



استراتيجية التنمية الوطنية  
National Development Strategy

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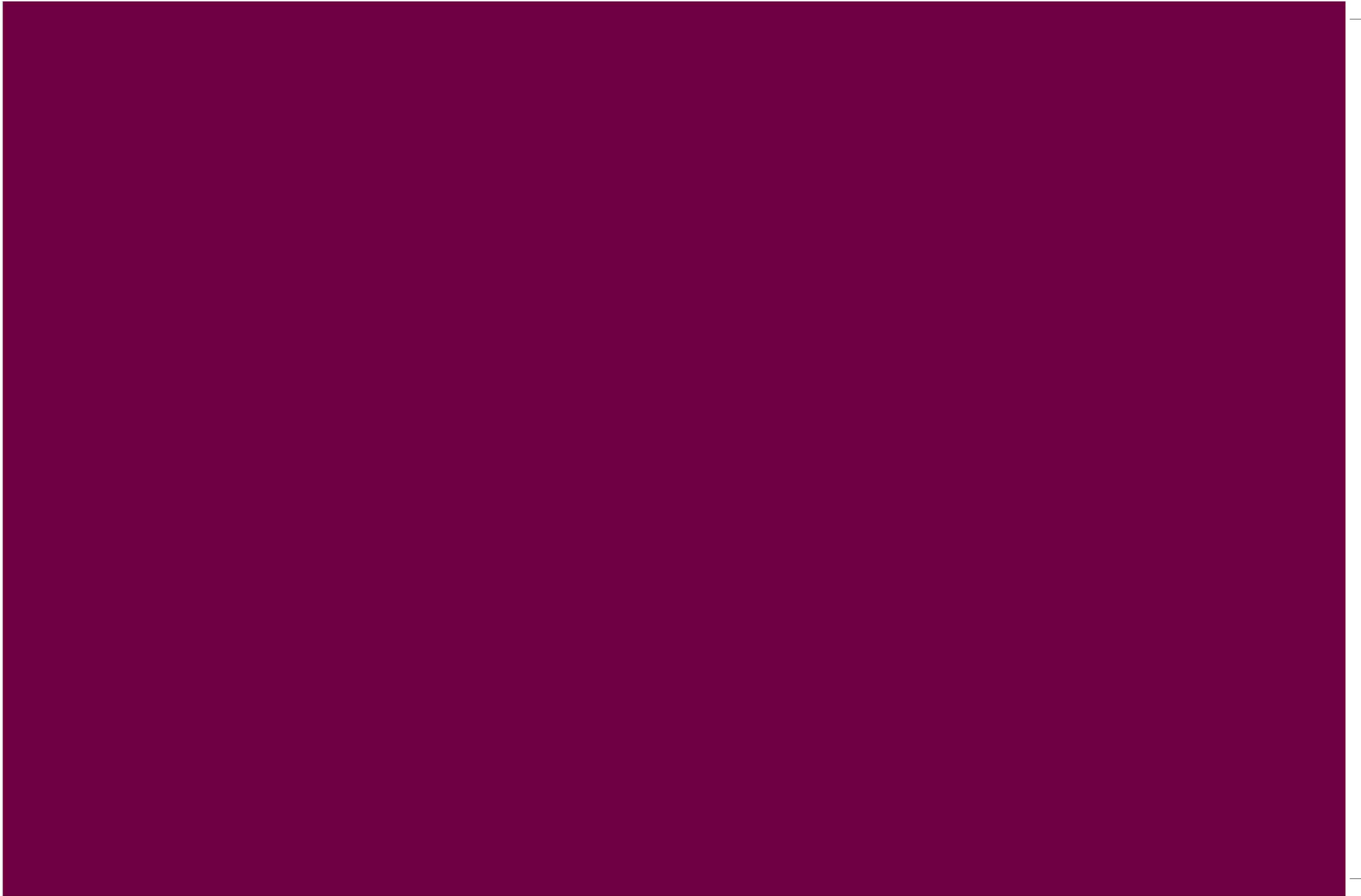


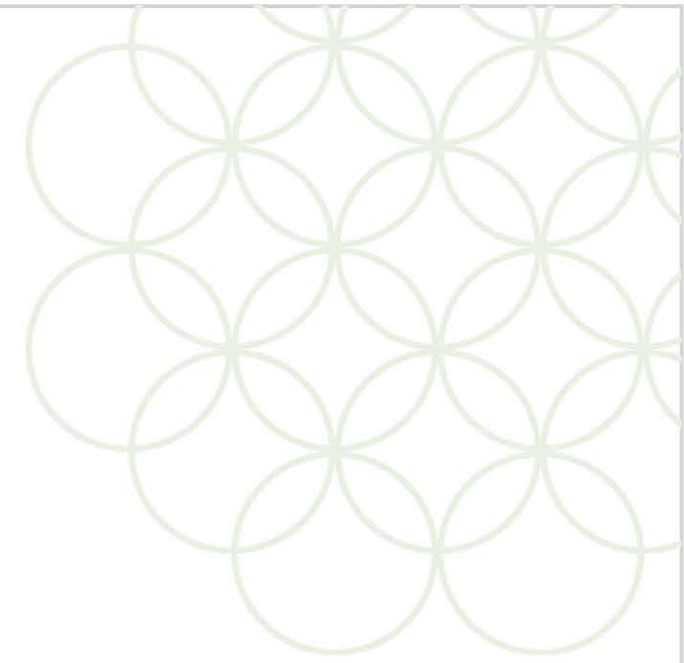
استراتيجية التنمية الوطنية  
National Development Strategy

Our past is proud, our future is grand.  
Together we build it, hand in hand



**Qatar**  
**Answers**





## Impact & Benefits for the Private Sector

**Q. What new economic opportunities will the National Development Strategy bring, that do not already exist now?**

**A.** The National Development Strategy will help spawn various new opportunities as a result of an increasingly favorable business environment, which will stimulate greater investment in all sectors, particularly in small to medium size enterprises. As the economy diversifies, economic reliance on oil and gas will decrease and new industries will see the light in Qatar. New job opportunities will thus be created, giving Qataris the chance to unleash their entrepreneurial skills and unlimited potential.

**Q. The National Development Strategy is to set policies that will decrease the nation's reliance on foreign labor. However, what is it doing to replace it?**

**A.** The National Development Strategy focuses on education and training as a key prerequisite for helping reduce the country's reliance on foreign expertise. As Qataris develop their skills and know-how, they can more easily fill the gap left by the expatriate workforce. The Government has been active on that front for a number of years, inviting top-tier international universities to open up campuses in Qatar.

**Q. How will the National Development Strategy impact the provision of public services? Will it simply add another layer of bureaucracy that can impede economic growth?**

**A.** The National Development Strategy will positively impact the provision of public services by further relying on automation and electronic Government, moving towards one-stop-shop services, reducing red tape and excess bureaucracy and simplifying procedures, and by investing in training and building the capacity of Government employees, ultimately providing a more citizen-focused and quality service delivery.

**Q. Will the National Development Strategy result in the consolidation of state intervention in economic affairs at the expense of the private sector?**

**A.** On the contrary. The National Development Strategy is set to further empower the private sector by encouraging it to play a bigger role in the country's economy and by promoting additional public-private partnerships. The National Development Strategy is also the fruit of a consultative and transparent process which features various representatives from the private sector, ensuring that all of its concerns are addressed and accounted for in the strategy's development and implementation.

**Q. Will the National Development Strategy focus on specific resources that the country should develop in order to achieve sustainable development?**

**A.** The National Development Strategy is a holistic strategy that will seek to leverage all of the country's resources, including its natural and human resources, as well of those that are yet to be fully capitalized on in order to achieve sustainable levels of economic, social, cultural, and environmental development.

# Qatar Answers



استراتيجية التنمية الوطنية  
National Development Strategy





استراتيجية التنمية الوطنية  
National Development Strategy

### The National Development Strategy

will lead to further economic and social growth and development which creates more job opportunities in both the public and private sectors.



**Q. Will the National Development Strategy require a radical change in the way I conduct my job?**

**A.** The National Development Strategy will bring about the change that every public sector employee hopes for, which is to harness your productivity and efficiency through training and process re-engineering leading to a more rewarding work culture that is based on meritocracy and expanded opportunities for advancement.

**Q. Will the National Development Strategy require budget cuts in the public sector?**

**A.** The question to be answered here is will National Development Strategy secure cost efficiency and ensure that value for money becomes essential when it comes to dispersing public resources, and the answer is yes, it certainly will.

**Q. What will happen in case the National Development Strategy fails to achieve its objectives?**

**A.** The development of the National Development Strategy accounts for the establishment of various monitoring mechanisms, as well as a number of performance indicators, which allow the early detection of any gaps in the implementation of the strategy and the immediate roll-out of corrective measures that will ensure that it can achieve all of its objectives.

**Q. Has winning the right to host the 2022 World Cup shifted Qatar’s priorities away from the National Development Strategy?**

**A.** On the contrary. Hosting the 2022 World Cup makes the National Development Strategy even more relevant and necessary, especially that it focuses on development areas that are fundamental to the successful organization of what is surely the most anticipated sporting event in recent decades. In fact, the commitment of Qatar’s leadership to develop and implement the National Development Strategy played an integral part in Qatar’s bid to host the World Cup, rendering it all the more critical that all Qataris support the implementation of the National Development Strategy so our nation can live up to its commitments.

**Q. How will the National Development Strategy affect Qatar’s ability to successfully host the World Cup in 2022?**

**A.** The National Development Strategy will allow Qatar to be fully prepared for the 2022 milestone by focusing on such key areas as safety and security, infrastructure, sports, healthcare, education, culture, women empowerment, economic diversification, and the environment. By focusing on physical education and encouraging young Qataris to adopt a healthier lifestyle and practice sports from an early age, the National Development Strategy will ensure that the 2022 generation is able to fully appreciate and build on the values embodied by the World Cup, including team work, fair play, hard work, commitment, and passion and drive. Moreover, by expanding the role of the private sector and encouraging Qataris’ participation in the labor force, the National Development Strategy will help Qataris fully benefit from hosting the World Cup through increased job opportunities and a chance to leverage their entrepreneurial skills and personal initiative.

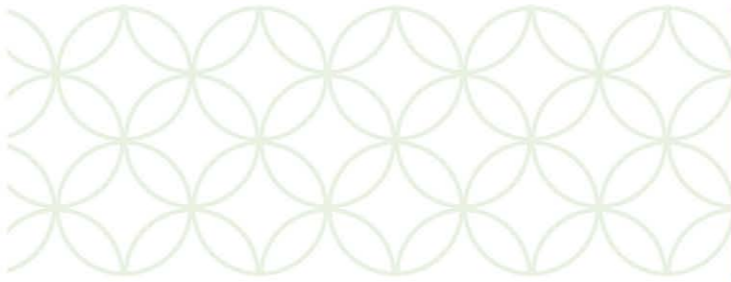
**Impact & Benefits for Government Employees**

**Q. Will the National Development Strategy lead to any job losses?**

**A.** On the contrary, the National Development Strategy will lead to further economic and social growth and development which creates more job opportunities in both the public and private sectors. Additionally, jobs in the public sector will become more efficient and effective, applying principles of accountability and transparency in all actions.

**Q. Will the National Development Strategy impact my productivity?**

**A.** Yes. The National Development Strategy will positively impact your productivity as a Government employee by investing in training and education, helping reduce red tape and bureaucracy, enhancing automation and simplifying procedures, creating a work culture that enhances motivation and encourages and supports excellence, as well as improving overall delivery of Government services, which will translate into a more positive image of civil servants among the general public.



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**The Qatar National Vision 2030** reflects the aspirations of Qataris for the future of their country, defining the fundamental choices made on the direction to pursue in the years to come.

**Q. Why do we need to diversify our economy, when we've made it through the worst financial crisis the world has ever known, with minimal harm incurred on Qatar's economy?**

**A.** Diversifying our economy away from oil and gas will help us maintain a healthy economy in the long run, an economy that is resilient and crisis-proof, as it will be less prone to market fluctuations. Additionally, if we do not diversify our economy, we will have our own crisis at our hands when oil and gas reserves are depleted.

**Q. If we diversify our economy, wouldn't we be jeopardizing our economic growth, as the oil and gas sector has proven to be an extremely safe sector to base our economy on? Why tamper with a winning formula?**

**A.** Our nation cannot rely on oil and gas forever. Our natural resources will eventually deplete. So if we continue relying on our oil and gas revenues, and we don't invest these revenues in diversifying our economy now, our economy will stumble as our oil reserves run out.

**Q. What will the National Development Strategy do to ensure that economic and social development does not come at the expense of the environment?**

**A.** Protecting and promoting a healthy environment is one of the main pillars of the National Development Strategy, which will set concrete policies and programs that will help reduce rates of pollution across the country, whether on an industrial or on an individual level. The National Development Strategy will similarly invest in environmental awareness, encouraging Qataris to play their part in preserving the environment. Moreover, the strategy builds on lessons learned from countries which underwent economic development in order to avoid the mistakes committed by those countries and ensure that protecting and safeguarding the environment goes hand in hand with economic and social development.

**Q. Will all citizens of Qatar equally benefit from the National Development Strategy in terms of economic development and growth?**

**A.** The National Development Strategy was developed in a way to ensure that every Qatari, with no exceptions, equally benefits from its implementation, whether as a result of its focus on education and training, healthcare, social protection, safety and security, family cohesion and women empowerment, culture and sports, Qatari employment, economic diversification, infrastructure development, natural resources management, or institution building.

**Q. Will the National Development Strategy come with an exorbitant price tag?**

**A.** The National Development Strategy is not to be viewed as a cost; it is a necessary investment in the future of our country and that of our children, and one with high return. Its financial burden will be an investment that the Government will undertake in partnership with the private sector.

**Q. Does the National Development Strategy entail a clear and exhaustive implementation timeline, or will its implementation take an unspecified number of years?**

**A.** The National Development Strategy has a pre-defined timeline and schedule for its implementation and especially the achievement of certain milestones. Implementation of the National Development Strategy is bound by a specific time period – 6 years, which the Government of Qatar has committed to.



# Overview

## **Q. What is the Qatar National Vision 2030 (QNV 2030)?**

**A.** The Qatar National Vision 2030 reflects the aspirations of Qataris for the future of their country, defining the fundamental choices made on the direction to pursue in the years to come. It is a vision that was set and approved by Emiri decision No. 44 in 2008, aiming at transforming Qatar into a nation capable of achieving sustainable levels of development and an outstanding standard of living for current and future generations by 2030. The QNV 2030, which delineates the long-term outcomes for the country, rests on four key pillars: human development, social development, economic development, and environmental development.

## **Q. What is the National Development Strategy?**

**A.** The National Development Strategy is a comprehensive countrywide strategy that sets all national and sectoral policies, programs, and recommendations to implement in order to achieve the objectives outlined in the Qatar National Vision 2030. It is the first in a number of national strategies that will define the priorities, directions, and processes to reach the ambitious development outcomes highlighted in the QNV 2030.

## **Q. What is the General Secretariat for Development Planning (GSDP) ?**

**A.** The General Secretariat for Development Planning (GSDP) is a governmental agency created through the Emiri Decision No 39 in 2006 and mandated to draw a national development vision for Qatar, what became the Qatar National Vision 2030. Emiri Decision No 50 in 2009 refocused its mandate to formulate a national development strategy and support its execution, which aims at translating the objectives outlined in the QNV 2030 into policies and programs that yield tangible benefits for Qatar and its people.



**Q. How will the National Development Strategy ensure a larger participation of Qataris in the labor force?**

**A.** The National Development Strategy will set long-term comprehensive policies that will effectively enhance the participation and role of Qataris in the country's labor force, through legislations and measures that encourage the employment of Qataris in the private sector, as well as by investing in education and training, which will empower the youth and boost their competitiveness on the job market. The National Development Strategy will similarly promote entrepreneurship programs, which will allow Qataris to benefit from economic diversification and therefore greater business and job opportunities, mostly notably in the small to medium size enterprises sector.

**Q. Will the National Development Strategy lead to the "Westernization" of Qatar?**

**A.** The National Development Strategy was developed for the people of Qatar and by the people of Qatar. Therefore all of its policies and recommendations specifically account for the cultural and social specificities of Qatar, ensuring not only that the country uphold its heritage and traditions, but sees them thrive and be cherished for generations to come.

**Q. Will Qatar lose its cultural identity and heritage as a result of progress and development? How will the National Development Strategy impact the cultural fabric of Qatar?**

**A.** A main pillar and objective of the National Development Strategy is to balance economic growth and development with the safeguard and promotion of Qatari culture and heritage. As a strategy developed in Qatar and by the people of Qatar, the National Development Strategy will celebrate and promote Qatari culture by investing in such key areas as education and training, culture and sports, Qatari employment, and women empowerment.

**Q. Does the National Development Strategy entail a fair distribution of burdens and benefits?**

**A.** The main premise of the National Development Strategy is to ensure that the national interest will always supersede the interest of individual parties or groups. Accordingly, all of the strategy's policies and programs will be guided by the pursuit of a common national goal, based on which each and every Qatari will have to play his/her part to secure the accomplishment of this goal. All Qataris will thus benefit from the National Development Strategy, and all will need to share the responsibility of ensuring that it is successfully implemented, for the benefit of Qatar.

**Q. Our economy is doing well, why do we need the National Development Strategy?**

**A.** While Qatar has witnessed years of rapid economic growth, achieving a sustainable level of development that can ensure that the country remains strong in the long run, requires a comprehensive cross-sectoral review of our programs and policies. This is urgently needed to account for the many changes that the country has witnessed in recent years, whether demographically, culturally, or environmentally. In fact, the country's population and economic growth can significantly deplete its resources, overstrain its economy, and lead to inflation and a deterioration in the quality of public services. It can also cause environmental damages, low and stagnant labor productivity, and an overall decrease in the quality of life of Qataris. Moreover, the country's economic growth has been largely fueled by rising oil and gas prices and a boom in real estate, both of which are subject to speculation and volatile markets. Accordingly the National Development Strategy is a must to prepare the country for the challenges that lie ahead and to allow it to reduce its dependency on non-renewable resources.





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## GSDP Mandate

### **Q. What is GSDP's role when it comes to the development of the National Development Strategy?**

**A.** The Emiri Decision No 50 in 2009 defined GSDP's role and responsibilities and mandated it with developing the National Development Strategy in consultation with various stakeholders. GSDP's role is therefore to establish the framework that will ensure that the National Development Strategy is fully reflective of the aspirations of all Qataris, and to guide and support all teams working on setting the strategy's policies, programs, and recommendations.

### **Q. Will GSDP play any role in implementing the recommendations of the National Development Strategy?**

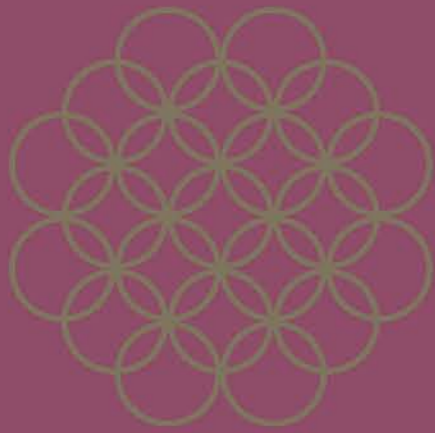
**A.** When it comes to the implementation of the National Development Strategy, GSDP's role is to provide assistance and support to all Ministries and Government entities that are responsible for implementing its policies, programs, and recommendations, ensuring that all targets and objectives set are effectively met.

### **Q. What makes GSDP capable of developing the National Development Strategy?**

**A.** GSDP benefits from the experience of a team of experts and Qatari references in different fields with an excellent knowledge of Qatar, a deep understanding of the concerns and expectations of the Qatari people, and extensive experience in coordinating between Government and other entities within GSDP's areas of expertise. Accordingly, GSDP has all the needed resources and capabilities to oversee and develop the National Development Strategy.

### **Q. How did GSDP manage and coordinate the input of a wide range of stakeholders in the development of the National Development Strategy?**

**A.** GSDP has established an elaborate framework for developing the National Development Strategy that is based on effective cooperation and coordination between all stakeholders, allowing the integration of their input and ideas in setting the recommendations of the strategy. Concretely, regular meetings and workshops were held in which working groups (known as Task teams) representing all segments of society, from the public and the private sector, as well as civil society members, were able to express their views and provide their input on the National Development Strategy, each according to their area of expertise. Meanwhile, various other channels were also made available to ensure access to constant and effective two-way communication between GSDP, citizens and residents of Qatar, and all stakeholders.



**The National Development Strategy** is a must if we are to overcome the challenges that our country is facing, and which might hinder our long-term economic, social, and environmental development.



# Impact & Benefits of the National Development Strategy

## Impact & Benefits for the People of Qatar

### Q. How will the National Development Strategy actually improve my life?

**A.** The National Development Strategy will improve standards of living for all Qataris by placing education, healthcare, and women empowerment among its list of priorities and areas of focus, while helping create new job opportunities and providing Qataris with the tools and means to explore their unlimited potential on the job market. The National Development Strategy will help equip Qatar with a high quality infrastructure, and will also help preserve and protect the environment, allowing each and every one to reap the benefits of a healthy and serene environment. The National Development Strategy will similarly allow Government services to become increasingly more citizen-focused through a more efficient delivery of services and greater transparency and accountability.

### Q. How will the National Development Strategy impact Qatari women?

**A.** The National Development Strategy will focus on empowering women by further enhancing their access to education and reinforcing their decision-making roles on all levels. The strategy will also encourage greater participation of women in the labor market, including in the private sector, while simultaneously providing them with the means to balance their professional commitments with their family duties and responsibilities.

### Q. How will the National Development Strategy impact the youth?

**A.** The National Development Strategy will greatly benefit the youth by focusing on and investing in education and training, providing them with the know-how and resources needed to easily access the job market, while also unleashing their entrepreneurial spirit and their potential to grow both professionally and personally. The National Development Strategy will similarly work on encouraging greater Qatari participation in the job market, ensuring that the country's youth are able to choose a career path that matches their expectations and ambitions for the future.

### Q. Why should the National Development Strategy aim at increasing Qataris' participation in the labor force when most Qataris already enjoy high standards of living?

**A.** While most Qataris have been enjoying exceptionally high standards of living, ensuring that this remains true in the long run requires a more active participation by Qataris in the country's labor force. This is because our growing population coupled with our decreasing oil reserves means that we can no longer depend on our natural resources alone for income and that we need to start further leveraging our human capabilities to sustain our growth, especially in light of the rising competitiveness of other economies in the region. Additionally, by playing a more active role in the economy, Qataris can help draw the future of their country and help it reduce its dependency on foreign labor, effectively upholding and reinforcing the nation's cultural identity.

# Goals of the National Development Strategy

## Q. Why do we need the National Development Strategy?

- A.** The National Development Strategy is a must if we are to overcome the challenges that our country is facing, and which might hinder our long-term economic, social, and environmental development.
- The country's rapid economic and population growth are causing severe strains on our ability to uphold our culture and heritage, creating the need to mold Qatar's modernization around our local traditions and system of values.
  - Qatar's rapid economic growth threatens the rights of future generations if the depletion of non-renewable resources is not compensated by the creation of new sources of renewable wealth.
  - Uncontrolled economic development, coupled with Qatar's growing population, can have irreversible effects on the environment and the country's landscape.
  - The significantly high ratio of expatriates to locals in the labor force has the possibility of negatively impacting our national identity and changing the nature of our society.

## Q. What will the National Development Strategy achieve?

- A.** The National Development Strategy will help Qatar achieve the objectives set in the Qatar National Vision 2030, in terms of ensuring sustainable targeted levels of economic, social, human, and environmental development.

## Q. Does the National Development Strategy set tangible indicators and objectives to achieve or is it only a high level strategy with idealistic goals and targets?

- A.** While the QNV 2030 sets the high-level and broad direction for the future of Qatar, the National Development Strategy serves as the concrete strategy that will translate the objectives of the QNV 2030 into ambitious yet realistic and measurable targets, complete with all needed policies, programs, and recommendations that will allow achieving the vision's goals.



**Q. Is the National Development Strategy only about long-term objectives or are there short and medium term objectives, which would allow Qataris to see concrete results?**

**A.** Many of the policies, programs, and projects brought about by the National Development Strategy will have long-term positive implications on Qatar and all Qataris. But, at the same time, the National Development Strategy will also have short and medium-term objectives that will allow Qataris to feel a real difference in their lives within a relatively short time span, whether in terms of greater job opportunities, better access to healthcare and quality education, and improved infrastructure. The achievement of these objectives is a national responsibility, as each and every Qatari has an important role to play to secure their accomplishment.

**Q. Is the National Development Strategy another “short-lived” initiative that will never see the light?**

**A.** No. The National Development Strategy is an initiative by the people of Qatar, and the people of Qatar have proven to always see things through and to pursue their ambitions to fruition, without ever backing away from the challenges that may arise along the way. Accordingly, the people of Qatar will make sure that the National Development Strategy achieves all of its objectives, with the support of Qatar’s leadership, who are fully committed to the complete development and implementation of the strategy, as the only path to securing sustainable levels of development in Qatar. The clear goals and timetables set in the National Development Strategy will allow holding all parties accountable for its timely development and implementation, ensuring that Qataris can reap its benefits, whether in the short, medium, or long-term.

**Q. Will the National Development Strategy impact me personally or is it only a political or administrative plan that will only marginally or indirectly affect me?**

**A.** The National Development Strategy is a citizen-centric strategy that places the needs and expectations of Qataris at the center of all of its recommendations and policies. It will help improve the lives of all individuals living in Qatar, improving the economic, social, and cultural environment of the country. With its focus on education, healthcare, social protection, women empowerment, Qatari employment, culture and sports, infrastructure and public safety and security, the National Development Strategy will positively impact every member of the Qatari society.

**Q. How will we be sure that the National Development Strategy will not end up embracing the goals and objectives of the private sector at the expense of national objectives, especially since the private sector is involved in its development?**

**A.** While further empowering the private sector is an objective of the National Development Strategy, as it will help create jobs and stimulate the local economy, its development process helped guarantee that national objectives always superseded private interests, especially when considering that representatives from both the private and the public sector worked hand in hand in developing the recommendations and policies of the strategy.

**Q. Taking into account that the National Development Strategy is a 6-year plan, what are the guarantees that it will not be affected by economic fluctuations and unpredicted events?**

**A.** The National Development Strategy is a plan based on research, facts, studies, and well-informed decisions. However, it is not a plan set in stone, as it is a dynamic and flexible strategy that can be tailored and updated according to changing national needs and economic and strategic realities and requirements of the time. To this effect, regular assessments and reviews will be conducted to ensure that the strategy is on track and able to achieve the objectives set for it.



Ensuring sustained economic growth and sustainable development go hand-in-hand with the provision of measures to preserve and protect the environment.

# The National Development Strategy Development Process

**Q. Does the National Development Strategy take into account Qatar's specificities or is it a strategy duplicated from Western countries who successfully achieved their reform and transformation?**

**A.** Any successful national effort is one that integrates and accounts for the experiences of others, building on their successes and learning from their mistakes. The key, however, is the ability of a country to adapt and tailor international best practices to its own characteristics and attributes, which is what the National Development Strategy is doing by ensuring that its policies and programs reflect and comply with Qatari specificities and uphold its heritage and culture.

**Q. Should the environment be a priority for the National Development Strategy when there are other more pressing issues that need to be addressed first?**

**A.** A healthy environment is primordial for the continuity of human life and should be seen as an undeniable right for our future generations, especially in light of our Arab and Islamic cultural values of cherishing our children above all. As such, this question is no longer valid, as the environment is clearly a top priority for all. Our wealth and prosperity have come with a price, as we have one of the highest per-capita carbon dioxide emissions which require us to intervene now before economic development is hindered and the health of Qataris is jeopardized. Ensuring sustained economic growth and sustainable development therefore go hand-in-hand with the provision of measures to preserve and protect the environment.

**Q. How is the National Development Strategy reflective of Qataris' aspirations?**

**A.** The National Development Strategy is a citizen-driven strategy, with all of its policies and programs developed by working teams representing all segments of Qatari society, from the public and private sectors and civil society organizations, ensuring that the strategy reflects their aspirations and vision for the future of their country. Furthermore, not only was the National Development Strategy developed by the people of Qatar, but it was also developed for Qataris, as it will help lay the foundations for a bright future for them and their children and fulfill their ambitions, needs, and expectations.

**Q. Is a consultative process a good approach in developing the National Development Strategy, taking into account that national strategies in other countries were often developed solely by the Government?**

**A.** No country has ever been successful in developing and implementing such a national strategy, if it did not emanate from the will, aspirations, and expectations of its people and did not have their unwavering support and commitment to see it through. Qataris have the will and the ability to actively contribute in charting the course for their future and that of their children, with the National Development Strategy providing them with the tools and the means to do so. With the Qatari people contributing to the development of the National Development Strategy, we can be sure that it accounts for the specificities and cultural and social characteristics of Qatar, while proving again that it is a forward-looking nation that engages its citizens in policy-making and is a role model for development planning.

The **National Development Strategy** is an initiative by the people of Qatar, and the people of Qatar have proven to always see things through and to pursue their ambitions to fruition, without ever backing away from the challenges that may arise along the way.



**Q. How can we be sure that there were no conflicts of interest in the work of the Task Teams on the level of their recommendations for the National Development Strategy?**

**A.** In any initiative or effort as extensive as the National Development Strategy, in terms of being national and spanning across all sectors, it is natural to assume that conflicts of interest will arise. However, several measures were put in place to ensure that the national interest supersedes all other interests: a National Steering Committee (NSC) supervised the overall development process, ensuring that strategies across all sectors were synergistically formulated and directed towards the fulfillment of a common national objective. Moreover, once all sector strategies were completed, a national effort was undertaken to align and reconcile any differences or conflicts of interest, guaranteeing that national considerations always topped individual interests.

**Q. Is the National Development Strategy simply an academic or theoretical paper? Does it establish specific actionable plans and targets?**

**A.** The National Development Strategy defines practical plans and objectives to progress towards the national goals set in the QNV 2030, by addressing the pre-requisites for economic, social, human, and environmental development, such as investing in education and healthcare, shifting the economy away from an over-reliance on the country's hydrocarbon wealth, increasing the participation levels of Qataris in the workforce, implementing all needed policies to ensure the preservation of the environment, and building strong and effective institutions.

**Q. How serious is the Government about actually implementing the National Development Strategy and, most importantly, will it have the means to do so?**

**A.** The Qatari Government is fully committed to seeing through the full implementation of the National Development Strategy, which will help achieve the ambitious objectives defined in Qatar's National Vision 2030 that was developed by GSDP under the guidance and direction of His Excellency Heir Apparent Sheikh Tamim Bin Hamad Al-Thani. To ensure that all public entities have the means and the resources to implement the policies and programs of the National Development Strategy, the Government will invest heavily in building the capacity of public sector employees to enable them to carry out and implement the strategy's policies, projects, and recommendations.

**Q. Is the National Development Strategy another policy drafted behind closed doors?**

**A.** No. The National Development Strategy is a nationwide consultative process with broad participation of Qataris from all segments of society, representing the private and the public sectors, as well as civil society members, academics, women, and youth, who have contributed to the development of the strategy's major policies and recommendations.

**Q. Did all segments of society have a say in the development process?**

**A.** Yes. The National Development Strategy is a national endeavor. It was developed through an open and transparent consultative process in which representatives from all segments of Qatari society worked jointly to set its policies and programs.

**Q. Does the National Development Strategy recognize and account for the ideas and efforts of all those that helped develop it?**

**A.** The National Development Strategy is a strategy for the people of Qatar, by the people of Qatar. It integrates and accounts for the ideas of all those that have helped develop it.

