Managing the Internal Audit Department; Auditing Governance, Strategy, Ethics and Risk Management; Management Coaching and Mentoring; Quality Assessment/Validation; and Internal Audit University.
- 50 percent of IAD's staff are Qatari nationals. IAD had six permanent Qatari employees in 2012-2013. In addition, two Qataris were recruited through the National Development Program.

Future initiatives and incentives

- Recruit qualified staff to fill vacancies and retain high-performing staff.
- Update the Internal Audit (IA) Charter.
- Revise the IA Manual by incorporating leading practices.
- Review and update the Audit Committee Charter.
- Engage Audit Committee to ensure adequate coverage of significant risk areas as perceived by QF BoD and Audit Committee.
- Automate the audit process using suitable tools.
- Establish QF-wide Integrity Reporting Hotline as an anonymous and confidential channel to be used by employees, external parties, and the public for reporting concerns.
- Review IAD objectives to ensure that the department and staff objectives are aligned with QF's overall strategic objectives.

“Efficient use of resources, effective management of assets, and building partnerships focused on common goals and objectives are the cornerstones upon which an organization can achieve greater success. Internal Audit is your partner in achieving Qatar Foundation goals and objectives.”

Tariq Al Shaikh, Executive Director, QF Internal Audit Directorate



LEGAL DEPARTMENT

RANKED HIGHEST
FOR CUSTOMER
SATISFACTION IN QF
HEADQUARTERS

FORMED A DISPUTE
RESOLUTION
UNIT TO GIVE A
MANAGEMENT
FOCUS FOR QF
DISPUTES AND
LITIGATIONS

THE MISSION OF THE LEGAL
DEPARTMENT IS TO IMPROVE
LEGAL CAPABILITIES IN
ORDER TO PROVIDE AN
EFFECTIVE LEGAL PROTECTION
FRAMEWORK THAT ENSURES
RISK-FREE FUNCTIONAL
ACTIVITIES FOR QATAR
FOUNDATION (QF).

Goals

- Provide QF with a high-quality legal service that enables it to realize its vision within a framework of good governance, effective legal-risk management, and sustainable reproduction of highly qualified legal professionals.
- Provide comprehensive in-house legal consultancy to the Board of Directors and develop effective and appropriate governance guidelines.
- Provide and facilitate effective legal services to all functional areas within QF directorates and senior management.
- Develop a generation of legally qualified Qatari nationals to take the lead and meet demand within QF and Qatar.

Strategies

- Ensure statutory compliance and major legal issues concerning QF’s overall legal status and structure are effectively managed.
- Ensure QF’s engagements with third parties provide adequate legal protection and that contracts are appropriately enforced.
- Build the department’s capabilities and ensure provision of an effective legal function for QF, and develop, train, and manage national attorneys in legal functions.
- Ensure that QF operates within a strong legal framework of policies and procedures, and develop a standard contract terms archive for QF business and functions use.
- Develop in-house legal functions for QF projects; structure the in-house legal team for day-to-day legal support; and develop an effective outsourced legal network.
- Develop and perform research into a variety of legal enquiries referred by management teams within QF and provide professional legal advice.
- Develop a reliable in-house resource for intellectual property (IP).
- Establish the Legal Department as an integral part of QF’s governance and shared service structure.

Notable achievements

- Completed first draft of the Legal Manual for internal use.
- Kicked off the integrated quick-win management automation system for internal

- use for legal enquiries tracking record.
- Continued a soft marketing campaign across QF to promote Legal Department services via *QF Telegraph*, press releases, and direct communication with directorate heads.
- Provided close supervision to all functional counsels and trainees to ensure productivity compliance.
- Ranked highest for customer satisfaction in QF Headquarters, with an overall rating of 3.04, and third in services provided to Education, in the ‘Voice of the Customer’ survey by Shared Services Directorate, from July to December 2012.
- Held more than 400 meetings with QF directorates and end-user representatives within QF to ensure improved communication between the Legal Department and QF’s different functions.
- Set up an effective service link for legal support to new areas within QF to serve the new R&D structure, AL SHAQAB, Community Development (Qatar Academy), QF Publishing Center, and Bloomsbury QF Publishing, in addition to ASTAD and Msheireb.
- Increased service production from 384 registered assignments in 2011-2012 to 477 in 2012-2013.
- Completed unit policy first draft.
- Confirmed the appointment of three trainees to legal counsel positions within the Legal Department as part of the Qatari National Development Program. This increased the number of Qatari counsels at this level to five and increased the total number of Qataris in the Legal Department to seven. In addition, the department received two more trainee legal counsels.
- Reviewed governance profile structure and recommended necessary amendments.
- Reviewed QF Human Resources (HR) Code of Conduct and Code of Ethics and proposed amendments.
- Reviewed new QF IP Policy proposed by QF Research and Development (R&D).
- Established new procedures for reviewing ad hoc contract enquiries from QF centers, for communication to QF Executive Directors and Focal Points during 2013-2014.
- Liaised with R&D President and the Executive Directors of Qatar National Research Fund, Qatar Biomedical Research Institute, IP-R&D, Qatar Science & Technology Park, and Qatar Environment & Energy Research Institute to improve their awareness of Legal Department services and to agree on moving legal services from an ad hoc basis to a systematic structure; and agreed on a standard template for QF

- legal documents (contracts and agreements) in order to minimize legal risk.
- Developed two Qatari legal counsels to strengthen services on this level.
- Agreed further advanced study programs for three Qatari nationals in order to improve their technical capability and knowledge.
- Conducted four internal legal technical seminars addressing various issues in Qatari law.
- Developed and delivered first phase of standard template for QF Procurement.
- Developed and delivered standard template for Shared Services usage and Reach Out To Asia’s donations management.
- Formed Dispute Resolution Unit to give a management focus for QF disputes and litigations (court cases and arbitration).
- Agreed additional law firm panel (local and international) to strengthen QF legal service support network.
- Conducted research on various legal enquiries to provide legal consultancy to the QF Board of Directors and President’s Office on various projects, and to most QF centers, covering Education, Science and Research, Community Development, and Capital Projects.
- Transferred to Research and Development structure the objective whereby Legal Department is responsible for IP legal consultancy and trade mark registration.
- Some Legal Department services became fully functional within the Shared Services Service Legal Agreement for the first time. Legal Services was highly ranked according to the Voice of Customer Survey which was conducted by Shared Services Directorate in January 2013.

Future initiatives and incentives

- Continue to build service structure capabilities through recruitment and training.
- Complete the management system for service automation (legal portal).
- Improve the internal communication skills of all individuals.
- Approve Legal Manual (policy and procedures) for internal use.
- Complete standard contract terms archive for QF business and functions use.
- Design and implement professional, technical, and skills training for Qatari counsels trainees.
- Review job descriptions and approve career ladder for all legal positions.

“During this year many improvements were acknowledged and several projects were established. The Legal Department improved the standard of legal services across Qatar Foundation and introduced new units within the department to meet Qatar Foundation’s legal needs.”

Rouda Bahzad, Legal Counsel, QF Legal Department



PILLARS



▲ EDUCATION

PRE-UNIVERSITY EDUCATION
HIGHER EDUCATION

▲ SCIENCE AND RESEARCH

▲ COMMUNITY DEVELOPMENT

EDUCATION

2012-2013 saw Qatar Foundation (QF) continue to make great strides in its mission to provide world-class education and vocational resources for the Qatar community. Education is a key facet in helping the country to achieve the transition to a knowledge-based economy, in line with Qatar National Vision 2030. QF provides a high standard of education at every level, from pre-school to university, with some of the world's top institutions standing side-by-side within its extensive campus. Together QF's institutions instill the skills and attitudes that lead to excellence.

PRE-UNIVERSITY EDUCATION

QATAR ACADEMY
SIDRA JOINED THE
ROSTER OF QATAR
FOUNDATION
SCHOOLS, BRINGING
THE TOTAL TO SIX

THE PRE-UNIVERSITY EDUCATION OFFERED AT QATAR FOUNDATION ENCOMPASSES PRE-SCHOOL, PRIMARY AND SECONDARY PROVISION, AND NOW INCLUDES THE NEW QATAR ACADEMY SIDRA, WHICH OPENED IN SEPTEMBER 2012. THE AIM IS TO EQUIP ALL STUDENTS WITH A STANDARD OF EDUCATION THAT WILL OPEN DOORS FOR THEM ANYWHERE IN THE WORLD.

- ▲ QATAR ACADEMY
- ▲ QATAR ACADEMY AL KHOR
- ▲ QATAR ACADEMY AL WAKRA
- ▲ QATAR ACADEMY SIDRA
- ▲ AWSAJ ACADEMY
- ▲ QATAR LEADERSHIP ACADEMY
- ▲ ACADEMIC BRIDGE PROGRAM

QATAR ACADEMY



OPENED THE EARLY
EDUCATION CENTER
WITH 67 STUDENTS



TOOK POSITIVE
STEPS TOWARD
IMPROVING
RELATIONS WITH
THE COMMUNITY

THE MISSION OF QATAR ACADEMY (QA) IS TO PROVIDE COMPREHENSIVE, INTERNATIONALLY ACCEPTED ENGLISH-MEDIUM PROGRAMS PLUS ARABIC AND ISLAMIC STUDIES, FROM PRE-SCHOOL THROUGH TO SECONDARY GRADUATION. QA DEVELOPS INDEPENDENT CRITICAL THINKERS, LIFELONG LEARNERS AND RESPONSIBLE CITIZENS, AND EMPOWERS STUDENTS TO GAIN ENTRANCE TO ELITE UNIVERSITIES AND COLLEGES.

Goals

- Provide the highest possible standard of education.
- Achieve academic excellence for each student.
- Develop independent critical thinkers, lifelong learners, and responsible citizens.

Strategies

- Achieve mission clarity.
- Build a stronger sense of community within QA.
- Create support systems for students.
- Develop a plan for greater financial self-sufficiency.
- Actively promote Qatarization.
- Develop state-of-the-art information technology.
- Improve Arabic language and Islamic studies.

Notable achievements

- Opened the Early Education Center with 67 students.
- Achieved re-accreditation with the Council of International Schools (CIS) and New England Association of Schools and Colleges (NEASC), and re-authorization for the school's International Baccalaureate (IB) primary years, middle years and diploma programs.
- Made progress on strategic planning process.
- Continued public relations work on branding, events, and communication.
- Continued to share the QA mission statement in a very deliberate manner. It appears on all major school documents, is discussed with job applicants, and is posted throughout the school.
- Started reviewing the guiding statements, as part of the ongoing strategic planning process.
- Continued work on areas outlined in the Strategic Plan, such as events to build parental involvement, and achieved set goals.

- Took positive steps toward improving relations with the community.
- Secured establishment of QA's support systems, so that the school has specialist teams dedicated to identifying and monitoring students facing academic or social challenges, and providing support tailored to individual needs. These systems were commended in the accreditation and evaluation visits carried out by the NEASC, CIS and IB.
- Pursued self-sufficiency within parameters of Qatar Foundation's non-profit policy.
- Maintained fairly constant percentage of Qatari staff while remaining very open to employing qualified Qatari applicants.
- Continued to implement strong program to integrate technology within the teaching and learning process. Teachers and students are well equipped with the hardware and software needed for effective learning. At this point, the school's focus is mainly on maintaining the high quality of the program through refining approaches and exploring emerging technologies.
- Purchased and rolled out 500 new computers to all Grade 2 to 5 students as part of the three-year cycle.
- Ordered 700 new laptops for students and teachers for the beginning of September as part of the three-year cycle.
- Introduced class sets of five iPads to Grade 2 to 5 classes.
- After several attempts in previous years, QA developed a state-of-the-art Arabic Proficiency Test with Avant Assessment. This required a significant investment in both financial and personnel terms. The test was given for the first time in May to more than 3,000 students in several countries. The school expects increasing participation in the coming years.
- Continued involvement with the International Schools Services Arabic Literacy Coaching program, training several teachers, who in turn supported their QA colleagues.

Future initiatives and incentives

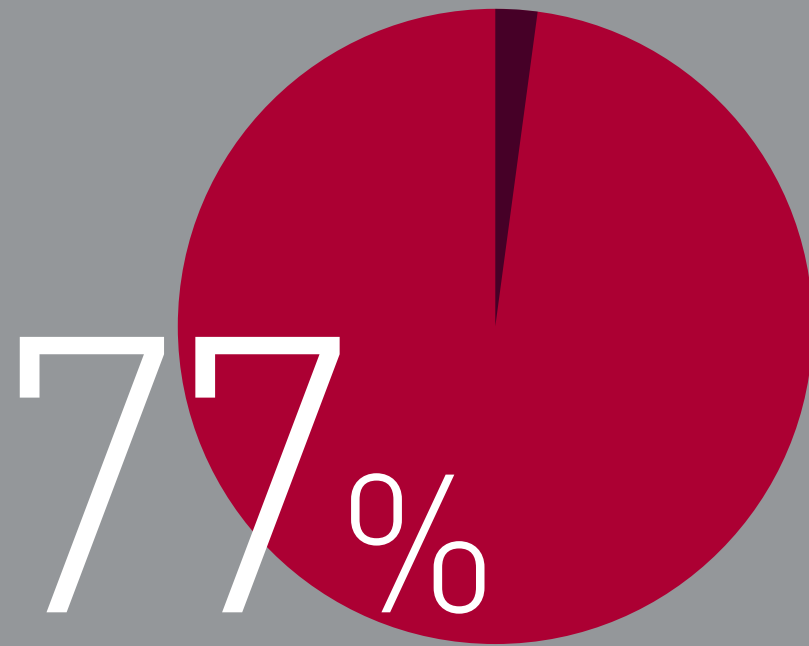
- Implement the new Strategic Plan, including developing key performance indicators and action plans.
- Open two new Early Education Centers.
- Work toward accreditation for the Early Education Centers.
- Continue to build trust in the community.

“The new Arabic Proficiency Test, developed in partnership with Avant Assessment, is a groundbreaking initiative to support Arabic language teaching and learning. This tool is providing excellent data for schools to improve their Arabic language programs.”

Diana Rosberg, Head of Curriculum, Qatar Academy



QATAR ACADEMY AL KHOR



Percentage of Grade 2 to 8 students who took part in after-school sports activities

480

Healthy and active students took part in the National Sport Day competition

THE MISSION OF QATAR ACADEMY (QA) AL KHOR IS TO PROVIDE STUDENTS AT ALL LEVELS WITH INTERNATIONALLY ACCEPTED ENGLISH-MEDIUM CURRICULA, AND ARABIC, ISLAMIC STUDIES, AND NATIONAL STUDIES CURRICULA THAT MEET NATIONAL STANDARDS.

Goal

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

Strategies

- Implement a bilingual curriculum that is suitable for Qatar and meets international standards.
- Achieve academic excellence through high-quality teaching in a stimulating learning environment.
- Provide international-standard facilities that support student learning and development.
- Pursue management excellence by adopting best practice and innovation to ensure the academy's ongoing success.
- Promote communication and collaboration among parents, students, the community, and the school.

Notable achievements

- Accredited by the Middle States Association of Colleges and Schools (MSA).
- Achieved improvement in results of the standardized test in English and Math from Grades 3 to 8.
- Implemented the International Baccalaureate (IB) Middle Years Program (MYP) in Grades 6, 7 and 8.
- Increased outreach to the early childhood program in Supreme Education Council schools.
- Enhanced English reading program.
- Developed a support program for Arabic, English and Math.
- Introduced new courses including Drama and Physics.
- Established a Student Council.
- Started 'School Without Walls' program.
- Sent administration delegates to recruiting fairs in Thailand, Canada and the United States, and attracted very qualified teachers.
- Clearly defined academic standards for each discipline.

- Wrote thorough and effective lesson and unit plans using the Atlas program.
- Used formal and informal assessments in addition to external exams in English and Math.
- Faculty members attended workshops in Qatar and abroad to keep up with the latest trends in education, including IB MYP workshops. Five members of the QA Al Khor faculty were chosen to present workshops for the Qatar Foundation (QF) sponsored 'Teachers Teaching Teachers' program.
- Implemented a well-planned appraisal system for teachers.
- Counselors co-ordinated with teachers and followed up on problems with parents to set action plans. They continued to implement a well-developed guidance program by meeting with student groups once a month to address a relevant theme related to their social, personal and academic growth.
- Counselors co-ordinated an advisory period each morning for every class to help teachers deliver a topic related to the students' health and emotional and social well-being.
- Invited parents into school to involve them in their children's learning.
- Teachers stayed in regular contact with parents to ensure that quality teaching and the learning process had ongoing support from home.
- Built two-floor extension consisting of 10 new classrooms for the middle school.
- Qualified management team maintained harmonious working and kept up to date with innovations through QF and international conferences and workshops.
- Applied transparent and supportive management that held everyone accountable according to their job description.
- Encouraged teamwork among staff, exemplified by the yearbook and the 'School Without Walls' program where faculty members shared the responsibility of creating, following up and supervising all the activities to ensure success.
- Organized an Improvement Plan Committee to monitor implementation of the four action plans put in place as part of the 'Plan for Growth and

- Improvement' that is a requirement of the MSA accreditation.
- Management team supported implementation of the MYP from a pedagogical perspective, under the direction of the MYP Coordinator.
- Identified an action plan to increase the involvement of parents.
- Planned activities to further interact with the community.
- Involved parents through regular parent-teacher conferences and school events.
- Introduced a range of after-school activities.
- Developed a newsletter to share with parents the highlights of each of the school terms. There will be three editions each academic year.
- Began work on establishing a new QA Al Khor website.
- Initiated review of interactive student management system (PowerSchool) to highlight areas of possible improvement.
- Invited parents to present their professional experience to students.


Future initiatives and incentives

- Organize the new middle school building.
- Action MYP authorization and progress Diploma Program candidacy application.
- Improve student achievement in Math and English as measured by internal and external assessments.
- Administer Arabic Proficiency Tests.
- Devise strategies to meet the objectives of MSA action plans.
- Increase cultural awareness.
- Encourage professional development in the area of English Language Learners.
- Hire well-qualified/experienced faculty.
- Increase parental involvement.
- Increase cultural and community awareness, action and service.

“I greatly enjoy working at QA Al Khor because the sense of teamwork and support is strongly felt throughout the school. We have been able to accomplish several important projects this year.”

Sandy Joy, Academic Affairs Coordinator, Qatar Academy Al Khor





PROVIDE THE
HIGHEST
POSSIBLE
STANDARDS
OF EDUCATION
TO ENABLE
STUDENTS TO
DEVELOP THEIR
FULL POTENTIAL
AND POSITIVELY
IMPACT THEIR
COMMUNITY AND
THE WORLD



ACHIEVED
MIDDLE STATES
ASSOCIATION
OF COLLEGES
AND SCHOOL
CANDIDACY
STATUS

QATAR ACADEMY AL WAKRA

THE MISSION OF QATAR ACADEMY (QA) AL WAKRA IS TO SERVE THE LOCAL COMMUNITY BY DEVELOPING STUDENTS WHO ARE CRITICAL THINKERS, LIFELONG LEARNERS AND GLOBALLY MINDED RESPONSIBLE CITIZENS OF THE HIGHEST ACADEMIC CALIBER, GROUNDED IN HIGH MORAL VALUES AND CULTURAL INTEGRITY.



“QA Al Wakra has established a learning community where teachers, administrators and parents work as partners to enhance student learning.”

Bedriyah Itani, Principal, Qatar Academy Al Wakra

Goal

- Provide the highest possible standards of education to enable students to develop their full potential and positively impact their community and the world.

Strategies

- Graduate students with the highest academic achievements to enable them to enter and complete advanced education programs at universities in Qatar or abroad.
- Cultivate students who possess strong leadership qualities and are good citizens of the world. Students will embody the values of QA Al Wakra and will 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.
- Encourage continuously developing curricula, assessments and instructional strategies that meet the needs of students and adhere to high-quality national and international standards.
- Establish and maintain a nurturing, stimulating and safe educational environment.

Notable achievements

- Assessment policy completed and approved by Board of Governance.
- Completed curriculum map/alignment guide.
- Achieved accreditation candidacy status.
- Made average progress on schoolwide formative writing assessment per child in Arabic and English.
- Implemented ‘Stallions’ school values program.
- Agreed structure for ‘School-Wide Information System’ training and lesson planning.
- Complied with health and safety requirements of Civil Defense; Health, Safety, Security and Environment Directorate; and Emergency Evacuation Plans. Civil Defense Certification was granted in April 2013 and a Clinic License was granted in January 2012.
- Survey results showed that parents were highly satisfied overall with the school.
- Developed structure for communication with the community.
- On a scale of 1 to 6 students moved an average of 0.4 points, from 1.32 to 1.72.
- Developed an assessment policy to measure academic achievement accurately.
- Trained all teachers to adopt the positive behavior intervention and support program.


- Events and activities included National Day, National Sport Day, Reading Week, a science fair, and charity activities.
- Professional Development (PD) plan in place to continually train teachers in best practice in education.
- All teachers met minimum requirements.
- Seven Qataris on staff for 2012-2013.
- Completed alignment guide and started Power Standards work.
- Achieved Middle States Association of Colleges and Schools Candidacy Status.
- Made progress toward establishing a nurturing, stimulating and safe educational environment.

Future initiatives and incentives


- Achieve New England Association of Schools and Colleges accreditation.
- Expand classes and offices.
- Improve the admissions process and information sharing for prospective students.
- Provide individualized support for students identified as having academic weaknesses or strengths or behavior concerns.
- Create additional support in Grade 1 classrooms.
- Develop a PD plan for staff.
- Complete the QA Al Wakra curriculum map.



QATAR ACADEMY SIDRA



IMPLEMENTED A
NEW FRAMEWORK
THAT ALLOWS
FOR ONGOING
CURRICULUM
MAINTENANCE,
DEVELOPMENT,
MODIFICATION AND
REFINEMENT



IMPLEMENTED
PROGRAMS FOR
THE INTRODUCTION
OF VALUES,
CHARACTER AND
PRINCIPLES INTO
THE CURRICULUM

THE MISSION OF QATAR
ACADEMY (QA) SIDRA IS TO
PROVIDE A PROGRESSIVE,
MULTILINGUAL AND
INTERNATIONAL EDUCATION
THAT SERVES THE SIDRA
COMMUNITY AND IS ALIGNED
WITH QATARI CULTURE.

Goal

- Be a model school that meets the highest standards of academic excellence and promotes the development of independent critical thinkers, lifelong learners, leaders, and responsible citizens who contribute to society.

Strategies

- Increase student achievement.
- Hire and develop human capital.
- Ensure that all students become independent, reflective and compassionate problem-solvers with an appreciation and understanding of cultural diversity.
- Establish programs and systems for effective internal systems.
- Provide a safe and secure facility and infrastructure, including information technology, that allows for growth and expansion to meet current and future school community needs.

Notable achievements

- Secured acceptance of candidacy for Middle States Association of Colleges and Schools (MSA) accreditation.
- Obtained license for the Health Clinic.
- Stayed within budget constraints.
- Worked with Qatar Foundation (QF) on plans for renovating the building next



door and adding new construction for the addition of the 2013-2014 Middle School.

- Implemented a successful after-school program.
- Entered students in a Holy Qur'an competition; they were among the highest-placed contestants.
- Developed and implemented a framework/process to develop and refine the curriculum that allows for ongoing curriculum maintenance, development, modification and refinement.
- Ensured use of instructional methods, learning tools and textbooks aligned with curriculum and best practice to promote student achievement and retention.
- Established tools and mechanisms to benchmark student performance.
- Implemented tailored programs to boost achievement.
- Recruited qualified teachers and staff and provided materials and tools necessary for teachers to be successful.
- Implemented a professional development plan for teachers and staff.
- Purchased and trained the leadership team on robust performance management program processes (Teachscape).
- Implemented programs for introduction of values, character and principles into the curriculum.
- Developed, implemented and maintained an appropriate student code of conduct and trained teachers to deliver instructions.
- Implemented mechanisms to allow

parents to experience positive engagement and participation in their children's learning and character development.

- Developed and established the school administration/information system.
- Trained teachers and staff on in-house campus procedures and expectations.
- Developed communication strategies and mechanisms.
- Introduced and implemented the PowerSchool system.
- Developed and implemented systems needed for accreditation.
- Ensured that the current school building and facilities were safe, environment-friendly, and fit for use for the next three to four years.
- Expanded the current temporary facilities/building to meet school needs and accommodate the increased number of students over the next three to four years, and explored additional needs options.
- Ensured that the new school building and facilities were safe and environment-friendly and will meet the needs of the school and its future growth plans.

Future initiatives and incentives

- Finalize the Strategic Plan and get Board approval.
- Ensure successful, positive working relationships between the Board, Parent-Teacher Organization, staff and students.
- Make sure all teachers are trained in Teachscape, Atlas, Aero, Understanding by Design and PowerSchool, as well as any professional development needed for success in class.
- Guide the leadership team on a weekly basis and provide support so the team can work with teachers to ensure that students receive the best instruction possible.
- Ensure that the leadership team meets regularly with instructional teams to guide them through their unit planning and make sure all standards are being exceeded at each grade level.
- Follow through on requirements for achieving MSA accreditation.

“Qatar Foundation has a great vision for teaching and learning. QA Sidra’s first year has been challenging and rewarding at the same time. I feel honored to be part of the Qatar Foundation community.”

Daniela Silva, Head of Technology, Qatar Academy Sidra



AWSAJ ACADEMY



ACCREDITATION
RECEIVED FROM
THE CIS AND
THE MSA OF
COLLEGES AND
SCHOOLS

THE MISSION OF AWSAJ ACADEMY IS TO ADVANCE THE ACHIEVEMENT OF STUDENTS WITH LEARNING CHALLENGES; HONOR QATAR'S VALUES; PARTNER WITH STAKEHOLDERS IN DEVELOPING A STUDENT'S FULL POTENTIAL; AND DEVELOP, IMPLEMENT AND PROMOTE THE MOST EFFECTIVE ASSESSMENT TOOLS, TEACHING METHODS AND CURRICULUM PROGRAMS FOR PROFESSIONALS IN QATAR AND BEYOND.

265

Students on roll – the
highest figure to date

Goals

- Become a nationally and internationally recognized institute of educational excellence that provides direct services to students with learning challenges.
- Become a model school that achieves full accreditation status from an internationally recognized accreditation association.
- Become a model school and learning center that relies on the most rigorous educational research in the provision of instructional services to students with learning challenges.
- Become the recognized first-choice professional development and outreach center for the region designed to serve administrators and teachers who work with students with learning challenges.
- Become a model school and learning center whose processes and products will be recognized for their scientific rigor and efficacy in the region and globally.

Strategies

- Graduate all students from Awsaj Academy and prepare them for advanced education or a career in Qatar or abroad.
- Establish the Awsaj Teaching and Learning Center (ATLC) to serve students in Awsaj Academy who require intensive interventions, and provide consultation and direct services to the Qatar community and the region.
- Partner with institutions of higher learning to identify the most effective teaching practices, curriculum programs, and intervention strategies.
- Achieve the successful expansion and development of Awsaj Academy.

Notable achievements

- Achieved dual accreditation from the Middle States Association of Colleges and Schools (MSA) and the Council of International Schools (CIS), both recognized by the Supreme Education

- Council (SEC). The accreditation with CIS is valid for 10 years and the accreditation with MSA for seven.
- Incorporated a variety of assessment tools to monitor student academic growth.
 - Expanded outreach services in ATLC to include evaluation services.
 - Accepted invitations to present at international conferences as keynote and conference speakers on topics such as autism, how to support children with behavior challenges, and best practice in education.
 - Secondary students participated in local and international 'Week Without Walls' events.
 - Expanded enrollment to record levels.
 - Increased outreach professional development support locally, regionally, and internationally. This included Arabic training for SEC schools and parent awareness sessions.
 - Met target level for satisfaction of parent expectations.
 - Created an educational research and development office.
 - Continued to foster partnerships with institutes of higher learning.
 - Completed an updated, comprehensive curriculum guide outlining the standards, instructional materials and assessments used at every grade level for every content area.
 - Expanded implementation of a reading model focused on explicit direct instruction to Grades 7 to 12, and achievement data continued to show the benefit for student reading growth.
 - Implemented new mathematics program from Grades 1 to 12, and initial achievement data showed exciting growth in math skills.
 - Introduced the AIMSweb assessment system as a reading screener, progress monitoring tool and benchmark assessment for all students schoolwide.
 - For a second year used Measures of Academic Progress testing in reading and math for students in Grades 3 to 12.
 - Increased instructional time in Arabic as Qatar history was added to Arabic language and Islamic studies. Arabic after-school activities and art were mainly taught in Arabic, along with physical education and library classes that were partly conducted

- in Arabic, contributing to an overall increase in opportunities for students to communicate in Arabic. Students participated in a variety of Arabic language and cultural activities.
- Admitted five-year-old students into a first-grade transition program for the first time.
 - Put in place solid Tier I Positive Behavior Interventions and Supports system for both the elementary and the secondary school, so that all students at Awsaj Academy are given clear instruction and modeling of expected behavior. Awsaj Academy considers it important to treat student behavior just like any other content area; that is, students must be explicitly taught what is expected.
 - Graduates of the Class of 2013 chose to attend the following colleges and universities: Northbrook College in Brighton; Qatar University; College of the North Atlantic – Qatar; Royal Holloway, University of London; London South Bank University; University of Greenwich; and Greenwich College.
 - Annual parent survey indicated that 97 percent of parents rated the school 'excellent' or 'good' in meeting their children's academic needs. One hundred percent of parents said they were 'satisfied' or 'very satisfied' with the quality of their children's teachers. Overall, parents indicated satisfaction with their children's progress across all content areas, and particularly in reading, English, and math.
 - Developed a vision and mission statement along with a three-year strategic plan for ATLC, which opened with a multidisciplinary team of specialists including two school psychologists, three speech and language pathologists, three special education teachers, and an occupational therapist.
 - The ATLC has worked to establish an evaluation center of excellence for school-age children with learning challenges by establishing credentials with the major international assessment producers in order to be able to purchase and use standardized and normed assessments in all psychoeducational areas of evaluation: academics, behavior, social-emotional, and speech and language.

“Qatar Foundation has made significant efforts to ensure quality services are provided for students who struggle academically. We are certainly pioneers in the region.”

Dr Ralph Pruitt, Director, Awsaj Academy





ATLC also developed its own process and procedure for referral of students that are experiencing learning challenges, as well as procedures for assessment and evaluation of students, including standardized reports for parents and school staff.

- ATLC developed a menu of assessment tools to be used with non-native English speakers as well as native English speakers in all areas of psychoeducational evaluation.
- Professional development for ATLC staff focused on development and training in the basic policies and procedures of the ATLC program. The entire ATLC team met weekly to discuss, develop and learn basic policies and procedures, resulting in production of an ATLC manual. In addition to this, ATLC collaborated with the Qatar Assistive Technology Centre (MADA), and all staff participated in multiple assistive technology trainings.
- Developed services to students and families as an initial focus. Of all students referred to ATLC for behavioral challenges, 100 percent

demonstrated a reduction in behavioral referrals. Additionally, the ATLC Outreach Survey, completed online by parents and other community members, showed a 100 percent satisfaction rate with the services they and their students received.

- In partnership with ATLC, Awsaj Academy offered coursework for students through Oregon Virtual Education, an accredited online education option for secondary students.
- Maintained commitment to developing university partnerships, both informal and formal, to identify and implement the most effective teaching methods and help Awsaj Academy ensure that only evidence-based practices are adopted and implemented. This university lab/model school framework is key in sustaining and contextualizing research-based teaching methods.
- Focused on creating a research and development office, which is essential in identifying and testing best instructional practice designed for use with children with learning challenges

in the Middle East.

- In addition to ongoing professional development (PD) throughout the year, all new staff completed a two-week induction program prior to the start of the school year in using the research-based practices and programs utilized at Awsaj Academy. This program included training from highly-trained Awsaj staff members as well as an external consultant.
- Hosted second Awsaj Academy annual conference, 'Teaching Students with Learning Challenges', which took place on 17 November 2012. More than 200 participants from over 50 schools in Qatar attended the all-day conference, which offered a variety of workshops highlighting the initiatives being implemented at Awsaj Academy.
- Teachers and staff in the Arabic department at Awsaj Academy started a training program for Additional Educational Support teachers from SEC. Teachers received two days of training on strategies, methods, and programs used at Awsaj Academy to support struggling students, combined



“I am honored to be a part of the Qatar Foundation family. I have been here for five years and have learned so much about people, places, new ways of doing things, and myself. We have made huge strides at Awsaj Academy this year and I am proud to have the opportunity to be a contributor to the future of Qatar.”

Mary Rambau, Teacher, Awsaj Academy Elementary School

with classroom observations. Awsaj Academy Arabic program staff also participated in and presented at selected PD opportunities in Qatar and the region.

- Following the school's move into its new state-of-the-art, purpose-built facility in November 2011, student enrollment for 2012-2013 reached capacity at 265, the highest enrollment for Awsaj Academy to date.
- The Awsaj Academy Board of Governors was extremely proactive in its support of the expansion effort, providing positive public relations and recommendations to the community.
- This year's budget included additional funds to increase the amount of curriculum materials available for the increased numbers of students. Supplemental materials were purchased to support the reading program across Grades 1 to 12, and an entirely new math series was purchased for Grades 1 to 12. Increases in the amount of technology available to Awsaj Academy students and staff has kept pace with expansion.
- Made concentrated effort to recruit and hire highly specialized and qualified faculty with advanced training in supporting students with challenging needs, in response to the expansion in enrollment. Teachers who were selected had successful backgrounds in teaching special education, remedial

reading, and/or teaching English as a second language, with 50 percent having advanced degrees.

- The number of overall staff increased from 93 to 124. More than 40 percent of Awsaj Academy staff speak Arabic. The number of Qatari staff working at Awsaj increased from 11 to 18 in the past year. A comprehensive plan to recruit Qatari staff started through communications with the Qatar Foundation Human Resources National Talent Sourcing and Development Directorate and Qatar University, in addition to newspaper advertisements. The Academy was successful in hiring a physical education teacher and four trainees.
- Despite the increase in student enrollment and high-quality staff, the number of students with learning challenges in Qatar seeking admission to Awsaj Academy still far exceeds the school's physical and human capacity to meet the demand, thus creating a need to provide outreach and training to families and schools across the region.
- Since ATLC opened in September 2012, the number of referrals received has gradually increased. There have been 53 requests for services from parents, schools and other providers within Qatar, and 23 of these students have undergone comprehensive psychoeducational evaluations.

ATLC has also provided a number of parent workshops and professional development sessions to school staff of both private and independent schools.

- ATLC developed policies, including a fee structure, that were approved by the Board of Governors.
- Awsaj Academy's public relations office engaged in a marketing campaign during the 2012-2013 school year, and is actively pursuing corporate sponsorships. Awsaj Academy worked with the media to publish articles about the positive work being done with students and families.

Future initiatives and incentives

- Establish the Awsaj Research and Development office under the leadership of the new Head of Research.
- Expand outreach and further develop an evaluation/testing center.
- Develop a quality secondary school that recognizes the students' interests and needs.
- Develop a proposal and begin planning for starting an Awsaj model inclusion school that would support training needs in Doha.
- Fully develop three units within the elementary, middle and high schools.

QATAR LEADERSHIP ACADEMY



INTERNATIONAL
STANDARDS
CERTIFICATION
ASSURES
PARENTS OF
SAFETY AND
COMFORT AT QLA



NEW BUILDINGS
OPENED
INCLUDING
ACCOMMODATION
AND COMPUTER
LABORATORIES

THE MISSION OF QATAR
LEADERSHIP ACADEMY (QLA)
IS TO SHAPE TOMORROW'S
LEADERS TODAY.

Goal

- Promote personal growth in young men by engaging them in an environment that encourages excellence in academics, leadership and athletics, while building character to prepare them as the leaders of tomorrow.

Strategies

- Deliver a strong academic program that is internationally credible.
- Offer a leadership program that is effective in developing the desired leadership qualities and values.
- Provide appropriate student facilities that are safe and comfortable, and support the mission and vision of QLA.
- Increase the size of the student body through enrollment.
- Align QLA with Qatar Foundation's (QF's) institutional objectives.

Notable achievements

- Granted international standards ISO 9001:2008 for quality management, ISO 14001:2004 for environmental management and OHSAS 18001:2007 for occupational health and safety.
- Introduced project-based learning (PBL), culminating in a schoolwide PBL Fair.
- Solidified schoolwide curriculum review and documentation in Atlas.



- Increased proficiency in the use of PowerSchool.
- Increased internal professional development offerings.
- Created a schoolwide academic intervention program, resulting in a less than one percent failure rate.
- Carried out a systematic review of curriculum standards and introduced peer review of unit plans.
- Implemented schoolwide literacy program.
- Ran leadership program from 7 to 8am for all cadets simultaneously. Cadets cycled through drill instruction, heritage classes, and direct leadership instruction. Class sizes ranged between 44 and 54 cadets in mixed grade level classes.
- Obtained international standards certification to assure parents that the academy is a safe and comfortable place.
- Significantly upgraded computers and laptops.
- Introduced 1:1 computer program for Grade 11 and 12 students.
- Opened new accommodation building, computer laboratories, and infrastructure.
- Upgraded technology, which had a major impact on International Computer Driving License accreditation.
- Ran marketing campaign aimed at increasing the number of cadets, by participating in educational exhibitions and career fairs.
- Actively promoted the name of QLA by keeping the facilities in the best

possible shape.

- Exerted efforts to attract more qualified Qataris to work in the administration and academic departments.
- Monitored the budget to evaluate expenses and income.
- Implemented QF Health, Safety, Security and Environment Directorate standards.

Future initiatives and incentives


- Sustain PBL goals.
- Increase International Baccalaureate participant numbers.
- Increase Service Learning with students.
- Develop and deploy new English as a Second Language department.
- Maintain the low failure rate of students in classes.
- Protect Qatari traditions and the directions of Islam, and ensure the establishment of prayers on time and careful evaluation of the Islamic curriculum and the curriculum of Qatari heritage.
- Develop a leadership program with a smaller cadet-to-instructor ratio.
- Devise a mentoring and behavior consequence system to properly monitor and guide cadets in their leadership development.
- Create clear and positive communications about the leadership program and cadet progress that includes parental notification of positive progress.
- Organize the cadet leadership roles to encompass a variety of leadership areas that are clearly defined and properly mentored.
- Further enhance the procurement process by strict adherence to procedures.
- Establish a new contract to supply high-quality uniforms for the academy.
- Maintain international certifications, specifically the ISO certificates.
- Shift education technology to Google domain for greater flexibility and better performance.
- Keep the facilities in perfect shape.
- Gather feedbacks/surveys from end users to guarantee maximum satisfaction.

“If they had taught this way to us, we would all be college professors.”

A parent, commenting on the Qatar Leadership Academy Project-Based Learning Fair



ACADEMIC BRIDGE PROGRAM



WORKED WITH
HBKU PARTNER
UNIVERSITIES TO
ENSURE A GOOD
PERCENTAGE OF
ADMISSIONS FOR
ABP STUDENTS



QATARI STUDENTS
WERE THE FOCUS
OF EFFORTS IN
ADMISSIONS,
CROSS-REGISTRATION,
AND UNIVERSITY
PLACEMENTS

THE MISSION OF QATAR FOUNDATION'S (QF'S) ACADEMIC BRIDGE PROGRAM (ABP) IS TO PROVIDE GRADUATES OF QATARI HIGH SCHOOLS AND OTHER SIMILAR SCHOOLS WITH THE ACADEMIC AND PERSONAL SKILLS FOR SUCCESS IN REPUTABLE ENGLISH LANGUAGE UNIVERSITIES AROUND THE WORLD, WITH SPECIAL EMPHASIS ON PREPARING STUDENTS FOR QF UNIVERSITIES.

Goals

- Be the pre-eminent post-secondary preparatory program in Qatar and the 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 English language universities.

Strategies

- Improve university admissions by working closely with Hamad bin Khalifa University (HBKU) partner universities and foreign universities by entering into Memoranda of Understanding (MoUs).
- Ensure students enter a program of learning at tertiary level by developing an advisory checklist for the academic year and encouraging the college counselor to provide ongoing guidance to students about college choices.
- Maintain and improve the quality of the academic program by curriculum review and hiring new staff.

- Develop well-rounded students through a combination of curricular and extracurricular activities.
- Continue to make Qatari students the focus of efforts in admissions, in cross-registration, and in university placements.
- Remain fully committed toward Qatarization of the workforce and actively increase the percentage of Qatari employees.

Notable achievements

- Increased the number of MoU agreements with foreign and Qatari universities.
- Worked with HBKU partner universities to expand the scope of existing MoUs to improve university admissions, and saw a good percentage of ABP students admitted to HBKU partner universities.
- Maintained sound fiscal management in a lean budget year.
- Developed an advisory checklist for the 2012-2013 academic year to ensure

- ABP students entered a program of learning at tertiary level.
- Hired three new faculty members and a new college counselor. Additionally, ABP continued its thorough process of curriculum review and faculty supervision.
- Developed well-rounded students through a combination of curricular and extracurricular activities.
- Engaged in a series of cost-cutting measures to keep ABP financially viable.
- Ensured Qatari students were the focus of efforts in admissions, cross-registration, and university placements.

Future initiatives and incentives

- Sustain financial viability.
- Maintain and improve the quality of the academic program.
- Ascertain what role, if any, ABP can play in university test preparation.
- Recruit a new director for ABP, to be in post by July 2014.



“Qatar Foundation has helped foster greater collaboration between HBKU, the HBKU partner universities and the Academic Bridge Program, including initiatives to promote academic integrity.”

Dr Mark Newmark, Assistant Director for Academic Affairs, Academic Bridge Program



437

Record number of students
who graduated in 2012-2013

HIGHER EDUCATION

QATAR FOUNDATION CONTINUED TO SEE GROWTH IN STUDENT ENROLLMENT, GRADUATE NUMBERS AND RESEARCH PROJECTS IN 2012-2013, AND ITS EIGHTH BRANCH UNIVERSITY, UCL QATAR, WAS INAUGURATED. NEW GRADUATE PROGRAMS AT HAMAD BIN KHALIFA UNIVERSITY WERE ANNOUNCED, AS WELL AS THE FIRST CROSS-REGISTRATION BETWEEN CAMPUSES.

- ▲ VIRGINIA COMMONWEALTH UNIVERSITY IN QATAR
- ▲ WEILL CORNELL MEDICAL COLLEGE IN QATAR
- ▲ TEXAS A&M UNIVERSITY AT QATAR
- ▲ CARNEGIE MELLON UNIVERSITY IN QATAR
- ▲ RESEARCH CENTER FOR ISLAMIC LEGISLATION AND ETHICS
- ▲ GEORGETOWN UNIVERSITY SCHOOL OF FOREIGN SERVICE IN QATAR
- ▲ NORTHWESTERN UNIVERSITY IN QATAR
- ▲ HEC PARIS IN QATAR
- ▲ UCL QATAR

VIRGINIA COMMONWEALTH UNIVERSITY IN QATAR

HOSTED THE
EIGHTH TASMEEM
CONFERENCE:
TASMEEM
DOHA 2013,
'HYBRID-MAKING'

VIRGINIA COMMONWEALTH
UNIVERSITY IN QATAR
(VCUQATAR) IS 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.

218

Received and processed
applications - an increase of
24% from Fall 2011

Goal

- Contribute to building a Qatari society that innovates through art and design.

Strategies

- Attain pre-eminence as a research university by making contributions in research, scholarship, and creative expression to advance knowledge and enhance the quality of life.
- Become a model for community engagement and regional impact.
- Promote excellence in teaching and learning for human capacity development.

Notable achievements

- Celebrated 15th anniversary in Qatar. The highlight of VCUQatar 15th year was the eighth 'Tasmeem' conference, 'Tasmeem Doha 2013: Hybrid-Making', with participants from 30 countries. VCUQatar was honored to host Her Excellency Sheikha Al Mayassa bint Hamad Al Thani, Chairperson of the Board of Trustees of Qatar Museums Authority (QMA), and Susan Ziadeh, United States Ambassador to Qatar, for a tour of the exhibitions followed by the keynote lecture by architect Rem Koolhaas. The conference included five days of student laboratories led by international artists and designers, faculty collaborative workshops, a film festival, a gathering from the Middle East Design Educators Association led by VCUQatar, faculty and local professional exhibitions at Mathaf: Arab Museum of Modern Art (Mathaf), Hamad bin Khalifa University (HBKU) student center and VCUQatar, and the two-day conference with main stage and breakout rooms presentations to develop the content for the online *Tasmeem Design* journal.
- Received and processed 218 applications, an increase of 24 percent from Fall 2011; enrolled 68 students in the incoming class, an increase of 10 percent, and four in Master of Fine Arts (MFA) programs.
- Expanded program offerings with the addition of a Bachelor of Arts (BA) in Art History.
- Initiated the First Year Incubator program, and welcomed 11 high-achieving Qatari students to begin their studies with first-year Liberal Arts and Sciences classes and a two-semester sequential studio curriculum to develop visual and creative skills lacking in their applications. Qatari students represented 53 percent of the 68 incoming first-year students.
- Ran a series of four in-depth non-credit portfolio development courses during Fall 2012 to help high school students acquire the skills necessary to prepare admissions portfolios, with all classes being taught by VCUQatar faculty. Forty Qatari and 24 international students registered for this program.
- At the university's 12th Commencement Ceremony, on 6 May 2013, conferred 39 Bachelor of Fine Arts degrees in Fashion, Graphic and Interior Design, and Painting and Printmaking, and six MFA degrees in Design Studies, bringing the number of VCUQatar alumni to 409.
- Placed 25 students in work-study positions in Spring 2013. This year students interned with the following organizations: Arab Engineering Bureau, Turner International, Qatar Science and Technology Park, Supreme Council of Health, Kro-K Designs, QMA, Exclusive for Events, Salam Enterprises, Classical Palace, Qatar Foundation (QF), Mathaf, Al Jazeera English, Katara Art Center, Al Dana, Qatar Faculty of Islamic Studies, Silatech, Supreme Education Council (SEC), Shopping Shrine, QatarGas, Webshark, and Budapest.
- Continued to support the cross-registration initiative adopted by Education City branch campuses. 49 students (57 percent Qatari) from other Education City universities and the Academic Bridge Program cross-registered with VCUQatar during the Fall 2012 semester and 33 (58 percent Qatari) in Spring 2013.
- 88 undergraduate and graduate students took part in international study experiences. Two students from VCU Richmond and two students from VCUQatar were on exchange in both

the Fall and Spring semesters.

- MFA students collaborated with Sandberg Institute in Amsterdam to work on a joint project entitled *Extra National Style*.
- VCU Richmond MFA students came to Qatar for the Mathaf Global Art Forum, and all MFA students presented their thesis projects to each other.
- MFA thesis exhibitions in December 2012 and May 2013 highlighted the impact of the Qatar context on project topics, and emphasized the importance of graduate study within the country.
- MFA student Rania Chamsine's thesis project 'From Lashes to Ashes, Dust to Design: Exploring the Hidden Dimensions of Corporeal Substances and Residue' was included in a curated exhibition in Amsterdam in January 2013.
- Sheikah Alshaijah's poster on the theme 'Gender Equality' for the international poster competition 'Poster for Tomorrow' was selected to be included in an international exhibition displayed in 45 global venues.
- Collaborations began within the first year of the BA in Art History program with Paris-Sorbonne University Abu Dhabi, with eight students and two faculty attending 'Tasmeem Doha', and through reciprocal visits with the new VCU partner university in India, Maharaja Sayajirao University of Baroda.
- Recognized the evolving role of design and art, and its related disciplines by supporting pure, applied and creative research that drives innovations in art, design and education; enriches local knowledge; develops and diversifies human and economic capacity within Qatar; promotes interaction between Qatar and the international research community; and has the potential to yield tangible benefits for Qatar National Vision 2030.
- The research project 'Preservation of Cultural Heritage in Qatar Using Nanotechnology' was awarded a \$29,249 Undergraduate Research Experience Program (UREP) grant to find new ways to support the preservation of cultural heritage objects in Qatar and beyond through the use of cutting-edge nanotechnology. A major goal of the

"I am witness to a learning community with a passion to explore interdisciplinary and intercultural collaborations. Reflecting on our 15th anniversary, I am proud of the achievements at VCUQatar, as our students, alumni, faculty and staff strive to create a profound influence on the future of Qatar and the region."

Allyson Vanstone, Dean, Virginia Commonwealth University in Qatar





“When I look across our campus I am amazed to see how broad and deep research has become. Nearly all of our faculty, staff and students are fully engaged in the search for new knowledge and how we might directly contribute to Qatar’s development. This is a very exciting time to be at VCUQatar.”

Peter Chomowicz, Associate Dean for Research and Development, Virginia Commonwealth University in Qatar

research is to learn about cultural heritage items in Qatari collections, identify the items in need of preservation, determine the causes of deterioration and find the proper treatment method.

- Another project, ‘Orality to Image: Traditional Qatari Narratives and Visual Media’, awarded a UREP grant in 2011, resulted in a 260-page book, *The Donkey Lady and Other Tales from the Arabian Gulf*, published by Berkshire Academic Press and targeted at readers interested in Qatari culture, and young adult readers in particular. The project aimed to preserve and represent traditional Qatari culture by adapting cross-generational oral narratives (folk tales) into text and graphic form.
- The three-year project ‘Mechanically Strong Aerogels with Custom Shapes’ by Dr Khaled Saoud, Assistant Professor of Physics, Liberal Arts and Sciences Department at VCUQatar, and Dr Massimo Bertino, Associate Professor of Physics, College of Humanities and Sciences at VCU Richmond, was awarded an \$881,000 National Priorities Research Program (NPRP) grant by the Qatar National Research Fund (QNRF).
- VCUQatar’s ‘Art Souq’ project was awarded a \$350,000 NPRP grant to investigate the need for a physical

space in Qatar where artists can practice and interact with each other as a creative community.

- Assistant Professor Simone Muscolino’s ‘Moving Postcards’ project, funded by a VCUQatar Faculty Research Grant, was presented by QMA and the Orientalist Museum at the ‘Art of Travel’ exhibition during the Doha Tribeca Film Festival 2012. The project aims to produce content through educational activities, and aspires to create a platform for young filmmakers while connecting to a burgeoning regional community invested in films through the ongoing curation and sharing of works.
- The Department of Painting and Printmaking initiated a printmaking and publishing program, ‘Fanoon: Center For Print Media Research’. The program collaborates with leading local, regional and international figures in contemporary art to publish editions of prints, artists’ books and research projects in printmaking.
- Influenced policy and practice on migrant worker welfare and accommodation with the research project ‘A Portable Architecture for Qatar: Improving Migrant Worker Conditions by Design’. A full-scale prototype was completed and tested and significant improvements were made to the original concept. In

particular, the area per person was increased and the construction details were refined to make the concept truly portable. Based on VCUQatar’s approach and design, QF developed and published the ‘QF Mandatory Standards of Migrant Workers’ Welfare for Contractors and Sub-Contractors’ now included in the tender documents for all QF contracts. Other leading institutions adopted these standards as well, and VCUQatar was invited to commercialize the concept. A number of leading Qatari companies are in discussions to develop proposals for their labor accommodation needs, and we expect to see many camps designed and built using VCUQatar design and in compliance with the new QF Standards.

- Maersk Oil provided 12-month sponsorships to graphic design graduates Haneen Al Sharif and Lama Abu Dheays to work on a variety of projects under Maersk Oil’s Corporate Social Responsibility program. This was the first agreement struck under the new Graduate Incubator initiative whereby sponsoring companies commission design services to help build local design capacity. A road safety campaign designed by the two graduates is now a national campaign branded ‘One Second’ under the aegis of the Ministry of Interior and the Traffic Department.
- Co-hosted the third annual VCUQatar Day at the VCU student commons on the Richmond campus. The event was designed to showcase some of the traditional aspects of Qatari culture.
- Organized the ‘Crossing Boundaries’ lecture series and multiple gallery exhibitions that brought speakers and artists to share their works with students and the Qatar community.
- Continued to provide a broad and expanding range of art and design-related non-credit community classes for the communities of Qatar. Classes included photography and film, drawing and painting, crafts, fashion, interior and graphic design, and computer-aided design. In addition, VCU Richmond art educators along with VCUQatar faculty taught 40 Qatari and 40 international K-12 students during the summer.
- Partnered with Msheireb Art Center to offer a series of art classes to children



“In addition to the ongoing, top quality art and design programming for which it is best known, VCUQatar set a new standard in international and interdisciplinary conferences with the highly innovative and comprehensive 2013 Tasmeeem Doha conference.”

Byrad Yyelland, Director, Liberal Arts and Sciences, Virginia Commonwealth University in Qatar

with a variety of challenges including behavioral issues and physical or mental challenges from the Tamakon School for Special Needs Children.

- Partnered with Hope Educational Trust in a series of workshops and exhibitions with and by artists with no hands or feet. Students met the artists and were able to experience painting by mouth, feet or alternative hands.
- Collaborated with the Social Development Center to provide art and design skills training and conceptual development for 20 underprivileged Qatari women.
- Collaborated with the SEC, QMA, Qatar University (QU) and Qatar Academy in piloting a program to re-introduce art as part of the curriculum for K-12 students. VCUQatar offered educators from Qatar's independent schools a week of intense workshops with VCU art educators from Richmond who had just wrapped up the VCUQatar summer program for K-12 students.
- VCUQatar's annual fashion show in May 2012 exhibited outfits from 'The Abaya Project', which took its inspiration from the traditional *abaya* as a starting point. The garments designed for the project were later shown at Katara Cultural Village.
- Secured renewal of the Interior Design program's Council for Interior Design Accreditation for a further six-year period.
- Maintained vital links with

the community through the Entrepreneurship area managing collaborative projects with external organizations and participating in initiatives such as Global Entrepreneurship Week, the 'Sustainable Qatar' exhibition and COP18 (the United Nations Climate Change Conference).

- Launched YES (Young Entrepreneurship Series) program in January 2012, a milestone for the VCUQatar alumni incubator.
- Presented 14th VCUQatar Annual Fashion Show, 'Fingerprint', to full houses on 16, 17 and 18 April, 2013, hosted by Salam at The Gate Mall. The event featured the work of four graduating seniors and welcomed New York-based fashion designer and celebrity Eric Gaskins.
- Held third annual 'Fashion Rush', a fashion community initiative designed to expand knowledge in the Doha community. The Fashion Design department also hosted renowned New York-based visual artist, producer and photo editor Liz Brown, who spoke to the gathering about her association with the fashion world as a photographer. Brown also worked with fashion and graphic design students in a two-day workshop following the event.
- Art History Chair Dina Bangdel appeared on a CNN program on art and museums in the region in

April 2013.

- Eight VCUQatar students took part in 'Leadershape', a residential leadership program for 60 potential student leaders funded and organized by HBKU.
- VCUQatar students initiated the Qatari Student Association, the main objective of which is to be the voice of Qatari students at VCUQatar.
- The Student Affairs Office invited Dr Michael Page from the Intercultural Development Inventory (IDI), who has developed a comprehensive intercultural development program, to give a three-day seminar on the application and uses of the IDI. All Student Affairs staff, a member of the Human Resources team and the Chief Safety Officer were trained to administer this tool for intercultural understanding and are certified administrators. All incoming faculty and family members also received a full day of intercultural and cultural training, and all students traveling will take the IDI test and use it as part of their pre- and post-trip orientations, as will all freshmen.

Future initiatives and incentives

- Realign VCUQatar's vision, mission and strategic objectives to support HBKU and Qatar National Vision 2030.
- Continue collaboration with the SEC, QMA and QU to support the integration of art and design within K-12 curricula.
- Introduce 'Teaching with Technology' program.
- Continue to support the development of HBKU through participation on the HBKU Faculty Advisory Committee and Staff Advisory Committee, and by participating in the development of undergraduate minors and collaborative graduate degree proposals with other Education City partner universities.
- Develop an MA in Cultural Diversity/Cosmopolitanism, an MFA in Creative Writing, an MA/PhD in Creative Innovation, and a minor in Art History/History between VCUQatar and Georgetown University in Qatar.

WEILL CORNELL MEDICAL COLLEGE IN QATAR

CELEBRATED 10TH
ANNIVERSARY SINCE
INAUGURATION
IN 2002

30

Television shows broadcast as part
of WCMC-Q's health campaign

WEILL CORNELL MEDICAL COLLEGE IN QATAR (WCMC-Q), PART OF WEILL CORNELL MEDICAL COLLEGE IN NEW YORK, AIMS TO BE AN INTEGRAL CONTRIBUTOR TO QATAR NATIONAL VISION 2030 BY PROVIDING THE FINEST EDUCATION POSSIBLE FOR MEDICAL STUDENTS THUS PRODUCING A HIGHLY SKILLED BIOMEDICAL WORKFORCE.

Goals

- Conduct research at the cutting edge of knowledge.
- Improve healthcare for both present and future generations.
- Provide the highest quality of care to the community.

Strategies

- Become the premier medical institution in the region.
- Establish pre-eminent centers of excellence in education, research and clinical training.
- Increase development of the skilled biomedical workforce in Qatar.
- Produce discoveries, publications and patents.

Notable achievements

- Celebrated WCMC-Q's 10-year anniversary in 2012 with an evening of celebrations attended by Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation (QF). Since academic operations began in 2002, WCMC-Q has created 147 new doctors, established a world-class biomedical team and contributed to further Qatar's goal of becoming a knowledge-based economy. The college also entered into partnerships with Hamad Medical Corporation (HMC), Sidra Medical and Research Center (Sidra) and Aspetar Orthopaedic and Sports Medicine Hospital.
- Worked on introducing exams to ensure that physicians specializing in certain subjects meet minimum international standards before practicing in the region.
- Worked with the Supreme Council of Health (SCH), the American Board of Medical Specialties International, LLC, and various medical bodies from across the Middle East on plans to introduce international standards of certification, initially covering internal medicine, pediatrics and emergency medicine.
- Hosted a meeting at WCMC-Q co-chaired by Dr Javaid Sheikh, Dean of the college, and Her Excellency Dr Ghalia bint Mohammed Al Thani, a member of the Executive Committee of the Board of Governors of SCH, where discussions

focused on the nature of the examinations that specialist physicians would be required to sit, and how they would be administered. The talks also involved HMC, Sidra, the American University of Beirut, the Oman Medical Specialty Board and the Health Authority - Abu Dhabi.

- Joined an elite group of prestigious universities promoting global dialog and international exchange in medical education that aims to connect educators and students around the world.
- WCMC-Q's Associate Dean for Global and Public Health, Dr Ravinder Mamtani, was selected to serve as a member of the Global Education Medicine (GEMx) Advisory Committee. GEMx is a new initiative launched by the US Educational Commission for Foreign Medical Graduates. Inclusion in the program will provide more opportunities for WCMC-Q students, allowing them to take electives almost anywhere in the world in schools of their preference, and will allow students from other accredited medical schools to come to WCMC-Q. Students will have access to accurate, comprehensive information on available electives, including languages of instruction, program dates, prerequisites, curricula and fees. They will also be able to evaluate and compare electives to find the opportunity that best fits their career objectives and interests, and apply directly to these electives using the GEMx application system.
- Graduated WCMC-Q's largest-ever class, with 35 students receiving their Doctor of Medicine degrees. The Class of 2013 comprised 15 men and 20 women, representing 19 different countries.
- Launched WCMC-Q Center for Cultural Competence in Health Care, in a bid to bridge the language gap between foreign expatriates and doctors by training volunteer medical interpreters. Helped to facilitate communication by recruiting and training Qatar-based volunteers from countries across the world, and trained 55 interpreters who speak a total of 10 languages.
- WCMC-Q researchers won two prestigious awards at QF's third Annual Research Forum:
 - Dr Lotfi Chouchane, WCMC-Q's Assistant Dean for Basic Science Curriculum and Professor of Genetic Medicine and Immunology, scooped the award for Best Health and Biomedical Research Program of the Year in collaboration

with Brown University in the United States; the US National Institutes of Health; and HMC, for a study on how the TNRC9 (TOX3) gene down regulates BRCA1 expression and promotes breast cancer aggressiveness.

- WCMC-Q third-year medical student Maen Abou Ziki won the Best Student Health and Biomedical Research of the Year award, in collaboration with WCMC in New York and HMC, for a study that focused on the unusually high occurrence in Qatar of dyslipidemia, a condition characterized by a high amount of cholesterol/fat in the blood.
- Researchers at WCMC-Q made discoveries that could lead to the development of a non-invasive test for diabetes. Their groundbreaking study, titled 'QMDiab: The Qatar Metabolomics Study on Diabetes', established many new processes that will facilitate future clinical research projects at the university. The research team identified a biomarker that could be used for determining glycemic control levels in patients through analysis of saliva samples.
- The Department of Global and Public Health launched the *Journal of Local and Global Health Perspectives*, an international peer-reviewed, open-access journal from QScience.com that aims to provide a global perspective on health issues and to publish research into the application of public health strategies in diverse regions and environments.
- Jointly ran a training course, 'Concepts in Biomedical Research Methodologies', with faculty from WCMC in New York that proved so successful it will be developed and repeated. Attendees, the majority of them HMC physicians and clinical staff, heard 15 lectures over the course of two weeks on topics such as ethics in research, how to design clinical studies, how to write a scientific paper, the benefits of collaborative research, and how to secure funding from the private sector.
- A WCMC-Q study led by public health researchers at WCMC-Q and WCMC in New York and physicians at HMC found that diabetes tops the list of preventable conditions and risk factors associated with heart attack and stroke in Qatar. The study recruited patients admitted to HMC with heart attack or stroke, including both Qatari nationals and non-Qatari expatriates. The study also indicated a need for preventive measures as well as

“Qatar Foundation is a unique environment, there is no doubt about that. There is nowhere else in the world where students can experience such a richly diverse citizenship while learning at some of the world’s finest universities.”

Dr Ravinder Mamtani, Associate Dean for Global and Public Health, Weill Cornell Medical College In Qatar



“Innovation and originality are paramount to both WCMC-Q and Qatar Foundation and I greatly admire how Qatar Foundation is willing to forge its own path.”

Dr Dietrich Büsselberg, Assistant Dean for Student Affairs and Professor of Physiology and Biophysics, Weill Cornell Medical College In Qatar

a large-scale, nationally representative epidemiologic study on levels of diabetes and pre-diabetes in the population. It also reinforced the likelihood that special genetic factors may be increasing the severity of diabetes among Qataris.

- WCMC-Q welcomed four new Qatari interns to its Biomedical Research Training Program for Nationals, a six-month research training program for Qatari college graduates with an interest in biomedical research, enabling them to gain hands-on experience in the world-class research laboratories at WCMC-Q.
- Held the third WCMC-Q Annual Research Retreat, an opportunity for the college to showcase the achievements of both faculty and students in biomedical research.
- WCMC-Q's health campaign 'Your Health First' launched a new mobile phone application, or app, called 'Your Health First: Calorie Counter' that helps users maintain a healthy diet and encourages them to exercise. In the first month after being launched it had been downloaded 2,500 times by people in countries across the world. The app is available in both Arabic and English language versions on Android and iOS devices and was developed in conjunction with Vodafone Qatar.
- For the second year running WCMC-Q produced 30 television shows that were broadcast on Qatar TV during the Holy Month of Ramadan under the banner of the 'Your Health First' campaign, covering a range of health topics from diabetes to insomnia. The programs were followed up with a Facebook-based quiz.
- In collaboration with QF, produced a series of health tips broadcast on QF Radio during the Holy Month of Ramadan in both Arabic and English.
- Staged a health and physical fitness contest for schools titled 'The Challenge', in which fifteen middle schools participated, as part of the 'Your Health

First' campaign. Teams of ten students each took part in a series of fun and educational games. The students also held an exhibition in which posters they had created on the theme of healthy eating were displayed. Other topics covered included smoking and road safety.

- 'Your Health First' gained two new strategic partners in the form of the Qatar Olympic Committee and QF, bringing even more expertise and resources to the campaign, spreading WCMC-Q's message of healthy living ever further and inspiring more people to make a difference to their lives.
- Almost 100 students from high schools across Qatar sampled college life through programs designed to encourage them to consider a career in medicine:
 - The 'Qatar Medical Explorer' winter program was held during the February 2013 holidays. Twenty-six male and female Qatari students from grades 10 to 12 spent the first week in lectures, the Clinical Skills Center and laboratory sessions in chemistry, physics and biology, learning presentation skills and discovering the history of medicine. In the second week the program was held at Hamad bin Khalifa University Student Center, where students learned study skills, tips for passing tests and how to write effective personal statements.
 - The 'Qatar Medical Explorer' summer enrichment program, held in July, was aimed at students entering grades 10 and 11, and 69 students took part. It aimed to give a glimpse of what it would be like to be a medical doctor through didactic thinking and problem-based learning.
 - The two-week 'Pre-College Enrichment Program', designed to introduce prospective college students to the rigors of university life, was aimed at students entering grades 11 and 12 and those graduating from high school with a solid foundation in basic and

biological science, high proficiency in English and a desire to pursue medical studies.

- Three Qatari high school students spent a fortnight in New York learning about the medical profession, after winning WCMC-Q's annual 'Healing Hands' essay competition.
- Kholoud Essa Abu-Holayqah, Naima Abdulrahman Alobaidli and Salah Majid Mahmoud spent two weeks at WCMC in New York conducting biomedical research and treating patients under the tutelage of Dr Ronald Crystal, Professor and Chairman of Genetic Medicine at Weill Medical College of Cornell University. Writing on the theme 'Caring Without Borders', the students were asked to imagine how they would ensure the health of victims of an imagined humanitarian crisis.
- Two WCMC-Q students, Aseel Abu Dayya and Mohamed Amin, spent their summer holiday working in a small, under-resourced public hospital in Tanzania thanks to a program run by the college's Department of Global and Public Health.

Future initiatives and incentives

- Obtain official exemption from the New York State Board of Education to lift the 12-week restriction on clinical training for students, in order to improve the chances of the graduates during the residency matching process.
- Initiate a pilot program with the American Board of Medical Specialties International, in collaboration with the SCH.
- Organize or facilitate the organization of several international medical conferences in Qatar, including those on neurogenetic disorders, innovations in healthcare, and stroke and mood disorder.

400+

Students graduated as
of May 2013

550

Students enrolled for the
2012-2013 year

TEXAS A&M UNIVERSITY AT QATAR

TEXAS A&M UNIVERSITY AT QATAR AIMS TO DEVELOP EXEMPLARY ENGINEERS AND LEADERS THROUGH INTERNATIONALLY RESPECTED UNDERGRADUATE AND GRADUATE DEGREE PROGRAMS; GENERATE NEW KNOWLEDGE BY CONDUCTING RESEARCH AND DISSEMINATING RESULTS; AND SERVE THE NEEDS OF QATAR AND THE REGION THROUGH BROAD EXPERTISE.

Goal

- Become the premier provider of engineering education in the region, a valuable contributor to knowledge internationally, and a valued resource for Qatar.

Strategies

- Enthusiastically pursue new ideas and new knowledge to contribute to Qatar's knowledge-based economy and earn greater international renown for the university, Education City, Hamad bin Khalifa University and Qatar.
- Enhance capacity to produce well-rounded learners with high ethical values capable of addressing grand challenges.
- Populate the workforce with world-class 'Aggie' engineers and leaders, training researchers to solve critical problems, and provide education opportunities that serve local industry and Qatar as a whole.
- Support teaching and learning by

providing an intellectually stimulating educational environment that fosters innovative teaching, promotes student engagement, develops leadership skills and encourages lifelong learning.

- Enhance students' intellectual development and promote excellence in teaching.
- Sponsor service learning opportunities and develop student participation and leadership in relevant technical fields.
- Progress students' intellectual and ethical development.
- Enrich the student life experience by ensuring that extracurricular and co-curricular programs and services are in place to support the holistic development and learning of all students through regular offerings of health and wellness-related programs and better internships, among other opportunities.
- Act as a prime contributor to state-of-the-art research, both fundamental and applied, and a leader in educational and economic development for Qatar, in line with the goals of Qatar National Vision 2030

but also having global impact.

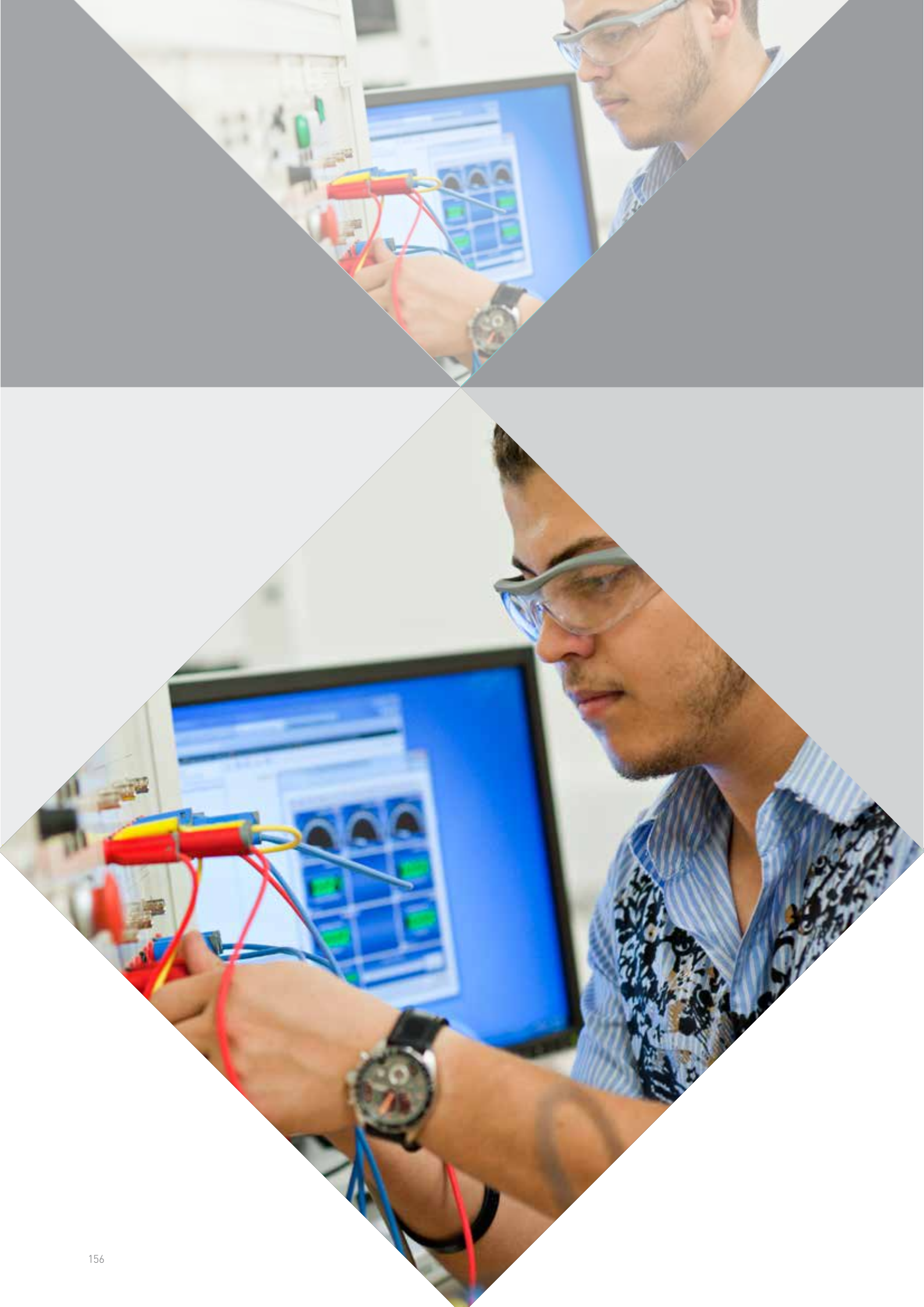
- Establish centers of excellence that exemplify prominence in research.
- Promote and foster opportunities for international and local collaboration.
- Launch new research collaborations with local industry and strengthen existing ones.
- Expand the university's activities in water and environmental, or 'green', research.
- Engage with and enrich the local community by being Qatar's premier provider of lifelong learning opportunities in engineering and the sciences by enhancing awareness of civic responsibility and acting as a valued partner to local institutions, corporations and organizations through community service activities.
- Reach out to the community to offer the university's expertise in science and engineering, support K-12 education and provide access to unique testing and evaluation laboratories.
- Offer public lectures by noted experts on topics of global and social relevance.
- Serve Qatar by participating in service activities with social and charitable organizations.
- Conduct seminars, symposia and workshops on technical topics of interest to Qatar's industries, government and society on a broad range of topics.
- Improve institutional excellence by providing opportunities for faculty, students and staff to contribute to and excel in teaching, research and service.
- Maintain Accreditation Board for Engineering and Technology and Southern Association of Colleges and Schools accreditations as the primary mechanisms for continuous improvement of the university's academic programs and student life experiences.
- Advance the university and Qatar toward a common vision of excellence in a co-ordinated, sustained manner through development efforts. These are based on building long-term, mutually beneficial relationships and meaningful collaborations through which the university will earn full membership in the community.



“Texas A&M at Qatar’s vision is to be the premier provider of engineering education in the region, a valuable contributor to knowledge internationally and a valued resource for Qatar... The next decade will see the university continue to pursue its mission through vibrant and dynamic programs, research and community outreach.”

Dr Mark Weichold, Dean and CEO, Texas A&M University at Qatar





- Provide a satisfying work environment through co-operation and team effort among all university faculty, staff and students based on professionalism and fairness to all employees, and support an environment of shared governance.
- Presented state-of-the-art research capabilities by organizing international conferences.
- Expanded the Undergraduate Research Experience Program (UREP) to a total of 15 active projects and the total amount of active UREP projects to \$637.665.
- Grew the research program to over \$135 million total current research funding.
- Hosted the second annual Research and Industry Partnership Showcase to foster synergies with local industry.
- Formed the Qatar office of the Mary K O'Connor Process Safety Center that will support research and education in the area of process safety in Qatar.
- Conducted research on tire and road safety in an effort to assist Qatar in reducing the number of accidents caused by tire failures by evaluating the effects of speed and environmental conditions that lead to fatal accidents caused by tire failures.
- Strengthened the university's academic outreach to the community through math and science-oriented enrichment programs for high school students and teachers, and student led events such as E-Day promoted math, sciences and engineering for young children.
- Continued to support high school students and current professionals with programs such as the 'Quest' program, which enables Qataris to return to the classroom and helps

Notable achievements

- Total enrollment exceeded 550 for the first time. 38 percent of students enrolled were female, and 44 percent were Qataris. 50 percent of the Qatari students enrolled were female.
- 59 percent of Fall 2012 freshmen who qualified as 'first year in college' were Qataris.
- Enrolled a record 35 graduate students in the university's masters program in Chemical Engineering.
- Graduated over 400 student, 44 percent of them Qataris, as of May 2013.
- Awarded first two master's degrees in Chemical Engineering at the May 2013 commencement.
- Completed 10 years of operation.
- Increased number of partnerships with industry, including university-initiated projects with Qatar Petroleum, RasGas and Qatar Petrochemical Company.
- Filed 19 patent disclosures. Many of these disclosures have been reviewed by Qatar Foundation and will advance to

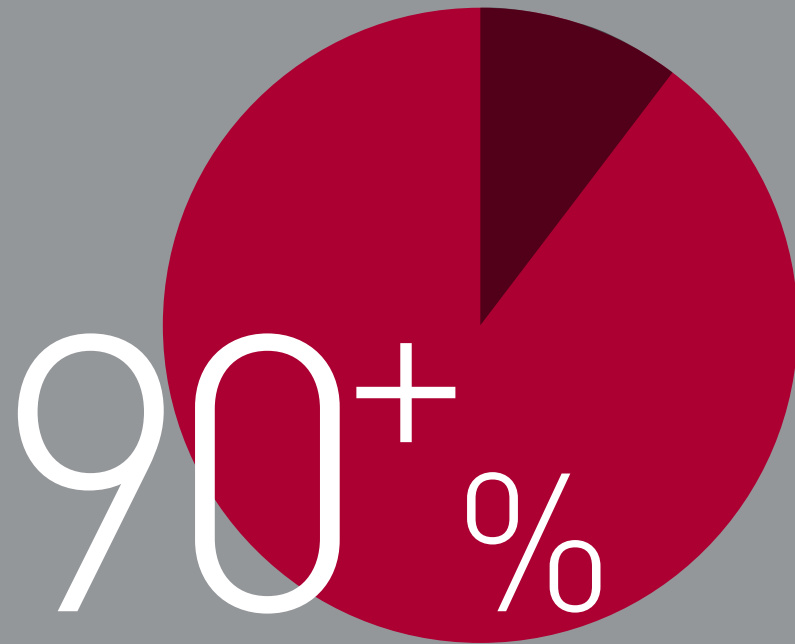
to equip employees for further studies. Other Office of Academic Supplemental Instruction Services outreach programs that encourage lifelong learning include the 'Jump Start Summer Program' to help students prepare for exams; programs providing Scholastic Assessment Test and International English Language Testing System classes for exam preparation; local school visits that engage students up to Grade 12; and the 'Aggie Gateway Program' for high-achieving Qatari students.

- Extended the Dean's Distinguished Lecture Series that brings noted experts on varied topics to Qatar. These events are open to the community.
- The Qatar Sustainable Water and Energy Utilization Initiative continued to investigate ways to address the country's water issues and provide research to the Qatar National Food Security Program.
- Hosted the first annual World Congress on Engineering Education that brought together academics, industry representatives, researchers and engineers from around the world to exchange ideas on how to better prepare engineers to address global challenges.

Future initiatives and incentives

- Develop strategic research centers to focus on technical challenges of significant importance to Qatar, identified on the basis of the goals put forward in Qatar National Vision 2030 and the Qatar National Research Strategy (QNRS).
- Support expansion of focused research programs to address QNRS objectives and offer solutions to the grand research challenges identified by QF Research & Development.
- Further develop the university's strategic imperatives and gauge progress regarding successes or improvements needed. These areas of strategic importance include: teaching and learning, student life experience, research, community service and engagement, institutional excellence, development, working life environment, and shared governance.

CARNEGIE MELLON UNIVERSITY IN QATAR



CMU-Q graduates working in the workforce or in graduate school, with the majority working in Qatar

CARNEGIE MELLON UNIVERSITY IN QATAR (CMU-Q) AIMS TO MEET THE CHANGING NEEDS OF SOCIETY BY BUILDING ON ITS TRADITIONS OF INNOVATION, PROBLEM SOLVING AND INTERDISCIPLINARITY. ITS GRADUATES WORK HARD AND PASSIONATELY TO DEVELOP QATAR'S BUSINESS LANDSCAPE AND SHAPE THE COUNTRY'S TECHNOLOGY NEEDS.

6,500

Community members hosted at over 40 events on campus

Goals

- Create and disseminate knowledge and art through research and creative inquiry, teaching, and learning.
- Transfer CMU-Q intellectual and artistic product to enhance society in meaningful and sustainable ways.
- Serve CMU-Q students by teaching them problem solving, leadership and teamwork skills, and the value of a commitment to quality, ethical behavior, and respect for others.

Strategies

- Offer courses, workshops and executive development for Qatari ministries and corporations to help them achieve their goals related to Qatar National Vision 2030.
- Increase CMU-Q involvement with the Doha community.

Notable achievements

- 373 undergraduate students enrolled during the 2012-2013 academic year: 21 in Biological Sciences, 189 in Business Administration, 78 in Computer Science and 85 in Information Systems.
- 45 students from other Education City universities completed courses at CMU-Q.
- CMU-Q held its sixth graduation ceremony at the completion of the 2012-2013 academic year; 81 students participated, including 24 Qataris. Six were Biological Sciences graduates, 43 were Business Administration graduates, 14 were Computer Science graduates and 18 were Information Systems graduates. More than 90 percent of graduates are in the workforce or in graduate school, with the majority working in Qatar.
- The Pittsburgh campus recognized Shivani Arora with a Carnegie Mellon

Alumni Association Student Service Award.

- Dania Abed Rabbou, a 2012 graduate in Computer Science, received the Best Student Computing and Information Technology Research award at the 2012 Qatar Foundation (QF) Annual Research Forum.
- Teams of students placed first and second in the 2013 Oman Collegiate Programming Contest.
- A group of students organized the region's first 'Hackathon', in which CMU-Q and Qatar University students competed to build new applications in just 24 hours.
- CMU-Q's debate team won the 2013 Qatar Universities Debate League.
- The first six students graduated from CMU-Q's Biological Sciences program.
- Two out of a total of 16 CMU-Q proposals submitted in cycle six of the Qatar National Research Fund's (QNRF)'s National Priorities Research Program, which is the major funding program in Qatar for projects aligned with the Qatar

“The Dean’s Lecture Series is the principal forum for eminent industry practitioners and government officials to bring their knowledge and perspectives to Carnegie Mellon, and to broaden students’ understanding of important issues.”

Ilker Baybars, Dean, Carnegie Mellon University in Qatar





“Research is a core part of the Carnegie Mellon educational experience. It provides students with opportunities to learn in new ways, to think creatively and dynamically, to ‘go deep’ on a topic in a way that is impossible in a normal classroom.”

Mark Stehlik, Associate Dean for Education, Carnegie Mellon University in Qatar

National Research Strategy, won grants providing them with a combined three-year budget of \$1.9 million. The funded proposals were:

- ‘OPTDIAC: An Optimal Diacritization Scheme for Arabic Orthographic Representation’, Kemal Oflazer, PhD. This research program is directed at determining the degree of processing of Arabic text that is necessary for efficient natural language processing while retaining ease of learning for humans.
- ‘Adherence and Biofilm Formation of Pathogenic Fungi from the Qatari Clinical Setting’, Jonathan Finkel, PhD. The goals of Dr Finkel’s project are to better characterize pathogenic fungi at Hamad Hospital in Qatar to provide information for the development of new therapeutic antifungal agents.
- Two post-doctoral fellows at CMU-Q submitted successful proposals in QNRF’s Junior Scientist Research Experience Program, which is designed to support junior scientists to lead their own research programs. Both were awarded three years of funding, totaling \$600,000. They were:
 - ‘Re-implementing Dependent Pattern Matching and Termination Checking in the Coq Theorem Prover’, Jorge Luis Sacchini, PhD.
 - ‘Effective Parallel and Distributed Programming via Join Pattern with Guards, Propagation and More’, Edmund Lam, PhD.
- Khaled Harras, an Associate Professor of Computer Science, won the Best Computing and Information Technology

Research Program Award at Qatar QF’s third Annual Research Forum for a collaborative project of the Egypt-Japan University of Science and Technology in Egypt.

- His Excellency Saad Bin Ibrahim Al Mahmoud, Minister of Education and Higher Education and Secretary General of the Supreme Education Council (SEC); Akbar Al Baker, CEO of Qatar Airways; Hamad Rashid Al Mohannadi, CEO of RasGas; and Gordon Bell, Principal Researcher at Microsoft, delivered public presentations as part of the Dean’s Lecture Series.
- For the third year, Dr Barak Saeed Yehya from the General Secretariat for Development Planning (GSDP) served as a judge at the Meeting of the Minds undergraduate research symposium.
- Reached out to hundreds of secondary school students and their teachers through a series of pre-college programs that aim to bridge the gap between secondary school and university life.
- CMU-Q hosted Finn Kydland, a Nobel Laureate Economist; Chuck Thacker, an American pioneer in computer science and Fellow at Microsoft Research; Raj Reddy, Moza Bint Nasser University Professor of Computer Science and Robotics in the School of Computer Science at Carnegie Mellon University; and Takeo Kanade, UA and Helen Whitaker University Professor at Carnegie Mellon.
- CMU-Q signed Memoranda of Understanding with six key

organizations, agreeing to partner on research, education and community development. The organizations are: the SEC, RasGas Company Ltd, Qatar Finance and Business Academy, Al Faisal Holding, Ezdan Holding, and Qatar Airways.

- The university offered executive and professional education courses to the following organizations: GSDP, Supreme Committee for Qatar 2022, Permanent Committee for Drug/Alcohol Affairs, Ministry of Interior, Diplomatic Institute, Ministry of Foreign Affairs, Police Training Institute, Ministry of Interior, Al Jazeera Media Network, Qatar Statistics Authority, SEC, Qatar Airways, RasGas Company Ltd, Qatar Finance and Business Academy, Al Faisal Holding, and Ezdan Holding.
- Professional Day, a career and networking fair, attracted more than 50 companies from Qatar and the region.
- Students participated in a variety of service learning experiences both in Qatar and overseas.
- The Marketing and Public Relations Office hosted more than 6,500 community members on campus, with more than 40 events reaching out to varied audiences.

Future initiative and incentive

- Hire more senior faculty from the main campus in Pittsburgh.

RESEARCH CENTER FOR ISLAMIC LEGISLATION AND ETHICS



HOSTED
INTERNATIONAL
CONFERENCE
ON 'ARTS AND
POLITICS FROM
AN ETHICAL
PERSPECTIVE:
CRITICAL
QUESTIONS'



CHARTER OF
BIOETHICS
FOR USE IN
MEDICINE
RESULTED
FROM CILE
BIOETHICS
SEMINAR

THE MISSION OF THE
RESEARCH CENTER FOR
ISLAMIC LEGISLATION AND
ETHICS (CILE) IS TO PRODUCE,
APPLY, RECOMMEND, AND
DISSEMINATE ISLAMIC ETHICAL
THOUGHT AND BEHAVIOR BY
ENGAGING SCHOLARS OF TEXT
AND SCHOLARS OF CONTEXT
TO CREATE A PROMINENT
AND CREDIBLE SCHOOL OF
ETHICS WITH TRANSFORMATIVE
CONSEQUENCES.

Goal

- Lead the reform and renewal of contemporary Islamic legal and ethical thought and behavior by contributing a sustainable ethical framework for addressing contemporary challenges.

Strategies

- Produce new and applied Islamic ethical thought by bringing scholars of text and scholars of context together to tackle the critical issues of the day.
- Recommend ethical codes, behavior, and policies to interested individuals, institutions, and public organizations.
- Disseminate knowledge and understanding of Islamic applied ethics through publications, conferences, online databases, social media, and public workshops to engage diverse and global audiences.
- Establish an international media presence for CILE and its mission via conventional and alternative media outlets.

Notable achievements

- Conducted seminars that brought together scholars of text and context in



the fields of ethics and politics, ethics and arts, and bioethics.

- Bioethics seminar resulted in a Charter of Bioethics, to be used in the field of medicine, and politics seminar led to the proposal of a Rights Charter.
- Hosted an international conference with the title 'Arts and Politics from an Ethical Perspective: Critical Questions' attended by Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation. A number of renowned scholars also attended the event. International coverage was achieved at the conference, which provided live streaming as well as social media and web activity.

Future initiatives and incentives

- Conduct four seminars.
- Produce guidelines for policy and procedure.
- Implement staff training.



"I think the importance of the Center in terms of dealing with Islamic legislation and ethics comes at a critical time in both Arab and Muslim history as well as within Western-Muslim relations."

John Esposito, Director of Center for Muslim-Christian Understanding at Georgetown University



24

Grants awarded at an average award amount of \$7,000 per project to fund research work

350

Students and advisers from across the GCC, the US and Europe, that attended the Qatar Model United Nations and Film Leadership Conference

GEORGETOWN UNIVERSITY SCHOOL OF FOREIGN SERVICE IN QATAR

THE MISSION OF GEORGETOWN UNIVERSITY SCHOOL OF FOREIGN SERVICE IN QATAR (GU-Q) IS TO PROMOTE INTELLECTUAL, ETHICAL AND SPIRITUAL UNDERSTANDING THROUGH SERIOUS AND SUSTAINED DISCOURSE AMONG PEOPLE OF DIFFERENT FAITHS, CULTURES AND BELIEFS.

Goals

- Support education, research and service in order to provide students and the community with a holistic educational experience that produces global citizens committed to the service of humankind.
- Be recognized as the leading academic institution for International Affairs in the Middle East by demonstrating unfailing excellence in teaching, research and community outreach.
- Work with our partner Qatar Foundation (QF) in its endeavors to achieve Qatar National Vision 2030.

Strategies

- Foster a strong research culture among faculty and students, and provide the environment and framework to enable it.
- Deliver and sustain a curriculum that is both robust and flexible, and make sustained efforts to improve the teaching and learning experience.
- Develop and deliver graduate-level programs of excellence and relevance in international relations that also tie into the overarching goals of Qatar National Vision 2030.
- Engage the Qatari community in every way possible by extending outreach and relationship development efforts to the national and regional communities.
- Collaborate with other academic institutions to facilitate the mutual exchange of ideas, knowledge, services and available resources for the betterment of society as a whole, while maintaining GU-Q own unique values.
- Manage enrollment strategically so as to achieve both a strong Qatari presence and genuine diversity in terms of country of origin and socioeconomic background.

Notable achievements

- Graduated 43 students in 2012-2013, four with honors in the major.
- Recruited 13 faculty for positions in Economics, English, Humanities, Arabic Literature and Culture, Arabic Language and Applied Linguistics, Arabic Language Instruction, and History.
- Spearheaded the first joint Education

- City sister-institution program, the Media and Politics certificate, with Northwestern University in Qatar.
- Launched pioneering Arabic language teaching program 'Heritage Learners', aimed at students from an Arab background to prepare them for optimal performance in Arabic-speaking professional environments.
- Signed Memorandum of Understanding with Brookings Doha Center to launch a one-credit research internship course in Fall 2013.
- Delivered a five-day International Affairs training program for Qatar's Ministry of Foreign Affairs (MOFA) Diplomatic Institute, attended by 48 MOFA diplomats as well as representatives from the Amiri Diwan.

- Staged the second annual Georgetown Young Leaders Seminar, bringing together 18 emerging leaders from Qatar and elsewhere in the Middle East, North Africa and South and Southeast Asia to discuss critical issues in international relations.
- Faculty authored numerous publications including competitive journal articles, a groundbreaking textbook on colloquial Arabic, and books on topics ranging from water security to women in the Gulf.
- The University's Center for International and Regional Studies launched a one-year fellowship to be awarded annually to a Qatar University faculty member pursuing an original research project.
- GU-Q had six projects active or awarded in 2012-2013 under the Qatar National Research Fund's National Priorities Research Program on topics of relevance to Qatar's national development.
- The Faculty Research Committee awarded 24 grants at an average award amount of \$7,000 per project to fund research work by faculty.
- The International Politics faculty organized a six-part 'Climate Change Lecture Series' for the general public, linking GU-Q with the 2012 United Nations Climate Change Conference (COP18) held in Doha.
- Held a comprehensive two-day training course for researchers and development professionals, called 'Executive Education on Impact Evaluation', in partnership with Innovation for Poverty Action.
- Hosted the renowned Egyptian

- journalist and historian Mohamed Hassanein Heikal, who gave a talk at the Qatar National Convention Centre attended by many community members.
- Hosted the eighth annual GU-Q Model United Nations (MUN) conference involving hundreds of high school students from over 25 countries; in the fall GU-Q, Northwestern University in Qatar and The Hague International MUN Qatar jointly held the first-ever Qatar MUN and Film Leadership Conference, attracting over 350 high school students and their advisers from across the Gulf Cooperation Council (GCC) area, the United States and Europe.
- The Georgetown student-driven Middle Eastern Studies Students Association held its second undergraduate conference on Middle Eastern Affairs at the GU-Q campus with participants from around the world.
- Launched a new mentoring program called 'Tawjeeh' allowing GU-Q students to learn skills from alumni mentors who provide guidance and exposure to professional environments.

Future initiatives and incentives


- Deliver the expanded curriculum from three majors and two certificates to four majors and three certificates.
- Increase focus on blooming research activities and projects.
- Recruit 10 faculty for International Politics, Economics and Theology.
- Support the new Hamad bin Khalifa University (HBKU) master's program's 'Nuclear Technology Conference' in three-way partnership with HEC Paris and Texas A&M University at Qatar.
- Support projects desired by various entities in Qatar, including QF and HBKU, that are currently under consideration.
- Hold first International Alumni Weekend in Qatar.
- Showcase GU-Q's sports management expertise and the concept of sport as a means of conflict resolution/management in international affairs.
- Explore potential collaboration in support of Qatar-Brazil Year of Culture 2014 and on research topics between the GCC and South Asia.

“We are at one of the most exciting junctures since our establishment in Qatar. It is a privilege to be able to pursue this work for the benefit of students, Qatar and the wider world, in the exceptional environment that Qatar Foundation is providing.”


Dr Gerd Nonneman, Dean, Georgetown University School of Foreign Service in Qatar



NORTHWESTERN UNIVERSITY IN QATAR



NU-Q WAS
AWARDED THREE
\$1 MILLION-PLUS
NPRP GRANTS
FROM QNRF



HOSTED THE
WORLD'S FIRST 'BIG
DATA' CONFERENCE
TO BE HELD AT A
MEDIA SCHOOL

NORTHWESTERN UNIVERSITY IN QATAR (NU-Q) AIMS TO DELIVER AN EDUCATIONAL EXPERIENCE OF HIGH QUALITY COMPARABLE TO THAT OF THE HOME CAMPUS AND OTHER ELITE INSTITUTIONS BY CREATIVELY MAXIMIZING ITS ASSETS TO GIVE STUDENTS AN EDUCATION IN MEDIA STUDIES UNIQUE IN THE WORLD AND WORTHY OF A GREAT UNIVERSITY.

Goal

- Establish NU-Q as the premier one-of-a-kind school in Qatar and the Middle East, drawing on and extending the strengths of a world-renowned university and its notable programs in journalism, communication and liberal arts.

Strategies

- Unify NU-Q across programs and majors under a common purpose to create a talent bench and leadership cadre for Qatar, the region and the global community.
- Calibrate academic programs to benefit from and contribute to a digital and global society.
- Sharpen connections with Northwestern University (NU), Hamad bin Khalifa University (HBKU) and Qatar Foundation (QF) by creating innovative instructional, research and outreach activities.
- Enhance intellectual and professional traffic in concert with short-term and long-term deliverables.
- Establish a research program with an institutional agenda and support for individual effort aimed especially at the study of media and communication in Qatar and the Middle East.
- Extend outreach and collaboration with media industries, businesses, education, government, non-governmental organizations and other sectors.



- Arrange strategic partnerships with NU, HBKU and media organizations in Qatar.
- Engage in thought, leadership through research, problem solving and services relevant to Qatar, the Middle East and the global community.
- Serve as an exemplar and model communicator in all operations and all activities related to intellectual capital development and dissemination.

Notable achievements

- Recruited NU-Q largest-ever class for 2013-2014.
- Collaborated with the home campus on consensus conferences on liberal arts, curriculum, Middle Eastern studies, media museum content and others.
- Augmented original NU faculty cohort with leading scholars and teachers from world-class institutions including Cambridge, Harvard, Columbia, North Carolina and others.
- Recorded student achievement in film festival awards and international journalism competition.
- Conducted one of the world's first 'Big Data' conferences at a media school.
- Received faculty fellowships from London School of Economics, Fulbright Commission, Oxford Internet Centre, among others.
- Created new courses for Qatar and the Middle East in Communication and the Liberal Arts.

- Organized consensus conferences and symposia with NU's home campus.
- Implemented first-ever eight-nation study of media use in the Middle East, based on more than 10,000 subjects, which was presented at international conferences and widely covered in the media for several months.
- Obtained three \$1 million-plus National Priorities Research Program grants from Qatar National Research Fund for NU and NU-Q, and four Undergraduate Research Experience Program grants for research.
- Issued monograph titled 'On the Ground' and 'Studies in Middle Eastern and North African Media' (published at NU-Q in collaboration with NU's Middle East and North Africa [MENA] program).
- Released occasional paper on defining 'Arab Spring' and its use historically to the present.
- Faculty published various books and articles on media topics.
- Created a research office in 2012, involving recruitment of an Associate Dean and the appointment of an internationally renowned successor.
- Formed a research group and continued commitment to annual surveys of media use in Qatar and the Middle East.
- Executed a media relations program focusing on institutional activity and achievements, faculty activity and achievements, and student activity and achievements resulting in regular coverage in local and international media.
- Created the Qatar Media Industries Forum, which fosters development of the local media sector, and encourages research and professionalism.
- Participated in Qatar film festivals (Doha Film Institute and Al Jazeera) by providing programming, promotion of projects and a broadcast studio for young people and their families at Katara Cultural Village.
- Collaborated with local public relations societies and ministries to encourage a national communication strategy linked to Qatar National Vision 2030.
- Encouraged Qatar's exploratory work on developing a Media City.
- Sponsored The Hague International Model United Nations (THIMUN)-NU-Qatar Academy film festival for fourth year, drawing hundreds of high school students to seminars and awards programs.
- Staged production of the Greek tragedy

NU-Q augmented the original faculty cohort from Northwestern University with leading scholars and teachers from world-class institutions including Cambridge, Harvard, Columbia, North Carolina and others.





Medea for Qatar Museums Authority that saw full-house attendance on both nights.

- Assisted with numerous QF-sponsored conferences and events, from the World Innovation Summit for Education to science communication events, the United Nations World Climate Change Conference, and others on health and sports.
- Interacted regularly with local media on visits by the Dean and other news.
- Introduced various Qatar businesses and culture sectors to the school, covering business, sports, culture, health, medicine, financial services, and more.
- Offered a variety of summer institutes and campus experiences for high school students and their parents.
- Conducted field video and journalistic projects abroad, including one in France, another in Brazil, and projects focused on refugees, Arab-Americans, and the presidential election.
- Arranged professional residencies abroad for all junior journalism students at venues like The Economist, National Geographic and QF International.
- Ran service learning trips in the Middle East, Africa, and South Asia to explore social service needs and how different societies handle them.
- Provided NU-Q student experiences both within the country and outside, to

add educational depth and strengthen NU-Q graduates as they enter the media and communication workforce. Some projects were of immediate public use, for example:

- *Feeding Qatar*: an eBook based on NU-Q undergraduate and NU graduate work that explored Qatar's food and food safety challenges.
- 'Traffic Report': a website to assist the public navigating traffic in Doha.
- 'Healthy eating': a website encouraging good nutrition and



- combat obesity.
- Documentaries and mini-documentary reports on social, economic and environmental challenges in Qatar, presented in a journalistic style.
- A film production company with a cultural orientation developed by NU-Q students and later a commercial firm in Doha.

Future initiatives and incentives

- Unify NU-Q in a common purpose across its academic, research and outreach programs. This will include administrative structural changes and the appointment of distinctive NU-Q faculty made possible by new rules issued by the Board of Trustees.
- Hire seven or eight new faculty and four new administrative officers (Chief Operations Officer, Associate Dean for Research, Director of Strategic Marketing and Communication, and Director of the NU-Q Gallery and Museum) by the end of academic year 2013–2014.
- Implement two new programs: a minor in Media and Politics with Georgetown University in Qatar, and a Middle East Studies certificate that draws on NU-Q own MENA courses and those of sister schools in Education City.
- Use the new building to help focus academic planning around instruction, research and outreach.

HEC PARIS IN QATAR



2012-2013 SAW
HEC PARIS IN
QATAR RECRUIT
ITS LARGEST
EVER CLASS



LAUNCHED THE
SECOND DEGREE
PROGRAM
IN DOHA, A
SPECIALIZED
MASTER IN
STRATEGIC
BUSINESS UNIT
MANAGEMENT

THE MISSION OF HEC PARIS
IN QATAR IS TO DEVELOP
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.

Goals

- Deliver a comprehensive portfolio of management programs and initiatives.
- Establish and implement a research office led by world-class faculty.
- Establish a sustainable and viable presence in the region.
- Establish the HEC Paris brand and raise awareness of it in Qatar and the region.
- Develop business cases specific to Qatar.
- Maintain academic and operational standards of excellence.
- Create financial, educational and intellectual value.
- Contribute to Qatar National Vision 2030 and the knowledge-based economy.

Strategies

- Offer a memorable customer experience that in turn increases loyalty, converting customers into ambassadors.
- Develop 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.

Notable achievements

- Launched the second degree program in Doha, a Specialized Master in Strategic Business Unit Management.
- Welcomed a third cohort to HEC Paris flagship Executive Master in Business Administration (EMBA) program, and graduated the second EMBA cohort.
- Responded to increasing demand for bespoke executive education courses from companies and government organizations by running custom programs for blue chip companies including Ooredoo, RasGas and the Commercial Bank of Qatar.
- Secured a major contract to develop and implement three distinct bespoke

leadership development programs for the top 150 executives of King Faisal Specialist Hospital and Research Centre in Saudi Arabia.

- Engaged five HEC Paris professors to write four case studies on leading companies in Qatar: Msheireb, Salam International, AL SHAQAB and Glencore Xstrata. Two cases were finalized and the others were expected by March 2014. The completed cases are to be tested in executive programs running in Doha and other global HEC Paris locations during the 2013-2014 academic year.
- Appointed a Research and Partnerships Project Manager to step up the local research activities of HEC Paris in Qatar, resulting in eight new proposals from HEC Paris faculty members being shortlisted.
- Submitted a request to Qatar Foundation (QF) to open HEC Paris own research office, which will be uniquely connected to the HEC Management Research Center in Paris, thus making use of internationally renowned experts and affiliated academics in their respective fields. HEC Paris needs a research entity in Qatar in order to qualify for Qatar National Research Fund (QNRF) grants.
- Won an additional QNRF project, awarded jointly to HEC Paris and Fikra.
- Launched a rigorous international recruitment exercise for faculty of the same caliber as HEC Paris-based faculty to join the HEC Paris team in Qatar.
- Took an active part in international educational access fairs, the International Businesswomen Forum, the HEC Knowledge Lab, the case study cracking sessions held at QF and QF outreach events.
- Ran community events including master classes on a variety of business topics, annual iftar events, and executive community events. A workshop aimed at promoting women in management attracted 70 women from the community.
- Created the HEC Knowledge Lab to provide a platform for executives in Qatar to network and learn from each other through lectures and workshops led by local and international experts, with the aim of creating a knowledge community that contributes to the

advancement of talent development in organizations in Qatar and the region.

- Hosted the President of France, His Excellency François Hollande, who graduated from HEC Paris in 1975. He met representatives of the HEC Paris community in Qatar on 23 June 2013 during an official visit to Qatar, and urged his fellow and future alumni to assist in further strengthening links between France and Qatar. Also present at the meeting were His Excellency Sheikh Abdulla bin Ali Al-Thani, Ph.D., President of Hamad bin Khalifa University (HBKU) and Vice President of Education at Qatar Foundation, and Dr David Prior, Executive Vice President and Provost of HBKU.

Future initiatives and incentives

- Increase revenues substantially in 2013-2014.
- Launch a third specialized master's degree in Human Resources Management, a program specially designed to meet local needs and support Qatarization.
- Deliver several modules in HBKU's master in Energy Management, amounting to 30 percent of the total program.
- Continue to operate and grow as a flexible, scalable and lean organization.


“The concentrated curriculum, the fast pace of the program and the world-class global major experience are some of the important factors I considered when I chose HEC Paris. In addition, I am able to receive a unique international perspective while staying in Qatar and continuing my job during the program.”

Julie Barker (HEC Paris in Qatar, EMBA 2012), Chief Operating Officer, Texas A&M University at Qatar





UCL QATAR
WAS AN ACTIVE
PARTNER OF
QATAR-UK 2013
YEAR OF CULTURE



DELIVERED 40
PROFESSIONAL
DEVELOPMENT
COURSES TO 200
PROFESSIONALS
AT QATAR
MUSEUMS
AUTHORITY AND
IN THE LOCAL
HERITAGE SECTOR

UCL QATAR IS A WORLD-CLASS, RESEARCH-LED, HIGHER EDUCATION INSTITUTION AT THE CENTER OF THE ARAB AND ISLAMIC WORLD, WHICH AIMS TO SERVE AS A BRIDGE BETWEEN THE ARAB WORLD AND THE WEST, PROMOTING DISCUSSIONS ABOUT CULTURAL HERITAGE AND THE RELATIONSHIP BETWEEN THE PAST AND THE PRESENT, AND ABOUT NATIONAL AND INDIVIDUAL IDENTITIES. UCL QATAR IS ALSO COMMITTED TO FURTHER THE VISIONS OF ITS STAKEHOLDERS AND TO CONTRIBUTE TO THE SOCIAL AND ECONOMIC DEVELOPMENT OF QATAR AND ITS POPULATION.

Goals

- Build a modern, world-class educational system and provide top-notch education comparable to that offered anywhere else in the world.
- Encourage and support analytical and critical thinking as well as creativity and innovation, promote respect for Qatari society's values and heritage, nurture discussion and debate about cultural issues, and advocate constructive interaction with other nations.
- Grow a new generation of cultural leaders and professionals working in all areas of Cultural Heritage, and contribute to an increased and diversified participation of Qataris in the workforce.
- Develop an academic and research community, and strive to create a capable and motivated workforce with increased opportunities for Qatari men and women, as well as attracting qualified expatriate workers to Qatar.
- Contribute to Qatar's social development, leading to an increased economic and cultural role, within the Gulf region, the Arab World and the Islamic nations.
- Stimulate an intensified cultural exchange with the Arab people and with other nations in general.
- Achieve a knowledge-based economy with excellence in education, and a diversified and sustainable economy around Qatar's cultural assets and initiatives.
- Foster a society where, at a time of rapid social and environmental change,

there is a respect for learning from the past, for the landscape, for tradition and memory, and a confidence in Qatar's identity and ability to develop its future.

Strategies

- Extend the global reach of UCL's distinctive mission.
- Place an international dimension at the heart of a unique and outstanding UCL student experience.
- Attract and support within UCL a diverse international staff and student community of the highest caliber.
- Extend UCL's network of international partnerships and collaborations in education, research, business and healthcare, and with the global development sector, governments, charities and philanthropists.

Notable achievements

- Enrolled first cohort of students in August 2012, comprising 29 students across three postgraduate degree programs. 9 Qatari nationals and 6 members of staff from Qatar Museums Authority (QMA) were among the inaugural cohort.
- Completed construction of UCL Qatar facilities within the Georgetown University Building, comprising four new seminar rooms, four materials science laboratories

and three conservation laboratories. In addition, the UCL Qatar library was developed and stocked with a wide range of materials, and an information technology suite and common room were made available for students.

- Delivered 40 Continuing Professional Development short courses to more than 200 mid-career professionals at QMA and in the local heritage sector during the academic year, focusing on skills ranging from museum management to conservation of works of art, and held at UCL's teaching facilities and in the Museum of Islamic Art education center.
- Confirmed the launch of two new programs in partnership with Hamad bin Khalifa University (HBKU): Master of Arts (MA) in Library and Information Studies, and Diploma in Academic Research and Methods.
- Students from the MA in Museum and Gallery Practice curated an exhibition, 'Backstage', which ran at the Museum of Islamic Art throughout May 2013.
- Each of UCL Qatar's students did a one-month work placement at a museum, gallery or archaeological site either in Qatar, elsewhere in the region or internationally.
- Developed and implemented research projects across the Arab and Islamic world, with the assistance of external funding sources such as the Qatar National Research Fund (QNRF), and through collaborations with regional and international partners. UCL Qatar's leading projects are based in Qatar, Sudan and Egypt.
 - 'The Origins of Doha' is a QNRF-funded research project aiming to explore the foundation and historic growth of Doha, its transformation to a modern city, and the lives and experiences of its people, through a combination of archaeological investigation, historical research and oral testimony. It applies detailed analytical techniques to the archaeological record of Doha and Bidda. Initial excavations have taken place in the Msheireb area of Doha, involving Msheireb, QMA and archaeology staff and students from UCL Qatar.
 - 'Meroitic Iron Production in Sudan': Dr Jane Humphris and Dr Brigitte Cech from UCL Qatar have completed two field seasons at Meroe, investigating the early technology of stone



“To be able to welcome such a diverse, fantastic group of students for our first intake is more than we could have hoped for. Not only are we pleased with our remarkably gifted group of Qatari students, but we are fortunate to have students coming to Qatar from far afield, from many different backgrounds.”

Brett Kershaw, Marketing and Student Recruitment Manager, UCL Qatar





“Qatar’s vision for the country to be a center of excellence in higher education and in cultural heritage has already inspired a whole generation of young people. UCL Qatar is proud to contribute to the implementation of this vision, and to be helping to shape a new generation of museum professionals, conservators and archaeologists in the Gulf, and beyond.”

Professor Thilo Rehren, Director, UCL Qatar

- quarrying and iron smelting in Sudan.
- Dr Edgar Pusch spearheaded ongoing research at Qantir-Piramesse in the Nile Delta, documenting the growth and function of the Bronze Age metropolis of Ramesses the Great.
- Published *The World of Iron*, a major volume on pre-industrial iron production edited by Professor Thilo Rehren and Dr Jane Humphris, to become a key archaeological resource.
- UCL Qatar faculty won a new QNRF National Priorities Research Program (NPRP) grant, with work expected to start in winter 2013-2014.
- Numerous peer-reviewed publications by UCL Qatar faculty appeared in leading academic journals.
- Held nine public lectures in the UCL Lecture Series, in the Museum of Islamic Art Auditorium and Georgetown Building Main Auditorium:
 - ‘Doha: Past, Present and Future’, attended by more than 200 guests.
 - ‘Musawwarat es Sufra in Northern Sudan: A unique archaeological site’.
 - ‘The Future of Babylon Project’.
 - ‘Syrian Civilisation under the Islamic Dynasties: Art, Architecture and Archeology’.
 - ‘Arabia and the Horse: The domestication of equines in the Ancient Near East’.
 - ‘Nubia’s Ancient Iron Industries: A first season of archaeological investigations’.
 - ‘The View from the Umayyad Mosque in Damascus: Three thousand years

- of Syrian civilisation’.
- ‘The Lower Sea and the Waters of Death’.
- ‘Dome of the Rock: Meaning and monumentality’.
- Piloted ‘Archaeology Rocks’ program rolling out archaeological excavation sessions with schoolchildren at the American School of Doha and Qatar Academy in February 2013.
- Was an active partner in Qatar-UK 2013 Year of Culture and engaged in numerous profile-raising events throughout the year, for example:
 - Two students from the MA Museum and Gallery Practice at UCL Qatar – one Qatari national and one UK national – completed 20-day summer internships at the renowned Manchester Museum in the United Kingdom, as part of the Qatar-UK 2013 Cultural Exchange program.
 - ‘Backstage’, an exhibition curated by students of the MA Museum and Gallery Practice, was held at the Museum of Islamic Art throughout May 2013 under the Qatar-UK 2013 umbrella.

Future initiatives and incentives

- Work closely with HBKU, align UCL Qatar’s visions and identify effective ways to jointly promote its institutions.
- Work with QMA to develop the continuing professional development portfolio, outreach activities particularly in Qatari

- schools, and areas of joint research interests, including aligning QMA’s Qatar Sudan Archaeological Project and UCL’s own Sudan research activities.
- Explore with HBKU, Qatar Foundation, QMA and the wider community potential areas for further collaboration.
- Welcome a second cohort, of 40 students, on existing MA courses in August 2013.
- Enroll a first cohort of students on UCL Qatar’s new programs (MA in Library and Information Studies and DARM) in October 2013.
- Work closely with HBKU regarding the progression of these two new programs (MA Library and Information Studies will become a joint award between HBKU and UCL in fall 2014; DARM will become a HBKU award with support from UCL and other partners).
- Organize UCL’s first graduation ceremony and first participants in HBKU convocation (May 2014).
- Expand UCL’s outreach program to include local schools, hospitals and marginalized sections of the community.
- Focus on further profile raising of opportunities and expand the number of students enrolling at UCL Qatar for the August 2014 intake, with a special emphasis on promoting the degree programs to the Qatari students.
- Expand research, including starting a new NPRP-funded three-year project on the development of metallurgy in Arabia during the Iron Age.
- Complete transition from start-up organization to consolidation.



The quest for knowledge and expertise in the fields of medicine, science, technology and environmental sustainability is a top priority on the global agenda, and Qatar is seeking to play a leading role in that quest, as it moves rapidly toward becoming established as a knowledge-based economy. 2012-2013 saw Qatar Foundation's world-class facilities play a central role in many notable science and research initiatives, increasingly establishing Qatar as a center of excellence for both practical and theoretical science.

SCIENCE AND RESEARCH

- ▲ QATAR SCIENCE & TECHNOLOGY PARK
- ▲ QATAR NATIONAL RESEARCH FUND
- ▲ SIDRA MEDICAL AND RESEARCH CENTER
- ▲ QATAR COMPUTING RESEARCH INSTITUTE
- ▲ QATAR ENVIRONMENT AND ENERGY RESEARCH INSTITUTE
- ▲ QATAR BIOMEDICAL RESEARCH INSTITUTE
- ▲ QATAR BIOBANK
- ▲ QATAR CARDIOVASCULAR RESEARCH CENTER

QATAR SCIENCE & TECHNOLOGY PARK



WON THE
BID TO HOST
INTERNATIONAL
ASSOCIATION
OF SCIENCE
PARKS 2014

350+

Number of clinical staff trained
in partnership with HMC

THE MISSION OF QATAR SCIENCE & TECHNOLOGY PARK (QSTP) IS TO GROW QATAR'S KNOWLEDGE-BASED ECONOMY BY ENCOURAGING COMPANIES AND INSTITUTES FROM AROUND THE WORLD TO DEVELOP AND COMMERCIALIZE THEIR TECHNOLOGY IN QATAR, AND BY HELPING ENTREPRENEURS LAUNCH TECHNOLOGY BUSINESSES.



Goal

- Be recognized as an international hub for applied research, innovation, and entrepreneurship.

Strategies

- Develop capacity-building programs.
- Execute operating processes and systems.
- Accommodate applied research, technology development, and commercialization.
- Implement a targeted, content-based communication program.
- Provide a platform for surgical training, establish a regional hub for applied research and technology development in surgery and related fields, and raise Qatar's international profile in training and interdisciplinary applied research.

Notable achievements

- Participated in the preparation and launch of Qatar National Research Fund (QNRF).
- Won the bid to host International Association of Science Parks 2014 in Qatar.
- Officially inaugurated the Solar Test

Facility with Chevron and GreenGulf. The opening ceremony was attended by Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation (QF), and some distinguished delegates of United Nations Climate Change Conference (COP18), as well as international, regional, and local media.

- Hosted the successful grand opening of the Qatar Carbonates and Carbon Storage Research Centre laboratories.
- Operations Department successfully completed the design of Tech3 and tendering for construction.
- Became a founder member of Qatar's first official Global Entrepreneurship Week.
- Completed demo-scale biofuel facility that shows sustainable growth of photosynthetic micro-organism and deployment of both open pond and vertically integrated processes.
- Launched a National Fisheries Information System to implement an ecosystem approach to fisheries and marine resources.
- Completed five other capacity-building projects: Solar Carbon Black (Phase I), Driving Simulator, Endurance Race Management System, Development of 3GPP (3rd Generation Partnership Project) Long-Term Evolution, and Gas to Liquids (GTL) Lab.
- Won three QNRF National Priorities Research Program (NPRP) research awards.

- Innovation Department delivered commercial assessments of 16 research projects resulting in strengthened relationships with local partners and researchers. Seven QNRF NPRP projects, seven Texas A&M University at Qatar invention disclosures, one QF Research and Development (R&D) patent and market study, and one Qatar Computing Research Institute project were assessed.
- Innovation Department delivered 2012-2013 cycle of the Technology Innovation and Entrepreneurship Program (TIEP), resulting in 21 graduates, including 16 Qataris.
- Free Zone Department successfully implemented an Information Management System and made enhancements to the Free Zone e-register system from the base scope of work.
- QSTP Management has tendered for the design and construction of Tech4.
- QSTP Management completed 85 percent of the design of the revised masterplan.
- Established a product offering based upon providing support (finance, technology, and business development), services (advisory and free zone), and accommodation (land and buildings) for private and public technology-based organizations.
- Focused on establishing activities in an environment highly conducive to

“Qatar Foundation Research & Development enterprise has been instrumental in creating a strong research culture that truly upholds Qatar’s National Research Strategy. Being part of this ecosystem and as the hub for applied research, innovation, and entrepreneurship, QSTP is proud to be a part of this collective vision to develop Qatar’s scientific footprint.”

Hamad Al Kuwari, Managing Director, Qatar Science & Technology Park





“In a relatively short period of time, QSTP has established a strong network of global technology and research leaders who utilize our infrastructure to develop and commercialize their technology here in Qatar.”

Hamad Al Kuwari, Managing Director, Qatar Science & Technology Park

the development and commercial utilization of new technologies, products, processes, and services.

- Aligned core areas of interest with both Qatar National Vision 2030 and Qatar National Research Strategy 2012. Specifically, QSTP is focused on facilitating technology development in Qatar around four research areas: Energy (solar power, hydrocarbons and their derivatives), Environment (desalination, alternative fuels, and recycling waste streams from industry), Health Sciences (diagnostics, robotics, stem cells), and Information and Communications Technology (ICT) (wireless applications).
- Administered the Technology Innovation and Entrepreneurship Program as a means of enhancing community outreach and capacity building. This program focuses on technology, while supplying mentorship to young interns.
- Implemented Free Zone Systems, allowing for rapid assessment of tenant performance.
- Value services were supplied to clients, such as meeting facilities, video-teleconference infrastructure, secured access systems, and new dining services in the form of an open restaurant.
- Tenant Services Desk v2 portal project is in progress to enhance and fully automate tenant services.
- Ongoing routine planned preventative maintenance and maintenance activities continues to ensure the

safety and reliability of QSTP assets for occupation.

- Achieved better service delivery to tenants by working closely with services providers.
- Completed design of Tech3, which is in the process of being tendered for construction.
- Completed design of Solar Test Site, which is in the process of being tendered for construction.
- Created a vigorous internal and external events calendar, which was complemented with a press release calendar, to ensure exposure in local media.
- Delivered a series of TECHtalks seminars on ICT, health, energy, and the environment.
- Communications supported the Innovation Department to fulfill its needs for publicizing the cutting-edge TIEP, designed for entrepreneurs and young businessmen who work in the technology development field. QSTP is positioned as a supporting brand of young thoughtful leaders with its participation in the the Global Entrepreneurship Week. The event raised and reinforced QSTP's profile in terms of brand value.
- Delivered a number of high-profile official tours and hosted delegations from all over the world.
- Qatar Robotics Surgery Centre (QRSC) partnered with Hamad Medical Corporation (HMC) to train 350 candidates, while public relations activities increased awareness in local and regional networking.

- Developed a new course with HMC, the 'Ultrasound Guided Vascular Access Simulation'.
- Delivered three new regional training courses in Laparoscopy and continued three workshops in robotic-assisted surgery.
- Increased Applied Research and Technology Development (R&TD) capacity by adding two new R&TD staff, approximately 10 summer interns, and seven new contracts with national and international collaborators.
- Boosted output by winning two new QNRF NPRP projects (fifth cycle), generating 10 new peer-reviewed publications, and three new international presentations.

Future initiatives and incentives

- Promote the 31st International Association of Science Parks and Areas of Innovation Annual World Conference (IASP) 2014, Doha.
- Finalize the QRSC-HMC legal framework.
- Explore scaling-up biofuel technology into pilot production integrated with industry.
- Capitalize on data generated from the Solar Test Facility.
- Continue to build innovation and entrepreneurship capabilities through TIEP; link to accelerator for new ventures, improve partnerships, continually improve structure and content in discussion with management.
- Continue to support QF R&D, local researchers, and universities in assessing research for commercial potential.
- Implement the second cycle of Intellectual Property Management project.
- Re-evaluate the criteria needed to receive any QSTP funding and what funding vehicles to maintain.
- Start the construction of Tech3 and the design and construction of Tech4.
- Start construction of Solar Test Site.
- Complete the revised QSTP masterplan.
- Launch the new Tenant Services Desk portal to automate all tenant-related services at QSTP.
- Launch QSTP Free Zone e-Register.

QATAR NATIONAL RESEARCH FUND

A PAPER RESULTING
FROM A QNRF
NPRP PROJECT
WAS AWARDED
BEST PAPER AT
THE PRESTIGIOUS
ICIT2013
CONFERENCE IN
SOUTH AFRICA

500+

Grants administered through
QNRF programs

THE MISSION OF QATAR
NATIONAL RESEARCH FUND
(QNRF) IS TO ADVANCE
KNOWLEDGE AND EDUCATION
BY SUPPORTING ORIGINAL,
COMPETITIVELY SELECTED
RESEARCH IN ALL FIELDS
OF SCIENCE.

Goals

- Facilitate research and development excellence in Qatar to help achieve a knowledge-based economy.
- Provide funding opportunities for researchers at all levels, from students to professionals in the private and public sectors.
- Invest in the four pillars of Qatar National Research Strategy (QNRS), namely Energy and Environment, Computer Science and Information and Communications Technology, Health and Social Sciences, and Arts and Humanities.

Strategies

- Fund research projects of national interest.
- Build human capital, infrastructure, and research culture in Qatar.
- Raise Qatar's international research profile.
- Enhance and build QNRF research management capabilities and infrastructure.
- Complete the transition to the second phase of development in continued alignment with QNRS.

Notable achievements

- Aligned QNRF's business plan and organizational structure with QNRS.
- Conducted a five-year cycle planning, along with annual budget/planning, as part of the new Research and Development enterprise.
- Successfully implemented the planned cycles of QNRF's funding programs.
- Designed and developed a number of new programs.
- Administered more than 500 active grants in QNRF-funded programs.
- Developed strategies for research dissemination, communication, and outreach.
- Took significant steps toward improving QNRF's online solutions.

- Underwent an external evaluation by the New York Academy of Sciences. The final report was positive and encouraging.
- The sixth cycle of QNRF's flagship National Priorities Research Program (NPRP) awarded grants worth \$121 million to 137 projects to be spread over a period of three years. The cycle saw a success rate of around 20 percent. Of the awarded projects, 97 percent were aligned with QNRS.
- Through awarded projects more than 459 investigators worldwide will be engaged in collaborative research, including 221 investigators inside Qatar and 42 Qatari nationals, up from 36 last year.
- During the past year, 1,239 research publications resulted from National Priorities Research Program (NPRP) projects, including conference presentations, with 402 of those published in peer-reviewed journals.
- Initiated internal workshops on QNRS to ensure alignment of funding programs and awards with its focus areas.
- Awarded three grant applications worth \$10.4 million in NPRP-EP (Exceptional Proposals) second cycle. The grants are distributed over a period of five years.
- Conducted two cycles of JSREP (Junior Scientists Research Experience Program), resulting in 14 projects being awarded grants worth \$3.14 million.
- Dispersed funds amounting to (for active or completed projects) \$105.91 million, as follows (of which \$8.31 on technical equipment):
NPRP: \$98.38 million (92.64 percent);
NPRP-EP: \$3.38 million (3.18 percent);
JSREP (fourth cycle and previous active projects): \$1.18 million (1.07 percent);
UREP (Undergraduate Research Experience Program) Cycles 13 and 14: \$3.30 million (3.11 percent).
- QNRF's Program Managers reviewed around 700 progress/ final reports (588 related to NPRP projects, of which 99 were final

reports of projects completed during this ending year), addressed nearly 200 change requests, conducted 21 site visits, and approved 1,327 new peer reviewers.

- To improve its performance, QNRF conducted three types of survey regarding NPRP sixth cycle targeting applicants, research offices, and peer reviewers and compiled a report on lessons learned.
- Supported the continuing efforts of the President R&D (PRD) aimed at identifying some core projects derived from the grand challenges identified in QNRS 2013 to be tackled and funded through the 'Research Grand Challenge' model.
- Actively participated in the multi-step process of stakeholders consultation (conducted by the New York Academy of Sciences) held during the first quarter of 2013, with its goal to 'provide recommendations for funding a future round of grants that will incorporate highly focused, long-term support, multi-institutional, and multidisciplinary programs aimed at addressing significant challenges in Qatar'.
- Continued its efforts to build human capacity at undergraduate level through UREP. As part of the 13th and 14th cycles of the program, 267 proposals were submitted by 703 undergraduates, of which 87 projects were awarded. The awarded projects involved 345 students, of whom 114 are Qataris (83 female and 31 male). The cycles this year represented an increased participation of 37 percent among Qatari students in comparison with the previous two cycles.
- QNRF-funded research resulted in 77 publications during the year from UREP, with five of them appearing in peer-reviewed journals, and 76 research citations were recorded.
- Building research culture at high school level through Secondary School Research Experience Program saw 190 final reports submitted for the third cycle of the program from 42 schools, involving 331 schoolchildren, of whom 145 were Qataris.

“QNRF is transforming the research landscape in Qatar, and contributing to the Arab renaissance. It is setting standards in research in Qatar, the region, and the whole world.”

Dr Abdul Sattar Al Taie, Executive Director, Qatar National Research Fund



“QNRf’s new business plan and initiative to launch new programs that enable multidisciplinary research endeavors will serve as a catalyst for research excellence.”

Dr Abdulnasser Al Ansari, Deputy Executive Director, Qatar National Research Fund

- Engaged in international outreach through overseas presentations and partnerships and presented at a workshop on ‘ICT for Sustainable Growth’ in Dublin.
- Roundtable discussion organized by the UK Higher Education International Unit at the British Library in London to raise awareness of opportunities for research collaboration in Qatar, attended by Rectors and Vice Rectors of major academic institutions in the UK.
- The British Council in Dubai organized the ‘Going Global 2013’ conference, which was attended by many ministers in addition to more than 1,000 delegations from all over the world.
- Presented at the Forum of Societal Partnership in Scientific Research, organized by the Industry of Scientific Research in Saudi Arabia.
- Organized two workshops during the United Nations Climate Change Conference (COP18) focused on ‘Energy and Environment’ and ‘Water and Sustainability’.
- The growing roster of peer reviewers, and the number of participating institutions and countries, continues to promote Qatar Foundation’s (QF’s) international visibility for building a culture of scientific research.
- The number of submitting institutions participating in all programs is rising.
- The number of key investigators, and Qataris, for awarded projects inside Qatar has increased.
- There has been an increase in the number of postdoctorate and research associate opportunities to more than 500.
- Publications in peer-reviewed

journals increased from 357 last year to 504. There were also 670 conference presentations and online papers, compared with 461 last year (an increase of 45 percent). There was also an increase in the number of articles appearing in other publications such as books and creative work. In addition, the number of citations for publications resulting from QNRf-funded research (excluding self-citations) increased from 964 to 1,492, representing an increase of 35 percent.

- QNRf-funded researchers at the Section of Clinical and Metabolomic Genetics at Hamad Medical Corporation (HMC) received the Princess Aljawhara Center Award for The Best Research In Basic Genetics from the Saudi Arabian institute, King Abdulaziz University. The award was for the project titled ‘Genetic Basis of Autosomal Recessive Disorders in Qatar’ funded by a NPRP grant and conducted by

HMC in association with McGill University in Canada.

- As a result of another NPRP project, a paper entitled ‘PWM [Pulse Width Modulation] Scheme for Dual Matrix Converter Based Five-Phase Open-End Winding Drive’ was presented at ICIT2013 (the International Conference on Industrial Technology), which was held in South Africa. It was judged to be the best of 322 papers and received the ‘Best Paper Award’. This is one of the most prestigious IEEE (Institute of Electrical and Electronics Engineers) conferences and proved to be an ideal showcase for the high-quality work and outstanding achievements of the research team.
- Enhanced information technology (IT) grant management system operations and responses to customer needs.
- Developed, implemented, and maintained close follow-up on the Performance Monitoring System.
- Followed up on projects with





“What defines QNRF is our openness and flexibility to accommodate new ideas and initiatives that help in the development of research in Qatar.”

Noor Al Merekhi, Acting Director of Programs, Qatar National Research Fund



Intellectual Property assets with Qatar Science & Technology Park within the Intellectual Property Management project.

- Enforced regulations on new and existing registered submitting institutions.
- Produced statistics for a multitude of purposes for QNRF and QF Research and Development.
- Developed and implemented policies and procedures in a fully documented format.
- Developed an all-inclusive communication strategy to proactively engage with internal and external stakeholders.
- Continued to collaborate with QF Risk Assessment management and update its Risk Register.
- Increased involvement of Program Managers and Program Officers in the decision-making process.
- QNRF staff, both technical and support, participated in internal and external workshops and conferences related to their professional specializations, which enhanced QNRF expertise and outreach.
- Staff members also completed planned training, workshops, and conferences inside and outside Qatar.
- Tactical use was made of social media channels to broadcast QNRF achievements and reach a wider audience.
- Contracted RAND Corporation to assess the impact of QNRF research funding on Qatari society.
- A recent customer survey on the effectiveness of QNRF services conducted on 372 applicants, 25 research offices and around 1,600 peer reviewers, revealed that 84 percent of applicants, 76 percent of research offices, and 97 percent of peer reviewers expressed satisfaction with the IT solutions of QNRF research grants, while 89 percent of applicants, 95 percent of research offices, and 92 percent of peer reviewers were satisfied with the support services provided for enquiries and technical issues. More than 80 percent of applicants and research offices found the policies published on the grant applications to be clear and adequate.

Future initiatives and incentives

- Further restructure QNRF to meet the new PRD's five-year strategic plan by the appointment of four Associate Directors (ADs), one for each QNRS pillar.
- Develop the Request for Proposal for Middle School Research Experience Program, which is aimed at spreading research culture among schoolchildren at an early level. The program will be launched after signing a

Memorandum of Understanding with the Supreme Education Council.

- Display a database of the research infrastructure development in the public domain on its website www.qnrf.org
- Activate QNRF's Scientific Advisory Council (SAC).
- Launch and successfully implement a series of new programs.
- Establish the first internal evaluation process to improve the performance of the various directorates at QNRF.
- Host and organize the regional Global Research Council meeting in collaboration with the National Science Foundation in December 2013.
- Continue aligning NPRP and NPRP-EP with QNRS.
- Introduce a new process for funding recommendations/decisions in collaboration with the new ADs and SAC.
- Increase Qatarization within the organization.
- Put more focus on output and impact of research projects using the key performance indicators to be identified by the RAND study on impact assessment.
- Formulate joint funding programs with sister organizations.
- Collaborate with PRD to develop QF intellectual property policy prior to launching the NPRP seventh cycle.



BUILT
RELATIONSHIP
WITH
INTERNATIONAL
HEALTHCARE
ORGANIZATIONS



ANNOUNCED
A STRATEGIC
CO-OPERATION
WITH EIP, AND
CONFIRMED
THAT SIDRA WILL
HOST EIP'S FIRST
MIDDLE EAST
EVENT

SIDRA MEDICAL AND RESEARCH CENTER

THE MISSION OF SIDRA MEDICAL AND RESEARCH CENTER (SIDRA) IS TO PROVIDE PATIENTS WITH WORLD-CLASS HEALTHCARE SERVICES IN AN INNOVATIVE AND ULTRA-MODERN FACILITY, SPECIALLY DESIGNED TO PROMOTE HEALING.

Goals

- To 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 Gulf region.
- Work in collaboration with the premier medical school in Education City, leading research institutions worldwide, and Qatar's health sector, to provide a diversity and quality of care conducive to training medical students and highly skilled clinicians, and be a pioneer in clinical and translational biomedical research of value to the population of Qatar and the world.

Strategies

- Build Sidra's reputation as a top academic medical center, locally, regionally, and internationally.
- Attract the best clinicians, nurses, researchers, Allied Health Professionals, and support staff in collaboration with Human Resources.
- Develop strong international alliances.
- Position Sidra as a thought leader regionally and internationally.
- Attract and retain the best healthcare professionals.

Notable achievements

- Helped improve the health of the population by presenting the Sidra Symposia Series, which built the Sidra brand within the local medical community by bringing together local and international experts to share their latest research, tools, and knowledge in order to address medical conditions that are prevalent in Qatar and the Gulf region.
- Announced a strategic co-operation in early December 2012 with the Excellence in Pediatrics Institute (EIP), an international pediatric association based in Geneva, and confirmed that Sidra will host EIP's first Middle East event.

- The Communication Department prepared a bid for Sidra to co-host the 'Sixth World Congress of the World Federation of Associations of Pediatric Surgeons' (WOFAPS) in 2019 with the Pan Arab Association of Pediatric Surgeons.
- Participated in more than 50 international congresses between July 2012 and June 2013, to establish and position the brand among the healthcare community. The aim is to promote Qatar as an attractive place to live and Sidra as an attractive employer.
- In June, a group of scientists, including Sidra's Chief Research Officer Dr Francesco Marincola, discovered that a gene called Bach2 may play a central role in the development of a range of allergic and autoimmune diseases, such as multiple sclerosis, asthma, Crohn's disease, celiac disease, and Type-1 diabetes.
- Announced the opening plan of the Middle East and North Africa region's first reprogrammable cell therapy facility as part of its state-of-the-art hospital and research center.
- Sidra's Chief Research Officer collaborated with internationally renowned scientists to carry out research with the potential to pave the way for new cancer therapies.
- Simulation staff helped to improve medical care in Qatar and Malawi.
- Recruited a number of leading specialists.
- Continued implementing systems to achieve a 'design/build/complete' status targeted for 28 October 2013 as per Multi-vendor Omnibus Agreement. Progressed significant interface design workshops with medical equipment and joint venture vendors, which would ultimately lead to their development.
- Lawson Enterprise Resource Planning (ERP) Consultancy Services achieved a significant milestone by becoming 'ready for operational use' on 15 October 2012. Functional testing of CIS (clinical information system) commenced in February 2013. Procurements of systems continued to progress throughout the period up to June 2013.
- Continued to make significant progress in the recruitment of senior executive leadership and medical staff. Recruitment efforts have yielded

a candidate database of more than 125,000. Of these, more than 23,000 candidates have been shortlisted.

- Additions at the administrative chief level include Dr William F Owen, Chief Executive Officer; Dr Edward S Ogata, Chief Medical Officer; Dr Francesco Marincola, Chief Research Officer; Dr Mary Boyd, Chief Nursing Officer; Michael LeRoy, Chief Information Officer; Clinton Hermes, General Counsel.
- Major progress was also made in the appointments of medical executive leadership. A good number of chief and division chief positions were filled, including Chief of Obstetrics (Dr Paul Ogburn), Chief of Radiology (Dr Deepak Kaura), and Chief of Surgery (Dr Guy Brisseau).
- Identified 20 division chiefs from the United States.
- Five division chiefs were successfully interviewed, selected and hired for pediatric surgery, plus five for obstetrics and gynecology, eight for pediatrics, and four for radiology.
- Senior nursing leadership is in place with the addition of the Chief Nursing Officer, and a global recruitment campaign to hire thousands of nurses is underway. More than 80 physicians have accepted offers and are in various stages of relocating to Qatar. A total of 400 faculty staff interviews have taken place, with 280 moving into the advanced stages of the recruitment and selection process. An additional 129-plus physicians are being scheduled for interview in early 2014. A Recruitment Task Force, chaired by Dr William F Owen, with Vice Chair Dr Abdulla Al Kaabi, consisting of an interdisciplinary group of clinical and non-clinical chiefs, has been created to oversee development and calibration of global recruitment strategies.
- There are more than 240 national long-term resident and existing employees engaged as students on scholarships at universities at home and abroad. They are undertaking studies in a wide range of medical/clinical, allied health, and administrative courses.
- 10 students have graduated and joined the JANA training program within Sidra.
- Two students have graduated from Weill Cornell Medical College in Qatar

“Most of us go through life as participants in history. At Sidra, we are given the unique opportunity to write history.”

Dr William F Owen, Chief Executive Officer, Sidra Medical and Research Center





“One of our goals is to nurture the development of the next generation of healthcare leaders, who will carry forward Her Highness Sheikha Moza bint Nasser’s exciting and compelling vision to provide world-class healthcare for the most vulnerable members of society.”

Dr William F Owen, Chief Executive Officer, Sidra Medical and Research Center

and have joined the residency program in the United States.

- The Sidra National Development Team worked closely with Community College of Qatar to develop a new ‘Health Informatics Management’ program to start in February 2014.
- Made significant progress in building the Sidra brand locally and internationally through expanded traditional and social media outreach. The Sidra brand was further supported through media outreach around five Sidra Symposia events, strategic co-operation was announced with the international EIP, and for the first time moved to outreach being generated through proactive outreach rather than being event driven.
- Prepared WOFAPS World Congress bid.
- Built relationship with other international healthcare organizations, such as the American Academy of Pediatrics, the Society for Obstetric Anesthesia and Perinatology, and the Pediatric Academic Societies.
- The role of the Communication Department itself has expanded and now includes Concierge and Patient Experience, where work has begun to identify a concierge school to ensure all Sidra staff provide the best level of care no matter what their role within the hospital.
- The department has also begun work on updating Sidra’s visual and spoken

image by reviewing the brand, initiating a number of advertising/marketing campaigns, and reviewing overall messages in light of the arrival of the new C-suite. Work in these areas will progress exponentially in 2014.

Future initiatives and incentives

- Finalize opening scenario.
- Finalize the Sidra organizational structure and staffing plan.

- Launch the ERP system.
- Finalize C-suite recruitment and ramp-up of staff required for opening Q1 2015.
- Finalize operational planning documents, including scope of services, policies and procedures, and work flows.
- Finalize operational commissioning plan and schedule.
- Prepare for full access to the Outpatient Clinic building and to key areas of the hospital building.
- Plan Research Good Manufacturing Practice facility.



230

Papers published in the name
of QCRI scientists

6,025

Articles published on
Arabic Wikipedia

QATAR COMPUTING RESEARCH INSTITUTE

THE MISSION OF QATAR
COMPUTING RESEARCH
INSTITUTE (QCRI) IS TO
CONDUCT INNOVATIVE,
MULTIDISCIPLINARY APPLIED
COMPUTING RESEARCH
THAT ADDRESSES NATIONAL
PRIORITIES BY ENHANCING
THE QUALITY OF LIFE
FOR CITIZENS, ENABLING
BROADER SCIENTIFIC
DISCOVERIES, AND MAKING
LOCAL BUSINESSES MORE
COMPETITIVE GLOBALLY.

Goal

- Become established as a global leader of computing research in identified areas that will have a positive impact on the lives of citizens and society.

Strategies

- Provide global leadership in Arabic language technologies and content creation, and in key technologies vital to the global growth of Qatari business, including cyber security, data analytics, distributed systems, computational science and engineering, and social computing.
- Lead global advances in next-generation humanitarian technology by leveraging the expertise of QCRI centers and catalyzing applied cross-center research and prototyping.
- Carry out technology transfer to local organizations through engagement and outreach.
- Build local capabilities by establishing opportunities for young Qatari talent to pursue a career in scientific research, while also looking to attract top international computer science talent.
- Create intellectual property and develop applications that can be commercialized.
- Ensure a continuous presence at top international venues and in top-tier journals, while seeking to partner with leading international academic institutions and participate in joint projects with global industrial research laboratories.

Notable achievements

- Signed a seven-year strategic research agreement with Massachusetts Institute of Technology (MIT).
- Delivered an automated Geotagger platform to the World Bank, mapping current and historical projects and related financial documents.
- Published more than 230 papers in the name of QCRI scientists since January 2012 to amass more than 57,300 lifetime citations; reflecting the strength and global recognition of the QCRI

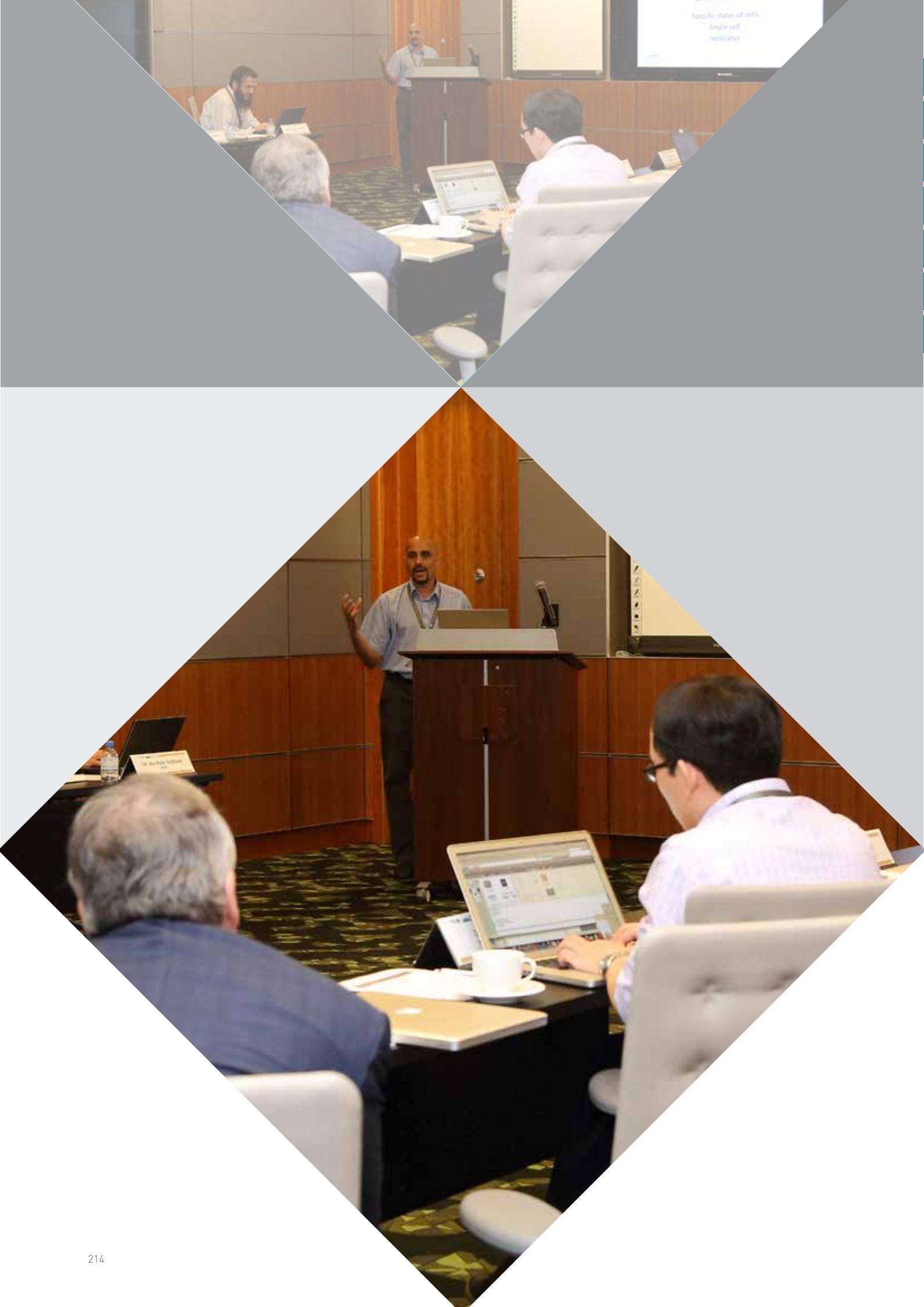
- research team.
- Became known on the world stage for work in social innovation and next generation humanitarian technology through invited speaking engagements, partnerships with global aid institutions, and widespread international media coverage.
- Entered into research collaboration with Boeing to fund research work being conducted by QCRI (one project completed related to Arabic language encoding; a second project launched related to Big Data and analyzing Boeing 787 maintenance data).
- Opened access licenses for NADEEF Geotagger platform, and AIDR (Artificial Intelligence for Disaster Response) tools.
- Delivered numerous prototypes to Al Jazeera for Arabic language tools, distributed systems, and social computing applications.
- Organized a roundtable discussion with local stakeholders and international experts to determine a framework for a cyber security research center.
- Partnered Google and YouTube during Google’s Arabic Web Days campaign to promote Arabic content contribution on the internet.
- Ethraa initiated research and collaboration discussions for enriching Arabic digital content through digitization and/or translation projects with the Qatar National Library (QNL) and industry leaders worldwide.
- Collaboration with Wikimedia contributed to 6,025 published articles on Arabic Wikipedia, representing 3,683,503 words; on target to meet 10,000 articles by the end of the agreement.
- Developed an Arabic e-book reader and licensing discussions are underway after working with the Supreme Education Council in Qatar (SEC) to use the reader as part of SEC’s e-bag campaign.
- Developed Arabic video transcription technology.
- Held bi-annual roundtable meetings with local stakeholders on topics in Arabic Language Technologies (Fall 2012 – Optical Character Recognition; Spring 2013 – Promote Learning Arabic).
- Integrated named entity recognizer in Al Jazeera content management system.

- Published 10 papers at the Association for Computational Linguistics conference, the first conference in language technologies.
- Managed a successful bid for EMNLP 2014 (Empirical Methods in Natural Language Processing).
- Increased number of data analytics papers accepted at top venues.
- Conducted data analytics demonstrations at top conferences.
- Published six data analytics journal papers.
- Data Tamer start-up launched with MIT.
- Opened access licensing agreement and prototype release for NADEEF.
- PhD student won Ballou-Pazer IQ Dissertation Award.
- Invited to deliver keynote speeches at top international database conferences.
- Distributed systems papers accepted at top venues, including VLDB (Very Large Data Bases).
- Delivered a tutorial at Special Interest Group on Management of Data (SIGMOD) on ‘Workload management for Big Data Analytics’.
- Team featured in *ACM SIGMOD Record*.
- Patent granted for 3D video copy detection.
- Delivered prototypes to Al Jazeera for 3D video detection.
- Provided customized and high-quality 3D video streaming to different displays over the internet, with MIT and Al Jazeera Sports.
- Won Best Paper Award at ISCRAM2013, the leading conference on crisis computing.
- Contributed multiple scientific publications at top conferences in web search (World Wide Web), Web Search and Data Mining and the International Conference on Weblogs and Social Media.
- Played a prominent role in specialized scientific workshops about social computing applications in politics (Politics, Elections and Data – PLEAD 2013) and news (Social News on the Web – SNOW), either as organizer or invited speakers.
- Achieved positive press coverage of QCRI research in *MIT Technology Review*, *New Scientist*, *Slate Magazine*, *The Verge*, *Heise Online*, and others.
- Provided industry-grade software developments to analyze traffic, comments and tweets, for deployment

“Computing has brought disruptive innovation to our daily lives – transforming the way we interact with each other, enabling new discoveries, accelerating the development of global society. At QCRI, under the framework of Qatar Foundation Research and Development, we have created a vibrant research environment that facilitates this progression and that positions Qatar as a leader in advancing research and technology.”

Dr Ahmed Elmagarmid, Executive Director, Qatar Computing Research Institute





“We are building a new model for research in the region through our efforts at QCRI and Qatar Foundation’s Research and Development enterprise – one that not only stimulates a vibrant research environment, but more notably one that has relevance and impact locally with global appeal.”

Dr Abdellatif Saoudi, Managing Director, Qatar Computing Research Institute

on the Al Jazeera website.

- Developed multiple demonstrators to analyze social media related to political movements, news, and crisis.
- Developed software METFLEXO for simulating artificial metabolites compound, to validate algorithms produced to quantify metabolites.
- Worked with Weill Cornell Medical College in Qatar on metabolite profiling and developing a machine to determine possible pathways to associate diabetes with a metabolite marker in the Qatari population.
- Acted as key investigator on winning project for Qatar National Research Fund’s National Priorities Research Program sixth cycle.
- Significantly raised the profiles of Qatar Foundation (QF) and QCRI through collaborations with numerous international aid organizations on using social media for disaster response and social good: United Nations Office for the Coordination of Humanitarian Affairs, International Committee of the Red Cross, United Nations Development Programme, and the World Bank.
- Patrick Meier, Director of Social Innovation at QCRI, was an invited speaker at the Data Jam at the White House in December 2012.
- Collaborated with Masdar Institute of Science and Technology in Abu Dhabi to develop Verily, a crowdsourced platform that helps authenticate tweets during disasters.
- Held cyber security roundtable discussions with local stakeholders to discuss their issues and develop a framework for QCRI’s cyber research center in response.
- Worked closely with Qatar’s Ministry of Interior on cyber security development.

- Worked with QNL on Arabic content contribution.
- Mentored Qatari finalists on *Stars of Science*.
- Organized a summer internship program with 22 undergraduate students from Qatar and the Gulf region.
- Executed Qatarization program to recruit, train, hire, and retain local Qatari talent.
- Played an active role as a partner in Qatar Science Leadership Program (QSLP) program, supporting six QSLP students, five of who were Qatari.
- Actively recruited young Qatar computer science talent through university career fairs and the QSLP program.
- Launched a recruiting advertising campaign in technology and computing journals targeting top international scientists and software engineers.
- Promoted Qatar’s scientists and their papers at top computing conferences.
- Completed and delivered Arabic encoding research study to Boeing.
- Initiated a Big Data research project for Boeing on 787 maintenance data.
- Filed 62 patent families.
- Initiated four licensing opportunities, three of which are open access licenses.
- Chosen as the premier corporate partner with Purdue University’s computer science department.

Future initiatives and incentives

- Launch a cyber security research center in line with the newly defined

R&D (Research and Development) Grand Challenges.

- Continue hiring world-class researchers from worldwide research laboratories and institutions, while developing a strong workforce of highly trained Master’s and PhD students from top universities.
- Complete the hiring and integration of Research Directors under the new QCRI organizational structure.
- Devise and implement a more formal career development and promotion process, to be developed, ideally, in conjunction with QF R&D.
- Continue to strengthen QCRI’s global leadership in Arabic language technologies and increase Arabic content in collaboration with local stakeholders, improving the quality of experience for Arabic internet users, and creating an Arabic search engine in collaboration with other search providers.
- Officially launch Ethraa and the new Arabic content contribution platform in early 2014.
- Continue ongoing efforts to develop tools in the area of social media intelligence for the news, and develop behavioral data for content recommendation.
- Ensure fundamental algorithms are in place for mining web and social media data.
- Secure QCRI’s pre-eminence both locally and internationally by increasing research output in terms of publications, licensing opportunities, and patent filings.
- Continue to develop new recruitment strategies to attract top talent.

QATAR ENVIRONMENT AND ENERGY RESEARCH INSTITUTE

TWO NEW LIZARD
AND SIX NEW
BEETLE SPECIES
DISCOVERED

400

Samples collected for Qatar's
Natural History Collection

THE MISSION OF QATAR
ENVIRONMENT AND ENERGY
RESEARCH INSTITUTE (QEERI)
IS TO MAKE QATAR A LEADER IN
CUTTING-EDGE RESEARCH IN
THE FIELDS OF ENVIRONMENT
AND ENERGY.

Goals

- Conduct, co-ordinate, and integrate multidisciplinary research, addressing critical national priorities in water, energy, food, and the environment, in ways appropriate for Qatar and the region.
- Position Qatar as a leader in solar energy research and development, especially in photovoltaics and energy storage.
- Provide the science and technology necessary to transition Qatar from the current generation of water desalination technologies to energy efficient technologies.
- Deliver world-class research and development solutions through fostering innovation, creativity, and the creation of knowledge.
- Act as a bridge connecting government, science, and civil society organizations to achieve environmental and energy sustainability.

Strategies

- Create knowledge by conducting multidisciplinary strategic research in the fields of the environment and energy, which are most critical for Qatar, and establish an international reputation for research excellence.
- Develop new knowledge-based solutions that can be applied and commercialized to enable key national stakeholders to optimize

- the management and enhance the sustainable development of Qatar's hydrocarbon and natural resources.
- Build capacity by creating a pool of Qatari and international scientists that can form an in-depth and diverse knowledge base in core research priority areas in environment and energy.
- Co-ordinate national research efforts, ensure collaboration, and build partnerships to optimize synergy and align resources to clear national priorities.

Notable achievements

- Achieved 57 published and accepted publications in top-tier peer-reviewed journals.
- Presented 56 conference papers at local and international events.
- Collected more than 1,000 environmental samples for analysis.
- Initiated soil mapping in Qatar, based on a new innovative concept.
- Discovered two new lizard species and six new beetle species in Qatar.
- Initiated simulation of severe dust storms over the Arabian Peninsula from 2004 up to 2012 using the Regional Climate Model version 3.
- Purchased equipment for five air quality monitoring stations in Doha.
- Established an electronics and instrumentation lab.

- Proposed the 'DohaSol' project as an integrated solar energy research facility and its application to desalination and space cooling.
- Conducted simulations and experiments with the most advanced technologies available to test feasibility, reliability, and applicability of energy-efficient and renewable-powered desalination technologies.
- Finalized the detailed design of Multiple Effect Distillation with Thermal Vapour Compression (MED-TVC) project for use in desalination units.
- Created Qatar water-energy-food case stud, which has been internationally recognized as pioneering work in its field.
- Carried out 50 scientific seminars by either QEERI scientists or international renowned guest speakers.
- Actively engaged hundreds of high school and college students in research activities through the 'Citizen Science' approach.
- Promoted the development of a more scientifically literate society by actively engaging the public and stakeholders in sustainability.
- Worked on developing new solar devices and components with higher efficiency and lower specific costs, with particular focus on the adaptation to local environmental conditions of Qatar and other Gulf Cooperation Council countries.
- Devised specific solutions for thermal water desalination and space cooling, as these two applications represent a high percentage of the country's total energy consumption.
- Encouraged development of low-cost solar thermal energy technologies.
- Promoted new technologies for thermal energy storage.
- MED-TVC Driven by Solar Linear Fresnel Collector (LFC) Pilot Plant is ongoing.
- Initiated ongoing project for the verification of steady-state, transient, dynamic simulation, and techno-economical numerical tools for the design, operational performance, and anticipated analysis of the LFC/MED-TVC desalination system and/or each system alone.
- Artificial Recharge of Treated Wastewater Effluent into Groundwater



QEERI conducted simulations and experiments with the most advanced technologies available to test the feasibility, reliability, and applicability of energy-efficient and renewable-powered desalination technologies.





Lenses to Enable Sustainable Groundwater Management is ongoing.

- Modeling the hydrogeological structure of Qatar's groundwater basins and the acquisition of a water treatment unit is in process.
- Focused on thin film devices and on designs and materials that are not in the industry, like Si and CdTe.
- Explored new concepts and materials to harvest, store, and use solar energy. Also worked on developing new tools and methods to allow large-scale calculations.
- Established a comprehensive knowledge base in Qatar through review of desalination chemistry literature, consulting with experts, and the use of consultants.
- Assessed the impact of feed water by monitoring and assessing the major organic and inorganic contaminants in the feed seawater.
- Comprehensively evaluated the trace of organic and inorganic contaminants in finished water, including endocrine disrupting chemicals, gases, heavy metals, bromide and bromate, boron and borate, among others, and their sources.
- Conducted experiments to improve understanding of the fundamental behavior of desalinated water in the distribution systems of Qatar, including biofilm formation.
- Worked to understand the mechanisms of disinfection byproducts formation in desalination plants and propose possible removal processes and develop alternative green disinfection methods with lower environmental impact.
- Initiated research to assess the human health risks associated with the ingestion of desalinated water.
- Assessed the distribution of process related contaminants in commercial desalinated water consumed in Qatar.
- Evaluated the chemistry of post-treatment chemicals and their byproducts in household water and swimming pools.
- Assessed the social acceptance of desalinated water quality for both home use and swimming activities.
- Worked on the improvement of the soil water model Kamel® and the development of the laboratory methodology for using the new

apparatus Typosoil in the modeling frame of Kamel®.

- Developed software for extracting thermodynamic soil parameters from the shrinkage curves and the soil water potential curves measured by Typosoil.
- Completed the chain of measurement of hydrostructural properties of soil by getting other equipment found on the market (Hyprop, soil columns chromatography, oedometer, infiltrometer) that are tested and then adapted to the hydrostructural pedology theory.
- Collected 400 animal and tissue samples to implement the scientific Qatar's Natural History Collection and to contribute to the DNA barcoding project.
- Characterized surface-atmosphere interaction, boundary layer, and free troposphere dynamics.
- Developed an understanding of particle-bound and gas phase chemistry through measurements and refined modeling.
- Worked on the development and refinement of local and regional emission inventories and land use/land cover datasets.
- Monitored, through direct measurement, and forecast, through modeling, ambient air quality in Qatar.
- Investigated the use of satellite remote sensing data in air quality modeling.
- Assessed indoor/outdoor air quality, characterized links between them, and studied health effects.
- Established a long-term database for greenhouse gases CO₂, CH₄, and N₂O, investigated their sources and potential sinks in Qatar and the region, and evaluated trends.
- Studied ways to reduce emissions of these gases.
- Characterized and refined the role of dust within the context of climate models.
- Assessed the impacts of aerosols on solar energy production.
- Studied national energy portfolios geared by a developed water energy food (WEF) Nexus framework.
- Worked with regional partners to launch a project to regionalize the WEF Nexus Tool usage in several Middle East and North Africa countries.

- Investigated land surface temperature mapping using thermal remote sensing satellite.
- Worked on sand dunes movement monitoring using satellite data.
- Monitored soil salinity mapping using RADAR remote sensing.
- Established sea surface temperature monitoring using thermal remote sensing.
- Investigated groundwater quality monitoring using geographical information systems and remote sensing.
- Developed new solar thermal collectors to integrate with thermal desalination and space cooling applications.
- Dual Purpose Absorption Cycle for Air Conditioning and Desalting Seawater Driven by Solar Linear Fresnel Collector is at the conceptual stage.
- Developed novel functionalized nanosorbents for selective removal of trace organic and inorganic pollutants in desalinated water.
- Developed strategic plan for communications and public engagement in co-ordination with the new office of communications in Qatar Foundation Research and Development.
- Engaged scientists and students in scientific seminars and other events.
- Organized the Doha Energy and Carbon Forum to be held in November 2013.
- Established new partnerships with international universities and research centers in priority areas of research.

Future initiatives and incentives

- Address the research needs for both water and energy securities in support of Qatar National Vision 2030 and Qatar National Research Strategy.
- Establish research portfolios to address scientific and technical challenges associated with water and energy securities.
- Build experimental facilities to support research in grand challenges.
- Attract and retain top talented scientists, especially Qataris.
- Increase the scientific and technological impact of QEERI through publications and patents.

TRANSFORM
HEALTH THROUGH
SCIENCE IN QATAR
AND CREATE A
GLOBAL HUB FOR
TRANSLATIONAL
MEDICINE

ESTABLISH
MULTIDISCIPLINARY
RESEARCH TEAMS
FOCUSED IN
GENOMIC MEDICINE,
BIOMEDICAL
ENGINEERING,
STEM CELLS, AND
GENE-BASED
THERAPIES WITH
PRIMARY FOCUS IN
DIABETES, CANCER,
AND NEUROLOGICAL
DISEASES

QATAR BIOMEDICAL RESEARCH INSTITUTE

THE MISSION OF QATAR
BIOMEDICAL RESEARCH
INSTITUTE (QBRI) IS TO GROW
A CADRE OF WORLD-CLASS
RESEARCHERS TO DEVELOP A
COLLABORATIVE RESEARCH
NETWORK OF NATIONAL
AND INTERNATIONAL
ACADEMICS AND INDUSTRIAL
COLLABORATIONS.

Goals

- Transform health through science in Qatar and create a global hub for translational medicine.
- Support the translation of novel scientific discoveries into new efficient therapies and better preventative strategies for human diseases, ultimately leading to the development of innovative personalized medicine.
- Establish multidisciplinary research teams focused in genomic medicine, biomedical engineering, stem cells, and gene-based therapies with primary focus in diabetes, cancer, and neurological diseases.

Strategies

- Achieve leadership in applied and translational research for relevant biomedical research areas of interest in Qatar.
- Deliver an operational infrastructure that will enable an internationally competitive biomedical research institute and its related centers to function efficiently and effectively.
- Contribute to the practical development of health policy and clinical services in Qatar through applied and translational research via the Supreme Council of Health (SCH) and relevant medical providers in Qatar.
- Support the development of relevant biomedical training programs and biomedical research personnel in Qatar.

Notable achievements

- Completed and received approval for QBRI's Five-Year Strategy and Implementation Plan.
- Recruited 10 new associates to bring the total to 18.
- Hired heads for three research centers.
- Hired a Senior Research Director.
- Began construction of QBRI's Genomic Medicine Laboratory, within Weill Cornell Medical College in Qatar.
- Signed an agreement with Virgin Health Bank to share laboratory space

- for a Stem Cell Research Center.
- Added Qatar Biobank as a Research Center.
- Added Shafallah Medical Genetics Center as a genetic diseases research center.
- Hosted 11 QBRI Seminar Series lectures.
- Launched Keynote Lecture Series in Innovative Medicine and held two events.
- Published first research papers, including groundbreaking discovery of using stem cells to secrete insulin when it is needed.
- Brought together major players in Qatar and from abroad to head research centers in diabetes, cancer, stem cells, genomics medicine, gene therapy, and biomedical engineering.
- Reviewed 32 Five-Year Programs of Research for the centers of activity within QBRI and approved 15 projects with a total value of more than QR66 million.
- Held scientific and management meetings in Qatar and overseas.
- Commenced evaluation of multiple meetings and facility audit of Pathway Genomics for the establishment of a collaborative regional center for genetic screening.
- Discussed the development of 'Natural Killer' cell therapy for multiple myeloma and other malignancies.
- Entered discussions to establish a world-class hub in Qatar to develop gene therapy approaches for inherited genetic diseases. A memorandum of understanding and draft proposal for a QBRI/GlaxoSmithKline alliance has been prepared.
- A QBRI Phase 1 clinical trial involving gene therapy for spinal muscular atrophy, a genetic disease affecting children, is under active development, with clinical trials expected Q4 2014/ Q1 2015.
- Finalized labs layout, completed a list of equipment for the different centers, and submitted biosafety policy and process document.
- Hired Director for Clinical Research Center.
- Started Institutional Review Board application with SCH.
- Began program for the development of clinical research infrastructure in QBRI, in collaboration with Hamad

- Medical Corporation (HMC) and Sidra Medical and Research Center.
- Appointed key personnel to an active program of training for the development and implementation of clinical trials, in compliance with international regulatory requirements.
- Reached advanced stage of regulatory evaluation in a QBRI Phase 1 clinical trial for immune gene therapy of Acute Myeloid Leukaemia, in collaboration with HMC, King's College London and King's College Hospital NHS Trust, London. A second clinical trial for vaccination with a battery of cancer-associated antigen in combination with a novel adjuvant formulation is in rapid development.

Future initiatives and incentives

- Hire 44 new associates.
- Complete work on laboratories.
- Complete building of vivarium.
- Develop at least one QBRI-sponsored joint clinical trial.
- Develop QBRI Clinical Research infrastructure for the development of clinical trials in compliance with international standards and approved by international regulatory bodies.
- Translate into clinical assessment groundbreaking pre-clinical studies demonstrating the safety and potential therapeutic efficacy of novel therapies in cancer, which aim specifically to achieve deeper and longer-lasting remission in poor prognosis malignancies; therefore, achieving prolonged disease-free survival.
- Translate into clinical evaluation groundbreaking research utilizing small activating ribonucleic acid and stem cells for the treatment of diabetes.

“QBRI is putting together under one roof a collection of world-renowned scientists in the fields of genomics, stem cells, gene therapy, and biomedical research. This is a unique opportunity to mix different technologies together to bring new breakthroughs to people with diabetes and cancer in a way that could not be achieved by any one technology alone.”

Dr Sharbel Noujaim, Senior Operations Director, Qatar Biomedical Research Institute



TWO NEW
CLINICS FULLY
OPERATIONAL
AND FOUR
NEW CLINICS
PLANNED

ESTABLISH A
RESEARCH
ENTERPRISE
PLATFORM ACROSS
QATAR TO ACHIEVE
THE IMPROVEMENT
IN DIAGNOSTIC
AND PROGNOSTIC
INTELLIGENCE
REQUIRED TO DELIVER
PERSONALIZED
HEALTHCARE FOR
THE BENEFIT OF
PEOPLE IN QATAR
AND WORLDWIDE

QATAR BIOBANK

THE MISSION OF QATAR
BIOBANK IS TO ACT AS THE
QATAR NATIONAL CENTER FOR
BIOLOGICAL SAMPLES AND
INFORMATION TO ENABLE
RESEARCH TOWARD THE
DISCOVERY AND DEVELOPMENT
OF NEW HEALTHCARE
INTERVENTIONS.



“Qatar Biobank has enjoyed a successful pilot phase and a very good beginning to an important project. It is an interesting experience and a good opportunity to be a part of a great team at Qatar Foundation.”

Lina Al Shalafeh, Radiographer, Qatar Biobank

Goal

- Establish a research enterprise platform across Qatar to achieve the extraordinary improvement in diagnostic and prognostic intelligence required to deliver personalized healthcare for the benefit of people in Qatar and worldwide.

Strategies

- Establish and sustain Qatar Biobank as a fully operational organization that is internationally recognized for excellence.
- Create a biobank with sufficient numbers of participants contributing high-quality data and biosamples to be suitable for use in research to improve healthcare in Qatar.
- Increase the supply of (cohort and clinical) biosamples and data to researchers for use in research to improve healthcare in Qatar.
- Provide the Gulf region's most advanced biobank collection and asset management service.

Notable achievements

- Established two fully operating clinics.
- Gained Intramural Research Program pilot study approval, Supreme Council of Health clinic license, Ministry of Environment license for radiation equipment, and a Hamad Medical Corporation (HMC) service agreement.
- Operated an active website and published Arabic and English booklets and leaflets.
- Recruited 529 participants.
- Took part in conferences and community activities, including Annual Research Forum, National Sport Day, Golf Masters, Calgary Open House, and the International Conference of Healthcare Quality.
- Completed main clinics, laboratories, and biorepositories.
- Provided lectures for pharmacy and biomedical master students and Al Khor Hospital medical staff and HMC gastroenterology department. Information sessions were also organized for Qatar Foundation staff.

- Created an integrated biobank information management system with participants' full lifestyle information, different medical assessments, laboratory results, blood, urine, and saliva samples.
- Developed policies and procedures for biobank collection, hosting, and asset adoption services and started work on obtaining ISO9001 QMS (Quality Management System) and ISO27001 ISMS (Information Security Management System).

Future initiatives and incentives

- Establish an information technology team and complete handover of the system from Imperial College London.
- Establish four fully operated clinics in building 17, including MRI.
- Start the disease base biobank.



QATAR CARDIOVASCULAR RESEARCH CENTER

RECRUITMENT OF
HIGHLY QUALIFIED
PERSONNEL
ENABLED
RESEARCH
PROGRAMS TO
BE DEVELOPED
FURTHER AND IN
GREATER DETAIL

150+

Attendees attracted to Qatar
'Heart Science Series'

THE MISSION OF THE QATAR
CARDIOVASCULAR RESEARCH
CENTER (QCRC) IS TO
REDUCE THE BURDEN OF
CARDIOVASCULAR DISEASE
WORLDWIDE THROUGH A
PROGRAM OF RESEARCH AND
KNOWLEDGE-BUILDING, WITH
EMPHASIS ON COLLABORATION
AND BUILDING RESEARCH
NETWORKS.

Goal

- Become an internationally competitive center for cardiovascular research and translation in Qatar and the Gulf region.

Strategies

- Conduct an internationally competitive program of cardiovascular research in Qatar, focused on clinical, translational, and laboratory-based projects.
- Develop and strengthen the QCRC brand and enhance knowledge dissemination and capacity building.
- Contribute to the practical development of health policy and practice through a translational focus.

Notable achievements

- Recruited scientists from Qatar and abroad to build up the team.
- Initialized the refurbishment of the second laboratory at Qatar Science & Technology Park.
- Identified genetic modifications from patients with inherited cardiomyopathy in Qatar.
- Recruited a number of extremely experienced and qualified staff, enabling research programs to be developed further and in more detail. The research programs not only reflect the individual's qualifications and experience, but also combine it with state-of-the-art research. This was demonstrated by two review articles from team members in the fields of stem cell research and cardiac modeling the computational approach for vaccine production, which are under process. QCRC is also working on ethical approvals

for the clinical studies that involve patient samples.

- The Qatar 'Heart Science Series' continued with three meetings in the financial year. The last conference, in June, exceeded expectations with more than 150 attendees.
- In an effort to continue to increase visibility, QCRC published four issues of the *Global Cardiology Science and Practice* journal, which featured high-quality international research. The journal articles are freely available online, hence access for the international scientific community is guaranteed. With the PubMed Central listing, this will hopefully increase even further.
- Made seminars and talks available online to improve the QCRC online 'Knowledge Hub'.
- In June 2013 three group members attended international conferences and QCRC will continue to present its work in poster format or orally at such events.
- The QCRC/Chain of Hope charity program of life-saving CVD (cardiovascular disease) operations has expanded and continued with regular surgeries taking place in Qatar.
- The collaboration with Hamad Medical Corporation and partners is in progress and first attempts are underway. During the 'Heart Science Series' in June, the exercise program was analyzed and results showed a higher demand for more capacities. More intensive communication with the patients is possible because of the extension of the programs to family members. This may be beneficial, especially for non-symptomatic family members. The ethical approvals for most of the studies are in place and patients are already enrolled in the program. First results from genomic analysis are available, but need further analysis, and interpretation will be undertaken.

Future initiatives and incentives

- Start the Primary percutaneous coronary intervention (PCI) project.
- Install equipment.
- Refurbish additional laboratory space, to become operational at the beginning of 2014.

“QCRC is innovative in its approach to tackling some of the most pressing diseases of our lifetime.”

Julien Chapron, Senior Scientist, Qatar Cardiovascular Research Center





Community development is an essential part of the foundation on which Qatar's transition to a knowledge-based economy is being built. 2012-2013 saw Qatar Foundation continue to expand its Community Development mission, playing a key role in preserving the cultural heritage of Qatar and the Gulf region, preserving traditional values such as family, and ensuring that the people of Qatar are included in the country's bright future.

COMMUNITY DEVELOPMENT

- ▲ SOCIAL DEVELOPMENT CENTER
- ▲ QATAR DIABETES ASSOCIATION
- ▲ AL SHAQAB
- ▲ QATARDEBATE CENTER
- ▲ REACH OUT TO ASIA
- ▲ DOHA INTERNATIONAL FAMILY INSTITUTE
- ▲ QATAR CAREER FAIR CENTER
- ▲ QATAR FOUNDATION PUBLISHING CENTER
- ▲ BLOOMSBURY QATAR FOUNDATION PUBLISHING
- ▲ BLOOMSBURY QATAR FOUNDATION JOURNALS
- ▲ QATAR PHILHARMONIC ORCHESTRA
- ▲ QATAR MUSIC ACADEMY
- ▲ QATAR NATIONAL LIBRARY

704

Number of applicants that participated to 'Tanmia' business courses

652

Number of job seekers given career advice by SDC

SOCIAL DEVELOPMENT CENTER

THE SOCIAL DEVELOPMENT CENTER (SDC) AIMS TO BUILD SELF-SUFFICIENT AND STABLE FAMILIES THAT WILL CONTRIBUTE TO THE DEVELOPMENT OF SOCIETY.

Goals

- Develop the capacities of families and members of the community in Qatar through the provision of specialized programs.
- Provide opportunities to effectively participate in society in order to build self-reliant and self-sufficient stable families.

Strategies

- Increase the training and development services offered annually to the community by at least 20 percent.
- Increase microenterprise development services by 20 percent annually and ensure 25 percent of the targeted beneficiaries set up microenterprises.
- Increase the social welfare services and support to the community by 20 percent annually.

- Conduct effective awareness campaigns to increase beneficiaries and volunteers by 20 percent annually.
- Expand and improve community outreach by establishing centers at other geographic locations.
- Develop a center of excellence in the field of social studies and research.
- Maintain financial self-sufficiency.
- Annually review and develop internal organizational capabilities.

Notable achievements

- Launched the Al Khor SDC under the patronage of His Highness Sheikh Hamad Bin Khalifa Al Thani, Father Amir of Qatar, and Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation (QF), and obtained land for the project.

- Conducted career counseling for 652 job seekers using advanced assessment tools.
- Provided ‘First Step’ training courses to 232 applicants and ‘Tanmia’ business courses to 704 applicants. The number of graduates from these two programs totaled 650.
- Delivered 21,723 services to 22,109 SDC beneficiaries.
- Qualified a total of 187 entrepreneurs and offered 32 soft loans through the entrepreneurship fund ‘Rasameel’, and offered entrepreneurship support to 192 entrepreneurs in total through the ‘Bader’ program.
- Published a study on corporate social responsibility and its role in implementation of the country’s Qatarization strategy.
- Organized the SDC’s eighth Charity Gala Dinner and fundraised QR24 million.
- Raised QR5,889,972 million for the ‘Tarahum’ endowment project to

“Once again, at the end of the year of 2012-2013, SDC is still exerting its efforts to serve the community and striving to achieve the strategic objectives of year 2012-2013 as well as the strategic objectives of the 2011-2016 five-year strategy.”

Amal A Al-Mannai, Executive Director, Social Development Center





“We feel so proud that we have succeeded in building new mutual strategic partnerships and in extending current partnerships with key entities and organizations in our community.”

Amal A Al-Mannai, Executive Director, Social Development Center

support the services provided by the Community Services Department.

- Raised QR7,665,527 in sponsorship to finance the SDC programs and initiatives.
- Licensed, facilitated and established the Qatar + Incubation Center for national entrepreneurs.
- Signed an agreement with the Ministry of Labor on qualifying practitioners at beauty salons in Qatar, and awarded qualifications to 180 practitioners through SDC's Qatar International Beauty Academy (Tajmeel).
- Received and assessed 83 applications for the Reyada Award and celebrated six national entrepreneurs and entrepreneurship support institutions as winners.
- Implemented a new system of Quality Management and developed the SDC departmental internal policies and procedures as a first step toward obtaining ISO 9001 and SA 8000 certifications.
- Trained 775 individuals in various beauty subjects through Qatar International Beauty Academy.
- Established an entrepreneurship profiles program, 'Mojaz', to offer entrepreneurship business studies.
- Received walk-in and referral beneficiaries in addition to outreach to new beneficiaries.
- Organized the 'Tarahum' fundraising campaign during Ramadan 2012.
- Organized the 'Kafu', 'Reyada', 'Rasameel' and 'Bader' marketing campaigns.

- Developed the capabilities of social researchers who completed 152 training hours of specialized training courses.
- Developed the organizational structure of Social Research and Studies within SDC.
- Conducted two studies on identification of social issues by monitoring social phenomena and their challenges as well as the need for social services.
- Visited seven well-known organizations that function similarly to Social Research and Studies as part of the SDC's efforts to build relationships of mutual co-operation with regional and international centers.
- Arranged and implemented an investment policy.
- Achieved an investment income of QR17 million.
- Licensed, established and launched Riymas for wedding halls.
- Achieved 90 percent implementation of the Quality Management System within SDC in co-ordination with QF Quality Management System (QMS) Directorate and QF Business Process Improvement Directorate.
- Conducted SDC's first internal audit in collaboration with QF QMS Directorate.
- Achieved an employee retention rate of 92 percent.
- Achieved 56 percent national employment within SDC in compliance with the QF Qatarization Strategy.

Future initiatives and incentives

- Establish a new vocational training course and achieve a 20 percent increase in vocational training and career counseling services.
- Enhance services currently provided by the Community Services Department and develop new services to better meet the actual needs of individuals within the local community.
- Complete the research study 'Corporate Social Responsibility in the Path of Sustainable Development in the State of Qatar: The Role of the Private Sector' by the Social Research and Studies Department.
- Establish the Volunteers Section and develop the SDC Volunteers Award within the Communication Department.
- Develop the Donors Section within the Communication Department.
- Launch and oversee the management of the new Qatar Business Incubation Center project.
- Improve the efficiency of the 'Rasameel' entrepreneurship fund and 'Bader' entrepreneurship program.
- Initiate the phase of developing and building SDC's owned land in the Dafna area.
- Obtain ISO 9001:2008 and SA 8000 certifications.

QATAR DIABETES ASSOCIATION

ACTIVATED THE NEW
MOBILE DIABETIC
UNIT PROGRAM
TO ADMINISTER
TREATMENT IN
REMOTE AREAS OF
THE COUNTRY

THE MISSION OF QATAR
DIABETES ASSOCIATION (QDA)
IS TO HELP PEOPLE WITH
DIABETES, AND THOSE 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 AFFECTED.

17

Medical studies on diabetes
undertaken with QDA participation

Goal

- Strive to improve the quality of life in Qatar through raising awareness of healthy lifestyles and the management and prevention of diabetes.

Strategies

- Improve the level of education, knowledge, and awareness of diabetes in Qatari society.
- Provide support to more diabetic patients.
- Improve the level of care for patients by improving the level of knowledge of healthcare workers.
- Increase fundraising efforts.
- Support the patient advocacy framework in general, particularly patients with diabetes.
- Facilitate and co-operate on diabetes-related research and statistics.

Notable achievements

- Continued the collaboration with 'Action On Diabetes' partnership to raise awareness and stimulate action among all people in Qatar.
- Completed the second diabetes educator training certification in Qatar to formulate a Qatar-based Diabetes Educators certification.
- Started the second stage of Diabetes Risk assessment in the 'Adolescents

- of Qatar' project, which is designed to help identify the percentage of students at risk of diabetes.
- Started a Clinical Training Agreement between QDA, Qatar University (QU), and the University of Calgary – Qatar (UCQ), with QDA providing diabetes clinical training for QU students enrolled in the Human Nutrition Program and the nursing students at UCQ.
- Maintained lead position in diabetes prevention camps for adolescents in Qatar who are obese and have a high risk of developing diabetes.
- Activated the QDA Mobile Diabetic Unit program to provide services to the remote areas of Qatar such as Al Shamal, Dukhan and the industrial areas, as well as schools outside Doha.
- In co-operation with the medical statistics department at Hamad Medical Corporation (HMC) and Weill Cornell Medical College in Qatar (WCMC-Q), QDA took part in more than 17 studies about diabetes. QDA also supported many other studies and research projects on diabetes through Qatar National Research Fund.
- Programs are ongoing, including the first Certified Diabetes Educator Course offered in Qatar in co-ordination with the Michener Institute of Canada and the Qatari school programs to spread diabetes awareness and healthy lifestyle messages.
- Conducted community outreach programs throughout Qatar, via QDA team and mobile units.
- Public activities, such as the World

- Diabetes Day celebrations, mall programs, and events at the Corniche and Katara, attracted thousands of people who received education and information relating to diabetes, its care, management, and prevention.
- Outreach programs and improved services encouraged more patients to visit QDA.
- Social media sites helped improve reach to people who need QDA services.
- Offered continuing education opportunities to healthcare professionals working in the field of diabetes care and management.
- Played an active role in international conferences, workshops, and seminars.
- Staged courses, workshops, and seminars specifically for nurses and dieticians working in the field along with specific workshops for school nurses.
- Succeeded in getting support from oil companies such as Maersk Oil, Occidental, and RasGas, for the cost of most QDA programs.
- Work is ongoing on the two main programs, which are the rights of children with diabetes at school, and adults in the workplace.

Future initiatives and incentives

- Continue to improve services offered.
- Expand programs by organizing more camps.
- Undertake studies on diabetes prevention to determine what can be done.
- Improve the follow-up program.
- Publish scientific papers related to the research and statistics carried out by QDA on diabetes risk in the youth of Qatar, then follow up on these results in collaboration with others.
- Encourage policy-makers to get involved in protecting the population.
- Help other players in the fields formulate and implement a protocol for diabetes care and management guidelines in Qatar healthcare facilities.
- Help formulate dietetic guidelines, which govern food in school cafeterias in Qatar, to ensure that children will receive good and healthy food to help lower the rate of obesity.

“Through education and research, Qatar Foundation leads the human, social, and economic development of Qatar, making Qatar a nation that can be a vanguard for productive change in the region and a role model for the broader international community.”

Dr Abdulla Al Hamaq, Executive Director, Qatar Diabetes Association



AL SHAQAB

NAMED 2012 BEST
BREEDER AT THE
PARIS WORLD
CHAMPIONSHIP

THE MISSION OF AL SHAQAB
IS TO BE THE GLOBAL LEADER
IN PRESERVING, IMPROVING
AND PROMOTING THE ARABIAN
HORSE BREED THROUGH
SETTING THE HIGHEST
STANDARDS IN BREEDING,
SHOWING, EQUESTRIAN ARTS
AND EQUINE WELFARE, AND
ENCOURAGING COMMUNITY
PARTICIPATION.

103

Foals born at AL SHAQAB during
the season, up to 11 year-on-year

Goals

- Build on Qatar's heritage with the Arabian horse to become a leading global center for equine professionals.
- Provide an engaging experience for the community.

Strategies

- Produce successive generations of world-class and premier show horses within top bloodlines to which AL SHAQAB has access.
- Develop and maintain riders able to compete with the 10 top-ranked International Federation of Equestrian Sports (FEI) riders.
- Lead equestrian education for riders and trainers in the Gulf region.
- Become a world-renowned riding academy graduating educated riders up to competition level.
- Ensure sustainable preservation of the Arabian breed for future generations in Qatar.
- Lead innovations and advances in equestrian research and welfare while becoming the point of reference for equestrian information in the Gulf region.

- Become a knowledge center for the public and a major Qatari landmark.
- Increase awareness of AL SHAQAB's history and achievements locally, regionally and internationally.
- Become financially sustainable within the next 10 years.

Notable achievements

- Launched and hosted a four-day event, CHI (International Equestrian Competition) AL SHAQAB 2013, showcasing three equestrian disciplines – Jumping (CSI 5* and CSI 3*), Dressage (CDI 4*), and Endurance (CSI 2*) – with the participation of 100 riders including the top 30 world-ranking riders and 200 horses from 226 nations. CHI AL SHAQAB is to date the only equestrian event of its kind in the Middle East and Asia. National and international equestrian competitors gathered in Qatar to take part in the event, which aimed to put Qatar on the global map for equestrian sport.
- Developed a strategic plan for international partnerships with international equestrian organizations for the establishment of a yearly

equestrian calendar that will ultimately lead to a successful bid for the World Equestrian Games.

- The Endurance Team participated in 20 events and earned 48 qualifications in total. The team collected two gold, five silver and four bronze medals. One gold and one bronze medal were won during the team's first-time participation in the East European Endurance Ride.
- All six junior riders of the Endurance Team who participated qualified for the 2013 Junior World Endurance Championship.
- The Breeding and Show Department participated in major shows earning outstanding results: Paris 2012 World Championship – Wadee Al Shaqab, World Gold Champion Junior Male; Sultan Al Zobara, World Gold Champion Yearling Male; Fai Al Shaqab, World Silver Champion Yearling Filly; Marwan Al Shaqab, Best Sire for the sixth consecutive year; and AL SHAQAB was named the 2012 Best Breeder. US Nationals – Hariry Al Shaqab, Champion two-year-old Colt and Champion Colt; Hadban Al Shaqab, Reserve Champion eight-year-old-and-over Stallion, becoming the first Straight Egyptian Stallion to win a US National title in 18 years. Menton Mediterranean and Arab Countries Arabian Horse Championship 2013 – Marwan Al Shaqab was named Best Sire for the seventh consecutive year.
- Organized two horse auction sales, with total revenue of QR6,037,000.
- Developed a quality policy, a quality manual, and 33 standard operational procedures with the goal of achieving ISO 9001:2008 certification.
- Established a pricing structure for space rental of AL SHAQAB Main Arena.
- Hosted several major events in the Indoor Arena such as Qatar Academy Graduation, Universal Postal Congress Gala Dinner, Harvard School Gala Dinner, Qatar Museums Authority Book Launch, Her Highness Sheikha Moza bint Nasser photoshoot, and several smaller events, gatherings and team-building activities for Qatar Foundation (QF) entities and leading Qatari organizations.
- Established a performance team that caters for young riders and talent management. The team contributed to

“Last year was the first year AL SHAQAB was able to utilize the exceptional state-of-the-art new facilities. This was manifested in the planning and staging of CHI AL SHAQAB 2013, the first international equestrian event to be held in the Middle East or Asia. This resulted in huge exposure for Qatar, Qatar Foundation and AL SHAQAB in the equine world...”

Fahad Saad Al Qahtani, Executive Director, AL SHAQAB





the successful staging of events such as National Sport Day and Qatar National Day, and put on heritage programs, performances and training camps.

- Presented Qatar's national equine heritage at major national events such as National Sport Day and Qatar National Day.
- Planned, developed and launched a pilot program for the Riding for the Disabled Association (RDA).
- Developed and prepared the Memorandum of Understanding (MoU) signed with Shafallah Center for the RDA pilot program.
- Developed and published a safety handbook, which was distributed to all AL SHAQAB staff members.
- In the 2012-2013 season 103 foals were born compared with 92 the previous season. The continued growth in foal numbers has allowed the department to observe and record an increased production of high-quality horses and utilize this knowledge for future breeding.
- The evolution in the quality of AL SHAQAB foals was reflected in the show ring, as 16 of AL SHAQAB's 18 World Class Competitors in the 2012-2013 financial year were bred by AL SHAQAB.

- Initiated the Stallion Leasing Program with the objective of testing the breeding abilities of AL SHAQAB's emerging and junior stallions, adding value through greater breeding opportunities for AL SHAQAB's stallions. In addition, AL SHAQAB is entitled to choose two foals for every year a stallion is leased, which will contribute to a new generation of genetic diversity.
- Developed an endurance competition plan for Qatari and international races.
- Conducted a CEI 2*120km endurance competition as part of CHI AL SHAQAB 2013, attracting individuals from all over the Gulf Cooperation Council region. The AL SHAQAB endurance team, in co-ordination with the Qatar Endurance Committee, secured fourth position in this race with Saad Mohammed S Al Dawsari riding Orette de Tanues and two other riders, Sheikh Abdulla Bin Mishal Bin Hamad Al Thani and Sultan Salim Al Shamousi, completing the race.
- Established a grassroots program for young riders and talent management in the FEI disciplines. The program's candidates qualified for the FEI World Championships for Young Riders and Juniors.

- The Riding Academy held a summer training course for the Knights of AL SHAQAB at which 15 Riding Academy members (all Qatari nationals) aged between 10 and 15 years underwent a holistic program aimed at training and preparing them to represent AL SHAQAB at different events in the future.
- A tentative program and draft budget were completed for a seminar on Concours Design and World Equestrian Forum. Program design and organizational planning are in progress.
- Sent two candidates to Hartpury College, England, to obtain qualifications in equine arts.
- Riding Academy staff were involved in staging the CHI AL SHAQAB 2013 event, using it as an intensive training opportunity. Staff members were also sent to international events as assistant course designers to further enhance their knowledge base and skills.
- Co-operated with the National German Riding School, which conducted an assessment for restructuring its program for the Riding Academy.
- Held competitions for the public at several events, including Qatar National Day celebrations at Darb Al Saai and a 'Garangao' event.
- The Qatari Horse Support Program had a positive impact among Qatari breeders as the breeding of AL SHAQAB stallions rose during the year. With the main objective being to sustain a breeding program that honors and preserves the heritage of Qatar and its purebred Arabian horses, AL SHAQAB encourages established breeders in the region as well as new Qatari breeders to breed from the fine selection of stallions available at AL SHAQAB, with its 21 years of experience in the Arabian horse industry.
- Signed an MoU with the University of Kentucky Veterinary Science Department for advice on the requirements for setting up a world-class breeding and genetics center and for the setting up and management of a state-of-the-art equine hospital. A QF multidisciplinary team has been formed to negotiate the scope of services.



- Planned, developed and executed the ExxonMobil Challenge within the framework of the RDA pilot program and presented it during CHI AL SHAQAB 2013.
- Established equestrian events and activities to attract the public and enthusiasts to AL SHAQAB for the different disciplines of the sport and horsemanship.
- Planned, developed and launched the Homeschool Program as a pilot for planning services to be offered to schools.
- The Communication and Marketing Departments facilitated a number of tour requests at AL SHAQAB with guests ranging from VVIPs and VIPs to members of the public. The

- department also updated the AL SHAQAB website and social media with latest news and information, and conducted Public Relations outreach to local and international media during and after AL SHAQAB events including Paris Horse Show 2012, Horse Auction 2013, and CHI AL SHAQAB 2013.
- AL SHAQAB is developing an illustrated book, *Al Safeer*, for children aged between three and 10 years old. The plan is to turn the book into a series, plus introduce stuffed toys, key rings, T-shirts and other items based on the character that can be sold in the AL SHAQAB gift shop within the museum.
- Participated in four endurance races

- in Qatar with 29 riders taking part, of whom six qualified. One bronze medal was achieved.
- An international endurance competition schedule was developed with a view to successful participation in the 2013 Junior World Championship. The endurance junior team relocated to France for training.
- Participated in 18 endurance events, which included the 2012 World Cup and East European Championship. The main aim of participating in overseas events was to qualify the endurance team for the 2013 World Cup for Juniors and the 2014 World Cup. The team qualified for the 2013 Juniors event and will represent Qatar in both team and individual categories.
- The Breeding and Show Department took part in 12 international/A-rated shows obtaining 15 gold, eight silver and five bronze medals. These achievements enhanced the reputation of QF, AL SHAQAB and Qatar.
- CHI AL SHAQAB 2013 increased awareness of AL SHAQAB in the international equine sports community.
- Established a performance team that caters for young riders and talent management, thus contributing to the preservation of Qatari equine heritage.
- The seven departments at AL SHAQAB contributed to the development of the Quality Policy, Quality Manual, and 33 operational procedures that were approved and uploaded to the QF Portal.
- 11 staff members qualified as Internal Quality Management Systems Auditors, and a successful internal audit was conducted in collaboration with QF Business Process Improvement.
- The organization of CHI AL SHAQAB 2013 provided a huge opportunity for identifying new revenue streams. Teams are working on developing a complete strategy in this area.
- Ventured into venue leasing by facilitating a number of external requests like the Universal Postal Congress Gala Dinner; a Dolphin Energy team-building season; ConocoPhillips Training Day, Harvard Cultural Evening, the annual



Her Highness Sheikha Moza bint Nasser, Chairperson of QF, Photo Shoot; QF Materials and Contracts team-building; and Qatar Academy Graduation, which altogether generated QR1,116,480 in revenue for the organization.

- Held two horse auctions and private sales for breeding and show horse. One was the annual horse auction, and the second auction targeted the Qatari national audience in an effort to reach out to the community while reducing the stock of horses that do not add value to the department, resulting in financial savings in horse boarding and feed. A total of 53 breeding and show horses were sold during the year, generating revenue of QR7,493,319.
- New StableMate horse management software was installed for efficient recording and tracking of the purchase, sale and movement history of AL SHAQAB horses.
- Sale of equine breeding services generated revenue of about QR3,924,008.
- Initiated the opening of AL SHAQAB Tack and Gift Shop.
- Established a new lesson schedule structure for booking and running lessons at the Riding Academy.
- Launched the Homeschool Program as a pilot for planning services to be offered to schools, thus making extra income by 'selling' the shoulder period in business hours.

- Re-assessed existing Riding Academy livestock to assist culling.
- Developed the basic concept of a horse retirement center to increase the productivity of the livestock stabled at AL SHAQAB.
- Introduced the retraining/reuse of horses in order to increase productivity at the Riding Academy.
- Achieved registration of the 'AL SHAQAB' trademark worldwide.

Future initiatives and incentives

- Develop a comprehensive plan for CHI AL SHAQAB 2014, utilizing lessons learned from CHI AL SHAQAB 2013.
- Implement an international competition schedule.
- Obtain ISO 9001:2008 certification.
- Qualify for the 2014 World Endurance Championship.
- Achieve top positions in the World Championship for junior riders and attain top-10 rankings for endurance riders.
- Recruit more Qatari national riders on a permanent basis to represent AL SHAQAB team at international championships.
- Study and finalize optimum horse stock analysis and method for disposing of excess horse stock.
- Conduct gap analysis of facility before and after handover and

- made recommendations to senior management on ways of dealing with the implications.
- Maintain worldwide recognition as leaders in breeding, preserving and showing high-quality Arabian horses.
- Reach other regions where the AL SHAQAB bloodlines are still not properly represented.
- Implement marketing and branding to promote AL SHAQAB achievements.
- Implement the second phase of the StableMate horse management software by having the vet department record all treatments and breeding activities.
- Plan and sign new facility on/off campus for the following: Artificial Insemination Center, North Farm, Secondary Farm, and Endurance Facility.
- Increase the number of foals sired by AL SHAQAB stallions all over the world.
- Clarify the scope and business environment of the Riding Academy/Equine Education Center.
- Overcome the challenges of the design deficiency of the new facilities (F3) that are due to be handed over to the Riding Academy.
- Further broaden co-operation with partners through which a quality workforce can be sourced, thus assisting the efforts of the transformation project for the Riding Academy.
- Implement a new organization structure framework that will assist AL SHAQAB's transition from being a stud farm to becoming a leading global equine industry center of excellence, setting the highest standards in breeding, showing, equestrian arts, and equine welfare.
- Implement a risk management culture process.
- Review existing processes and develop new processes and procedures.
- Further extend the commercial usage and marketing of AL SHAQAB to attract more third party events and show packages.
- Further develop the venue to match future requirements.
- Further develop existing and proposed partnerships and sponsorships for AL SHAQAB, including AL SHAQAB events and other initiatives.
- Open Tack Shop.
- Produce a video magazine, including a virtual tour of AL SHAQAB.

QATARDEBATE CENTER

THE 2ND
INTERNATIONAL
UNIVERSITIES
ARABIC DEBATE
CHAMPIONSHIP
ATTRACTED
ARABIC DEBATE
PARTICIPANTS FROM
27 COUNTRIES

RAN 'TRAINING
OF TRAINERS'
FOR ARABIC
DEBATE COACHES
FROM DIFFERENT
COUNTRIES, TO
BUILD UP THEIR
KNOWLEDGE AND
CAPABILITIES IN
ARABIC DEBATE

QATARDEBATE CENTER'S
MISSION IS TO BECOME
THE PREMIER RESOURCE,
REFERENCE AND EDUCATION
CENTER FOR DIALOG, DEBATE
AND PUBLIC SPEAKING IN
QATAR AND INTERNATIONALLY.
QATARDEBATE'S AIM IS TO
DEVELOP LIFELONG SKILLS AND
VALUES, AS WELL AS PUBLIC
AWARENESS OF THE VALUE OF
OPEN DIALOG, DEBATE, YOUTH
EMPOWERMENT, AND ACTIVE
CITIZENSHIP.



QatarDebate organized the 4th International Conference on Argumentation, Rhetoric, Debate and the Pedagogy of Empowerment, attended by researchers and scholars.

Goal

- Foster dialog and debate, and promote the principles of youth empowerment and active citizenship through QatarDebate's unique contribution to the education and engagement of young people.

Strategies

- Promote and integrate QatarDebate's bilingual debate programs and learning materials as a formal part of Qatar's educational curriculum.
- Promote and facilitate the practice of debate in Arabic and English as a key learning method for developing confident and articulate active citizens amongst young people and educators in Qatar.
- Make QatarDebate the established bilingual debate program in the region and the established 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 availability of learning tools, resources, and infrastructure to support debate programs internationally.

Notable achievements

- Hosted the 4th International Conference on Argumentation, Rhetoric, Debate and the Pedagogy of Empowerment.
- Launched the first dictionary of debate terms in both Arabic and English.
- Ran 'Training of Trainers' (ToT) for Arabic debate coaches from different countries, to build up their knowledge and capabilities in Arabic debate so they can become specialized and skilled Arabic debate coaches and debate coordinators in their countries.
- Organized local and national debate tournaments, as follows:
 - Qatar Schools Debate League (Arabic).
 - Qatar Schools Debate League (English).
 - Qatar Universities Debate League

- (Arabic).
- Qatar Universities Debate League (English).
- Hosted the 2nd International Universities Arabic Debating Championship.
- Gave intensive debate trainings and workshops for Team Qatar, composed of Qatari nationals, to prepare them for international debate competitions, including the World Schools Debating Championships (WSDC 2013), in Antalya, Turkey, from 27 January to 5 February 2013.

Future initiatives and incentives

- Plan for the 2nd International Schools Arabic Debating Championship.
- Plan for the 2014 World Schools Debating Championships.
- Plan the Arabic and English Debate Programs.
- Establish collaborations with external organizations, such as Qatar Foundation International.
- Author Arabic debate reference materials, including *Introduction to the Art of Debating* (in Arabic).
- Develop diverse Arabic and English debate materials.



24,483

Students in Gaza benefit from the establishment of 22 schools

174

Children moved into formal education by ROTA in Nepal

80

Schools rehabilitated by ROTA in Pakistan

REACH OUT TO ASIA

REACH OUT TO ASIA (ROTA) ENVISIONS A WORLD IN WHICH ALL YOUNG PEOPLE HAVE ACCESS TO THE EDUCATION THEY NEED IN ORDER TO REALIZE THEIR FULL POTENTIAL AND SHAPE THE DEVELOPMENT OF THEIR COMMUNITIES.

Goal

- Ensure that people affected by crisis across Asia and around the world have continuous access to relevant and high-quality primary and secondary education.

Strategies

- Rehabilitate, expand, build and equip safe educational spaces.
- Support psychosocial programs and extracurricular activities that provide a sense of normalcy for crisis-affected young people and further their education in difficult circumstances.
- Promote efforts to ensure the inclusion of minorities, children with disabilities, girls, and other socially or economically marginalized children and youth in education programs.
- Identify innovative and practical solutions for ensuring access to formal and informal education in crisis-affected communities through Information and Communication Technology (ICT)-based programs.
- Support teacher training initiatives that encourage the development of pedagogical skills, helping teachers to be more student-centered, creative, and innovative in their approach to education.
- Build and connect an online community of educators and learners that provides access to educational resources and online collaboration and knowledge-sharing opportunities.
- Design educational and vocational programs that provide young people with the knowledge and skills they need to be competitive in their local economies.
- Advocate for educational standards to be adopted by partners and governments.
- Raise awareness of global education and development issues.
- Give voice to youth concerns and ideas by developing a significant regional youth media initiative.
- Provide young people with hands-on opportunities to learn through community service, and build their capacity to carry out advocacy activities.
- Give young people an opportunity to engage directly in education and development issues through supporting and developing models of volunteerism.
- Establish and replicate a model for youth-friendly spaces that attract youth to learn about and take action on global education and development issues.
- Build staff capacity through the development and training of existing

- team members and by hiring experienced technical experts.
- Establish effective administrative, financial, legal and human resources systems within Qatar Foundation's framework, and a results-based monitoring and evaluation system in line with the particular standards and requirements of the field of international development.
- Develop ROTA's outreach capacity by investing in comprehensive fundraising and communications plans.

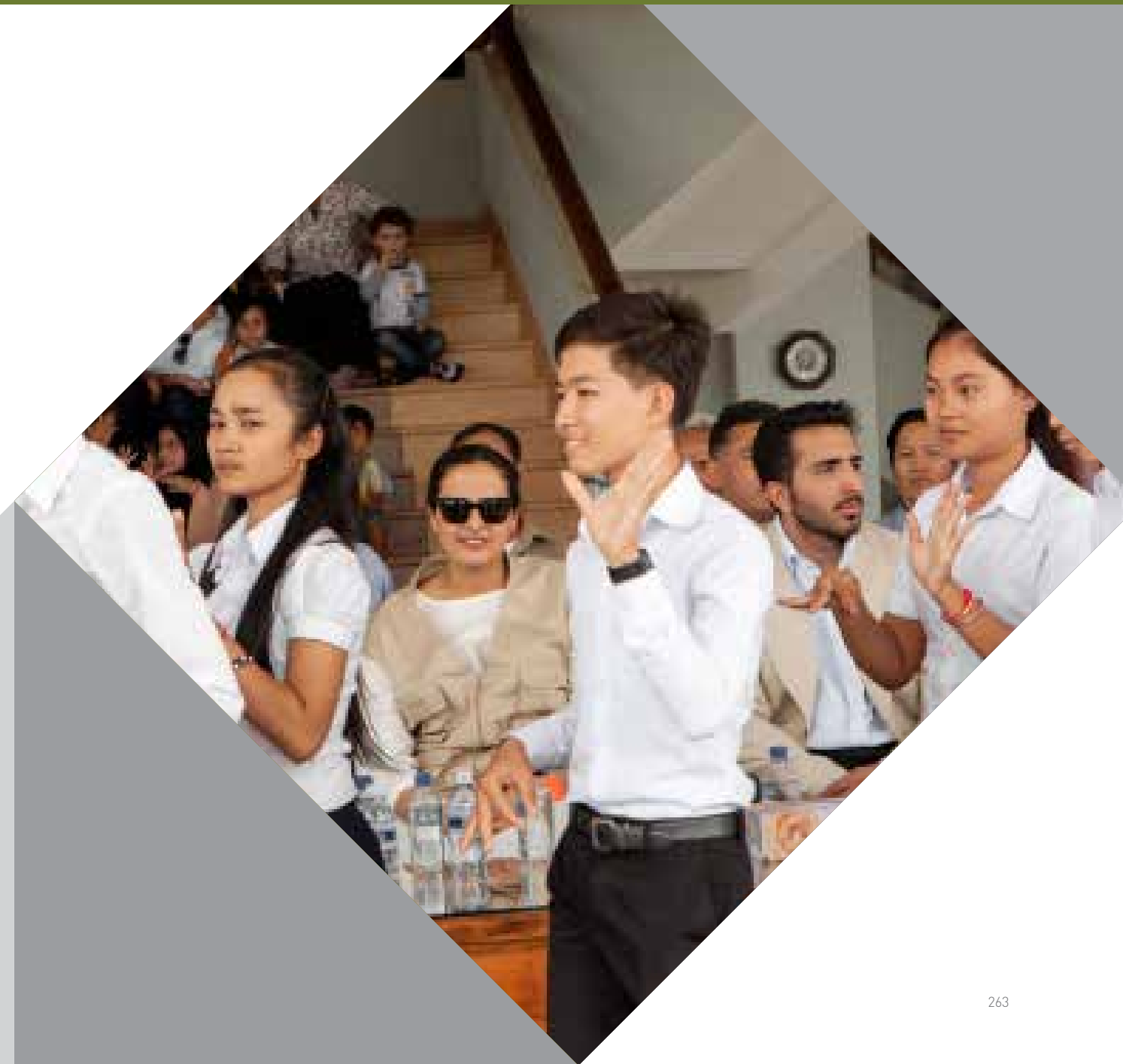
Notable achievements

- Organized and ran the July 2013 20th annual iEARN (International Education and Resource Network) international conference and 17th Youth Summit in Qatar. This year's iEARN Conference brought together nearly 800 teachers, students and specialists in information technology from more than 53 countries to share and learn how technology is being used in classrooms. The Supreme Education Council (SEC) was the official ROTA partner.
- Rehabilitated 80 schools, fully reconstructed two schools, and provided necessary supplies for 134 schools in the Swat District of Khyber Pakhtunkhwa Province, Pakistan, an area affected by floods, militancy and challenges around girls' education. Also provided opportunities for children to build social cohesion and acquire leadership skills through sports, extracurricular initiatives and youth development programs in 84 flood-affected areas in the Swat District. They also supported two district-level male and female sports galas.
- Ran capacity-building programs (teacher training, school management) that targeted at least 60 percent female beneficiaries in the Swat Valley, Pakistan.
- Established two vocational/technical training centers in the 2005 earthquake-affected Bagh District in Pakistan to equip youth with skills that would lead to either employment or enterprise. This year 1,000 vocational students were



“ROTA’s achievements are in line with Qatar National Vision 2030 and reflect the success of Qatar Foundation as a whole. This past year, we held the extremely successful Empower 2013 Youth Conference, which was attended by young people from around the world. Our iEARN conference was likewise an international event.”

Essa Al Mannai, Executive Director, Reach Out To Asia





“ROTA has continued to work in some of the world’s most fragile countries to ensure access and quality of education to the most marginalized. We are able to do this with the help of our partners, staff, volunteers and support from across Qatar Foundation.”

Essa Al Mannai, Executive Director, Reach Out To Asia

trained through these centers.

- Through ROTA’s intervention, parent-teacher committees at 42 schools were activated, trained and involved in preparing and implementing school improvement plans (SIPs). As a result 42 SIPs were implemented during the project period.
- Concluded a program of establishing, equipping and furnishing facilities in Gaza, including computer labs, libraries, technology labs and health rooms in 22 schools, and implementing a training program for teachers and headmasters at 60 schools in modern teaching methods. 24,483 students and 1102 teachers benefited from this project (total 25,585 beneficiaries).
- Established ‘A brighter tomorrow’: psychosocial support to communities in Gaza.
- Transitioned 174 children in Nepal to the formal education system from ROTA’s Non-Formal Education (NFE) classes. Through this NFE project, a total of 196 adolescents were enrolled in Vocational Training - 150 girls (77 percent) and 46 boys (23 percent). 53 of these students are earning an income already. ROTA’s Disaster Risk Reduction project continues to target 150 schools in the flood-prone Kailali District. ROTA also rehabilitated 50 schools in Nepal and equipped them with first aid kits and school materials. They also improved access to education for marginalized groups

through scholarships and advocacy programs.

- Trained teachers in education in emergency response, school management committees and social audits in Nepal.
- ROTA’s International Programs Department is working with ICT for Education to integrate ICT-based programs in Nepal. An agreement has been signed with the local partner to integrate ICT-based programs into local schools in Indonesia.
- Provided scholarships for marginalized students in Indonesia to attend vocational school.
- Under the Teacher Quality Improvement Program in Indonesia, ROTA trained over 500 teachers in the social and affective aspects of education. In addition to training teachers, the program extended its reach to include 150 headteachers and administrators this year.
- Launched the ‘Indoartamiks’ project in Indonesia, an experimental art-based program for entrepreneurs, benefiting about 40 students.
- Introduced the Vocational Training Program at the Hun Sen-ROTA School in Cambodia.
- ROTA’s Empower 2013 Youth Conference, with 563 participants, witnessed the launch of the Regional Youth Campaign on Water Cooperation led by young people in celebration of the International Year of Water Cooperation.

- Undertook annual Ramadan project in 2012 with the participation of 200 volunteers; 800 people benefited from the project and funds were also raised.
- Launched first ROTA initiative in Tunisia by undertaking a volunteer trip with the College of the North Atlantic-Qatar.
- Increased the number of Qatari operations staff from 11 to 18.
- Achieved media coverage worth more than QR26 million.
- Achieved good attendance for the annual ‘Wheels’n’Heels’ event in 2013 (750 people), with many new activities and a focus on healthy lifestyles.
- Invited to present at the Comparative and International Education Society conference on the theme of quality in education.
- Signed a Memorandum of Understanding with the Bill & Melinda Gates Foundation to undertake projects in Asia and the Middle East and North Africa region in order to share learning and develop opportunities for advancing education and development efforts by providing access to information.
- Secured key sponsors, including Oxy, RasGas, Commercial Bank, Qatar Vinyl Company and Maersk Oil; successful partnerships continued with Qatar Petroleum, Vodafone, Mshereib and Alwaleed Bin Talal Foundation.
- Provided a well-structured, healthy and adequate learning environment in five selected schools in Iraq.
- Trained 40 instructors in new methods of teaching vocational and non-formal education classes in Lebanon.
- Ran remedial classes and extracurricular activities in Palestinian camps in North Lebanon.
- Supported marginalized Palestinian students in Lebanon to gain vocational skills and enter the job market.
- Constructed and rehabilitated three community-based secondary schools in Kapisa and Khost Provinces in Afghanistan, and established 120 community-based classes.
- As a member of the Inter-Agency Network for Education in Emergencies Working Group on Education and Fragility, ROTA continued to support efforts to advocate for educational standards



in emergencies and is committed to promoting the need to focus on education during emergencies and in crisis-prone countries.

- Continued to support the ROTA Youth Service Clubs (RYSCs), a network of self-directed youth service clubs in schools and universities geared to strengthening the voice and role of young people in addressing local and global issues through a process of leadership training and delivery of service learning projects that address needs in Qatar and elsewhere in the world.
- Established five new RYSCs.
- RYSCs implemented 12 service learning projects.
- The ROTA Youth Advisory Board took an active part in three international conferences.
- ROTA Youth Leadership Training engaged more than 70 participants.
- ROTA youth represented Qatar at the United Nations Framework Convention on Climate Change Conference (COP18/ CMP8), presenting a Gulf Cooperation Council Youth Manifesto that was created during ROTA's Empower 2012 Youth Conference.
- Implemented a series of activities through the annual ROTA Ramadan 2012 Project.
- Undertook five international volunteer trips this year with a total of 133


volunteers, benefiting more than 1,900 students and staff in Indonesia, Nepal, Cambodia and Tunisia.

- Co-ordinated local volunteer programs with community partners including an English literacy program in a Sri Lankan School, and a patient support program at Rumailah Hospital Residential Care Compound.
- Benefited 200 people through ROTA's Adult English Literacy (RAEL) program.
- Hosted fifth Empower Youth Conference on leadership, service learning and global citizenship. Empower is Qatar's largest annual youth gathering, where youth activists and community leaders of the future come together to participate in a focused program of activities.
- Hired a new International Programs Manager, a Partnership specialist, a Fundraising Specialist, a Youth and Education Specialist and other staff to continuously increase the capacity and expertise of ROTA.


Future initiatives and incentives

- Review and revise country strategies based on updated country assessment procedures and finalize country assessments and strategies for Egypt.

- Launch the ROTA-SEC School Volunteer Program by developing a toolkit to engage students in independent schools to get involved with volunteering and community service.
- Initiate the 'Reach In To Qatar Project', which is a four-year project to get volunteers involved in activities such as house renovations outside Doha.
- Establish the Adult Professional Volunteer Program focused on enlisting professionals to provide pro bono expertise to build capacity among in-country non-governmental organization partners.
- Continue the RAEL program 2013-2014 and pilot a ROTA Arabic Literacy Program.
- Focus more on international and regional co-operation to enhance national programs.
- Hand over the iEARN-Qatar program to the National Center for Educational Development.
- Explore further the use of mobile technology for education.
- Plan ROTA's core fundraising event, the biennial Gala Dinner.
- Explore new resources for fundraising to support ROTA projects.
- Implement ROTA's monitoring and evaluation framework.
- Draft ROTA Advocacy Strategy.



MAKE FAMILY
ISSUES A PRIORITY
FOR POLICYMAKERS
THROUGH ADVOCACY
AND OUTREACH
AT THE NATIONAL,
REGIONAL AND
INTERNATIONAL
LEVELS



SUBMITTED
QUADRENNIAL
REPORT TO THE
UNITED NATIONS'
NGO COMMITTEE,
HIGHLIGHTING
OBJECTIVES,
ACTIVITIES AND
CONTRIBUTIONS
DURING THE
PAST FOUR YEARS

DOHA INTERNATIONAL FAMILY INSTITUTE

DOHA INTERNATIONAL FAMILY INSTITUTE (DIFI) AIMS TO CONTRIBUTE TO THE GLOBAL KNOWLEDGE BASE ON ISSUES FACING THE ARAB FAMILY THROUGH THE DEVELOPMENT AND DISSEMINATION OF HIGH-QUALITY RESEARCH, AND TO SUPPORT THE AIMS OF THE 2004 DOHA DECLARATION ON THE FAMILY.

Goals

- Recognize issues facing the Arab family through research, policy and outreach.
- Encourage knowledge exchange on issues related to the family across an international and interdisciplinary network of researchers, policymakers and service providers.
- Make family issues a priority for policymakers through advocacy and outreach at the national, regional and international levels.
- Build an international coalition of regional experts.

Strategies

- Promote high-quality research on family issues in line with the 2004 Doha Declaration on the Family.
- Promote the central importance of family policies in strategies and programs at all levels in line with the 2004 Doha Declaration on the Family.
- Develop and maintain a coalition of Arab non-governmental organizations (NGOs), and implement a concerted communication strategy in line with the 2004 Doha Declaration on the Family.
- Build internal capabilities and help develop Qatari citizens as leaders in family studies.

Notable achievements

- DIFI's Board of Governors and Qatar Foundation (QF) management approved their new strategic direction in January 2013.
- Dr Nicholas Eberstadt gave a lecture on 'Flight From Marriage in the Arab World', targeting scholars and students, in Doha on 27 February 2013, and a workshop titled 'Fertility Decline in Muslim Countries', targeting demographers and selected government and NGOs in Qatar the following day.
- The 6th Doha Briefing, 'Arab Spring: A Chance or a Risk for Women's Rights', was held at United Nations (UN) Headquarters in New York on 11 March 2013.
- DIFI submitted its quadrennial

report to the UN's NGO Committee, highlighting its objectives, activities and contributions to the UN's work during the past four years, on 25 April 2013.

- Following approval of DIFI's new strategy, the Family Research Division started moving steadily from sponsoring research to doing original research with a focus on the Arab family. A Director was identified, and two Senior Researchers also joined DIFI in May and June 2013.
- Signed a Memorandum of Understanding (MoU) with the University of California, 'Davis', commissioning research on the state of the Arab family. The MoU's outcome will be a volume of research reviewing the current literature on Arab families across the region, state by state and key topic by key topic, identifying areas where additional research needs to be done.
- Signed an MoU with the American University of Beirut to complete a literature review of all available scholarly and technical knowledge related to the family in the Arab world. The review will include both academic and non-academic resources in English, French and Arabic, looking at resources both online and offline.
- Finalized four research grants, with only one grant (provided under the old strategy) to be completed.
- Established a Conference Planning Committee (CPC) to assist in planning for an international conference to commemorate the UN's International Year of the Family (IYF), to be held in Doha in April 2014. The first meeting of the CPC was held in Doha on 20 and 21 January 2013.
- Held DIFI's annual Doha Briefing at UN headquarters on 11 March 2013. This year's theme, 'Arab Spring: A Chance or a Risk for Women's Rights', was linked to the topic of the 57th Session of the Commission on the Status of Women.
- Joined other international NGOs in signing the 'Declaration of the Civil Society on the Occasion of the 20th Anniversary of the International Year of the Family'.
- Organized an Expert Group Meeting on 'Protecting the Arab Family

from Poverty: Employment, Social Integration and Intergenerational Solidarity' in Doha on 2 and 3 June 2013 as part of preparations for the 20th anniversary of the IYF.

- Sponsored a report, 'NGOs Confronting the Social Risks Faced by the Arab Family', prepared by the Arab Network for NGOs.
- The Social Outreach Division worked closely with QF Communications and Grayling Momentum to provide support for all of DIFI's activities, locally, regionally and internationally.
- Social Outreach Division also handled media coverage for the Doha Briefing in New York and Expert Group Meeting in Doha, and launched DIFI's new website on 3 June 2012.
- Finalized the proceedings from DIFI's Expert Group Meeting 'Family, Migration and Dignity', in collaboration with QScience. Online publications with QScience ensure wider dissemination for DIFI's work and will be DIFI's first choice from now on. The proceedings are available at <http://www.qscience.com/toc/qproc/2013/1>.
- One graduate trainee joined DIFI's Family Research Division in April 2013, as did two Senior Researchers, who will mentor the junior research staff. DIFI is developing a training program for all staff to help increase their knowledge of DIFI's work and to improve their skills and competencies.


Future initiatives and incentives

- Develop policies and procedures for DIFI's research grants.
- Organize 2014 Doha Conference celebrating the International Year of the Family, to be held on 16 and 17 April 2014.
- Run 7th annual Doha Briefing alongside 58th Session of the Commission on Sustainable Development.
- Launch the DIFI-sponsored report 'NGOs Confronting the Social Risks Faced by the Arab Family'.
- Review/develop internal policies and procedures.


“Being part of the Qatar Foundation family gives me the opportunity to explore different ways to work and strive to achieve difficult tasks, looking for new horizons and always thinking about the best.”

Amina Mesdoua, Director, Family Policy Division, Doha International Family Institute





PIONEERED THE
ESTABLISHMENT
OF A NETWORK
OF CAREER
PRACTITIONERS
AND CAREER-
RELATED
PROFESSIONALS



ORGANIZED
QCF 2013 WITH
A LEVEL OF
SUCCESS THAT
SURPASSED EVEN
THE PREVIOUS
YEARS

QATAR CAREER FAIR CENTER

QATAR CAREER FAIR (QCF)
CENTER AIMS TO REASSURE
QATARI CITIZENS BY HELPING
PROVIDE JOB STABILITY AND
CAREER DEVELOPMENT, SO
THAT THEIR CAPABILITIES AND
SKILLS CAN BE UTILIZED IN A
COMPETENT AND EFFICIENT
WAY IN DIFFERENT WORK
SECTORS IN THE COUNTRY.



“Once again, Qatar Foundation proved able to serve as one of Qatar’s most strategic organizations in relation to marching steadily toward the accomplishment of Qatar National Vision 2030.”

Abdulla Ahmad Al Mansoori, Director, Qatar Career Fair Center

Goals

- Create awareness among Qatari youth about the education, employment, training and career development opportunities available in different sectors of the country and help guide them through these.
- Support work bodies in Qatar in achieving human resources (HR) plans that will contribute to accomplishing the human development pillar of Qatar National Vision 2030.

Strategies

- Provide a platform and environment where corporate and government bodies, and educational and social establishments can meet with Qatari students, graduates and seekers of career opportunities, in order to guide and educate them professionally. We aim to introduce and offer career opportunities to the new Qatari generation as well as establish and raise the career development awareness/culture amongst them.
- Create and reinforce local and regional awareness as far as possible about QCF being a leading Qatar Foundation

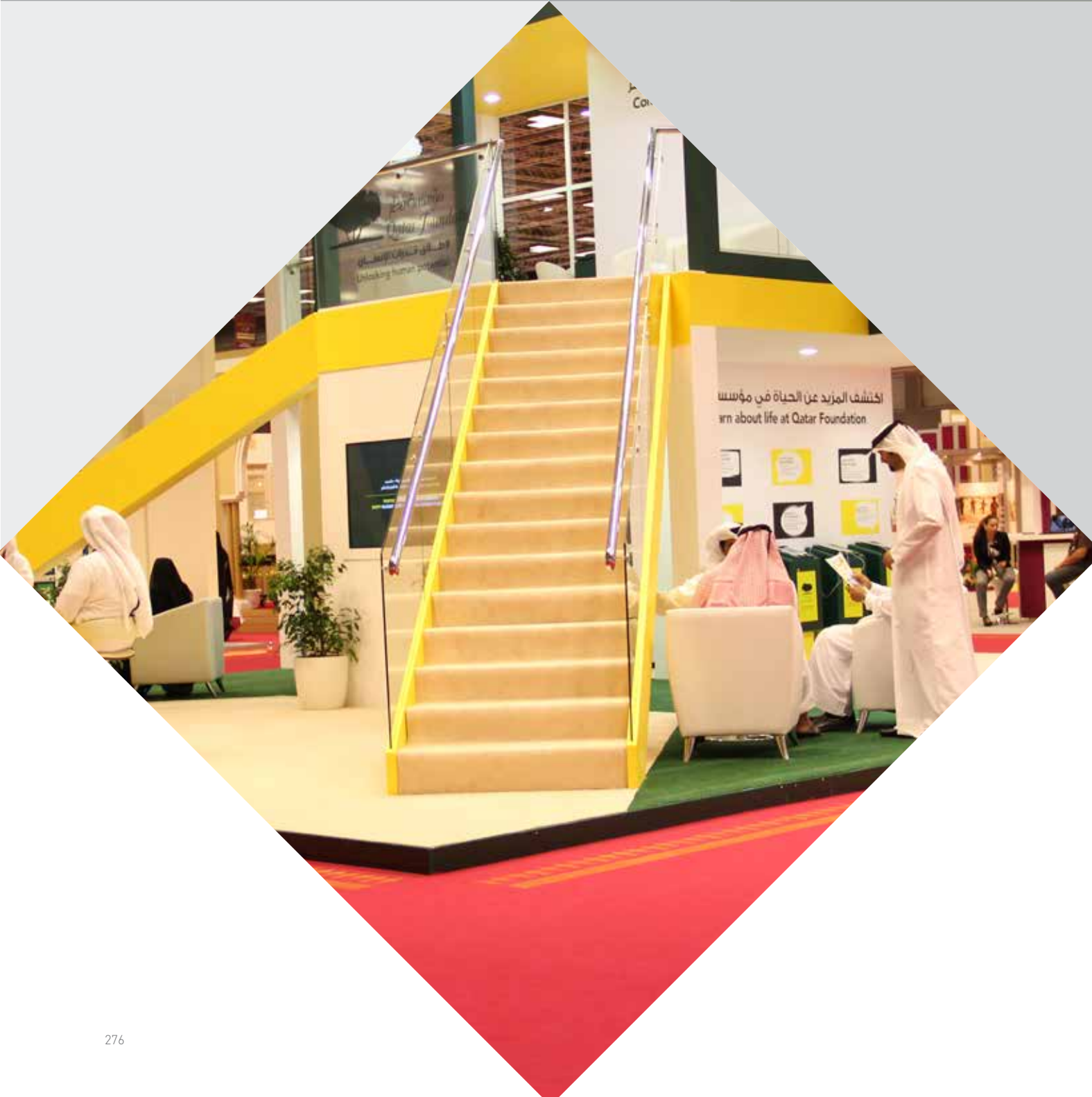
(QF) member in the field of career development and at the same time a national career development event.

- Establish and reinforce local, regional and international professional strategic and tactical relationships/partnerships and recognition/accreditation with diverse stakeholders with whom a substantial exchange of knowledge and experiences can take place.
- Transform QCF into a fully fledged QF center that will become a beacon of the career/professional development industry in Qatar and the region. This is closely related to one of QF’s strategic pillars, Community Development.
- Create an atmosphere of career awareness as well as skills and capabilities development among students and graduates by enabling them to plan wisely for their future career paths, especially to select their areas of specialization and the careers best suited to their qualifications and capabilities.
- Create and instill a career culture in society by conducting symposia, workshops and various other activities.
- Serve the workforce, Qatari society in general, and young people in particular, by utilizing all available means, capabilities and resources.

Notable achievements

- Organized QCF 2013 with a level of success that surpassed even the previous years’, according to documented feedback and testimonials from various stakeholders including exhibitors, QF management, organizers, visitors and career development experts.
- Pioneered the establishment of a network of career practitioners and career-related professionals through events like the Academic Partnership and HR Partnership Symposia.
- Produced QCF 2013 Exhibitors Manual, Visitors Brochure and Technical Manual.
- Held series of yearly workshops, seminars, presentations, lectures, competitions and live radio/media programming before and during QCF 2013, aimed at the Fair’s core audience, who are students, graduates, parents, organizers and career development practitioners.
- Ran ‘QCF 2013 Open Day’ project, an awareness and interaction event regarding QCF and how to benefit from it, intended for various stakeholders,





“It is becoming progressively obvious to the Qatari as well as to the international community how Qatar Foundation is constantly setting yearly new milestones pertaining to its pillar areas of operations... which are deeply rooted in the strategic vision of the country’s leadership.”

Abdulla Ahmad Al Mansoori, Director, Qatar Career Fair Center

namely high school and university students as well as fresh graduates.

- Ran ‘QCF 2013 Volunteerism’ project involving a volunteer qualification and selection process, a volunteer organization and management process, and an extensive series of workshops/seminars for volunteers. The project resulted in the recruitment of about 300 Qatari volunteers from a much wider pool of applicants.
- Ran ‘QCF 2013 Visitors Survey/ Analysis’ and ‘Public Awareness Booths’ projects
- Held annual ‘Qatar Academic and Career Practitioners Gathering’ and ‘Qatar HR Executives Gathering’ projects.
- Ran ‘QCF 2013 A/V Production and Documentation’ project.
- Ran ‘QCF 2013 Communication Campaign’ (advertising and Public Relations/media project).
- Issued and distributed QCF 2013 daily newspaper to exhibitors, visitors, media and other stakeholders throughout QCF 2013.
- Arranged the QCF 2013 gift of His Highness Sheikh Tamim Bin Hamad Al Thani, Amir of Qatar.
- Coached a substantial number of Qatari graduate trainees.
- Built on the ‘QCF Strategy and Way Forward Workshops’ project in

partnership with QCF stakeholders.


- Initiated the Qatar Career Lecture Series, to become an annual feature.
- Organized the annual ‘Career Boot Camp’.
- Published the third issue of *Career* magazine and began planning the fourth issue.
- Conducted a full internal audit.
- Initiated a risk management register.
- Made preparations for a business documentation project to include policies, processes and procedures.
- Planned and prepared a prerequisite course for the Career Advisor Training Course.
- Continued/repeated planning and negotiation phases of the co-operation between QCF and Qatar National Convention Centre.
- Continued preparation phase of the ‘Career Awareness National Study’ project.
- Continued planning, follow-up and strategic document preparation phases of the Qatar Career Development Center establishment project.
- Built strategically and tactically needed relationships/partnerships with world-renowned career development organizations.
- Geared up for processes, procedures, policies, planning model and master plans pertaining to the different QCF

sub-teams.


- Continued negotiation, legal, planning, preparation and implementation phases of the ‘Career Advisor Training Course’ project, which aims eventually to devise and launch the first world-class career advising/facilitation intensive course in Qatar in partnership with a major global career development service organization.

Future initiatives and incentives

- Transform QCF to a career development center and launch this entity from a legal, administrative and operational perspective.
- Carry on the projects and tasks that have been initiated earlier.
- Plan and implement the yearly necessary projects and tasks successfully.
- Enhance further the awareness and various stakeholders’ interest regarding QCF work.
- Develop the competencies and skills of the team.
- Build further strategically and tactically needed relationships/partnerships with world-renowned career development organizations.



RESEARCHED
AND TESTED
CONVERSION OF
PRINTED ARABIC
BOOKS INTO
DIGITAL FORMAT
(EPUB3)



ESTABLISH
AND OPERATE
PRINTING,
PUBLISHING AND
DISTRIBUTION
CENTERS OF
EXCELLENCE TO
MAKE KNOWLEDGE
ACCESSIBLE AND
TO INSPIRE AND
ENRICH PEOPLE'S
LIVES

QATAR FOUNDATION PUBLISHING CENTER

QATAR FOUNDATION
PUBLISHING CENTER (QFPC)
ASPIRES TO BECOME THE
LEADING BOOK PUBLISHER
AND BOOKSELLER IN THE ARAB
WORLD AND WORKS ACTIVELY
TO SUPPORT THE DEVELOPMENT
OF A KNOWLEDGE-BASED
SOCIETY IN QATAR.



“The digital print center is providing state-of-the-art digital printing services to all Qatar Foundation and affiliated entities, assuring the highest print quality that is competitively priced, along with outstanding customer service.”

Seif Salmawy, Executive Director, Qatar Foundation Publishing Center

Goal

- Establish and operate printing, publishing and distribution centers of excellence to make knowledge accessible and to inspire and enrich people’s lives.

Strategies

- Expand Qatar Foundation’s (QF’s) publishing initiatives to become the leading publisher in the region and a recognized publisher internationally.
- Develop a major flagship bookstore operation in Qatar with a view to possible local and regional expansion. Leverage the store presence to launch digital book sales.
- Establish a high-quality and professional digital printing operation.
- Develop QFPC as a self-sustaining operation.


Notable achievements

- Launched Digital Print Shop with process for purchase orders through Enterprise Resource Planning (ERP).
- Completed selection of management company for operation of flagship bookstore in Qatar.
- Researched and tested conversion of printed Arabic books into digital format (ePub3) for wider distribution of Arabic books.
- Digital Print House operational after completion of beta testing.
- Implemented internal order process so QF customers can place orders using ERP system with link in iProcurement.
- Received orders from both internal QF and external customers.


Future initiatives and incentives

- Grow sales of Digital Print House operation by targeting QF and Education City customers.
- Explore ways to offer self-publishing to authors in Qatar leveraging the Digital Print House.
- Launch flagship bookstore in Doha when funding is approved by the President of QF. Target opening on August 2014.





ENRICH THE READING
AND WRITING
ENVIRONMENT IN
QATAR AND ENSURE
THE TRANSFER
OF KNOWLEDGE
TO ENABLE THE
PROFESSIONALIZATION
OF PUBLISHING IN
QATAR AND THE ARAB
WORLD



INTRODUCED
'READY, STEADY,
READ', A PILOT
TRAINING
PROGRAM WITH
HANDS-ON
ACTIVITIES FOR
DEVELOPING
AN ACTIVE AND
STIMULATING
SCHOOL LIBRARY

BLOOMSBURY QATAR FOUNDATION PUBLISHING

BLOOMSBURY QATAR
FOUNDATION PUBLISHING
(BQFP) IS DEDICATED TO
PUBLISHING BOOKS OF
EXCELLENCE AND ORIGINALITY
IN ARABIC AND ENGLISH.



Goal

- Enrich the reading and writing environment in Qatar and ensure the transfer of knowledge to enable the professionalization of publishing in Qatar and the Arab world.

Strategies

- Establish BQFP as a leading book publisher in Arabic and English in the Middle East and North Africa.
- Enable BQFP to be seen as an important resource for reading support and book activities in Qatar and the region.
- Establish an experienced and trained cohort of publishing professionals contributing to the professionalization of publishing in the Arab World through a knowledge transfer program.

Notable achievements

- As of March 2013, the Special Projects Team had fulfilled the following important contracts:
 - *Mal Lawal* – exhibition guide for Qatar Museums Authority.

- *Forever Now* – catalog for Mathaf: Arab Museum of Modern Art (Mathaf).
- *Tea with Nefertiti* – catalog for Mathaf.
- 50th Anniversary book for Qatar National Library.
- 10th Anniversary Book for College of the North Atlantic-Qatar.
- *Early Islamic Glass* – exhibition catalog for Qatar Museums Authority.
- Book to mark World Innovation Summit for Education.

- 28 school workshops were held for staff and parents as part of the school outreach program.
- Five community presentations and panels about children's literature were given, including two at the 'International Association of School Librarianship' in November 2012 and the 'International Board on Books for Young People' conference for Central Asia and North Africa in April 2013.
- Introduced 'Ready, Steady, Read', a pilot training program with hands-on activities for developing an active and stimulating school library. The program was run twice in the course of the academic year with a total of 33 librarians from 28 schools taking part.
- Created, compiled and translated Reading and Writing Development resources and handouts, including

reading guides.

- Launched the children's *Golden Guide* for the Arabic book market with His Excellency Dr Hamad Bin Abdulaziz Al Kuwari, the Minister of Culture, Arts and Heritage.
- Held two nationwide school reading-themed competitions.

Future initiatives and incentives

- Implement the revised business plan submitted to Her Highness Sheikha Moza bint Nasser, Chairperson of Qatar Foundation (QF), in August 2013.
- Restart the business following the management changes in September 2013.
- Bring BQFP together with Bloomsbury Qatar Foundation Journals as a united QF publishing venture.

BQFP placed considerable emphasis on encouraging children to read, running community presentations and panels on the subject of children's literature, putting on school workshops for parents and staff, and holding two nationwide reading competitions.



BLOOMSBURY QATAR FOUNDATION JOURNALS

594

Conference proceedings
published for QF Annual Research
Forum and QScience Proceedings

THE MISSION OF BLOOMSBURY QATAR FOUNDATION JOURNALS (BQFJ) IS TO PUBLISH HIGH-QUALITY, ORIGINAL RESEARCH AND CONNECT QATAR FOUNDATION (QF) TO THE INTERNATIONAL RESEARCH PUBLISHING COMMUNITY; TO COMMUNICATE QF'S MISSION TO MAKE QATAR A WORLD LEADER IN RESEARCH; AND TO SUPPORT QF RESEARCH AND DEVELOPMENT (QF R&D) IN BECOMING A DESTINATION FOR INTERNATIONAL RESEARCH.

164

Papers published across 12
journals, 95 more than last year



Goal

- Become a key publisher of international peer-reviewed scholarly information from Qatar and the Middle East by 2016.

Strategies

- Become the publishing channel of choice for researchers, research funders and publishers from QF, Qatar, the region, and beyond.
- Build a brand that is recognized for its commitment to high editorial standards, application of leading technologies, and excellent author care to maximize dissemination of BQFJ authors' work.
- Continue to apply high ethical publishing standards and rigorous peer review.
- Support the QF R&D enterprise in creating a vibrant research culture in Qatar through BQFJ internationally recognized research journals and research dissemination services.
- Support the research community in Qatar by providing them with a free editing service, available to all researchers in Qatar, to lift the overall quality of research coming from Qatar.

Notable achievements

- Received 451 article submissions to June 2013 (compared with 163 to June 2012, up by 176 percent).
- Published 164 papers across 12 journals (up from 69 to June 2012).
- Published 594 conference proceedings: 480 abstracts from QF Annual Research Forum and 114 proceedings in three issues of QScience Proceedings.
- Registered a rejection rate of 64 percent.
- Attracted 147,918 unique article views (COUNTER-compliant journals and proceedings, including abstracts) compared with 53,974 in 2011-2012 (an improvement of 174 percent). Now exceeding 5,000 unique downloads every month.
- Attracted the majority of visitors through direct web search or referral, rather than email.
- Achieved unaudited turnover of QR1,215,000, up from QR614,000 in 2011-2012.
- Moved closely in step with QF R&D through various projects.
- Secured indexation in the Directory of Open Access Journals.

- Was screened and accepted as a recommended publisher by Harvard University.
- Regularly attracted submissions and site visitors from all over the world (165 countries).
- Increased and built partnerships with QF R&D entities, as well as the Doha International Family Institute and QatarDebate.
- Played a key role on the United Nations climate change conference (COP 18) committee, convened by the President of QF R&D, and moderated at Qatar's official session during side events.

Future initiatives and incentives

- Develop further sponsored journals to manifest thought leadership.
- Maintain good and close relationship with QF R&D and its research entities.
- Start regional and international outreach to develop core relationship.
- Develop canvas and lobby PubMed, Scopus and ISI.
- Look for international journal publishing opportunities outside Qatar, including potential acquisitions.
- Redesign and refresh the website after three years, if needed.

“QScience continues to attract research from all over the world and is now seen as one of the major players internationally. With the changes in summer 2013, we are now hoping to further grow the business. Research publishing takes a long time to develop. We have achieved massive impact in a very short time and are pleased to be receiving more support and visibility from the Qatar Foundation research community.”

Arend Kuester, Managing Director, Bloomsbury Qatar Foundation Journals/QScience.com



7

CDs of QPO recordings
released during the year

SIGNED A
RECORDING
CONTRACT
WITH THE
WORLD'S
LARGEST CD
DISTRIBUTION
COMPANY

QATAR PHILHARMONIC ORCHESTRA

QATAR PHILHARMONIC ORCHESTRA (QPO) ASPIRES TO BE A MIRROR TO QATAR BY CREATING A LINK BETWEEN WESTERN AND EASTERN MUSIC UNDER THE QATAR FOUNDATION UMBRELLA. IT IS RESPONSIBLE FOR LEARNING, RESEARCH, AND DEVELOPING THE COMMUNITY FOR A BETTER FUTURE OF PEACE AND EDUCATION. ITS VISION IS TO INCREASE THE QATARI AUDIENCE AND MAINTAIN QATAR'S OWN ORCHESTRA.



“QPO has supported many Arabic musicians as soloists this season. QPO has performed Arabic and Western music world premieres and compositions that were never performed in Qatar before.”

Kurt Meister, Executive Director, Qatar Philharmonic Orchestra

Goals

- Enhance community and culture within Qatar and throughout the region, bringing a message of peace to the world via the union of Arab and Western music.
- Lead the way for children and adults to appreciate classical music and inspire those throughout the music field, including composers, conductors and soloists.

Strategies

- Build appreciation of both Arab and classical Western music in Qatar and the region.
- Become an internationally renowned and world-class orchestra.
- Become known for the preservation, development and performance of unique combinations of Arab and Western music.
- Attract the required government and community support for QPO.
- Improve financial self-sufficiency.
- Develop and maintain an effective

orchestra infrastructure that supports world-class performance.

Notable achievements

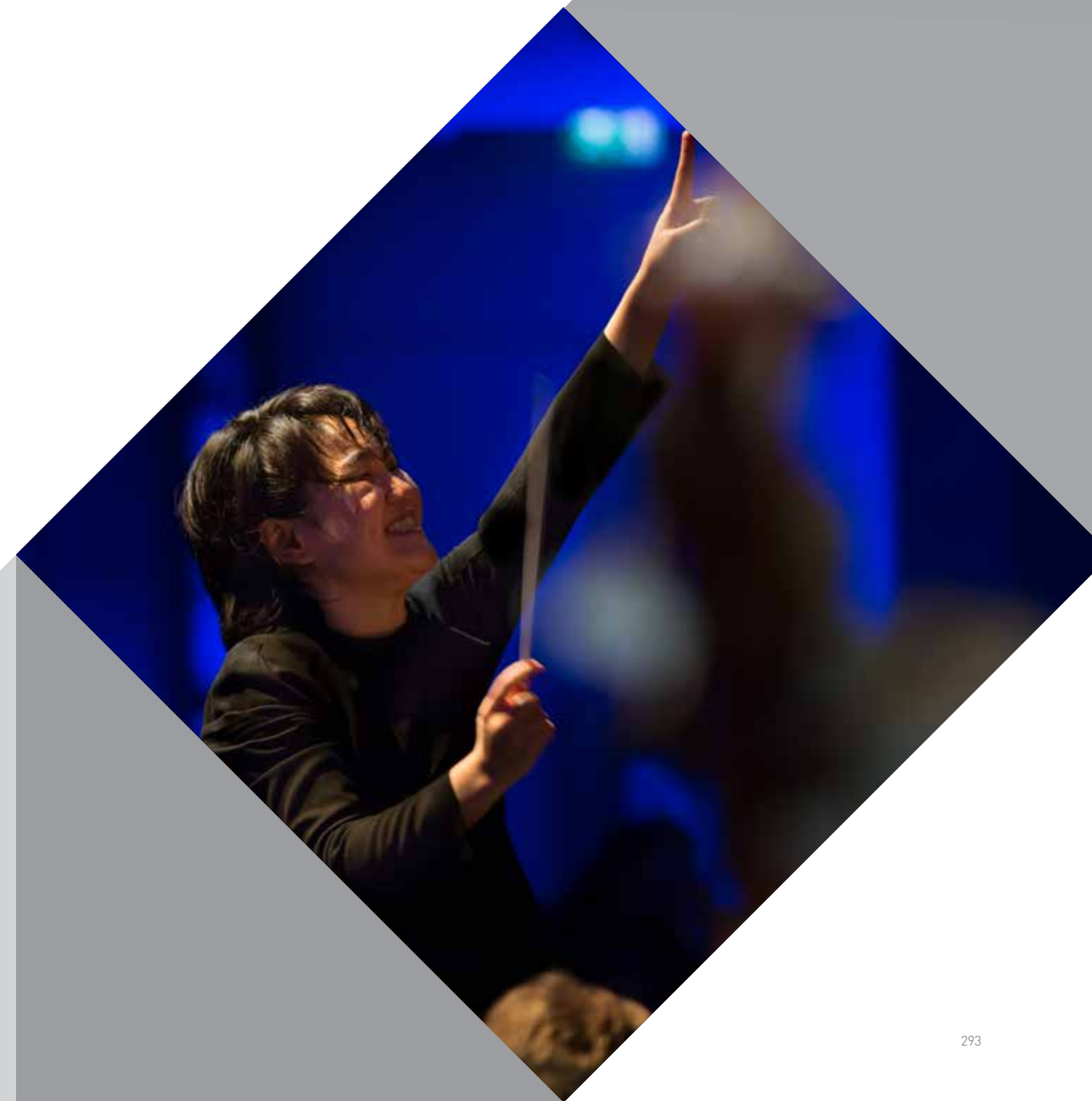
- Signed a recording contract with the world’s largest CD distribution company.
- Appointed new Music Director, Han-Na Chang.
- Produced first professional recordings (seven CDs).
- Featured in television reports on QPO by the BBC (UK), QTV (Qatar) and ZDF (Germany).
- Gave school concerts – ‘How to build an orchestra’ – for over 1,800 children.
- Gave family concerts.
- Performed chamber series, free for public viewing, at the Museum of Islamic Art.
- Featured in six-page article in the most prestigious orchestra magazine in the world, *Das Orchester*.
- Received more than 100 items of feedback from journalists around

the world on QPO’s appointment of Han-Na Chang as Music Director.

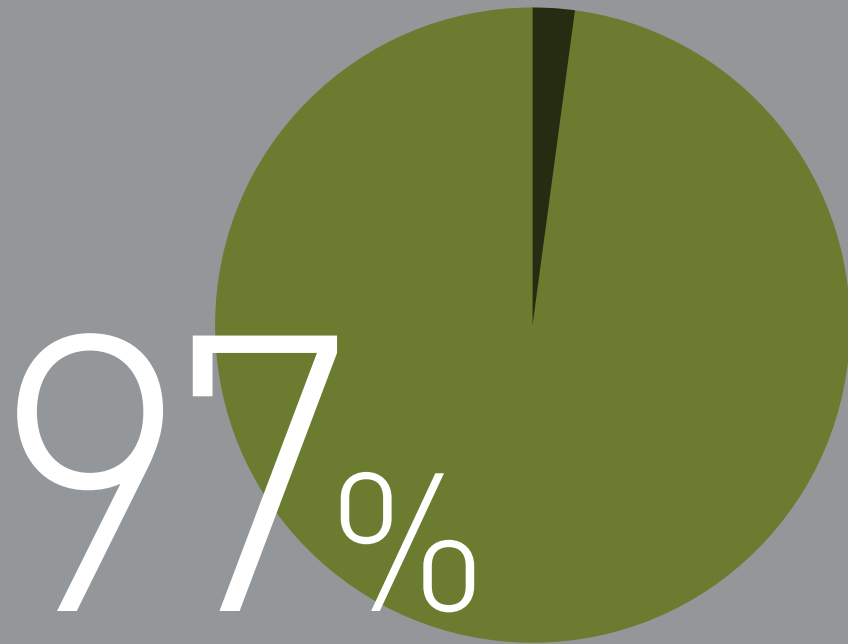
- Had six new Arab compositions developed for QPO.
- Invited more soloists from the Arab world to perform with QPO.
- Had world-renowned artists perform with the QPO.
- Received many invitations from local authorities to perform in Qatar, including the World Innovation Summit for Education, the Climate Conference, and open-air amphitheatre performances.
- Increased annual ticket sales.

Future initiatives and incentives

- Community initiatives, increasing QPO’s local presence and interaction with the local community in Qatar.
- Recordings, Arabic and Western.
- Concert tours with Arabic/Western music.
- Secure a permanent home for the orchestra.



QATAR MUSIC ACADEMY



Pass rate of QMA students
in external music exams

839

Online applications received
for all of 2013-2014 programs,
demonstrating the demand for
music education in Qatar

QATAR MUSIC ACADEMY (QMA) IS INTERNATIONALLY RENOWNED FOR EXCELLENT MUSIC EDUCATION INCORPORATING BOTH ARAB AND WESTERN MUSIC, THEREBY HELPING TO FOSTER A THRIVING MUSIC CULTURE IN QATAR AND THE REGION.



“We will not rest on our laurels. We continue to strive for excellence in everything and we aim to improve each and every year. QMA will become an institution that is reputed around the world and one that Qatar Foundation can be truly proud of.”

Dr Abdul Ghafour Al Heeti, Principal, Qatar Music Academy

Goals

- Develop promising young talent from the region to be the next generation of world-class musicians, by providing a comprehensive music education program that draws on practice and music theory and incorporates both Arab and Western classical music curriculum.
- Provide an environment that encourages students to achieve their potential and allows them to pursue a diverse range of career options relating to the music industry.

Strategies

- Establish a unique, internationally recognized music academy that supports music and performance.
- Attract musically talented students from Qatar and the region.
- Provide a world-class musical education.
- Build awareness and appreciation of both traditional Arab and Western classical music in Qatar and the region.
- Ensure QMA's ongoing sustainability.

Notable achievements

- Two main educational programs, the 'Academic Music Program' and the 'Music for All Program', were delivered to the highest standards. Ninety-five percent of all published courses were fully delivered.
- Students performed extremely well in external music examinations held by the Associated Board of the Royal Schools of Music (ABRSM) and Royal Irish Academy of Music (RIAM). The overall pass rate was 97 percent.
- Both Western and Arab curricula underwent continuous cyclical revision. New level 1 curricula for all Arab instruments were completed and published.
- Received a total of 839 online applications for all of 2013-2014 programs, demonstrating the demand for music education in Qatar.
- Conducted many workshops designed to give children at independent schools exposure to music education, coupled with the staging of high-profile musical performances by both QMA students and faculty. The

outcome was a strengthening of music awareness and appreciation generally in Qatar.

- Links were also forged with the corporate community, resulting in the attainment of corporate sponsorship.
- Worked with international experts to investigate the possible introduction of music therapy services into Qatar. A report detailing the feasibility of such services was published.
- Enrolled 423 students in the academic year 2012-2013.
- Made good progress regarding the percentage of Qatari students: 21 percent of all students enrolled were Qatari. QMA provides free education for all Qataris.
- Student retention remained high at 78 percent.
- Delivered scholarship schemes in order to support talented students and those from financially disadvantaged backgrounds, and also to promote the uptake of less popular instruments.
- Launched a newly designed website with enhanced functionality and Arabic content.
- Continued to hire and retain the highest-qualified musicians with exemplary teaching experience.





Seventy-five percent of QMA teachers have more than 10 years experience and/or a higher degree.

- Developed strong partnerships with world-renowned music education institutions, which provided valuable input into the improvement and enhancement of QMA offerings. In particular the partnerships developed with the ABRSM (UK) and RIAM (Ireland) have been very productive.
- Continued to provide the best possible facilities for students; for example, 22 pianos from Steinway & Sons, more than 7,000 library books and 900 CDs in stock. A music laboratory has also been established with eight state-of-the-art music work stations.
- Both students and faculty from QMA gave a series of public performances at high-profile venues. In total 12 public performances were held, attended by an estimated 3,500 people, about 20 percent of whom were Qatari. Some performances were in front of high-profile visiting dignitaries such as His Royal Highness The Prince of Wales and Her Royal Highness The Duchess of Cornwall.
- Strengthened relationships with local

- independent schools and special needs schools through a series of seven Arab music workshops conducted by QMA faculty.
- Collaborated with cultural and diplomatic institutions to promote Arab music. One such initiative was a joint concert with visiting Japanese musicians, organized by the Embassy of Japan in Qatar.
- Securing valuable sponsorship commitments from Occidental Petroleum, which donated \$193,000 for the purchase of instruments, library books, DVDs and CDs.
- Continued to develop staff, providing a total of 15 specialist training courses throughout the year. Qatarization of the workforce currently stands at 19 percent.

Future initiatives and incentives

- Continue to develop and refine the curricula and deliver the best quality music education for students. Programs will be monitored to ensure

- that they fully meet the needs of the community. One of the top priorities is to increase the proportion of Qatari students. Relationships will be strengthened with key institutions and associations.
- Research the musical heritage of the region and safeguard it for future generations. This is a new strategic objective and will be pursued by developing a comprehensive research strategy, collaborating with other music research bodies, and through the publication of scholarly articles.
- Build and enhance relationships with the corporate community in Doha, with the aim of increasing QMA organizational sustainability through sponsorship.
- Promote awareness and appreciation of music in the community, and increase the participation of Qataris. The existing program of community performances and educational events will be continued.
- Ensure a sustainable QMA. To satisfy demand from the community and to achieve the above priorities, an increased headcount and budget is necessary.

157

Libraries listed in the new
Directory of Libraries in Qatar

133,585

Page views on the QNL website,
recorded from 42,860 visitors

QATAR NATIONAL LIBRARY

THE MISSION OF QATAR
NATIONAL LIBRARY (QNL) IS TO
SPREAD KNOWLEDGE, NURTURE
IMAGINATION, CULTIVATE
CREATIVITY, AND PRESERVE THE
NATION'S HERITAGE FOR THE
FUTURE.

Goal

- Bridging with knowledge Qatar's heritage and future.

Strategies

- Complete a world-class 21st-century QNL by 2017 with all the functions of a national library, a research library, a university library, and a metropolitan public library of the digital age.
- Provide library services to support all levels of research and education.
- Raise awareness and foster understanding of Qatar's heritage, and support its preservation.
- 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 advance scholarship with partners around the world.

Notable achievements

- QNL website www.qnl.qa had more than 42,860 visitors and over 133,585 page views.
- Created Facebook and Twitter accounts and actively used by staff and followers. Content for both the social networking sites, and other platform announcements of all 84 QNL databases and e-resources were developed and released on a continuous basis to inform the public of QNL resources.
- Registered 2,608 users with the library as of 30 June 2013. Registration is open to all Qatari nationals and Qatar residence permit holders. Online self-registration is done via the QNL website.
- Made 84 resource databases accessible to registered users and researchers through the QNL e-hub, with 278,000 e-books and hundreds of thousands of e-journals and e-articles. This also includes full-text journal articles on a variety of scholarly and research subjects,



education-related topics, popular e-books, audiobooks and music downloads, academic e-books and other research-related material.

- Listed 157 libraries in new Directory of Libraries in Qatar, with full address and opening hours.
- Offered 22 information literacy training sessions, with 278 attendees from the research and education fields.
- The Arab and Islamic Heritage Collection (AIHC) put on 189 tours for 1,058 guests during 2012-2013. AIHC offers regular public tours twice a week in addition to tours and visits for researchers, groups, schools and VIP guests.
- Published the book *Qatar National Library 50 years and Beyond*, which highlights the founding of Dar Al Kutub in 1962, showcases the Heritage Library and looks ahead to the new QNL of Qatar Foundation (QF).
- Received approval for 2013-2017 strategy by the QF Board.
- Increased acquisitions of needed collections and e-resources to fulfill the research, reading, information and educational requirements of the public, including 84 databases for public use in the QNL research e-hub, most of which are available nationwide and 277,972 academic, educational and popular e-books.
- Curated a collection of important web links on a variety of subjects including

law, Islamic culture and children's interests.

- Added 250 children's books in Arabic to the collection.
- Procured the Dr Hans Daiber Collection of Arab and Islamic Philosophy, which represents more than 12,000 items, including manuscripts in Arabic that pertain to Islamic thought, philosophy, history and religious studies.
- Expanded the Special Collections and Archives Collection by adding materials relating to the Arabian horse, falconry, Arab film, and archaeology, and cataloged 1,518 materials, which is more than double the number of Arabic language materials cataloged last year.
- Signed and completed a three-year contract with Yankee Book Peddler (YBP) Library Services in spring 2013 for the supply of printed academic book titles in English for the main collection.
- Developed collection profiles, allowing for book selection and ordering to begin immediately following the contract signing with YBP in June 2013.
- Created key collection policies, including collection management and collection donations, as well as 24 detailed and comprehensive collection profiles covering all QNL subject areas, in order to provide a clear statement of the current collecting strategy for QNL.

“To develop from a carbon-based economy into an information society will not happen without a 21st Century Qatar National Library under Qatar Foundation leadership.”

Dr Claudia Lux, Project Director, Qatar National Library





“This year, the library became bigger and bigger with more users and more global representation. I strongly believe that the library will become more successful in the following years as a result of what has been achieved.”

Jooza Al Marri, Head, Reference Library Services, Qatar National Library



- Loaded all of Dar Al Kutub's electronic records (128,866 titles) to QNL Millennium on 20 April 2013 and made them available on the library online catalog.
- Designed the Information Technology (IT) infrastructure to support all core services.
- Installed authentication software in the library management system for the authentication of valid library users to allow access to QNL's licensed electronic databases of books and journals.
- Started communication after the announcement ceremony in November 2012, using social media such as Facebook (345 fans), Twitter (556 followers), and YouTube to announce QNL news and services such as latest e-resources, trainings and events and to stay connected with the community.
- Contributed 100 digital items from the Heritage Collection to the World Digital Library (WDL), a major resource for researchers and the public on the heritage of the world.
- Held eight patron registration events at six research centers and eight schools, helping patrons utilize their new QNL barcodes and PINs to access QNL online resources.
- Held two educational programs with Bloomsbury Qatar Foundation Publishing (BQFP) for Awsaj Academy and independent schools for World Read Aloud Day and World Book Day, with 221 students participating.
- Appointed a member to the National

Reading Committee of the Office of Her Excellency Sheikha Hind bint Hamad Al Thani in the Supreme Education Council.

- Hosted a focus group in Doha for local secondary school students about the history of Qatar. The event, which used items from the Heritage Collection and the QF-QNL/British Library Partnership, engaged the students in learning about history and fostered the creation of posters they later re-created in their schools. Thirteen students and three teachers attended.
- Wrote 197 press releases (local and international) to promote the QNL project, its mission, vision, and events, and to raise awareness about its services. They also promoted library activities and partnerships such as the British Library partnership, WDL

partnership, YBP Library Services agreement and others.

- Attracted more than 200 visitors to the Arab and Islamic Heritage Collection Open Day on 18 April 2013. The event promoted the rich Arab and Islamic history and cultural treasures in the collection.
- Carried out 16 TV and radio interviews promoting the library project and the Heritage Collection, which had a great impact in rising awareness about QNL services.
- Made three movies in collaboration with Qatar TV and Al Rayyan TV.
- Co-operated with the Museum of Islamic Art and Mathaf: Arab Museum of Modern Art by loaning 83 items from the Arab and Islamic Heritage Collection for their exhibitions 'Arabic Roots, Hajj: Journey to the heart of Islam' and 'Tea with Nefertiti'.
- Preserved 100 manuscripts and rare books through digitizing 2,215 Arabian horse photographs and 2,303 pages out of 28 volumes of *Qatar Medical Journal*.
- Created metadata for 47 materials added to the WDL project so that the heritage of Qatar can be found when searching the WDL.
- Provided project management for the development of the QF partnership web portal, which will eventually host all partnership content and other digital collections related to the culture and heritage of Qatar and the region.
- Co-ordinated activities with the British Library on the procedure required to use the Millennium system.



“As a member of the Qatar National Library team, it is a rewarding feeling to be part of such a momentous history-making endeavor. The impact of QNL will be felt for generations to come and contribute in ways that we cannot yet imagine to the overall good of not just Qatar’s society, but the entire world.”

Rex W Steiner, Associate Director for Technical Services, Qatar National Library

- Completed a preservation and restoration inventory of the Heritage Collection and repaired 1,834 books.
- Fumigated and treated 272 books.
- Maintained regular updates to all QF members and staff through the *Maktabi* newsletter and *QF Telegraph* to ensure awareness of different events, activities, developments and added services.
- Issued regular updates to the Qatari public through different communication channels, including the library’s website, various social media platforms, press coverage, and participation in local events.
- Offered public programs including: ‘Global Outlook 2013’ with Robert Ward of *The Economist*; ‘World Book Day’ with BQFP at the Landmark Mall, with 707 children and parents attending; and a visit and lecture by international author and activist Manal Omar at Georgetown School of Foreign Service University in Qatar, with 101 attendees.
- Established reference services that answered more than 250 queries from the QF community, the public, and institutions in and outside of Qatar. A total of 14 document delivery requests were fulfilled.
- Led training programs for the Museum of Islamic Art catalogers.
- Provided training programs for the Dar Al Kutub staff about the Library of Congress Classification and Millennium systems.
- Played an active role in numerous local, regional and international conferences.
- Provided leadership to the region via the Arab Peninsula Regional Group’s WDL ‘Train the Trainer’ hands-on workshop held on 11 and 12 June 2013. The 16 participants from 14 institutions across the region learned best practice in digitizing, creating descriptions, and submitting items to the WDL. The workshop, in both Arabic and English, led to two new WDL members from the region.
- Developed strong ties with different embassies in Qatar, including the Spanish, French, UK and German embassies.
- Established and developed strong relationships with local Qatari entities such as Qatar Museums Authority, ictQATAR, and Mada (Qatar Assistive Technology Center).
- Formed media relations with Qatar TV, Al Rayyan TV, Al Jazeera Children’s Channel, Qatar Radio (Arabic, English and French), all the local newspapers and many local monthly publications
- Supported the development of Qatari nationals for future leadership roles within the library sector. Two Qataris were sent to London, one to start a master’s degree in Library and Information Science and the other for an internship with the British Library.

Future initiatives and incentives

- Speed up the building of the digital and physical collection and acquire more Arabic language materials for inclusion in the collection.
- Provide tenders to deal with preserving/conserving the Dar Al Kutub collections as well as moving materials to the new building.
- Create a tender for the periodical subscriptions.
- Recruit qualified staff, focusing on qualified nationals and developing new graduate Qatari staff.
- Implement IT infrastructure in the new library building.
- Focus on digitization projects to increase Arabic content.
- Develop the QNL’s branding guidelines and communication strategy.

