



# The Ministry of Commerce and Industry Strategy

2024 - 2030



”

Achieving Sustainable  
Economic Growth

“



“ —

Highlighting the State of Qatar  
on the international stage as a hub  
for foreign direct investment and  
improving the investment  
environment

## Opening of the 51st session of the Shura Council

His Highness Sheikh Tamim bin Hamad Al Thani,  
Amir of the State of Qatar





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## Speech by His Excellency the Minister of Commerce and Industry



The 'Ministry of Commerce and Industry Strategy 2024-2030' represents an ambitious roadmap that supports Qatar's sustainable development goals to achieve balanced and inclusive economic growth, aligned with the Qatar National Vision 2030 and in line with the Third National Development Strategy (NDS3).

The Ministry's strategy focuses on enhancing and developing the commercial, investment and industrial sectors, which will embolden Qatar's global competitiveness, encourage innovation and sustainability, and improve the quality and delivery of services. This is underpinned by our on-going mandate to prioritise the protection of consumer rights according to the highest global standards.

Our strategy emphasises and encourages active contribution to implement a comprehensive economic program that builds on achievements and contributes directly to developing the national economy.

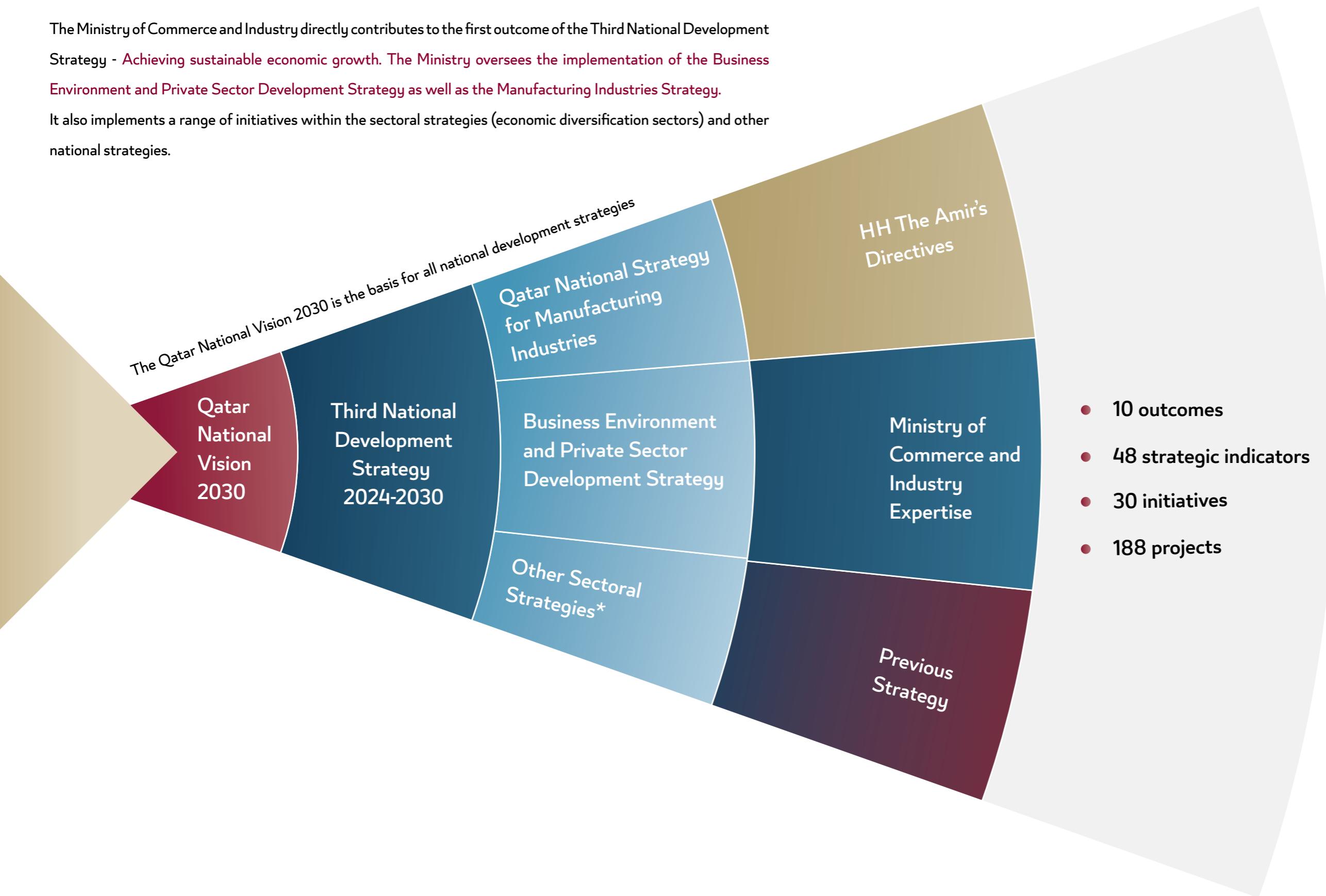
This strategy is not merely a plan but a commitment by the Ministry to the continuous pursuit of excellence and progress, enhancing Qatar's position as a leading commercial and industrial hub on the global stage.

**His Excellency Sheikh Faisal bin Thani bin Faisal Al Thani**  
Minister of Commerce and Industry



# Executive Summary

The Ministry of Commerce and Industry directly contributes to the first outcome of the Third National Development Strategy - Achieving sustainable economic growth. The Ministry oversees the implementation of the Business Environment and Private Sector Development Strategy as well as the Manufacturing Industries Strategy. It also implements a range of initiatives within the sectoral strategies (economic diversification sectors) and other national strategies.



## Vision

Achieving leadership in the fields of trade, industry and consumer protection by contributing to economic diversification and private sector development while adhering to the highest standards of quality and sustainability.

## Mission

Providing an attractive business environment through strong policymaking and high-quality services that develop, encourage and promote business, investment, and national industries, underpinned by the development of intellectual property, consumer & competitive protection and the prevention of monopolistic practices.

## Values\*

### Efficiency

Effectiveness in achieving goals and tasks through the optimal use of resources and achieving self-professionalism

### Commitment

A sense of duty followed by dedication to performance, recognizing the significance of civil service tasks

### Innovation

Sustainability in creativity, continuously developing new working methods to provide quality and precision and delivering dynamic solutions to face current and future challenges

### Integrity

Dealing with credibility, fairness, honesty and sincerity in all aspects of work, through transparent and clear procedures, decisions and plans, by putting the public ahead of personal interests.

### Responsibility

A sense of belonging and dedication to work with a positive approach to achieve goals and tasks while being accountable for the results of the performance

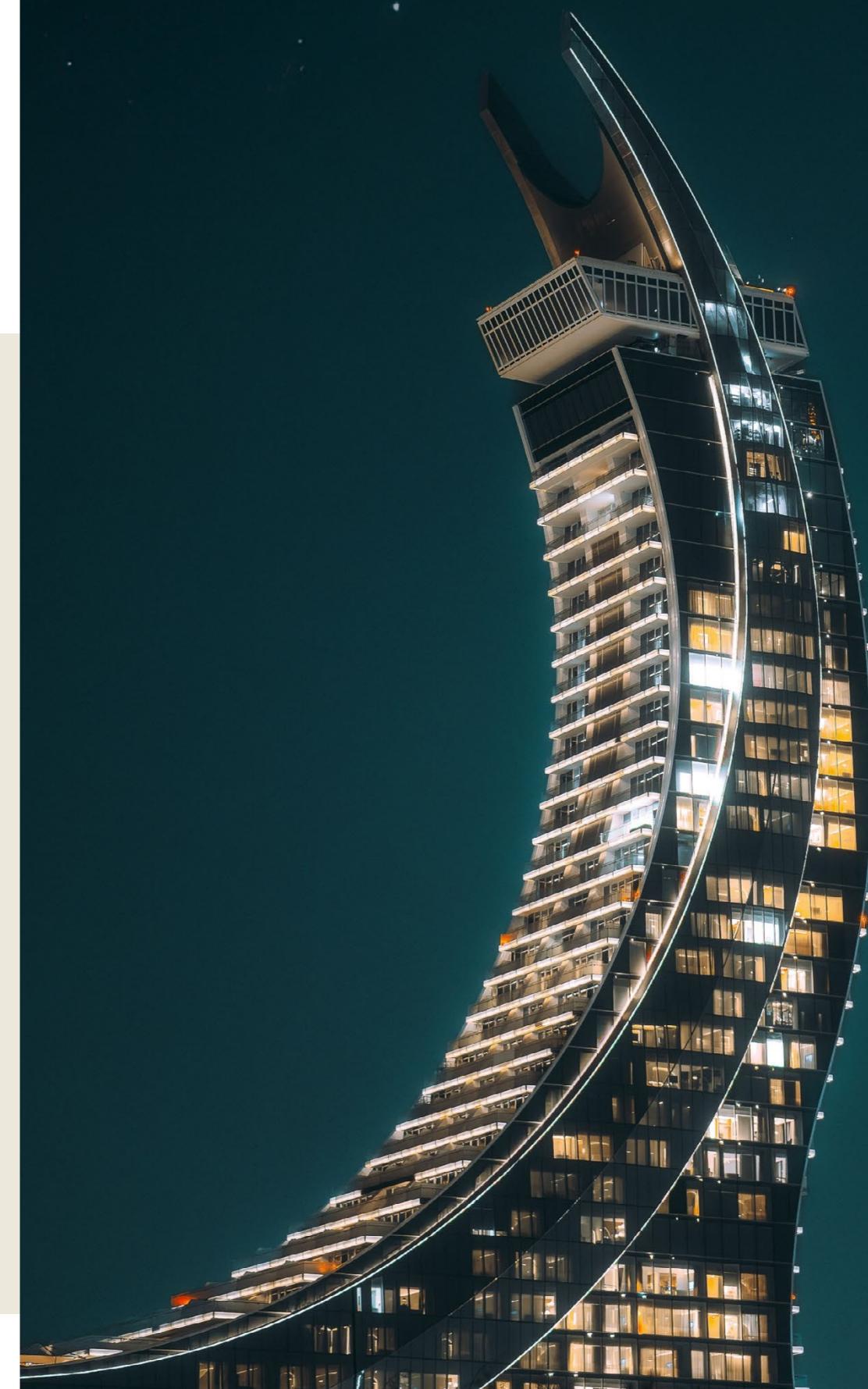
### Cooperation

Adopting a constructive participation approach among all concerned parties, to achieve the common goals in the public interest.

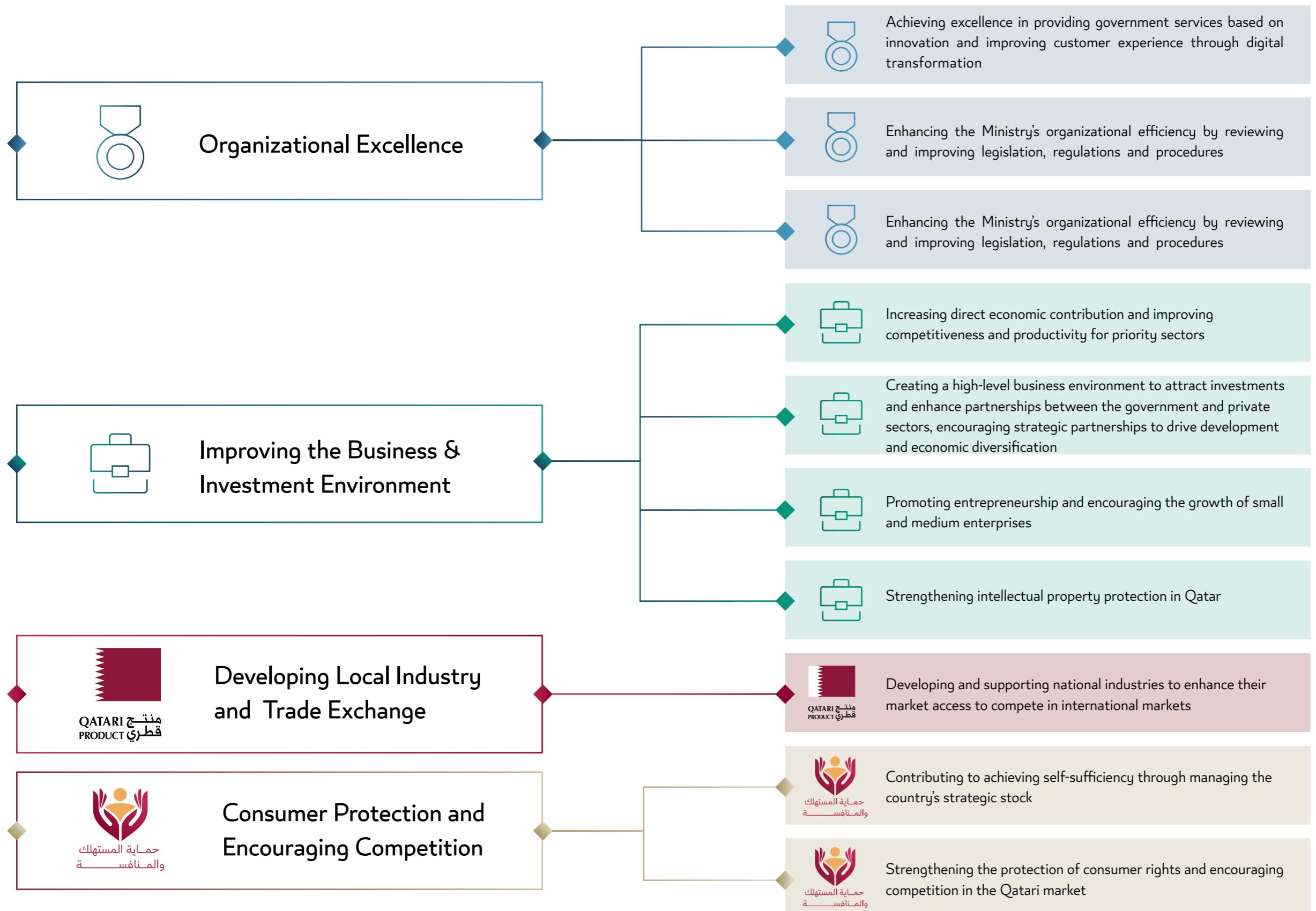
### Respect

A mutual process of appreciating efforts and time, listening without discrimination and interaction among employees within the work environment.

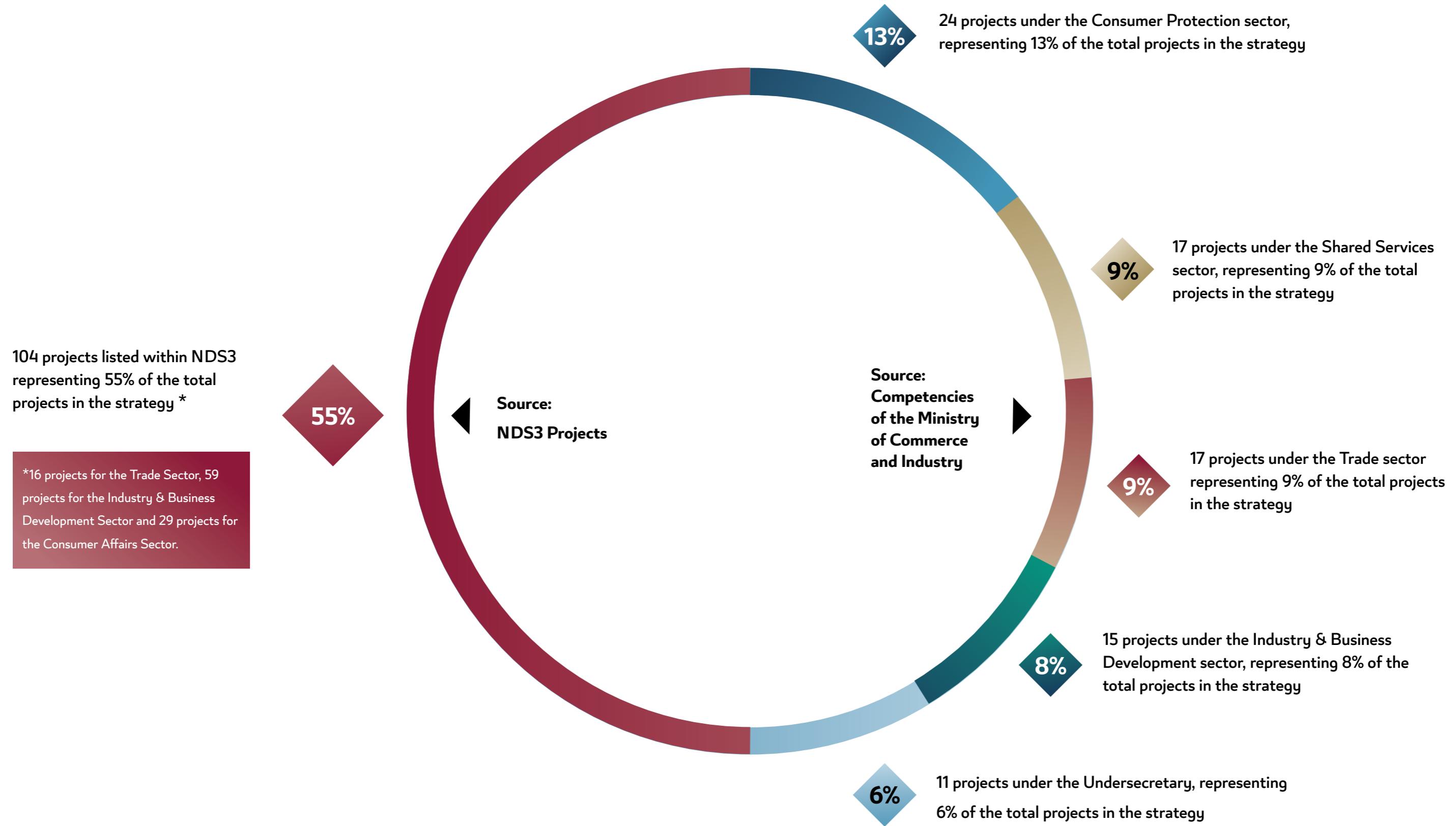
\*The values defined by the Civil Service and Government Development Bureau guided the selection of the Ministry's values

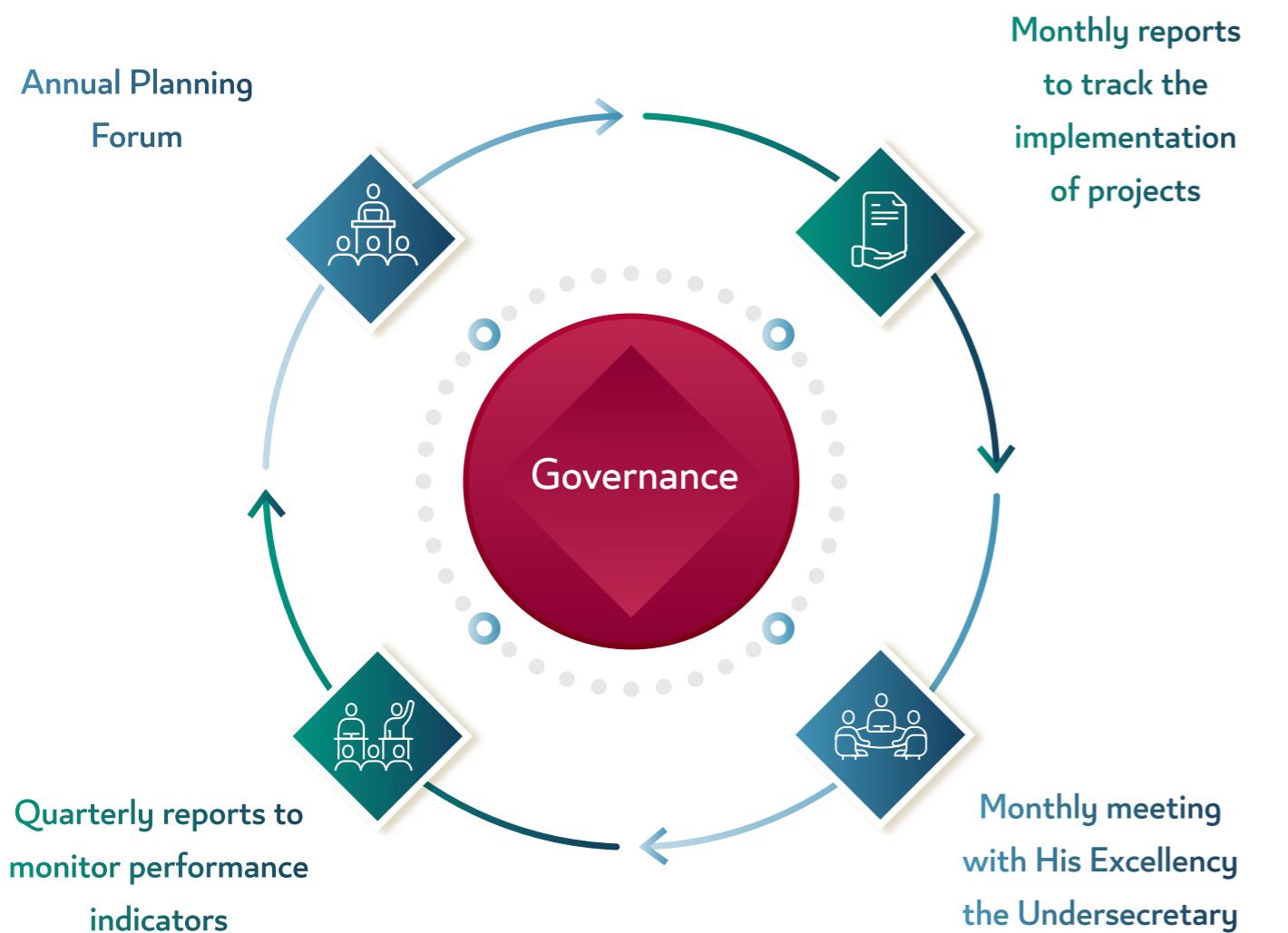


## 4 Strategic Options that Represent the Ministry's Future Aspiration



## 4 Strategic Options that Represent the Ministry's Future Aspiration





# Performance Indicators



## Performance Indicators

### For the Strategic Option Organizational Excellence



#### Outcome 1.1

Achieving excellence in providing government services based on innovation and improving customer experience through digital transformation

| Indicator*   | Code    | Target Value  | Target Value year |
|--|---------|---------------|-------------------|
| Customer satisfaction rate for Government services for businesses across all platforms | O1.1-K1 | More than 85% | 2030              |



#### Outcome 1.2

Enhancing the Ministry's organizational efficiency by reviewing and improving legislation, regulations and procedures

| Indicator*                                  | Code    | Target Value    | Target Value year |
|---|---------|-----------------|-------------------|
| Digital Transformation Ratio                | O1.2-k1 | 100%            | 2030              |
| Legislative Quality Index (percentile rank) | O1.2-k2 | Top 10 per cent | 2030              |



#### Outcome 1.3

Attracting talents and competencies, developing their skills, and retaining them

| Indicator*   | Code    | Target Value | Target Value year |
|--|---------|--------------|-------------------|
| Percentage of new employees with high-value skills or backgrounds                      | O1.3-k1 | 100%         | 2030              |
| Measuring employee satisfaction with the work environment and opportunities for growth | O1.3-k2 | 85%          | 2030              |
| Percentage of training programmes implemented compared to the plan                     | O1.3-k3 | 100%         | 2030              |
| Results of training evaluations by participants, measuring the improvement of skills   | O1.3-k4 | 85%          | 2030              |

## Performance Indicators

### For the Strategic Option Improving the Business and Investment Environment



#### Outcome 2.1

Increasing direct economic contribution and improving competitiveness and productivity for priority sectors

| Indicator*  | Code    | Target Value | Target Value year |
|---|---------|--------------|-------------------|
| Average annual GDP growth                             | O2.1-K1 | 4%           | 2030              |
| Average annual GDP growth for non-hydrocarbon sectors | O2.1-K2 | 4%           | 2030              |



#### Outcome 2.2

Creating a high-level business environment to attract investments and enhance partnerships between the government and private sectors, encouraging strategic partnerships to drive development and economic diversification

| Indicator*  | Code     | Target Value                | Target Value year |
|---|----------|-----------------------------|-------------------|
| Cost of establishing a new company (as a percentage of GDP per capita)  | O2.2-K1  | 0.2%-1%                     | 2030              |
| Time required to establish a new company (in days)  | O2.2-K2  | day 1                       | 2030              |
| Business Readiness Index (B-Ready ranking)  | O2.2-K3  | Top 10                      | 2030              |
| Legislative Quality Index (percentile rank)   | O2.2-K4  | Top 10%                     | 2030              |
| Score on the Net Promoter Score Index – Strengths Assessment Test (CSAT/NPS) across the entire investor journey | O2.2-K5  | Higher than 80%             | 2030              |
| Herfindahl-Hirschman Index (GDP)  | O2.2-K6  | Less than 0.1               | 2030              |
| Ease of hiring and terminating employees' contracts   | O2.2-K7  | score 80-85% of 5.8         | 2030              |
| Judicial Procedures Quality Index   | O2.2-K8  | score of 55-83% 5.5 to 10.5 | 2030              |
| Value of Public-Private Partnership Deals (as a percentage of GDP)  | O2.2-K9  | 0.37%                       | 2030              |
| Net Inward Foreign Direct Investment to Qatar (cumulative)  | O2.2-K10 | billion dollars 100         | 2030              |

\*Performance Indicators stemming from NDS3

\*Performance Indicators stemming from NDS3

## Performance Indicators

### For the Strategic Option Improving the Business and Investment Environment

#### Outcome 2.3

Promoting entrepreneurship and encouraging the growth of small and medium enterprises

| Indicator*   | Code    | Target Value                           | Target Value year |
|--|---------|--|-------------------|
| Total rate of registered companies (per 1,000 persons)   | O2.3-K1 | 30-55                                  | 2030              |
| Rate of newly registered businesses (5-year average)   | O2.3-K2 | 9-16 per 1000 persons (5-year average) | 2030              |
| Rate of SMEs (per 1,000 persons)   | O2.3-K3 | 35-39                                  | 2030              |
| Rank in the Business Efficiency Index (Global Competitiveness Index, International Institute for Management Development) | O2.3-K4 | Top 10                                 | 2030              |
| Rank in the Global Innovation Index for Business Development   | O2.3-K5 | Top 20                                 | 2030              |
| Share of SMEs in government procurement (% of total value)   | O2.3-K6 | 10%                                    | 2030              |

#### Outcome 2.4

Strengthening intellectual property protection in Qatar

| Indicator*   | Code    | Target Value | Target Value year |
|--|---------|--------------|-------------------|
| Number of granted patent applications  | O2.4-K1 | 1050         | 2030              |
| Number of granted trademark applications   | O2.4-K2 | 56000        | 2030              |
| The increase in the number of copyright requests registered with an annual growth of 20% | O2.4-K3 | 20% per year | 2030              |
| An increase in the number of patents granted annually by 20%                             | O2.4-K4 | 20% per year | 2030              |

\*Indicators for strengthening Intellectual Property protection will be updated according to the outputs of the Intellectual Property Protection Strategy

## Performance Indicators

### For the Strategic Option Developing Local Industry and Trade Exchange



#### 3.1 النتيجة

Developing and supporting national industries to enhance their market access to compete in international markets

| Indicator*   | Code     | Target Value  | Target Value year |
|--|----------|---|-------------------|
| Time taken for export and import processes (hours)   | O3.1-K1  | 6 hours (ranking 19/210)<br>20 hours (ranking 33/210) | 2030              |
| Price of import & export in USD  | O3.1-K2  | \$100 (ranking 19/210)<br>\$400 (ranking 40/210)      | 2030              |
| Preferential market access as a percentage of global GDP   | O3.1-K3  | 25%   | 2030              |
| The ratio of preferential trade to total trade   | O3.1-K4  | 25%   | 2030              |
| The value of exports of goods and services benefiting from promotional activities                                    | O3.1-K5  | 2.5% for goods,<br>2.9% for services                  | 2030              |
| Annual growth rate of the gross output of the manufacturing sector (for the period 2021-2030-, at 2018 fixed prices) | O3.1-K6  | 3.4% (2021-2030 CAGR)                                 | 2030              |
| The percentage of value added from manufacturing industries not related to oil and gas (%)                           | O3.1-K7  | 49.4% (2030 with NDS3)                                | 2030              |
| Annual growth of manufacturing sector exports (%)  | O3.1-K8  | 2.5% (2021-2030 CAGR)                                 | 2030              |
| The private sector's contribution to value added in manufacturing industries (Qatari Riyals)                         | O3.1-K9  | 35.6 B QAR  | 2030              |
| Annual growth in labour productivity in the manufacturing sector (2021-2030)   | O3.1-K10 | 1.9% (2021-2030 CAGR)                                 | 2030              |
| Competitive industrial performance index (rank)  | O3.1-K11 | 40  | 2030              |
| Smart Industry Readiness Index (SIRI)  | O3.1-K12 | To be confirmed                                       | 2030              |
| The percentage of high-skilled workers (%)   | O3.1-K13 | 26.5%   | 2030              |
| Circular economy assessment metrics  | O3.1-K14 | To be confirmed                                       | 2030              |

\*Performance Indicators stemming from NDS3

\*Performance Indicators stemming from NDS3

## For the Strategic Option Consumer Protection and Encouraging Competition



### Outcome 4.1

Contributing to achieving self-sufficiency through managing the country's strategic stock

| Indicator*  | Code    | Target Value    | Target Value year |
|---|---------|-----------------|-------------------|
| Self-sufficiency rate (for the sub-sectors to build resilience) | O4.1-K1 | To be confirmed | 2030              |



### 4.2 النتيجة 2

Strengthening the protection of consumer rights and encouraging competition in the Qatari market

| Indicator*  | Code    | Target Value  | Target Value year |
|---|---------|---------------|-------------------|
| Increase the number of inspection campaigns with an annual increase of 5%   | O4.2-K1 | 5% per year   | 2030              |
| Reduce the number of violations issued by 2-5% per year (as a result of regulating the commercial sectors through initiatives and awareness programmes) | O4.2-K2 | 2-5% per year | 2030              |
| Herfindahl-Hirschman Index  | O4.2-K3 | Less than 0.1 | 2030              |
| Frequency of imposing non-tariff measures   | O4.2-K4 | 30-55         | 2030              |

\*Indicators for strengthening the protection of consumer rights and encouraging competition in the Qatari market will be updated according to the outcomes of the Consumer Protection and Encouraging Competition Strategy

\*Performance Indicators stemming from NDS3



The background image is an aerial photograph of a coastal urban area. On the right, a wide, light-colored sandy beach meets a clear, turquoise-blue sea. To the left of the beach is a large, modern hotel complex with multiple towers and extensive outdoor areas. These areas include several large, kidney-shaped swimming pools, some with water features like waterfalls. The hotel buildings have a mix of tan and white facades with numerous windows. In the far background, more of the city's infrastructure, including roads and smaller buildings, is visible under a clear sky.

# Initiatives and Projects



## Achieving excellence in providing government services based on innovation and improving customer experience through digital transformation

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name   | Year of Delivery |
|---|----------------|-----------|--|------------------|
| <b>Redesigning government services for business licensing, registration, establishment and management</b> | NDS3           | BE.3.1.1  | Designing customized journeys specifically for the type of activity of the concerned companies (e.g., size, legal form, and business activities)   |                  |
|   | NDS3           | BE.3.1.2  | Establishing unified standards for the classification of economic activity (in all regions) according to the International Standard Industrial Classification (ISIC)                         |                  |
|   | NDS3           | BE.3.1.3  | Continue to develop the Single Window platform as a single unified centre to facilitate procedures and provide integrated services   |                  |
|   | NDS3           | BE.3.1.4  | Preparing a register for industrial lands to improve the availability and distribution process of lands  |                  |
|   | NDS3           | BE.3.1.5  | Coordinating with banks to enhance the efficiency and accessibility of establishing banking services for companies   |                  |
|   | NDS3           | BE.3.1.6  | Improving services for foreign investors   |                  |
| Civil Service and Government Development Bureau   |                |           | Automating the registration of trade names and assisting investors in choosing trade names that meet requirements by specifying the necessary criteria and avoiding rejections               |                  |
| Civil Service and Government Development Bureau   |                |           | Receiving and freezing payments upon submission of applications through streamlined process for company registration applications and specifying the payment method in advance               |                  |
| Expertise   |                |           | Home License Improvement Initiative  | 2024             |
| Expertise   |                |           | Activities Harmonization Initiative  | 2024             |
| Expertise   |                |           | Reviewing Minister of Economy and Commerce Decision No. (161) of 2017 regarding general and specific requirements that must be met in commercial, industrial, and similar public authorities | 2024             |
| Expertise   |                |           | Providing electronic service for establishing private joint-stock companies  | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



**Achieving excellence in providing government services based on innovation and improving customer experience through digital transformation**

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name  | Year of Delivery |
|---|----------------|-----------|---|------------------|
| <b>Redesigning government services for business licensing, registration, establishment and management</b> | EXO            |           | Finalising the standardisation of foreign investment platforms  | 2024             |
|   |                | Expertise | تقديم خدمة تأسيس الشركات المساهمة الخاصة الكترونياً   | 2024             |
|   |                | Expertise | Creating a database for public and private joint-stock companies and investment funds                                     | 2024             |
|   |                | Expertise | Developing an Anti-Money Laundering and Counter-Terrorism Financing Program (SAS)   | 2024             |
|   |                | Expertise | Updating the risk classification for entities under the Ministry's supervision and preparing the inspection plan for 2023 | 2024             |
|   |                | Expertise | Amending Cabinet Decision No. 10 of 2022 on specifying transactions in which the use of cash is prohibited                | 2024             |
|   |                | Expertise | Proposal to amend Law No. (8) of 2020 regulating the auditing profession  | 2024             |
|   |                | Expertise | «Qawaem» Programme  | 2024             |
|   |                | Expertise | Improving the Single Window website   | 2024             |
| Civil Service and Government Development Bureau   |                |           | Linking the «Sharek» platform to the Single Window platform   |                  |

\*Projects will be scheduled upon preparation of the execution plan



**Achieving excellence in providing government services based on innovation and improving customer experience through digital transformation**

EXO Projects

NDS3 Projects

| The Initiative   | Project Source | Project # | Project Name  | Year of Delivery |
|--|----------------|-----------|---|------------------|
| <b>Establishing mechanisms to enable and drive continuous improvement of government-to-business (G2B) services</b> | NDS3           | BE.3.2.1  | Enhancing data sharing mechanisms between entities involved in the company's journey to enrich the optimisation of government services for businesses   |                  |
|  | NDS3           | BE.3.2.2  | Establish a centralised system to collect, receive, follow up and act on feedback from companies on government services for businesses, and report directly to the highest levels of government |                  |
|  | NDS3           | BE.3.2.3  | Preparing and publishing reports to show the performance of government services for businesses and the progress achieved in improvement measures  |                  |
|  | NDS3           | BE.3.2.4  | Design and implement training and development programmes for staff to equip them with the knowledge and skills needed to deliver business support services                                      |                  |
|  | Expertise      |           | Customer satisfaction measurement project for key sectors   | 2024             |
|  | Expertise      |           | and EFQM quality system implementation project 2015-ISO 9001  | 2024             |
|  | Expertise      |           | Customer satisfaction measurement project for the shared services sector  | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Enhancing the Ministry's organizational efficiency by reviewing and improving legislation, regulations and procedures

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name   | Year of Delivery |
|---|----------------|-----------|--|------------------|
| <b>Establishing mechanisms to enable and drive continuous improvement processes</b> | Expertise      |           | Create a new website for the ministry  | 2024             |
|   | Expertise      |           | Develop a new identity for social media designs and define suitable content for each program | 2024             |
|   | Expertise      |           | Update the infrastructure for the Shared Services Portal                                     | 2024             |
|   | Expertise      |           | Develop the Single Window website  | 2024             |
|   | Expertise      |           | (Develop the Comprehensive Package System (BSS   | 2024             |
|   | Expertise      |           | Unified comprehensive system for the consumer sector   | 2024             |
|   | Expertise      |           | «Job Structure Project: «Role Alignment  | 2024             |
|   | Expertise      |           | Job Description Cards according to the new organizational structure                          | 2024             |
|   | Expertise      |           | Second Tier «Sawaeed» Project, Group Two   | 2024             |
|   | Expertise      |           | Media Appearance Training Program with Al Jazeera for directors and deputies                 | 2024             |
|   | Expertise      |           | Harvest Ceremony   | 2024             |
|   | Expertise      |           | Automate judicial inspection data  | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Enhancing the Ministry's organizational efficiency by reviewing and improving legislation, regulations and procedures

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name  | Year of Delivery |
|---|----------------|-----------|---|------------------|
| <b>Establishing mechanisms to enable and drive continuous improvement processes</b> | Expertise      |           | Inventory all ministry assets according to the prepared program                             | 2024             |
|   | Expertise      |           | Initiative for annual auditing mechanism for commercial attaché office                      | 2024             |
|   | Expertise      |           | Initiative to develop a supplier registration platform                                      | 2024             |
|   | Expertise      |           | 2030-Project to prepare the Ministry of Commerce and Industry Strategy 2024                 | 2024             |
|   | Expertise      |           | Project to activate risk management and business continuity                                 | 2024             |
|   | Expertise      |           | Annual Planning Forum   | 2024             |
|   | Expertise      |           | Project to prepare the institutional innovation strategy                                    | 2024             |
|   | Expertise      |           | Project for the Ministry Excellence Program to enhance efficiency among administrative unit | 2024             |
|   | Expertise      |           | Project to activate the Project Management Office (PMO) and automate its procedures         | 2024             |
|   | Expertise      |           | Project for the strategic indicator dashboard for ministry activities                       | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



Increasing direct economic contribution and improving competitiveness and productivity for priority sectors

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name  | Year of Delivery |
|---|----------------|-----------|---|------------------|
| <b>Optimising the planning of logistics parks and warehouses by reviewing processes, systems and governance to reduce the cost of building warehousing facilities</b> | NDS3           | LS.2.81   | Develop a process for continuously assessing industry demand to ensure adequate land availability and suitable storage facilities by providing required infrastructure services (such as water and electricity) |                  |

\*Projects will be scheduled upon preparation of the execution plan



**Creating a high-level business environment to attract investments and enhance partnerships between the government and private sectors, encouraging strategic partnerships to drive development and economic diversification**

EXO Projects

NDS3 Projects

| The Initiative   | Project Source | Project # | Project Name   | Year of Delivery |
|--|----------------|-----------|--|------------------|
| <b>Adopting mechanisms to proactively and continuously reform Qatar's business laws</b>                                | NDS3           | BE.1.3.1  | Design & implement a policy-making function at MOCI focused on the business regulatory environment; consider establishing offices to improve regulations in priority sectors |                  |
|  | NDS3           | BE.1.3.2  | Redesign policy-making and governance processes to accelerate business sector policies and proactively amend laws  |                  |
|  | NDS3           | BE.1.3.3  | Build a legislative lab to test regulations in free zones with the aim of applying them nationally   |                  |
| <b>Designing and implementing reforms that address key aspects of the organisational challenges facing the economy</b> | NDS3           | BE.1.2.4  | Implement reforms for the governance of private joint-stock companies  |                  |
|  | EXO<br>NDS3    | BE.1.2.2  | Accelerate the issuance of the bankruptcy law and implement key reforms  | 2024             |
|  | NDS3           | BE.1.2.3  | Reduce barriers to licensing companies established under the Foreign Investment Law  |                  |
|  | NDS3           | BE.1.2.4  | Assess the range of activities requiring licenses and permits to identify areas where regulations may need simplification, or certain conditions removed                     |                  |
| <b>Liberalisation of land transport sectors to improve market dynamics and trucking productivity</b>                   | NDS3           | LS.3.2.1  | Increase the availability of licenses and ease the process to boost truck transport service supply   |                  |
|  | NDS3           | LS.3.2.4  | Enforce the law to curb illegal competitive practices, such as price fixing and preventing monopoly pricing in trucking  |                  |
|  | NDS3           | LS.3.2.5  | Study the potential for trade liberalisation of refrigeration services to facilitate e-commerce (reduce regulations, and break monopolies, etc)                              |                  |

\*Projects will be scheduled upon preparation of the execution plan



**Creating a high-level business environment to attract investments and enhance partnerships between the government and private sectors, encouraging strategic partnerships to drive development and economic diversification**

EXO Projects

NDS3 Projects

| The Initiative   | Project Source | Project #  | Project Name  | Year of Delivery |
|--|----------------|------------|---|------------------|
| <b>Standardise and harmonise Qatar's competencies/authorities to enhance integration of incentives and investment promotion activities</b> | NDS3           | BE.1.1.1   | Improving the excellence and clarity of all offerings in economic zones to reduce confusion and potential encroachment (e.g. (using land ready for use  |                  |
|  | NDS3           | BE.1.1.2   | Identifying and standardizing shared functions, where possible, across all specializations to reduce duplicated efforts   |                  |
|  | NDS3           | BE.1.1.3   | Establish a central function to coordinate policies aligned with the governance of implementing the NDS3, ensuring the unification of business sector regulations in the country                      |                  |
|  | NDS3           | BE.1.1.4   | Enhancing the regulatory and financial incentive framework to attract foreign direct investment within a comprehensive foreign direct investment policy   |                  |
|  | NDS3           | BE.1.1.5   | Building a group of leading entities to attract foreign direct investment to priority sectors and monitoring conversion rates   |                  |
|  | NDS3           | BE.1.1.6   | Enhancing the unification and maintenance of data collection, management, and use of business records and economic (performance databases (e.g. company records, foreign direct investment statistics | 2024             |
|  | NDS3           | BE.1.1.7   | Designing a new governance and operational model to support senior government leaders in decision-making regarding proposals for large or strategically important foreign investments                 |                  |
|  | EXO            |            | Announcing incentives to develop investments in priority sectors  | 2024             |
|  | EXO            |            | Completing the amendments to the current investment law   | 2024             |
| <b>Enhancing trade promotion activities to support local exporters</b>   | NDS3           | 1.CF.9.1.1 | Building a clear and distinctive brand for the State of Qatar and investing in public relations and media marketing activities.   |                  |
|  | NDS3           | 1.CF.9.1.2 | Increasing trade promotion activities specifically targeting services   |                  |
|  | NDS3           | 1.CF.9.1.4 | Enhancing capabilities in managing trade data, especially concerning services.  |                  |

\*Projects will be scheduled upon preparation of the execution plan



**Creating a high-level business environment to attract investments and enhance partnerships between the government and private sectors, encouraging strategic partnerships to drive development and economic diversification**

EXO Projects

NDS3 Projects

| The Initiative | Project Source | Project # | Project Name   | Year of Delivery |
|----------------|----------------|-----------|--|------------------|
|                | NDS3           | BE.7.1.1  | Conducting strategic reviews and building additional trade relationships (free trade agreements, economic cooperation agreements, bilateral investment treaties) with key strategic markets (such as the European Union and the United States), in line with sector specialization goals |                  |
|                | NDS3           | BE.7.1.2  | Enhancing the establishment of supportive partnerships to improve trade relations, such as investment protection agreements and double taxation agreements   |                  |
|                | NDS3           | BE.7.1.3  | Expanding relationships with counterpart bodies (such as investment promotion agencies and international organisations)  |                  |
|                | NDS3           | BE.7.1.4  | Activating the commercial attaché model in selected strategic trade destinations for specific competitive goods and services.  |                  |
|                | Expertise      |           | Developing a policy for the role of Qatar's commercial attachés.   | 2024             |
|                | EXO            |           | Concluding trade agreements to boost exports   | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Promoting entrepreneurship and encouraging the growth of SMEs

EXO Projects

NDS3 Projects

| The Initiative   | Project Source | Project # | Project Name  | Year of Delivery |
|--|----------------|-----------|---|------------------|
| <b>Simplifying the procedures for government transactions, minimising the time and cost incurred</b> | NDS3           | MF.3.1.1  | Updating the industrial services platform to automate all services related to the industrial sector   |                  |
|  | NDS3           | MF.3.1.2  | Reviewing Service Level Agreements (SLAs) between government entities to achieve further reductions in the time and cost of processing requests.  | 2024             |
|  | NDS3           | MF.3.1.3  | Publishing a list of preferred service providers  | 2024             |
|  | NDS3           | MF.3.1.5  | Unifying the management of industrial lands under «Manateq.»  | 2024             |
|  | NDS3           | MF.3.1.4  | Standardise and simplify environmental impact assessment requirements   | 2024             |
|  | EXO<br>NDS3    | MF.3.1.6  | Improving public-private sector dialogue through a formal and organized framework.  | 2024             |
|  | EXO            |           | Finalising the reduction of government fees for starting businesses   | 2024             |
| <b>Encouraging companies to improve the maturity and efficiency of core administrative functions</b> | NDS3           | BE.5.1.1  | Providing support for obtaining consulting and specialized services (more accurate and clear business models, development of risk prevention functions, and crisis resilience), especially for small and medium-sized enterprises | 2024             |
|  | NDS3           | BE.5.1.2  | Establishing an account management function to identify high-potential local companies and provide tailored support services to find small and medium enterprise support products (such as grants)                                |                  |
| <b>Encouraging companies to improve operational efficiencies</b>                                     | NDS3           | BE.5.3.1  | Providing incentives to encourage companies to adopt global standards to improve the quality of their goods and services.   | 2024             |
|  | NDS3           | BE.5.3.2  | Offering programs to help companies offset the costs of adopting measures to improve their operations (such as industrial capacity development)   |                  |
|  | NDS3           | BE.5.3.3  | Launching programs to adopt digital services targeting private sector institutions, especially those operating in priority sectors (a joint initiative with the ICT sector).  |                  |

\*Projects will be scheduled upon preparation of the execution plan



## Promoting entrepreneurship and encouraging the growth of SMEs

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name  | Year of Delivery |
|---|----------------|-----------|---|------------------|
| <b>Enhancing the public-private partnership model, building its capacity and ensuring the participation of SMEs</b> | NDS3           | BE.4.31   | Taking measures to enhance SMEs participation in public-private partnership projects (such as applying a minimum subcontracting requirement for tender participants, setting a percentage of the total project value for SMEs, providing subsidies to cover participation costs in these tenders, and implementing capacity-building programs). | 2024             |
|   | NDS3           | BE.4.3.2  | Redesigning the governance, structure and processes of the Public-Private Partnership Unit (including its relationship with the Ministry of Finance).   | 2024             |
|   | NDS3           | BE.4.3.3  | Enhancing the capabilities of the Public-Private Partnership Unit (identifying partnership projects, procurement processes, promotion function, and others).  | 2024             |
|   | EXO            |           | Operating strategic food security silos.  | 2024             |
|   | EXO            |           | Adopting and issuing the executive regulations for the partnership law.   | 2024             |
|   | EXO            |           | Offering lands for investment opportunities specific to partnerships.   | 2024             |
| <b>Attracting and supporting private industrial investment</b>  | NDS3           | MF.3.2.1  | Establish a single source for facts related to industrial data  | 2024             |
|   | NDS3           | MF.3.2.2  | Launching an offset program focused on the manufacturing sector.  |                  |
|   | NDS3           | MF.3.2.3  | Organizing investment opportunity forums and mediation events for manufacturers and private investment companies.   |                  |
|   | NDS3           | MF.3.2.4  | Launching a new lease-to-own program for factory building.  | 2024             |
|   | NDS3           | MF.3.2.5  | Establishing an affordable mechanism to prepare feasibility studies for manufacturing industries  |                  |
|   | الاختصاص       |           | Investment clusters and opportunities in the aluminum and plastic sectors.  | 2024             |
|   | EXO            |           | Announcing investment opportunities in the aluminum, chemicals, and plastics sectors.   | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Strengthening intellectual property protection in Qatar

EXO Projects

NDS3 Projects

| The Initiative                                   | Project Source               | Project # | Project Name  | Year of Delivery |
|--|------------------------------|-----------|---|------------------|
| <b>Intellectual Property Protection Strategy</b> | Ministry's previous strategy |           | National Intellectual Property Strategy   | 2024             |
|  | Expertise                    |           | Industrial Designs Law (Issuing the Executive Regulations)  | 2024             |
|  | Ministry's previous strategy |           | Project Initiative in collaboration with the Ministry of Education to promote intellectual property culture | 2024             |
|  | Ministry's previous strategy |           | Project to establish a national network of Technology and Innovation Support Centers (TISCs)                | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Developing and supporting national industries to enhance their market access to compete in international markets

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name   | Year of Delivery |
|---|----------------|-----------|--|------------------|
| <b>Increasing the adoption of Fourth Industrial Revolution tools and applications</b>                                   | NDS3           | MF.21.1   | Identifying target manufacturing companies and assessing their readiness to adopt Fourth Industrial Revolution tools and applications (SIRI assessment). |                  |
|   | NDS3           | MF.21.2   | Increasing awareness of the benefits of using Fourth Industrial Revolution tools through workshops and training.   |                  |
|   | NDS3           | MF.21.3   | Developing incentive programs to increase the adoption of Fourth Industrial Revolution tools and applications.   | 2024             |
| <b>Establishing a dynamic business environment for the advanced economic cluster for the food and beverage industry</b> | NDS3           | MF.5.2.1  | Developing a master plan to establish an advanced food and beverage cluster.   |                  |
|   | NDS3           | MF.5.2.2  | Developing an enabling environment and investment portfolio for infant food and healthy food industry  |                  |
|   | NDS3           | MF.5.2.3  | Developing an enabling environment and investment portfolio for frozen seafood and ready-to-eat meals  |                  |
|   | NDS3           | MF.5.2.4  | Developing an enabling environment and investment portfolio for agricultural technology (AgriTech) tools and supplies                                    |                  |
|   | NDS3           | MF.5.2.5  | Developing a favourable environment and investment portfolio for plant-based and cultured meats processing   |                  |
| <b>Promoting sustainable manufacturing and circular economy principles</b>  | NDS3           | MF.4.1.1  | Conducting a study to design recycling value chains and raise awareness of the circular economy principle  |                  |
|   | NDS3           | MF.4.1.2  | Creating opportunities for investment in recycling by analysing available waste-related data   |                  |
|   | NDS3           | MF.4.1.3  | Launching incentive programmes to increase adoption of circular economy principles   |                  |

\*Projects will be scheduled upon preparation of the execution plan



**Developing and supporting national industries to enhance  
their market access to compete in international markets**

**EXO Projects**

**NDS3 Projects**

| The Initiative  | Project Source | Project # | Project Name   | Year of Delivery |
|---|----------------|-----------|--|------------------|
| <b>Facilitating the growth of manufacturing exports</b>                                 | NDS3           | MF.2.2.1  | Launch the National Pioneers Program in Qatar  | 2024             |
| <b>Establishing an economic cluster dedicated to aluminium downstream manufacturing</b> | NDS3           | MF.1.1.1  | Allocating and equipping an industrial zone for the aluminium economic cluster                                   |                  |
|   | NDS3           | MF.1.1.2  | Attracting foreign direct investment from major aluminium companies  | 2024             |
|   | NDS3           | MF.1.1.3  | Providing opportunities for local SMEs to invest in the aluminium economic cluster                               |                  |
|   | Expertise      |           | Implement a proactive mechanism to combat harmful practices (through imports, international organizations, etc.) | 2024             |
|   | Expertise      |           | Create a (National Product) page on the Ministry of Commerce and Industry's micro website                        | 2024             |
|   | Expertise      |           | Study the increase of customs tariffs on locally produced goods  | 2024             |
|   | Expertise      |           | National Product Week  | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Contributing to achieving self-sufficiency through managing the country's strategic stock

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name   | Year of Delivery |
|---|----------------|-----------|--|------------------|
| <b>Enhancing direct trade measures and applying indirect measures to protect local producers from imports</b> | NDS3           | FA.3.11   | Developing and implementing a negative list of goods to protect local production   |                  |
|   | NDS3           | FA.3.12   | Develop a monthly schedule for the production of goods on the negative list. Create a database that combines production volume and reflects production seasons to ensure accurate decisions regarding quota quantities for each season |                  |
|   | NDS3           | FA.3.14   | Increase customs tariffs to the level of preferential tariffs for specific goods (15% and 18%)   |                  |
|   | NDS3           | FA.3.15   | Establishing a mechanism to utilise collected preferential customs duty funds to support local production of goods   |                  |
|   | NDS3           | FA.3.18   | Initiate negotiations and sign bilateral agreements with leading countries in the supply of certain goods, for example, with Iran regarding tomatoes and cucumbers   |                  |
|   | NDS3           | FA.3.19   | Initiate a concession renegotiation procedure through the World Trade Organisation to impose tariff ceilings   |                  |
|   | NDS3           | FA.3.10   | Providing the General Authority of Customs with guidance on the application of preferential tariffs  |                  |
|   | NDS3           | FA.3.11   | Application of existing countervailing (anti-subsidy), protective, and anti-dumping measures, if necessary   |                  |

\*Projects will be scheduled upon preparation of the execution plan



## Contributing to achieving self-sufficiency through managing the country's strategic stock

EXO Projects

NDS3 Projects

| The Initiative  | Project Source | Project # | Project Name  | Year of Delivery |
|---|----------------|-----------|---|------------------|
| <b>Establishing a mechanism to facilitate trade diversification</b> | NDS3           | FA.3.21   | Prepare business managers to support importers in diversifying their trade (identifying and building relationships with new sources of imports)   |                  |
|   | NDS3           | FA.3.22   | Introduce business continuity plans and identify monetary and/or non-monetary incentives for importers who follow business continuity plans and achieve the target (e.g. priority in national procurement, exemption from customs duties, etc.)   |                  |
|   | NDS3           | FA.3.24   | Implementation of the retention contract including specific transitional supplies of critical commodities to ensure supplies in case of emergency   |                  |
|   | NDS3           | FA.3.25   | Establishing a cooperative purchasing mechanism from suppliers to support importers in the implementation of supply programmes (long-term contracts)  |                  |
|   | NDS3           | FA.3.27   | Developing a database of major suppliers across different countries   |                  |
|   | NDS3           | FA.3.28   | Specifying alternative supplying countries for each strategic commodity (essential commodities)   |                  |
|   | NDS3           | FA.3.29   | Identifying commodity synergies for priority countries  |                  |
|   | NDS3           | FA.3.210  | Validating trade routes and identifying new ones if necessary   |                  |
|   | NDS3           | FA.3.211  | Continuing to expand bilateral government relations to establish trade partnerships with priority countries identified through framework agreements, bilateral and multilateral free trade agreements, transit/transport agreements and the creation of a 'food corridor' by investing in infrastructure and supply chain resources in priority countries |                  |

\*Projects will be scheduled upon preparation of the execution plan



## Contributing to achieving self-sufficiency through managing the country's strategic stock

EXO Projects

NDS3 Projects

| The Initiative   | Project Source | Project # | Project Name  | Year of Delivery |
|--|----------------|-----------|---|------------------|
| <b>Increasing the level of stored reserves and the number of «essential» goods (yellow category)</b> | NDS3           | FA.2.1.1  | Ensure that the storage reserves agreed upon are in line with the recommendation of the National Food Security Strategy 2023-2030, including: a) commodities b) quantities c) calculation method (e.g. data used)   |                  |
|  | NDS3           | FA.2.1.2  | Reverse the operation of the Hamad Port Terminal - Review cooperation with private sector partners for essential commodities (mostly rice, sugar and oil in the near term) after the Hamad Port Project facility is commissioned and transferred to a private operator to avoid duplication of reserves |                  |
|  | NDS3           | FA.2.1.3  | Periodically review the required strategic storage reserves (commodities and quantities) in light of the results of stock control and the implementation of the food security strategy (e.g. increase in local production, and ensuring it through investments)   |                  |
|  | NDS3           | FA.2.1.4  | Ensure continuous monitoring of the market stock level of selected commodities  |                  |
|  | NDS3           | FA.2.1.5  | Reviewing contracts with private sector partners to ensure continuous improvement of collaboration mechanisms and motivate partners   |                  |
| <b>Expanding stored reserves to include emergency goods (red category)</b>                           | NDS3           | FA.2.2.1  | Ensure the selection of goods to be stored as part of the emergency basket and the operating model  |                  |
|  | NDS3           | FA.2.2.2  | Negotiating contracts with private sector partners  |                  |
|  | NDS3           | FA.2.2.3  | Developing a monitoring system, based on standards and specifications   |                  |
|  | NDS3           | FA.2.2.4  | Develop emergency plans for various scenarios, defining protocols for activating the stock, mobilizing resources, and coordinating communication between involved parties   |                  |
|  | NDS3           | FA.2.2.5  | Implement training and capacity building for staff (including those of private sector partners) involved in the management, operation, and distribution of the stock, ensuring they are equipped with the necessary skills and knowledge  |                  |

\*Projects will be scheduled upon preparation of the execution plan



## Contributing to achieving self-sufficiency through managing the country's strategic stock

EXO Projects

NDS3 Projects

| The Initiative   | Project Source | Project # | Project Name   | Year of Delivery |
|--|----------------|-----------|--|------------------|
| <b>Establishing a regional centre for food and feed exchange and trade</b> | NDS3           | FA.3.3.1  | Establish and develop trade capabilities and capacities critical to ensuring the exchange of goods in large quantities. Trade office capabilities include physical and on-paper trade execution, risk management, research, trade finance, and more. Hedging against price fluctuations, conducting research, obtaining information and handling the flow of commodities ensures price predictability and enhances food security |                  |
|  | NDS3           | FA.3.3.2  | Identify potential sales territories and develop sales capabilities  |                  |
|  | NDS3           | FA.3.3.3  | Develop a global footprint with multiple geographic studies and multi-commodity coverage to ensure volume, overall quantities, optimised pricing and risk minimisation   |                  |
|  | NDS3           | FA.3.3.6  | Consider manufacturing end products in Qatar to capitalise on commercial capabilities - produce higher value-added ingredients such as alternative protein, condensed foods, and alternative feeds in collaboration with the leader of the manufacturing cluster. Water utilisation should be detailed   |                  |
|  | Expertise      |           | Digital Ration Card  |                  |
|  | Expertise      |           | Issue legislation to draft a legal framework for calculating the value of fines for technical violations and give it legal force   |                  |
|  | Expertise      |           | Amendment of Draft Law No. (24) of 2019 regulating and managing the strategic stock of food and consumer goods   |                  |
|  | Expertise      |           | Study and evaluate the strategic stock-building program  |                  |
|  | Expertise      |           | Develop storage spaces on Street No. (1)   |                  |

\*Projects will be scheduled upon preparation of the execution plan



## Strengthening the protection of consumer rights and encouraging competition in the Qatari market

EXO Projects

NDS3 Projects

| The Initiative  | Project Source               | Project # | Project Name   | Year of Delivery |
|---|------------------------------|-----------|--|------------------|
| <b>Design and implement privatization measures to enhance competition and sector competitiveness</b>  | NDS3                         | BE.2.21   | Assessment of strategic options and measures to increase elements of privatization (or private sector involvement) in government-owned companies' activities (e.g. port station operations) in line with privatization opportunities in the sector |                  |
| <b>Design and implement trade liberalisation measures to promote competition and increase the competitiveness of sectors</b>                | EXO<br>NDS3                  | BE.2.11   | Assessment of strategic options and steps for liberalizing sectors (e.g. removing trade barriers, including non-tariff measures), according to sectoral ambitions, national priorities, and maturity level (e.g. land transport and storage)       |                  |
|   | NDS3                         | BE.2.12   | Formation of a working group from various stakeholders to discuss gradual liberalization plans for sectors and alignment with overall plans  |                  |
| <b>Enhancing the competition law framework and functions of Qatar's Competition Protection Commission to promote competitive neutrality</b> | NDS3                         | BE.2.4.1  | Enhancing the legal frameworks for competition and consumer protection monitoring and the relevant functions of the Competition Authority in line with best practices  |                  |
| <b>Consumer Protection and Competition Strategy</b>   | Ministry's previous strategy |           | Consumer School  | 2024             |
|   | Expertise                    |           | Special training certificate for inspectors (TSO)  | 2024             |
|   | Expertise                    |           | Technical courses for the automotive sector for Consumer Protection and Anti-Fraud Administration inspectors   | 2024             |
|   | Expertise                    |           | Linking complaints to the inspection system  | 2024             |
|   | Expertise                    |           | National initiative to encourage local production and support red meat during Ramadan 1445H – 2024AD   | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



## Strengthening the protection of consumer rights and encouraging competition in the Qatari market

EXO Projects

NDS3 Projects

| The Initiative                                      | Project Source               | Project # | Project Name   | Year of Delivery |
|---|------------------------------|-----------|--|------------------|
| <b>Consumer Protection and Competition Strategy</b> | Expertise                    |           | Initiative to support food commodity prices during Ramadan 1445H – 2024AD  | 2024             |
|   | Expertise                    |           | Proposal for a Ramadan Initiative to distribute rations of basic food items to needy citizen families  | 2024             |
|   | Expertise                    |           | Proposal to facilitate and speed up procedures for granting quality licenses to commercial establishments, for hotels and tourism establishments, and establishments participating in tourism festivals and events | 2024             |
|   | Expertise                    |           | Proposal to facilitate and accelerate the procedures for granting quality licences for commercial establishments   | 2024             |
|   | Ministry's previous strategy |           | Law regulating the practice of brokerage   | 2024             |
|   | Expertise                    |           | Issuance of a Law for monitoring commodity and service prices  | 2024             |
|   | Expertise                    |           | Development of the quality licensing issuance system   | 2024             |
|   | Expertise                    |           | Review and study prices of goods and services determined by the Committee Tasked with Determining Maximum Prices and Profit Ratio, and estimation of benchmarks and caps according to consumer capabilities        | 2024             |
|   | Expertise                    |           | Project (Aswaq Company) for operating central markets  | 2024             |
|   | Expertise                    |           | Initiative to promote competition in the automotive aftermarket  | 2024             |
|   | Expertise                    |           | Initiative to promote a culture of competition   |                  |
|   | Expertise                    |           | National initiative to encourage local production and support red meat during Eid al-Adha 1445H – 2024AD   | 2024             |

\*Projects will be scheduled upon preparation of the execution plan



**NDS3 initiatives requiring  
support from the Ministry  
of Commerce and Industry**

## NDS3 initiatives requiring support from the Ministry of Commerce and Industry

| Sectoral Strategy        | The Initiative  | Project #  | Project Name   | Initiative owner                                   | Supporting Authorities   |
|--------------------------|---|------------|--|--|--|
| Competitiveness Strategy | Implement incentives promoting the development of business opportunities for local entities and enabling their growth   | 1.CF.2.4.1 | Expanding and launching the Ministry of Finance's «Tahfeez» incentive programme (expanding the «Tawteen» self-financing programme) to enable the growth of local entities across the value chain (e.g., the Local Value Added Enhancement Programme).  | Ministry of Finance                                | Ministry of Commerce and Industry Development Bank               |
|                          |   | 1.CF.2.4.2 | Provide incentives for foreign companies to create business opportunities for local companies, for example, a tax exemption for buying local products.   |  |  |
|                          |   | 1.CF.2.4.3 | Establishing policy tools to promote the development of local firms, for example, systemic programmes to improve suppliers.  |  |  |
|                          | Restructuring migration policies to ease talent access and enhance their retention, including launching new visa categories and streamlining basic processes. | 1.CF.3.1   | Accelerate the implementation of 'Mustaqel' to introduce new visa types for entrepreneurs, freelancers, students and other highly skilled talents.   | Ministry of Labour                                 | Ministry of Interior<br>Ministry of Commerce and Industry        |
|                          |   | 1.CF.3.2   | Reform the current work visa system to a system of skills-based, multi-year visas that are not linked to employment, allowing for a targeted attraction of highly skilled migrants.  |  |  |
|                          |   | 1.CF.3.1.3 | Simplify visa, immigration and recruitment processes, especially for employers in priority sectors (e.g. exemptions from national restrictions, implementation of certificate of conduct cancellation to facilitate job transitions, establishment of welcome centres for new migrants).                       |  |  |
|                          | Expanding credit facilities to include a wider range of businesses.   | 1.CF.4.1.1 | Optimise QDB's product range and distribution and assess the impact on the capital structure.  | Development Bank                                   | Ministry of Commerce and Industry<br>Qatar Central Bank          |
|                          |   | 1.CF.4.1.2 | Evaluate the possibility of expanding the scope of the Development Bank to include SMEs and companies registered in free zones, including large projects in these zones.   |  |  |
|                          |   | 1.CF.4.1.3 | Evaluate the feasibility of launching the «Development Bank» programme to facilitate and finance mergers and acquisitions.   |  |  |
|                          | Implementing diverse and specifically designed incentives to promote research and development activities for businesses in Qatar.                             | 1.CF.5.1.1 | Expanding existing programmes and launching new programmes to support local and international companies involved in research, development and innovation activities in Qatar (e.g. expanding the Technology Development Programme within QRDIC and launching the Innovation Fund for multinational companies). | Qatar Research, Development and Innovation Council | Ministry of Commerce and Industry<br>Investment Promotion Agency |
|                          |   | 1.CF.5.1.2 | Investment Promotion Agency  |  |  |
|                          |   | 1.CF.5.1.3 | Explore new mechanisms to fund innovation by the private sector and provide additional tax-based incentives for gross R&D expenditure (GERD), with consideration of payments by listed companies, tax subsidies, etc.  |  |  |

## NDS3 initiatives requiring support from the Ministry of Commerce and Industry

| Sectoral Strategy        | The Initiative   | Project #  | Project Name  | Initiative owner                                   | Supporting Authorities  |
|--------------------------|--|------------|---|--|---|
| Competitiveness Strategy | Encourage and enhance the public and private sectors' capabilities in piloting and early adoption of innovative solutions. | 1.CF.5.4.1 | Expanding Qatar Research, Development and Innovation Council's QRDI-C Open Innovation Programme   | Qatar Research, Development and Innovation Council | Ministry of Commerce and Industry<br>Ministry of Communications and Information Technology<br>Relevant Ministries |
|                          |  | 1.CF.5.4.2 | The launch of «Qatar Life Lab», which dedicates physical and digital spaces in Qatar to bring together operations owners, technology providers and/or researchers to co-innovate, test new systems, and provide technological and engineering solutions much more relevant to the market. |  |   |
|                          |  | 1.CF.5.4.3 | Broaden capacity-building programs for innovation to include government officials and corporate executives.   |  |   |
|                          |  | 1.CF.5.4.4 | Launching public procurement processes for innovative solutions.  |  |   |
|                          |  | 1.CF.5.4.5 | Support government and local authorities in developing internal processes for product procurement and innovative solutions.   |  |   |
| Innovation Strategy      | Provide incentives for companies to develop the skills and competencies of their employees.                                | 1.CF.8.2.1 | Evaluate opportunities to improve the quality and utilisation of existing training platforms for skills development (e.g. Qatar Chamber's training platform).   | Qatar Chamber                                      | Development Bank<br>Ministry of Labour<br>Ministry of Commerce and Industry                                       |
|                          |  | 1.CF.8.2.2 | Develop grant programmes to support companies that invest in staff learning and development and continuing education.   |  |   |
|                          |  | 1.CF.8.2.3 | تصحيح: تطوير برامج اعتماد/تقدير وطنية لإبراز وتحفيز الشركات التي تستثمر في تطوير مهارات موظفيها.  |  |   |
|                          |  | 1.CF.8.2.4 | Evaluate the possibility of including requirements for workforce development in business licences (e.g., providing staff development plans).  |  |   |

## NDS3 initiatives requiring support from the Ministry of Commerce and Industry

| Sectoral Strategy   | The Initiative   | Project #   | Project Name   | Initiative owner                                      | Supporting Authorities   |
|---|--|-------------|--|---|--|
| <b>Information Technology and Digital Services Strategy</b> | Implement incentives that encourage business opportunities for local entities and enable their development | 1.DI.2.1    | Developing the Digital Trust Law.  | Ministry of Communications and Information Technology | Ministry of Commerce and Industry<br>Communications Regulatory Authority<br>National Cyber Security Agency   |
|   |  | 1.DI.2.2    | Develop appropriate legal frameworks and legislation for cybersecurity.  |   |  |
|   | Introduce a digital transformation programme to promote IT development for SMEs and enterprises.           | 1.DI.4.1    | Expanding the Digital Transformation Fund  | Ministry of Communications and Information            | Development Bank<br>Ministry of Commerce and Industry  |
|   |  | 1.DI.4.2    | Establishing a Digital Transformation Consultancy Centre for SMEs  |   |  |
| <b>Environmental Strategy</b>                               | Investing in specific innovative technologies and creating value chains for transformational technology.   | 4.Env.6.3.1 | Invest in targeted, mature and relevant technologies and allow them access to Qatar's value chain.   | Ministry of Environment and Climate Change            | Qatar Development Bank<br>Ministry of Commerce and Industry<br>Investment Promotion Agency   |
|   |  | 4.Env.6.3.2 | Develop and promote green finance solutions to encourage investment in sustainable projects and eco-innovation.  |   |  |
|   | Promote the development of a Sustainable Economy market.   | 4.Env.4.2.1 | Developing channels to identify and incentivise demand for recyclable materials  | Ministry of Environment and Climate Change            | Ministry of Municipality<br>Qatar Stock Exchange<br>Ministry of Public Health<br>Ministry of Commerce and Industry<br>Ashghal<br>Ministry of Finance |
|   |  | 4.Env.4.2.2 | Promote local demand for recycled aggregates through guidelines and quality assurance.   |   |  |
|   |  | 4.Env.4.2.3 | Working towards source separation of construction and demolition waste at the source through waste screening, waste management plans, and incentive mechanisms.                        |   |  |
|   |  | 4.Env.4.2.4 | Establish public procurement guidelines and make main organisations adhere to them.  |   |  |
|   |  | 4.Env.4.2.5 | Launching Extended Producer Responsibility to encourage producers to produce and package more sustainable products and invest in recycling.  |   |  |
|   |  | 4.Env.4.2.6 | Create incentive mechanisms to encourage individuals as well as private and public entities to purchase recycled products to promote the growth of a thriving circular economy market. |   |  |

## NDS3 initiatives requiring support from the Ministry of Commerce and Industry

| Sectoral Strategy                          | The Initiative   | Project #   | Project Name  | Initiative owner                                      | Supporting Authorities  |
|--|--|---|---|---|---|
|  | Aligning the top government structure and the organisational structure at the entities' level with the priorities of the National Development Plan and implementing them through a goal-focused programme.   | 9.IDM.4.1.1<br>9.IDM.4.1.2<br>9.IDM.4.1.3                               | Identify the long-term roles of government across sectors and design a transition plan to these roles, utilising privatisation and public-private partnerships where necessary.<br>Ministry of Commerce and Industry<br>National Planning Council   | Civil Service and Government Development Bureau       | Prime Minister's Office<br>Ministry of Commerce and Industry<br>National Planning Council<br>Council of Ministers General Secretariat                                       |
| <b>Organisational Development Strategy</b> | Launching the Digital Government Transformation Programme to enhance the government's data capabilities, including data capture, management, and usage applications, to provide information in support of decision-making, policy-making, and service improvement. | 9.IDM.6.1.1<br>9.IDM.6.1.2<br>9.IDM.6.1.3<br>9.IDM.6.1.4<br>9.IDM.6.1.5 | Design and deploy a governance and operational model for the new Data/AI centre of excellence that will serve the entire government, coordinate efforts, and support the effective deployment of digital products.<br>Launching a national framework for data governance and management, building on existing data management standards and cybersecurity protocols.<br>Strengthen basic data architecture to enable data sharing within government and support compliance (GDX).<br>Design and launch a national data and analytics programme to develop use cases, monitor the maturity of digital transformation in entities and support the enhancement of their digital capabilities.<br>Develop collaborative partnerships between the public sector and private industries working in emerging technologies to accelerate digital innovation and transformation in government (including opportunities through public-private partnerships). | Ministry of Communications and Information Technology | Civil Service and Government Development Bureau<br>National Planning Council<br>National Cyber Security Agency<br>Ministry of Commerce and Industry<br>Ministry of Interior |

## NDS3 initiatives requiring support from the Ministry of Commerce and Industry

| Sectoral Strategy     | The Initiative  | Project #  | Project Name   | Initiative owner  | Supporting Authorities  |
|-----------------------|---|--|--|---|---|
|                       | Activate new legislation and establish effective management to ensure food safety, quality and biosecurity along the food value chain.  | 4.Agr.1.4.1<br>4.Agr.1.4.2<br>4.Agr.1.4.3<br>4.Agr.1.4.4   | New legislation to ensure food safety<br>Establish a national food safety authority, defining and implementing clear roles, responsibilities and processes<br>Further develop a quality certification system to enhance the quality and transparency of food in Qatar.<br>Development of a national plan for biosecurity (prevention of plant and animal diseases).  |   | Ministry of Municipality<br>Ministry of Commerce and Industry                   |
| Agricultural Strategy | Optimising local vegetable production to enhance food security, using agricultural technology, such as sustainable greenhouse technology, regulating quality assurance, and facilitating licensing processes. | 4.Agr.1.1.1<br>4.Agr.1.1.2<br>4.Agr.1.1.3<br>4.Agr.1.1.4<br>4.Agr.1.1.5<br>4.Agr.1.1.6<br>4.Agr.1.1.7<br>4.Agr.1.1.8 | Facilitate the deployment of more efficient and sustainable greenhouse technology, including full climate control solutions.<br>Review pricing mechanisms and achieve a balance between protecting the producer and the consumer.<br>Encourage efficiency and professionalism through production-based support and farmer support programmes.<br>Setting up a dedicated fund to finance high-tech greenhouses and upgrade existing facilities (greenhouse technology and irrigation systems). The funding needed to establish greenhouses is estimated at QAR 1.1 billion.<br>Adapting agricultural licensing processes and standards to enhance farmland productivity and efficiency (e.g. introducing quality requirements, water use requirements, etc.).<br>Establish a framework to enable the implementation of current and future projects in vegetable production and improve public-private sector collaboration:<br>a. Establish a "single window" system to provide guidance and support throughout the project process.<br>b. Conduct joint feasibility studies.<br>Setting up a knowledge and digital data bank in the agriculture field to enable monitoring the implementation of the strategy and data-driven decision-making; establishing a specialised entity/team to collect, analyse and digitise data.<br>Diversify local production of fertilisers. | Ministry of Municipality<br>Ministry of Commerce and Industry<br>Ministry of Environment and Climate Change | Ministry of Commerce and Industry<br>Ministry of Environment and Climate Change |

## NDS3 initiatives requiring support from the Ministry of Commerce and Industry

| Sectoral Strategy            | The Initiative   | Project #   | Project Name  | Initiative owner         | Supporting Authorities            |
|------------------------------|--|-------------|---|--------------------------|-----------------------------------|
| <b>Agricultural Strategy</b> | Optimising and expanding storage reserves by specifying a group of essential commodities | 4.Agr.2.1.1 | Ensure continuous monitoring of the stock level in the market for specific commodities.   | Ministry of Municipality | Ministry of Commerce and Industry |
|                              |  | 4.Agr.2.1.2 | Aligning the agreed storage reserves with NFS 20232030- recommendations, including:<br>a. Goods<br>b. Volumes<br>c. Calculation methodology (e.g. data used)  |                          |                                   |
|                              |  | 4.Agr.2.1.3 | Review cooperation with private partners for relevant goods (possibly rice, sugar, and oil in the short term) after the operation of Hamad Port Project (HPP) and its transformation into an asset operator to avoid duplication of reserves (see Initiative C3 for details on the target model for the HPP). |                          |                                   |
|                              |  | 4.Agr.2.1.4 | Establish a periodic review of the strategic reserves required for storage (goods, volumes) according to the results of inventory monitoring and the implementation of the food security strategy (e.g., increasing local production, securing it through investments).                                       |                          |                                   |
|                              |  | 4.Agr.2.1.5 | Review the governance and organisation of the management of strategic reserves to allow for additional capacity.  |                          |                                   |
|                              |  | 4.Agr.2.1.6 | Review contracts with private partners to continuously optimise collaboration mechanisms and maintain partners' motivation.   |                          |                                   |
|                              |  | 4.Agr.2.1.7 | Implement staff training and capabilities development (including partners' staff) for those involved in the management, operation and distribution of stock, ensuring that they are equipped with the necessary skills and knowledge.   |                          |                                   |



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