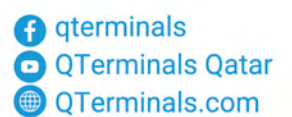
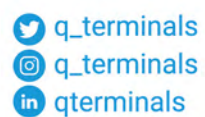


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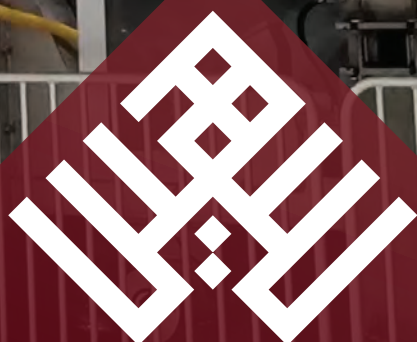
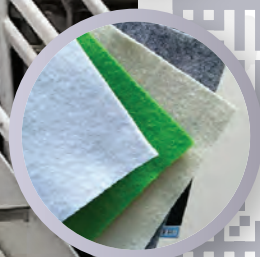
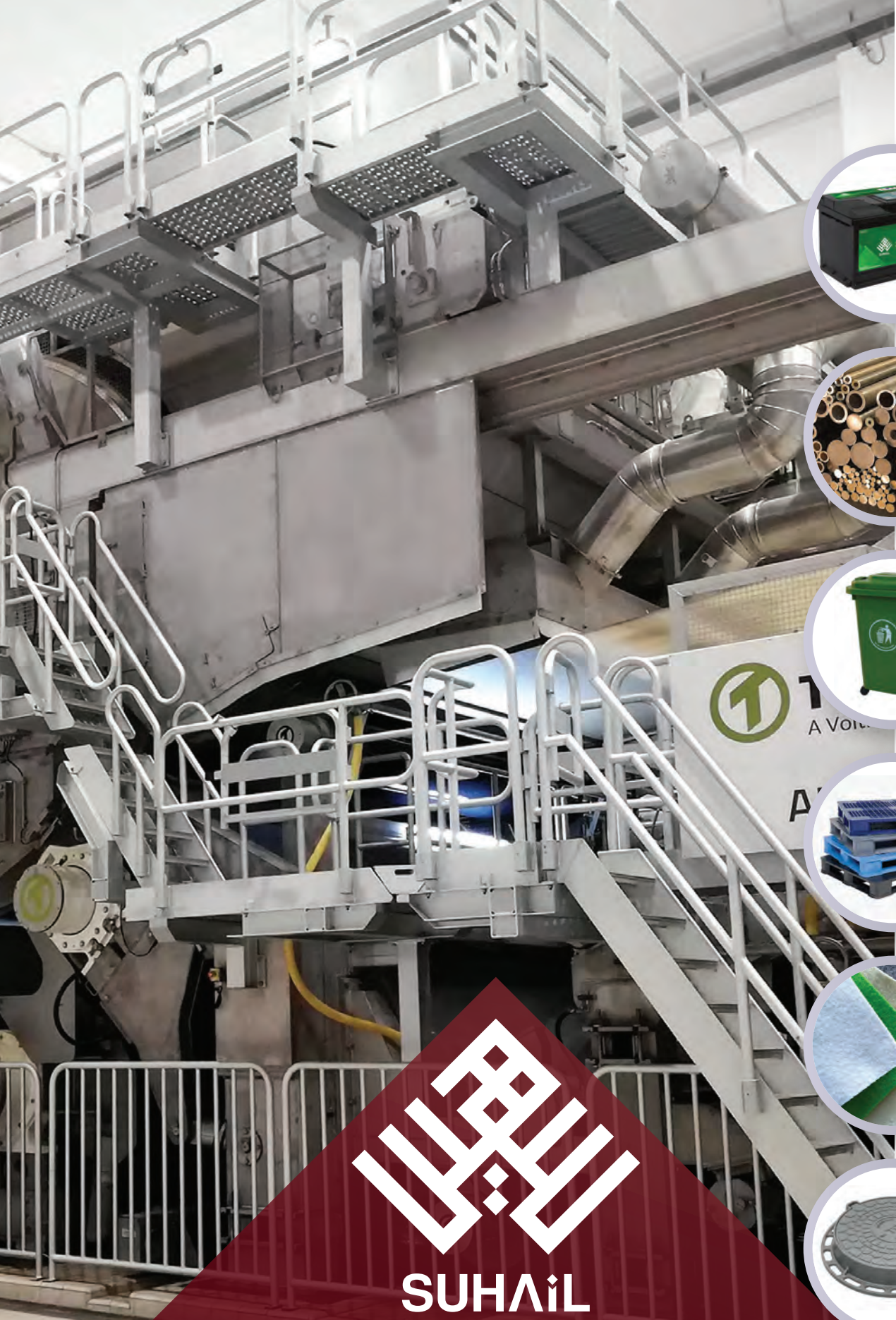
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QTerminals was established to provide consistent, reliable and quality services to its clients and enable smooth trade flows internationally. With a focus on employing and retaining the brightest talents, it has emerged as the best terminal operator in the region in terms of overall quality of service and client satisfaction. QTerminals' long-term vision is to transform Hamad Port into a vibrant regional hub recognized globally as a world class, customer-focused operator with an emphasis on dedication and innovation, ensuring global operating efficiencies and the highest quality customer service.



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THE BUSINESS YEAR: QATAR 2022

The Business Year has charted the course of the Qatari economy for the best part of a decade, including every development since it won the right to host the 2022 FIFA World Cup. As the first Middle Eastern country to host the tournament, Qatar has focused much effort on making sure it not only puts on a good show, but that its legacy extends well into the future. It is in this atmosphere that we carried out research for this publication, The Business Year: Qatar 2022, World Cup Special Edition.

Qatar was awarded the World Cup on December 2, 2010. Since then, many changes have taken place, including the peaceful transition of power in 2013 from Sheikh Hamad bin Khalifa Al Thani to his son Sheikh Tamim bin Hamad Al Thani.

The country has also undergone solid economic growth. Indeed, following the lifting of a regional economic blockade, the country actually emerged with greater self-sufficiency credentials, especially in food production.

Elsewhere, the population increased from 1.8 million in 2010 to 2.8 million in 2022, and there have been marked improvements in infrastructure, healthcare, and education, as well as the expansion of manufacturing, construction, and financial services. To accompany all these changes, digitalization has become a key

enabler, and Qatar is today one of the most digitalized countries in the region, having been the first to roll out commercial 5G. On top of that, Qatar has become an outstanding hub for aviation thanks mostly to the performance of Qatar Airways.

GDP grew from USD125 billion in 2014 to USD146 billion in 2020. All of this would not have been possible without Qatar's position as the world's second-largest exporter of LNG, with a capacity of 77MTPA, and the future looks bright for Qatar in this regard. Qatar is working to expand its capacity to 110MTPA by 2026, and potentially take this further, to 126MTPA, according to comments made by Saad Sherida al-Kaabi, Minister of Energy Affairs and President & CEO of Qatar Energy. This comes at a time when the West is courting Qatar as an alternative supplier of natural gas amidst a Russian war of aggression in Ukraine.

And with COVID-19 now slipping into the rearview mirror, Qatar is on solid footing to ride the World Cup wave toward the conclusion of Qatar National Vision 2030, a wide-ranging blueprint for economic development and diversification. In 2022, Qatar is expected to grow by 4.9% as per World Bank's estimations and is set to be the fastest-growing economy in the GCC in 2023 and 2024, with 4.5% and 4.4%, respectively. ✕

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ISBN-13: 978-1-912498-98-7



ISBN 978-1-912498-98-7

www.thebusinessyear.com

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5 From the editor's desk

9 Executive summary

11 Timeline

13 HH Sheikh Tamim Bin Hamad Al Thani, Amir of the state of Qatar
• Inside perspective

15 HH Sheikhha Moza Bint Nasser, Co-Founder & Chairperson, Qatar Foundation • Inside perspective

16 Leading by example • Spotlight feature: State leadership

18 DIPLOMACY

19 The halls of power • Chapter summary

20 Jean-Baptiste Faivre, Ambassador of France to Qatar • Interview

21 Belén Alfaro, Ambassador of Spain to Qatar • Interview

22 Graciela Gómez García, Ambassador of Mexico to Qatar • Interview

24 Foreign friends • Focus: Major non-NATO ally

25 Michael J. Schreuder, Acting Deputy Chief Mission, American Embassy in Qatar • Interview

26 ECONOMY

27 Economic momentum • Chapter summary



30 Sheikh Mohammed Bin Hamad bin Qassim Al-Thani, Minister of Commerce and Industry • Interview

32 Saleh bin Mohammad Al-Nabit, President, Planning and Statistics Authority (PSA) • Interview

35 Sheikh Ali Alwaleed Al-Thani, CEO, Investment Promotion Agency (IPA Qatar) • Interview

36 Sheikhha Alanoud Bint Hamad Al-Thani, Deputy CEO & Chief of Business Officer, Qatar Financial Centre (QFC) • Interview

37 Fahad Rashid Al-Kaabi, CEO, Manateq • Interview

38 Yosouf Abdulrahman Al-Salehi, Executive Director, Qatar Science and Technology Park (QSTP) • Interview

39 Omar Ali Al-Ansari, Secretary General, Qatar Research, Development, and Innovation Council (QRDI) • Interview

40 Mohamed Bin Ahmed Twar Al Kuwari, Chairman, Bin Twar & Partners & Vice Chairman, Qatar Chamber of Commerce and Industry • Interview

41 Mohammed Barakat, Managing Director & Treasurer of the Board of Directors, US-Qatar Business Council (USQBC) • Interview

42 Turning penalties into goals • Focus: Economic resilience

45 Sheikh Faisal bin Qassim Al-Thani, Chairman, Al Faisal Holding • Interview



46 Aisha Hussein Alfardan, Vice Chairwoman, Qatari Businesswomen Association (QBWA) & Chairman Personal Advisor, Alfardan Group • Interview

47 Moutaz Al-Khayyat, Chairman, Power International Holding (PIH) • Interview

49 Ready player • Focus: Virtual reality in industry

50 Sheikh Khalid bin Ahmad bin Mubarak Al Thani, Chairman, Suhail Industrial Holding Group • Interview

51 Ullattil Achu, Group CEO, Dyarco International Group • Interview

52 TBY Analytics Qatar 2022

53 Ashraf AbuIssa, Chairman, AbuIssa Holding • Interview

54 Natra Abdulla, CEO & Founder, Artan Holding • Interview

55 Sheikh Mansoor Bin Khalifa Al-Thani, Founder & Chairman, MBK Holding • Interview

57 Ahmed Abu Sharkh, Country Senior Partner, KPMG Qatar • Interview

57 Laith Dajani, Managing Partner, Consulting HAUS LLC • Interview

58 Bassam Hajhamad, Senior Partner, PwC • Interview

59 Stepping out on the stage • Focus: Qatar Economic Forum



60 FINANCE

61 At a crossroads • Chapter summary

65 Abdulla Mubarak Al-Khalifa, Group CEO, QNB • Interview

66 Bassel Gamal, Group CEO, Qatar Islamic Bank (QIB) • Interview

68 Khalid Yousef Al-Subei, CEO, Dukhan Bank • Interview

70 Joseph Abraham, Group CEO, Commercial Bank of Qatar • Interview

71 Modern solutions • Focus: Commercial Bank Financial Services

73 Fahad Al Khalifa, Group CEO, Masraf Al Rayan • Interview

75 Hassan AlEfrangi, CEO, Ahlibank • Interview

76 Gudni Stiholt Adalsteinsson, Acting CEO, Doha Bank • Interview

77 Voices from the sector

79 Sheikha Maryam Bint Khalifa Al Thani, CEO, Qatar Credit Bureau • Interview

80 An eye on the goal • Focus: Fintech mindset

81 Erdem Çakar, Country Manager, Qatar and Kuwait, Mastercard • Interview

83 David Cook, CEO, Sharq Insurance • Interview



84 2022 FIFA WORLD CUP & SPORTS

85 Almost time • Chapter summary

87 Nasser Ghanim Al-Khelaifi, President, Paris Saint-Germain | Minister of State | Chairman, Qatar Sports Investments • Interview

88 Hassan Al Thawadi, Secretary General, Supreme Committee for Delivery & Legacy • Interview

89 Nasser Al Khater, CEO, FIFA World Cup Qatar 2022 • Interview

92 Hani Taleb Ballan, CEO, Qatar Stars League (QSL) • Interview

93 Back of the net • Focus: FIFA World Cup 2022

94 ENERGY TRANSITION

95 Slow & steady • Chapter summary

96 New name, new outlook • Focus: Qatar Energy rebrand

98 Rick Tallant, Managing Director & Chairman, Shell Qatar • Interview

99 Matthieu Bouyer, Country Chair, TotalEnergies in Qatar & Managing Director, TotalEnergies EP Qatar • Interview

101 Jassim Al-Mansoori, CEO & Vice Chairman, Al Ahed Holding • Interview



102 Liquid gold • Focus: LNG industry expansion

104 New technologies • B2B

105 Santiago Bañales, Managing Director, Iberdrola Innovation Middle East • Interview

106 WOMEN IN BUSINESS

107 A growing role • Chapter summary

108 Sheikha Mayes Bint Hamad Al Thani, Managing Director, US-Qatar Business Council (USQBC) • Interview

109 Lolwa Husain M Almarri, President, Qatar Women's Sports Committee • Interview

110 Awatef Mohammed Al-Dafa, Board Member, Qatari Businesswomen Association (QBWA) • Interview

111 Mishaal Al-Ansari, Board Member, Qatari Businesswomen Association (QBWA) • Interview

111 Amal Al Aathem, Qatari artist & businesswoman • Interview

113 Buthaina Al Ansari, Chairman Adviser, Just Real Estate (JRE) & strategic planning and human development expert • Interview

114 Looking for an equal standing • Focus: The empowerment of Qatari women

115 Hayfa Al Abdulla, Innovation Director, Qatar Science and Technology Park (QSTP), part of Qatar Foundation Research, Development, and Innovation • Interview

115 Aysha Khalifa Al Romaihi, Head Incubation Special Programs, Project Manager of Scale7, Qatar Development Bank (QDB) • Interview

116 TRANSPORT

117 Stay Connected • Chapter summary

119 Akbar Al Baker, Group CEO & Executive Board Member, Qatar Airways • Interview

121 Kuljit Ghata-Aura, President of Middle East, Turkey, and Africa (META), Boeing • Interview

123 Mahmut Yayla, Vice-President for Sales (North Europe), Turkish Airlines • Interview

124 We are sailing • Focus: Modernizing maritime logistics

125 Mohammed Abdulla Swidan, Interim President & CEO, Milaha Group • Interview

127 Neville Bissett, CEO, QTerminals Group • Interview

128 Nadeem M. Mian, Managing Director, QTerminals Hamad Port • Interview

129 Rajiv Pal, CEO, S'hail Shipping • Interview

130 Fahad Saad Al-Qahtani, CEO, Mowasalat (Karwa) • Interview

131 Shaikh Abdulla Bin Fahad Bin Jassem Bin Jabor Al Thani, Chairman, Gulf Warehousing Company & Ranjeev Menon, Group CEO, Gulf Warehousing Company • Interview



132 DIGITALIZATION

133 Cutting edge • Chapter summary

135 Sheikh Hamad Al-Thani, CEO, Vodafone Qatar • Interview

136 Ahmad Al-Muslemanni, CEO, MEEZA • Interview

137 Data solutions at their finest • Focus: MEEZA

139 Ali Ahmed Al-Kuwari, President & CEO, Qatar Satellite Company (Es'hailSat) • Interview

140 Modernize this • Focus: IoT & Qatar National Vision 2030

143 Lana Khalaf, Country General Manager, Microsoft • Interview

145 Ghassan Kosta, Country Manager, Google Cloud Qatar • Interview

147 Cengiz Oztelcan, CEO, Gulf Bridge International (GBI) • Interview

149 Maha Al-Mansouri, CEO, Mada Center • Interview

151 Rashid Mohamed Al-Nuaimi, Chairman, Dallah Holding • Interview

152 Hossam Farouk, CEO, Qatar Computer Services (QCS) • Interview

153 Voices from the sector

154 Retail apps • B2B

155 Mahmoud Amer, CEO, Ideal Solutions • Interview

156 CONSTRUCTION & REAL ESTATE

157 Building ahead • Chapter summary

158 Saad bin Ahmad Al Muhannadi, President, Public Works Authority (Ashghal) • Interview

161 Monjid Othman Abdulmajeed, CEO, RC AL MANA • Interview

163 Omar Bahgat, Vice President & Regional Manager, Engineering Consultants Group (ECG) • Interview

165 Nasser Al Ansari, Chairman, Just Real Estate (JRE) • Interview

166 Elias Bou Maroun, Acting CEO, QDVP (Mawaqif Qatar) • Interview

166 Alaa Abu Siam, CEO Middle East, Egis Group • Interview

168 The backbone • Focus: Infrastructure

169 Husam Gawish, Managing Partner, HKA • Interview

170 FOOD SECURITY

171 Cultivating self sufficiency • Chapter summary

172 Abdullah bin Abdulaziz Al-Subaie, Minister of Municipality and Environment • Interview



173 Mohamed bin Badr Al-Sadah, CEO, Hassad Food • Interview

174 Ramez Al-Khayyat, Managing Director, Baladna • Interview

175 Ihsan Alkhiyami, CEO, Alwatania International Holding Company (AWIHC) • Interview

177 Yousef Ali Al Obaidan, CEO, Al Meera • Interview

178 Food in the basket • Focus: Food security

179 Farms • B2B

181 Mohamed Althaf, Director, LuLu Group international • Interview

182 Ghanim Al-Sulaiti, CEO & Founder, Enbat Holdings • Interview

184 CULTURE & TOURISM

185 Host with the most • Chapter summary

186 Hamad Bin Abdulaziz Al-Kuwari, Minister of State, Qatar & President, Qatar National Library (QNL) • Interview

187 Ahmed Al Baker, CEO, Katara Studios • Interview

189 Be there or be square • Focus: Qatar as a MICE hub

190 Andrew Humphries, Acting CEO, Katara Hospitality • Interview

191 Hesham Sharaf, COO, Qetaifan Projects • Interview

194 Henrik H Christiansen, Group CEO, Estithmar Holding • Interview

196 Tarek M. El Sayed, CEO & Managing Director, Al Rayyan Tourism Investment Company (ARTIC) • Interview

198 Entertainment hubs • B2B

200 Wael El Telbany, Hotels Group General Manager, Ezdan Hotels • Interview

202 Hotels • Forum

203 Sheikh Nayef bin Eid Al-Thani, Chairman, Retaj Group • Interview

206 Mohamed Chebil, General Manager, The Curve Hotel • Interview

208 HEALTH

209 Health hub • Chapter summary

210 Hanan Mohamed Al Kuwari, Minister of Public Health • Interview

211 Asma Al-Thani, Vice Chairperson, Qatar Biobank • Interview

212 Hospitals • B2B

213 Mohammed Ali Saada, CEO, Marble Medical Center • Interview

214 EDUCATION

215 Education for all • Chapter summary

216 Universities • B2B

217 Brain boxes • Focus: Human capital

218 Enabling institutions • Forum

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Image: Hasan Zaidi

EXECUTIVE SUMMARY

For the last several years ***Qatar*** has been busily building roads, railways, hotels, stadiums, and more ahead of the 2022 FIFA World Cup. It hopes that the fruits of its labor will extend well beyond the final whistle.

The Qatari economy is projected to grow by 4.9% in 2022, followed by prints of 4.5% and 4.4%, respectively, in 2023 and 2024, according to the latest report released by the World Bank. Positioned as the largest exporter of LNG in the world, investment in the North Field Expansion project has acted as a catalyst for government revenue. Work there will increase Qatar's liquefaction capacity and production by 64% by 2027. At the same time, war in Ukraine has Western nations knocking on the door, increasing demand for Qatari gas.

Going forward, enhancing diversification is at the forefront of Qatar National Vision 2030, a wide-ranging blueprint for the development of a knowledge-based economy. To achieve its targets, the business leaders we spoke to for this publication are deeply focused on adopting new technologies, while also committing themselves to ESG best practices.

THE DIPLOMATIC SCENE

Earlier this year, HH the Amir Sheikh Tamim bin Hamad Al Thani made his first European trip since succeeding his father. There,

he presented the country as a reliable strategic partner and made clear Qatar's willingness to cooperate on technology, agriculture, energy, and more. And while new alliances are established, others are being reinforced. Longstanding ties with the US reached a new zenith as the US designated Qatar a Major Non-NATO Ally, which will enhance the country's role as a regional mediator.

The Doha Forum and the Qatar Economic Forum were held this year in Doha, hosting the world's most influential financial and economic thinkers and policy makers and presenting a platform for dialogue at a crucial period in the region's history.

COUNTDOWN TO KICKOFF

It has been over 10 years since Qatar was awarded rights to host the 2022 FIFA World Cup. Since then, Qatar has built a host of infrastructure in preparation for the greatest show on earth. This is the first time the tournament will take place in the Middle East, heaping added pressure on Qatar to get it right. From hotels and stadiums to roads, railways, and more, Qatar has, in the words of John Hammond, "spared no expense." Qatar expects to welcome

between 1 and 1.5 million visitors over the course of the event, generating around USD17 billion for the local economy.

ENERGY TRANSITION

The energy transition has become a hot topic at cabinet meetings around the world, with carbon neutrality the eventual goal. Saad Sherida Al-Kaabi, Minister of State for Energy Affairs, has been hard at work expanding energy production with the optimal utilization of local natural resources a priority. And while a range of projects are in the works, special attention has been lavished on hydrogen, biofuels, wind, and solar power. Much of Qatar's economic future, though, rests on the wealth derived from its hydrocarbon resources. As the minister recently stated, "We need to invest more in the oil and gas sector, and what's happening today is due to the better revenues that the sector is having and to the legislators understanding that you cannot do transition without having the base covered by investment in the gas business. In Qatar, we started in 2017 and embarked on the largest LNG expansion in the world, increasing production from 77 million tons currently to 126 million tons per annum by 2027."

WOMEN IN BUSINESS

The role of women in politics and the economy is growing gradually in Qatar, a result of policy directed at increasing participation in employment and education. Indeed, a hallmark of any successful, modern nation is the normalization of female participation across the economy. With this in mind, this year's edition includes a special chapter on female participation. Research in this area was carried out in order to gain a deeper understanding of the role of women within Qatari society and the success of efforts to utilize this key portion of the local population. As part of this research, we held Female Voices and the Qatari Economy," an event gathering key personalities for a series of panel discussions on the policies and protocols being deployed for success in areas such as IT, education, sports, finance, and health. The event aimed to send a message of how the business community should keep empowering female leaders as entrepreneurs by accelerating their creative process and allowing them to play bigger, more leading roles. The general vision from panelists was that all women need to take action and set the trend for generations to come. ✖

GDP PER CAPITA (2020)

SOURCE: WORLD BANK

USD50,805.46

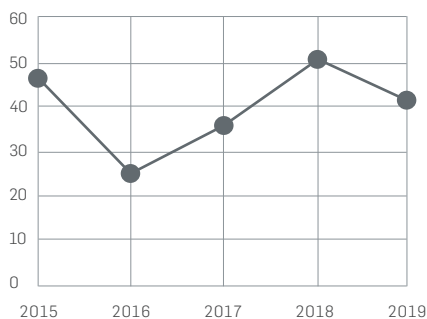
INFLATION (2021)

SOURCE: WORLDDATA

2.3%

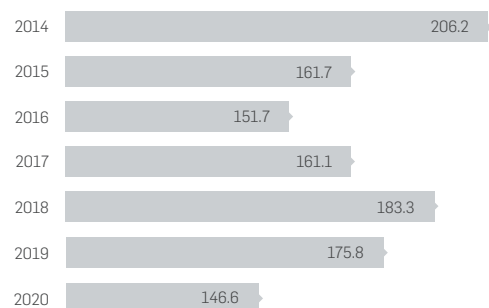
TRADE BALANCE (USD BN)

SOURCE: FOCUS ECONOMICS



GDP (CURRENT PRICES, USD BN)

SOURCE: THE WORLD BANK



**2021
OCTOBER 2**

Qatar holds its first ever legislative elections. Two-thirds of seats in the 45-seat Shura Council were up for grabs.

**2021
OCTOBER 11**

Qatar Petroleum rebrands to Qatar Energy, signalling a commitment to a more sustainable future.

**2022
DECEMBER 18**

Algeria wins the 2021 FIFA Arab Cup at the Al Bayt Stadium in Qatar.

**2022
MARCH 10**

Qatar is designated a major non-NATO ally, a move that upgrades the partnership between the Gulf state and the US.

**2022
MARCH 24**

The 800-MW Al Kharsaah Solar PV Project, the country's first large-scale solar power plant, becomes fully operational and is set to reduce Qatar's CO2 emissions.

**2022
MAY 4**

The Healthcare Services Law No. 22 of 2021 (the Insurance Law) goes into effect. Health insurance is now mandatory in Qatar for all residents and visitors.

**2022
JUNE 8**

Qatar Energy selects four international partners for its USD29 billion North Field expansion project, which is expected to increase Qatar's LNG production capacity by 64% by 2027.

**2022
JUNE 16**

Qatar Airways posts USD1.5 billion in profits for the 2021-2022 financial year, the highest ever for the national carrier.

**2022
JULY 5**

Shell invests in Qatar's USD29 billion LNG project, clinching a 6.25% stake as Europe races to secure new sources of energy.

**2022
NOVEMBER 21**

The 2022 World Cup in Qatar kicks off at the Al Thumama Stadium, Doha.



STRONGER *together*

His Highness Sheikh Tamim Bin Hamad Al Thani, Amir of the State of Qatar, highlights the need for countries around the world to work together toward peace, security, and coexistence for the benefit of all humanity and future generations.

HH Sheikh Tamim Bin Hamad Al Thani
AMIR OF THE STATE OF QATAR

The world today has reached a pivotal stage on all political, economic, environmental, and social levels, and this stage requires radical revisions to spare the world from reaching a state of imbalance.

At the level of environment and climate change, non-eco-friendly consumption patterns and rates of irresponsible industrial production are steadily increasing, which may lead to catastrophic repercussions that impact all of humanity and even extend to reach future generations.

At the societal level and peoples livelihood, the social and economic gap among states and within a single society is indicative of a serious defect in the overall economies, especially after the strengthening of the technology sector and its role in the economy and the lives of individuals.

This is in addition to the horrific increase in global poverty rates, the difficulty of accessing the basic necessities of life, and the deterioration into famines in some cases. We believe that social justice is the real shelter for societies, and this requires fair tax policies because the majority of societies cannot dispense with state services.

But we warn against the exclusionary populist voices in a time of societal tensions and economic recession. One of these exclusionary phenomena that have increased in recent years is the phenomenon of Islamophobia.

Regretfully, Islamophobia is not confined only to the forces of the populist right. However, it needs taking a firm and serious stand against it, such as the one witnessed by the world when it took a stand against racial discrimination and anti-Semitism. It is noteworthy here that the accusation of anti-Semitism is now used wrongly against everyone who criticizes Israel's policies, and this impinges on the struggle against racism and actual anti-Semitism.

On the political and security level, it is sorrowful to see a contraction in the political and diplomatic means in favor of military expansion and armed solutions. The militarization of solutions has begun to grow during the last four decades till it reached one of its most challenging peaks in the Ukrainian war.

From here, I emphasize the firm position of the

State of Qatar on the renunciation of violence, intimidating civilians, and assaulting states sovereignty and all other acts that may constitute a violation of human values and international laws. We stand in solidarity with the millions of innocent people and refugees who have been victimized by this unjust war and geopolitical calculations. While stressing this solidarity, I would like in this context to remind of the millions of Palestinians who have been suffering from the Israeli occupation and international neglect for more than seven decades, similarly a lot of other peoples, such as the Syrian people and the Afghan people, for whom the international community has failed to render justice.

This war reveals, beyond any doubt that the formulas upon which the international order was based in the aftermath of World War II and after the end of the Cold War are changing. It is incumbent on all of us, especially the major counties, to take a serious pause to determine the future of the international order and to ask ourselves an important question: What is the shape of the world that we want to bequeath to our children? What is the new era that the current war in Europe, and before it the Coronavirus crisis and other successive crises have proven that we must act to reshape for the benefit of all humanity? Would the major powers answer this question by fighting after competing in the development of new types of weapons? Humanity cannot accept this catastrophic scenario, and there must be other means than the war to get the answers.

For our part, we have chosen a path of rational dialogue that is simultaneously based on balancing common values and interests. We have chosen the path of mediation to resolve disputes by peaceful means. We have an accumulated experience in this field, which we put at the service of peace, stability and just solutions to conflicts.

The new age that we dream of, and that I personally work for, is the era of peace, security, and coexistence for all, the era of social justice, the era in which all people can access their basic needs in education, health, water resources, and living with dignity, and where they can fulfil themselves and exercise their lifestyle and cultures. ✖

***Excerpt from a speech given by HH The Amir at the opening ceremony of the 20th edition of Doha Forum, March 26, 2022**



HOW QATAR FOUNDATION WENT FROM VISION TO REALITY

Qatar Foundation, founded in 1995, located in Education City, fosters numerous scientific research and economic and social development projects to achieve excellence in Qatar.

HH Sheikha Moza Bint Nasser
CO-FOUNDER & CHAIRPERSON,
QATAR FOUNDATION

THE UNTOLD Stories of Qatar Foundation saw Her Highness, who envisioned and founded QF in 1995 with the support of His Highness the Father Amir Sheikh Hamad bin Khalifa Al Thani, give unprecedented insight into why QF was established and the belief that made it happen. Joined by the central figures in QF's establishment 26 years ago, the panel recounted the plans, challenges, goals, and milestones that lined the path to creating a globally unique ecosystem of education, science and research, and community development.

"Our belief in the success of Qatar Foundation as a project was deep-rooted, despite the challenges and curves that we faced at the beginning of our journey more than 25 years ago," she said. "In 2005, on the day Education City opened, we promised that tomorrow would be here. And, indeed, tomorrow was made at Qatar Foundation."

"We never looked at Qatar Foundation's projects, centers, and initiatives as being there to serve a specific geographical area. We thought of it as Arab-Islamic renaissance project, based in Qatar, to promote sustainable development in the Arab world, by creating positive change from an academic, research, and societal perspective."

Her Highness spoke of how QF's first school, Qatar Academy—established in 1996—was born of two dimensions. "The first came from my role as a mother who had concerns about the education of my children, and the second was national, reflected by our role in the development of society," she told the discussion, filmed at QF's former headquarters within Ed-

ucation City.

"At the time, I realized we were facing a national challenge related to education, and we needed to make a radical change in the educational system by providing advanced, quality education—based on the logical analysis and rational deduction that were central to previous Arab civilizations and applied in Western civilizations, while at the same time preserving our heritage, language, and national identity."

"The Qatar Academy project grew and developed, and it was necessary to continue the process of progress by building the components of higher education and a culture of scientific research at QF, in order to support the development of our community."

"We recognized that every new beginning comes from some other beginning's end, so we started to attract prestigious international universities to Qatar according to the disciplines that met national needs, in order to provide an ecosystem based on creativity and innovation which enables us to cultivate, localize, and reproduce knowledge."

HH stated that "One of the challenges we faced during our negotiations with international universities was their questions about the academic level of our students. But our belief in human capabilities in Qatar and the Arab region was solid. We knew that if these young people were given the right educational environment and the right opportunities, the world would witness their achievements. And that is what we see today." ✖

Extracted from Qatar Foundation Official Portal

BIO

Her Highness Sheikha Moza bint Nasser serves as Chairperson of Qatar Foundation for Education, Science, and Community Development, a private non-profit organization founded in 1995. She served as the Vice Chair of the Supreme Education Council. She chairs Sidra Medicine and Msheireb Properties. Sheikha Moza works with the UN to support global education and other key areas of development for marginalized children and youth. Since 2003, she has held the role of UNESCO Special Envoy for Basic and Higher Education. In 2016 she was appointed as an Advocate for the Sustainable Development Goals (SDGs). In 2008, Sheikha Moza founded Silatech to address the challenge of youth unemployment in the Middle East, North Africa, and beyond. Sheikha Moza's many honours include the Carnegie Medal of Philanthropy and the George Bush Award for Excellence in Public Service. In 2009, she was inducted into the Academie des Beaux Arts de l'Institut de France. In 2007, Sheikha Moza was presented with the Chatham House Award for her contribution to improving international relations. Sheikha Moza holds a master of arts (MA) in public policy in Islam from Hamad bin Khalifa University's Qatar faculty of Islamic studies and graduated from Qatar University with a bachelor's degree in sociology. She has been awarded honorary doctorates by Virginia Commonwealth University, Texas A&M University, Carnegie Mellon University, Imperial College, London, and Georgetown University.



Image: Hassan Zeidi

LEADING BY EXAMPLE

The strong vision and effective policies of Qatar's leadership have paved the way for the country to become an example in the region and the world in multiple areas.

Amid challenging economic and regional circumstances in the last few years, Qatar has emerged even more resilient and stronger, growing not only economically but also culturally and socially as well. Different state bodies have worked on key goals as part of Qatar National Vision 2030, and the country has seen remarkable achievements across the board. Case in point, the Ministry of Commerce and Industry has worked to promote the growth of investments in various sectors as part of its mission to diversify income sources and increase real added value from priority sectors. And even as all eyes turn to the FIFA World Cup 2022, the Supreme Committee for Delivery & Legacy is already looking beyond to help the country forge a path toward becoming a leading sports hub in the region and even the world. Closer to home, QNL has focused its efforts on boosting local community development and increasing efforts to help Qatar become a cultural and knowledge hub. Likewise, the efforts of the Ministry of Municipality and Environment has seen Qatar make significant progress in securing its national food security strategy and boosting local internal supply chains.

Sheikh Mohammed
bin Hamad bin Qassim
Al-Thani

MINISTER OF
COMMERCE AND
INDUSTRY

Hassan Al Thawadi
SECRETARY GENERAL,
SUPREME COMMITTEE
FOR DELIVERY
& LEGACY

Hamad Bin Abdulaziz
Al-Kawari

MINISTER OF STATE
& PRESIDENT, QATAR
NATIONAL LIBRARY
(QNL)

Abdullah bin Abdulaziz
Al-Subaie

MINISTER OF
MUNICIPALITY AND
ENVIRONMENT



Sheikh Mohammed
bin Hamad bin Qassim
Al-Thani

MINISTER OF
COMMERCE AND
INDUSTRY

QATAR has adopted a set of preventive measures to safeguard the health of all members of society, to enhance the resilience of our state's economy and to help the private sector overcome the repercussions of the COVID-19 pandemic. The economic measures include a QAR75-billion stimulus package for the private sector, exempting food and medical commodities from customs duties for a period of six months, as well as sparing industrial projects from paying the rent of their lands and electricity fees for a period of nine months. These efforts have reflected positively on Qatar's GDP, which grew by about 4% in the second quarter of 2021. The real gross value added (GVA) of the oil sector increased by 0.7% in the second quarter of 2021, in parallel with a significant rise—6.2%—in the contribution of non-oil activities. In its latest reports, the World Bank projected that the Qatari economy would grow by 3.2% in 2022.



Hassan Al Thawadi
SECRETARY GENERAL,
SUPREME COMMITTEE
FOR DELIVERY
& LEGACY

OUR JOURNEY to Qatar 2022 started in 2010, so the pandemic was not the defining moment of our journey to the tournament by any means. The pandemic was our biggest challenge though, and three years on, the world seems to be getting back to a new norm. With the global vaccine rollout taking effect in many countries, and travel confidence returning to many consumers, we are confident we will see many football fans travel to Qatar later in 2022. Given our record-breaking global hospitality and ticket sales, much of which hit the market for fans mid-pandemic, it is looking certain we'll see some good crowds in Qatar for the first FIFA World Cup in the Middle East and Arab world. We continue to be extremely diligent and work hand-in-hand with Qatar's Ministry of Public Health, WHO, and FIFA to make ensure this year's tournament is a safe one for everyone involved.



Hamad Bin Abdulaziz
Al-Kawari
MINISTER OF STATE
& PRESIDENT, QATAR
NATIONAL LIBRARY
(QNL)

SINCE its inception in 2017, QNL has been on a mission to preserve the nation's and region's cultural heritage and enable citizens to positively influence society by creating an exceptional environment for learning and discovery. From its architecture to the interior design, facilities and services, QNL perfectly embraces both traditional and modern elements. Over the years, QNL has become a melting pot for various cultures convening together as one, for the common purpose of education and knowledge sharing. It is the regional hub of knowledge, research, and access to Islamic history and culture. With a wide variety of events and workshops taking place throughout the year, the library is one of the most visited places by knowledge seekers, new residents, students, and researchers. QNL caters to all expatriates by offering a myriad of blended learning opportunities that are interest specific. While QNL develops innovative programs to boost knowledge, promote learning and amplify research studies, it also provides innumerable opportunities for community members to learn more about Qatari and Arab culture.



Abdullah bin Abdulaziz
Al-Subaie

MINISTER OF
MUNICIPALITY AND
ENVIRONMENT

FOOD SECURITY initiatives contributed to Qatar's leading position in the Arab world in the global index for 2021. The ministry praised the waste treatment and recycling projects, rehabilitation, and management of transfer stations, projects for planting green food using treated water, producing concentrated feed, fresh fish, and fresh shrimp, as well as an integrated program for food waste, as well as the initiative to enhance the capabilities of research stations and agricultural laboratories. There are initiatives in the field of urban planning, including the development and implementation of an integrated national plan for infrastructure at the state level. The ministry has and will continue to implement the national food security strategy according to what is planned and hoped, pointing out that significant progress has been achieved in the pillars of that strategy, which include local production, internal supply chains, foreign trade and logistics, and strategic warehousing.

The Amiri Diwan
government
complex in Doha.

**TOTAL QATARI AID TO
THIRD COUNTRIES
DURING COVID-19
(PUBLIC AND PRIVATE,
UNTIL AUGUST 2020)**

SOURCE: TBY RESEARCH

USD88,660,928

AID DESTINATIONS

SOURCE: TBY RESEARCH

**78 countries,
WHO, Gavi, Unicef,
UNHCR**

**PILLARS OF QATAR'S
NATIONAL VISION 2030
PROGRAM**

SOURCE: TBY RESEARCH

Human development

Social development

Economic development

Environmental development



Image: Erika Cristina Manno



Diplomacy

THE HALLS OF POWER

Qatar has become accustomed to being outward facing, whether acting as a mediator or courting suitors to its vast natural gas reserves. Its wide-ranging Vision 2030 blueprint, too, envisions Qatar front and center on the world stage, with ever-strengthening strategic alliances.

Qatar's current account surplus has allowed it to project power efficiently in recent years. In recent figures released by the Planning and Statistics Authority, the trade balance hit a surplus of QAR36.6 billion in May 2022, up 120.1% on May 2021 on the back of increased gas exports.

On the diplomatic front, Amir Tamim bin Hamad al-Thani has been a busy man in recent months, visiting Iran, Turkey, and the UAE, followed by a diplomatic tour of Europe. Much of the diplomatic hustle and bustle was aimed at securing greater energy cooperation with Europe

amid Russia's war of aggression in Ukraine. Qatar strives for greater investment in its LNG infrastructure, while also seeking the rescue of the Iran nuclear deal.

On the latter issue, Qatar is working closely with the US, with which it has developed pragmatic ties in recent years on a range of issues, including US diplomatic interests in Afghanistan. As Michael Schreuder, Deputy Chief of Mission of the United States of America for Qatar, acknowledged, "The US Embassy in Qatar is proud to celebrate 50 years of the US-Qatar relationship, which has broadened and deepened in recent years on a variety of fronts, including trade, education, humanitarian assistance, and defense and security cooperation. In January, the Amir visited the United States and met with President Biden, who recognized our partnership with the designation of Qatar as a major non-NATO ally." ✖

BILATERAL *success*



Jean-Baptiste Faivre
AMBASSADOR OF FRANCE
TO QATAR

Capitalizing on its strong relations with Qatar, the French Embassy is fully committed to supporting the country in all fields including security, defense, culture, community engagement, and so on.

BIO

Jean-Baptiste Faivre has been Ambassador of France to Qatar since September 2021. He was previously the Middle East and North Africa deputy director of the French MOFA from 2017-2021; minister-counselor at the French Embassy in Algiers from 2012-2017; head of the Middle East Department at French MOFA from 2009-2012, political counselor at the Permanent Mission of France to the UN in New York and head of the Middle East and North Africa section from 2006-2009; political counselor to the French Embassy in Beirut from 2002-2006, and central administration (Middle East and North Africa Directorate), French MOFA from 1999-2002. He holds a National Order of Merit (2017) and Honor Medal of Foreign Affairs (2006, silver).

France-Qatar relations go back to 1971. How has the Embassy keep enhancing the bilateral co-operations within both countries since then? My mission is to build excellent relations between our two countries which are strategic partners. I am very pleased that this is being achieved. President Emmanuel Macron made a successful visit last December that allowed our two heads of state to have a friendly and in-depth exchange on all topics. We are pleased that His Highness the Emir was able to visit France on a working visit a few days after President Macron's second term in office begins. This has been an opportunity to further deepen the exchanges between our two countries. I would also like to point out that the former minister for Europe and Foreign Affairs, Jean-Yves Le Drian, has visited Qatar three times in six months. During the strategic dialogue, which took place at the end of March 2021 at the level of our ministers, a clear road map for our relation has been designed. Our Minister of Home Affairs, Gérald Darmanin, also came on a visit to open the MILIPOL 2022 fair trade together with his Qatari counterpart. Many visits of Qatari officials have also taken place in France. Since 1971, bilateral relations have developed in a significant manner. France was there, side by side with Qatar, since the beginning. In 2022, we celebrate the 50th anniversary of the establishment of our bilateral relations, and I am proud to see what we have achieved together in all areas.

How aligned is the French Embassy in Qatar with Vision 2030?

The protection of the environment has been recognized as a key priority at the international level. This issue is a challenge for us all. Climate change and sustainable development is also a very important area of our bilateral cooperation with Qatar, which we are very much looking forward to developing. In this regard, the French Embassy is promoting a collaborative approach between our two countries' authorities and companies. For example, the Ministry of Municipality and the French Embassy organized a bilateral conference on circular economy and solid

waste management in March 2021, which allowed to present and share our respective complementary experience in sustainable urban development. The French Embassy, together with the Qatar Green Building Council (now called Earthna) and the Doha Institute, also organized a conference on coastal cities and climate change on the occasion of the Qatar Sustainability Week. The conference was organized with a team of international and local experts, who provided important insights into both the science of climate change and the necessary adaptive strategies regarding Qatar and other regions' coastal cities. It is a concrete example of a topic on which we can reflect and think about together.

Which strategies are determined to bolstering cooperation in the field of energy?

Qatar has become the largest LNG exporting country and recently launched the biggest LNG project worldwide. France is proud to contribute to the development of the energy sector in Qatar, notably through the long-term relationship of French companies with the State of Qatar, whether in gas, oil, electricity production and, increasingly, in the field of renewable energies. In this field, Qatar has implemented projects to curb air pollutants and reduce CO2 emissions. French companies contribute to projects related to sustainable development and are committed to share their expertise to support Qatar's national vision of developing a knowledge-based economy.

Can you elaborate on the plans for French-Qatari relations this year?

The World Cup 2022 will be a key event, and we look forward to standing next to our Qatari friends to make it a success. The French Embassy is fully committed to supporting Qatar in all fields: security, defense, culture, community engagement, and so on. We are also looking at more long-term cooperation, and the strategic dialogue was precisely designed for cooperation in the longer run and to identify long-term projects and partnerships that could be implemented together. ✖

exchange OF EXPERTISE

Spain's long history with the Arab world and close ties between the two royal families have resulted in exceptional bilateral relations between Spain and Qatar.

Belén Alfaro
AMBASSADOR OF SPAIN TO QATAR



What is your overall assessment of the Spain-Qatar relations?

Relations between Spain and Qatar have been excellent since their establishment in 1972 and have progressed further since the opening of the respective embassies in 2003. In 2021, Qatar hosted two ministerial visits from Spain. The one in September was led by Minister for Foreign Affairs, Cooperation, and the EU, José Manuel Albares Bueno, who held meetings with the Amir Sheikh Tamim bin Hamad Al Thani and Deputy Prime Minister and Minister of Foreign Affairs Sheikh Mohammed bin Abdulrahman Al-Thani. Moreover, in the last few months, Qatar and Spain have signed multiple bilateral agreements, including an Agreement on Cultural Cooperation and an MoU in the field of youth and sports. In addition, tourism between our two countries has resumed; since the re-opening of the borders in July 2021, more than 5,000 Qatari residents have been able to visit Spain.

How would you describe the economic relations between Qatar and Spain? Which sectors are best positioned for cooperation?

Qatar is a strategic partner of Spain. Our bilateral trade was about EUR1.3 billion in 2019, though in 2020 bilateral trade dropped around 43% because of COVID-19; however, once the economy recovers, bilateral trade will continue on its traditional upward trend. Spain depends on foreign energy supply, and Qatar is one of its leading suppliers of gas. Spanish exports to Qatar are well diversified, featuring machinery and mechanical appliances, clothing, electric and electronic devices, and equipment and furniture. In the area of direct investments, Qatar's capital investment stock has registered steady growth in the last few years, and the Qatar Investment

Authority (QIA) has made important investments in Spain. By way of illustration, QIA holds stakes as relevant as the one in Iberdrola, with an 8.6% share of its equity. We can also find equity holdings in Colonial, Marina Port in Tarragona, W Hotel in Barcelona, Intercontinental Hotel in Madrid, and even a small share of Banco Santander in Brazil, among others. There are four sectors with current opportunities for investing in Spain: private healthcare, renewable energy, the food industry, and real estate sector, not only in Madrid and Barcelona but also along the Mediterranean coast. Spanish companies are at the forefront in sectors such as digitalization, green economy, energy, culture, sports, and infrastructure. Therefore, they are in solid position to contribute via their know-how in the fields of sourcing, development of agriculture, livestock, digital transformation, and environment in Qatar.

How are Spanish companies getting involved in Qatar's main projects in the road to achieve Vision 2030?

We recognize Qatar National Vision 2030 as a landmark initiative, showing how Qatar is facing the upcoming challenges of the decade and beyond. Given our historic partnership, our institutions welcome such an undertaking and regard it as an opportunity to expand our abundant common interests. Spanish enterprises can accompany this effort in two ways, firstly by attracting Qatari investments in sustainable economic sectors. In 2021, QIA stands as the second-largest shareholder in the Spanish Stock Exchange, investing in key sectors of our economy. Second, Spanish companies are leaders in renewable energy, sustainable tourism, and other sectors in the Qatari market prioritized in Vision 2030. At the moment, there are already

more than 200 Spanish companies established here and many more that will be able to support Qatar National Vision 2030. Such partnerships will help enhance the qualitative goals of the vision.

How is the empowerment of women taking shape in Qatar?

Spain is committed to working for a better world for girls and women. Spain works in the multilateral arena and on a bilateral basis to exchange good practices. In this regard, Qatar sets an example in the Arab region as it features the highest percentage of women in the workforce. Moreover, Qatari women represent around two-thirds of higher education graduates. These statistics reflect the engagement of women in education and in the workforce. ✖

BIO

Belén Alfaro is a member of the Spanish Diplomatic Service and has been Ambassador to the State of Qatar since 2018. She was also ambassador at large for the UN Alliance of Civilizations and for Intercultural Dialogue, Ministry of Foreign Affairs from 2011-2018; minister counselor, Mission of Spain to the UN in New York from 2006-2011; political coordinator for the General Assembly and the Security Council, chair of the EU Committee of Political Coordinators, representative for MENA region affairs, and senior counselor at the Directorate General for Foreign Policy with the Middle East and North Africa at the Ministry of Foreign Affairs from 2004-2006; deputy head of mission of the Embassy of Spain to Pakistan from 2002-2004; counselor, permanent representation of Spain to the EU in Brussels from 1997-2002; and counselor for the EU Common Foreign and Security Policy, counselor at the cabinet of the Vice minister for the EU at the Ministry of Foreign Affairs from 1993-1997; among other positions.

INTERVIEW



Graciela Gómez García
AMBASSADOR OF MEXICO
TO QATAR

MORE *to be done*

Qatar is currently Mexico's fourth-largest commercial partner in the Middle East, but there is potential to do much more in several up-and-coming sectors.

BIO

Graciela Gómez García is a career diplomat with more than 30 years of experience. Since 2019, she has been the Ambassador of Mexico to Qatar, the first woman to serve in this position. Prior to this, she was deputy consul general of Mexico in Boston for six years. Her professional portfolio encompasses various positions at the Ministry of Foreign Affairs in Mexico City as well as diplomatic postings in Switzerland and the UK. She holds an MBA in international relations from El Colegio de México, a master's in diplomatic studies from the Diplomatic School of Madrid, an MPhil in European studies from the University of Cambridge, and a specialized diploma in intelligence and national security.

How does the embassy enhance the promotion of trade and investment relations between both countries?

Qatar and Mexico are natural partners whose economies are complementary. There is great potential to build on our competitive advantages to increase trade, investments, and joint ventures.

The embassy plays a pivotal role in two strategic areas: economic intelligence in terms of identifying opportunities based on demand and competitive advantages and providing analytical information about how to conduct business in Mexico; and connecting business communities and enhancing dialogue between entrepreneurs, investors, and innovators. We encourage and support trade missions and the presence of Mexican exporters in Qatari fairs and exhibitions. In 2021, bilateral trade recovered some of its pre-pandemic dynamism, reaching a value of USD157.4 million, a 29% increase compared to 2020. Qatar is currently the fourth commercial partner of Mexico in the Middle East, but there is potential to do much better. During the first trimester of 2022, three trade missions have taken place both ways. In March, agro exporters from the state of Querétaro visited Doha, and few weeks later, a high-level business delegation headed by Mexico's Minister of Foreign Affairs, Marcelo Ebrard, fulfilled a comprehensive agenda of meetings with Qatari entities and private counterparts in sectors such as construction, agriculture, energy, technological innovation, and investment funds. We are already working on a comprehensive program for the rest of the year.

Which sectors are prominent for the promotion of a sustainable commercial exchange?

Qatar and Mexico are transitioning toward fully-fledged knowledge-based economies. The challenge is to further promote trade in well-established sectors while encouraging opportunities to innovate and weave alliances in areas yet to be explored. I foresee Mexican exports of high added-value agricultural products and advanced manufacturing continuing to grow in the future. There is ample room for highly specialized services in priority areas for Qatar, such as cultivation techniques in arid zones, organic agriculture,

water treatment, clean energies, e-health, and logistics. Qatar is constantly on the lookout for cutting-edge service providers in areas ranging from architectural, industrial, and scientific design to information technology that could be fulfilled by Mexican companies. We are also looking into direct flights between Mexico City and Doha, which will contribute to increase tourism, business as well as closer relations between our societies.

What benefits will a bilateral agreement on agriculture between the two countries bring?

The agreement is the expression of our shared determination to improve cooperation for the benefit of our respective populations. The objective is to promote food security and strengthen collaboration between Mexico and Qatar in areas of mutual interest such as agriculture, livestock, fisheries and aquaculture. It takes into consideration that food and agricultural production; trade and research are common priorities and aims to guarantee that agricultural and livestock producers in our two countries have access to sustainable resources in a global market. Once subscribed, this agreement will contribute to achieving the objectives of Qatar National Vision 2030 and its food security program.

The Embassy expects tens of thousands of Mexicans to visit Qatar as part of the FIFA World Cup 2022. Which role does sports play in on your diplomatic vision?

Mexicans love football and our fans are on the top five worldwide in terms of tickets bought for the World Cup. The large majority of the expected 80,000 fans might not be familiar with the Middle East's cultural and religious context. Their first visit to Qatar is a perfect occasion to experience its hospitality and its traditions as well as an opportunity for Mexicans and Qataris to learn about each other. We want to join forces with Qatar on building a legacy that can live on in 2026 when Mexico, together with Canada and the US, will host the FIFA Unity Cup. We are also working on an ambitious program to showcase our artistic and musical heritage, gastronomy, and tourist destinations so that Qatar and the world can learn more about Mexico and hopefully visit it soon. ✖

Sunrise over Qatar National Museum



FOCUS

Major non-NATO ally

FOREIGN FRIENDS

The White House has labeled Qatar a “major non-NATO ally,” laying the foundations for a wave of new defense cooperations between Doha and Washington, DC.

IN MARCH 2022, US PRESIDENT JOE BIDEN recognized Qatar as a major non-NATO ally (MNNA), by issuing a presidential memorandum. The MNNA status is granted to foreign states that have “exceptionally” close ties with the US despite not being a NATO member. The designation became official during Sheikh Tamim bin Hamad Al-Thani’s state visit to the US, when the Amir of Qatar became the first leader from the Middle East to visit Washington since Biden’s election. The US President praised Qatar’s exceptional assistance in joint military operations as well as its role as a mediator to deescalate military standoffs and tensions in the region.

President Biden said the designation marks the importance of Doha-Washington ties, adding that the MNNA status for Qatar was “long overdue.” Hopefully, the renewed defense alliance will stabilize the region in these challenging times. “The world today has reached a pivotal stage on all political, economic, environmental, and social levels, and this stage requires radical revisions to spare the world from reaching a state of imbalance,” the Amir of Qatar had previously observed.

Although the US and Qatar have always had close ties, strengthening their alliance makes sense in the wake of Russia’s military adventure in Ukraine, which has jeopardized the West’s energy security. Qatar is the world’s leading natural gas producer with a wide array of liquefaction plants and a fleet of gas tankers. Therefore, Qatar is Europe’s best bet for avoiding a frosty winter in 2022, as it can deliver large amounts of liquefied natural gas (LNG) to Europe to make up for Russia’s cut. However, designating Qatar as a major ally is primarily because of the country’s geopolitical importance in a volatile part of the world. Qatar hosts the largest US military presence in the Middle East, with 11,000 American soldiers currently stationed in Al-Udeid Air Base outside Doha. The base also hosts the headquarters of US Central Command Forward and the 379th Air Expeditionary Wing. Since 2003, Doha has spent over USD8 billion on the maintenance and upgrading of Al-Udeid Air Base.

The US describes the security cooperation between the two countries “indispensable to supporting US military operations throughout the region.” The two countries have already inked a number of defense deals, building upon the 1992 Defense Cooperation Agreement that laid the foundations of defense cooperation between Doha and Washington by allowing US forces to be stationed in Qa-

tari military bases.

Other notable defense agreements between Doha and Washington include the General Security of Military Information agreement in 2012, a major defense cooperation in 2014, and the sale of USD2.8 billion worth of defense articles in 2016. Now that Qatar is officially an MNNA, cooperation will be even greater. The designation has symbolic value as a gesture of trust; however, the memorandum issued by the White House also specifies the potential relaxing of the Arms Export Control Act in Doha’s favor, which means Qatar will soon be able to purchase state-of-the-art American weaponry and ammunition as well as enjoy access to the defense surpluses of the US.

Qatar will now enjoy preferential access to American defense equipment, among other benefits. “As a MNNA state, Qatar will have the option to conduct cooperative research and development projects on defense equipment and munitions with the US, and private companies in Qatar will be eligible—as companies in NATO countries are—to bid on contracts to maintain, repair, or overhaul US military equipment,” explains R Clarke Cooper, a senior fellow at the Atlantic Council.

The recognition of Qatar as a strategic regional partner by the US will also pave the way for future cooperation between other US allies and Doha. Members of the EU, in particular, are excellent candidates for future defense cooperation. In 2021, Qatar aided the EU with the evacuation of EU nationals from Afghanistan after the fall of Kabul.

The EU, in return, has shown interest in playing a bigger role in maritime security in the Gulf region. Over the last few years, the EU has increasingly come to the conclusion that “there is a strong link between what happens outside of the EU’s borders and security within Europe. In a rapidly changing world, security challenges have become more complex, multi-dimensional, and fluid.” In February 2022, the Council of the European Union concluded that the EU should extend its coordinated maritime presence to the Gulf region.

If this happens, Qatar can be a reliable partner for European forces, just as it has been a crucial ally for the US. As Qatar continues its ambitious military modernization program, partnership opportunities with allies such as the US and the EU will be a welcome development for the country’s armed forces. ✖

spreading THE WEALTH

The US Embassy in Qatar is looking forward to higher levels of investment, trade, education, humanitarian assistance, security, and defense with a new and larger embassy in the country.

Michael J. Schreuder
ACTING DEPUTY CHIEF MISSION,
AMERICAN EMBASSY IN QATAR



In 2022, Qatar and the US celebrate the 50th anniversary of the establishment of ties. How would you define this anniversary?

The US Embassy in Qatar is proud to celebrate 50 years of the US-Qatar relationship, which has broadened and deepened in recent years on a variety of fronts, including trade, education, humanitarian assistance, and defense and security cooperation. In January, the Amir visited the US and met with President Biden, who recognized our partnership with the designation of Qatar as a Major Non-NATO ally. In further recognition of the importance of this relationship, President Biden nominated Timmy Davis, a career member of the Senior Foreign Service and the former Consul General in Basra, to be the next US Ambassador to Qatar.

An estimated USD110 million will be invested in the local economy and approximately 1,200 third-country nationals will be employed during construction of the new US Embassy. How will this represent a new resilient platform for diplomacy in Qatar?

During our 20 years in the current US Embassy compound in Al Luqta, the US' relationship with Qatar has strengthened. The new diplomatic compound will reflect that growth, giving us more space to best accommodate the staffing resources to advance our common interests in investment, trade, education, humanitarian assistance, security, and defense. In line with US sustainability goals as well as Qatar's National Vision 2030, the new US Embassy compound will be an eco-friendly facility. The project is designed to achieve LEED Silver certification by the US Green Business Council. It will meet rigorous energy-saving and sustainability standards and take advantage of the local climate to reduce energy usage. This careful design will reduce the

compound's environmental impact and enhance the surrounding space.

What have been the major strategies to enhance investments in the education sector and translate them into a mutually beneficial human capital development?

We are pleased that despite the challenges posed by the COVID-19 pandemic, educational cooperation continues to grow through professional exchanges like the Fulbright program. In 2021, Qatar Foundation's Education City institutions received US Fulbright Scholars for the first time, and the program expanded in 2022, with Qatar University also hosting a Scholar. We hope to facilitate an additional three US Fulbright Scholar exchanges to Qatar within the next year. Separately, Fulbright Specialists have recently been placed at Qatar National Library and Qatar University's Center for Law and Development. The Ministry of Education and Higher Education will host a Fulbright Specialist later this summer, as well. In tandem with our strong partnership with Education City, we seek to increase enrollment by Qatari students in universities across the US. We value our partnership and university engagement via support and collaboration on programs like EducationUSA and through US university engagement in events like University Expo Qatar, which will take place on September 19-20 in Doha. These educational exchanges broaden our people-to-people ties and contribute to the strengthening of our bilateral cooperation in areas such as health, law, environmental sustainability, infrastructure, education policy, and library science.

What are your expectations for the development of partnerships between US and Qatar for the upcoming years?

The US Embassy facilitates trade and investment ties that go both ways. We stand ready to grow US jobs by supporting US manufacturers and service companies in growing their business via exports. For Qatari companies, we also welcome the opportunity to work with Qatari businesses to facilitate and develop commercial partnerships and joint ventures with US companies, as well as to promote Qatari investments into the US. US companies are already providing technical expertise, project management, equipment, and construction services to Qatar's multitude of ambitious projects, such as the North Field LNG expansion and the FIFA Men's World Cup build out. In the future, we aim to foster even more US participation in such projects as Qatar moves forward in fulfilling its 2030 National Vision. ✕

BIO

Michael J. Schreuder has been serving as the Acting Deputy Chief of Mission in the US Embassy Doha since 2020. He graduated from Western Michigan University and began serving as a foreign service officer soon after graduation. He foreign service career has spanned across the Middle East and Latin America, having served as a consular officer in Bogotá, economic reporting officer in Mexico City, a student of the Arabic language in Tunis, a reporting officer on the Palestinian economy and Gaza humanitarian issues in the US Consulate General in Jerusalem, a counter-narcotics program officer in Bogotá, political and economic section chief in the US Consulate in Jeddah, and deputy political and economic section chief in Montevideo. In Washington, D.C., Schreuder served as the Oman and Qatar desk officer and the Arabian Peninsula Affairs' Senior Advisor on the Middle East Strategic Alliance (MESA).

MANATEQ

A SUSTAINABLE FOUNDATION FOR QATAR'S ECONOMIC DIVERSIFICATION



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Economy

ECONOMIC MOMENTUM

Qatar is one of the fastest-growing economies in the Middle East. After emerging from a four-year economic blockade and the COVID-19 pandemic, the country is now more self-sustaining and committed to diversification than ever before. Many even argue that these events were in fact beneficial, paving the way for a more sustainable economic horizon.

And this really is Qatar's year. After years of build up, the FIFA World Cup 2022 is only months away. The event is expected to attract over 1 million spectators, generating significant revenue and helping to put Qatar on the map.

Nasser Al Khater, CEO of FIFA World Cup Qatar 2022, notes that since Qatar was awarded the event in 2010, the country has posted an average GDP growth rate of 4.5%. In fact, government officials predict a USD17 billion boost to the economy from the event alone. According to the World Bank's latest report, GDP is projected to increase 4.9% in 2022.

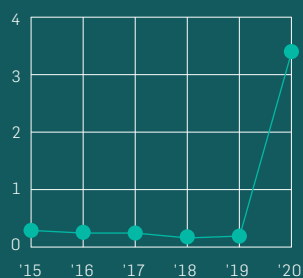
Revenue estimates for the 2022 budget come in at QAR196 billion (USD53 billion), an increase of 22.4% YoY. Much of this, it can be assumed, will be reinvested in infrastructure and public works,

always a win-win for a country with growing regional ambitions. Indeed, while Qatar continues to invest in its hydrocarbons sector, with a specific focus on its North Field gas reserves, it hopes the recent renaming of Qatar Petroleum to Qatar Energy signals a significant-enough change in mentality to ensure a gradual energy transition moving forward. Medium term, Qatar is committed to both UN Sustainable Development Goals and its role as one of the largest suppliers of LNG and other natural gas products, especially in the wake of global energy insecurity caused by Russia's war of aggression in Ukraine.

Anticipating increased foreign investor interest, Qatar has seen fit to improve its regulatory environment. During an interview with TBY, Sheikh Mohammed bin Hamad bin Qassim Al-Thani, Minister of Commerce and Industry, stated that "Qatar is working on reforming legislation to incentivize foreign direct investment and issue additional laws that would stimulate the participation of the private sector in development projects across vital sectors, including tourism, health, industry, and other sectors that would support the growth of the national economy." ✖

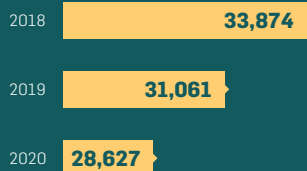
UNEMPLOYMENT RATE

SOURCE: STATISTA



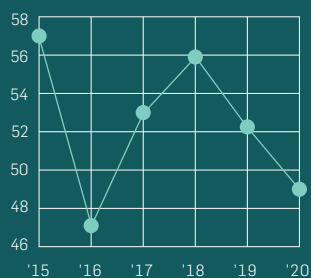
FDI STOCK (MN USD)

SOURCE: LLOYDS BANK



EXPORTS OF GOODS AND SERVICES (% OF GDP)

SOURCE: WORLD BANK





The Qatar Economic Forum 2022, held on June 20 in Doha, was a who's who, featuring heads of state, global CEOs, and leading investors



Sheikh Mohammed Bin Hamad bin Qassim
Al-Thani
MINISTER OF COMMERCE AND INDUSTRY

POSITIVE *reflection*

To further support the Qatari industrial sector and enhance its contribution to the national economy, the Ministry of Commerce & Industry has developed a Manufacturing Strategy as a roadmap for manufacturing industries up until 2030.

To what extent has Qatar managed to recover its pre-COVID-19 main economic performance indicators, and how are these expected to evolve over the course of 2022?

Qatar has adopted a set of preventive measures to safeguard the health of all members of society, to enhance the resilience of our State's economy, and to help the private sector overcome the repercussions of the COVID-19 pandemic. The economic measures include a QAR75-billion stimulus package for the private sector, exempting food and medical commodities from customs duties for a period of six months, as well as sparing industrial projects from paying the rent of their lands and electricity fees for a period of nine months. These efforts have reflected positively on Qatar's GDP, which grew by about 4% in the second quarter of 2021. The real gross value added (GVA) of the oil sector increased by 0.7% in the second quarter of 2021, in parallel with a significant rise—6.2%—in the contribution of non-oil activities. In its latest reports, the World Bank projected that the Qatari economy would grow by 3.2% in 2022. The private sector specifically has made great progress in the local development and manufacture of new products—notably penetrating market shares for food and beverage (F&B) and consumer goods, which were previously met exclusively by imports. Self-sufficiency in the F&B manufacturing sector has contributed significantly to Qatar's in-country value (ICV). Moreover, Fitch Solutions, a subsidiary of Fitch Agency, revised its 2021 current account forecast for Qatar from a 3.3% GDP surplus to a surplus of 4.1% of GDP, a significant indication of the recovery of the Qatari economy. It also forecasts that Qatar's current account surplus will stabilize at 4% of GDP in 2022, as a result of a record rise in the visitor count to the State due to the FIFA World Cup Qatar 2022™ tournament.

What are some of Qatar's main advantages for industrial investments?

As part of its efforts to support the industrial sector and enhance its contribution to the national economy, the Ministry of Commerce & Industry created Qatar's Manufacturing Strategy (2018-2022) to lay out a road map for manufacturing industries up until 2030. Qatar has promoted the growth of investments in the industrial sector by launching a number of significant reforms and initiatives, including: developing and facilitating the procedures for establishing companies and industrial establishments through the Single Window services and the Ministry of Commerce & Industry's website; stimulating foreign investment in strategic manufacturing sectors by facilitating investor access to financing and simplifying the associated approval process; launching a manufacturing capital investment fund and encouraging the availability of alternative financing mechanisms such as venture capital, equity crowdfunding, peer-to-peer business lending in addition to other incentives and benefits; a long-term forecasting program to determine Qatar's needs for manufacturing talent on an annual basis so that manufacturers will continuously benefit from local talent in Qatar to build durable and competitive companies; enhancing the ease of making initial investments and doing business by making key laws and regulations or their real-world application more investor friendly; attracting major international companies to Qatar to invest in flagship projects in strategic manufacturing sub-sectors such as plastics products, 3D printing, pharmaceuticals, and extreme environment infrastructure solutions; and expanding Qatar's preferential trade regime through the negotiation of new FTAs to improve access of our manufacturers to international markets. The industrial sector is expected to witness



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