وزارة الاتصـــــالات وتكنولوجيــــا المعلومـــات
Ministry of Communications and Information Technology
دولــة قطــر • State of Qatar

QATAR DIGITAL GOVERNMENT
STRATEGY

CONTENTS

INTRODUCTION

In alignment with Qatar's Third National Development Strategy, with a focus on Strategic Outcome 7: Government Excellence, and the Digital Agenda 2030, specifically Pillar Four: Seamless Digital Government, Qatar Digital Government (QDG) continues to advance on its digital transformation journey. Against the backdrop of rapid global innovation, including the rise of artificial intelligence, the QDG NextGen Strategy, originally introduced in 2023, has been refreshed to ensure it remains fit for purpose, future-focused, and responsive to Qatar's evolving national priorities.

Since the launch of Qatar's first e-Government initiative in 2003, digital government in Qatar has evolved significantly. This progress is reflected in Qatar's recent advancement in the UN E-Government Development Index (EGDI), where our nation advanced 25 places - from 78th to 53rd - demonstrating growing digital maturity and global competitiveness. In the early years of e-Government, the focus was on digitizing manual processes and improving access to services through platforms such as Hukoomi, Qatar's official e-Government portal. By 2012, over 3.2 million transactions had been completed via Hukoomi, highlighting strong early adoption and laying the foundation for broader transformation.

In 2014, the launch of the QDG 2020 Strategy marked a turning point. It aimed to bring a significant share of government services online, digitalize internal government operations, implement shared platforms and infrastructure, and enhance engagement with citizens and businesses. This period also laid the groundwork for major national initiatives, including the rollout of shared infrastructure and the launch of business-focused platforms and systems such as the Government Data Exchange (GDS), National Authentication Service (Tawtheeq), and the Government Network.

Building on these achievements, the QDG NextGen Strategy (published in 2023) introduced a more ambitious and coordinated transformation agenda. It led to the modernization and introduction of new whole-of-government policies, including the Cloud First Policy, and further strengthened beneficiary collaboration through the launch of Sharek (e-Participation Platform), along with launching the Qatar Digital Government Maturity Model. The strategy enabled significant strides toward becoming a more mature digital government.

To maintain momentum, ensure alignment with national strategies, and to accelerate progress, the refreshed QDG Strategy (outlined in this document) sets the course for the next phase: transitioning towards becoming a smart government underpinned by digital excellence. Achieving digital government excellence requires the delivery of intelligent, integrated, and proactive services and operations - powered by innovation and data. It is a government that is organized around the needs of people and businesses, rather than internal structures.

To support our continuous evolution, the newly refreshed QDG Strategy focuses on establishing future-proof digital capabilities while leveraging existing foundations to foster sustainable innovation in an era of rapid technological change. The current strategic roadmap runs through 2027, with implementation already underway. To ensure continued relevance and impact, the strategy will undergo periodic reviews and updates to remain adaptive, forward-looking, and aligned with Qatar's broader national goals.

As we move toward 2030, in alignment with Qatar National Vision 2030, the Third National Development Strategy, and the Digital Agenda 2030, the performance of QDG will be monitored through a set of clear strategic KPIs, with annual milestones in place to ensure transparency, accountability, and measurable progress toward our vision:

"A people-driven digital government, united to deliver proactive and seamless services."

We look forward to co-creating this future with our diverse ecosystem of digital government stakeholders - across government, business, and society - ensuring that the outcomes we achieve reflect the ambitions of our nation and the expectations of those we serve.

QATAR DIGITAL GOVERNMENT IN THE NATIONAL AND GLOBAL CONTEXT

THE QATAR DIGITAL GOVERNMENT (QDG) STRATEGY IS A WHOLE-OF-GOVERNMENT INITIATIVE anchored in national priorities and aligned with global frameworks, bodies, and emerging trends that shape the digital transformation of government. This dual alignment ensures the strategy is both **locally grounded** and **globally informed.**

The strategy lifecycle will be closely monitored in accordance with the strategic refresh framework, on both an annual and 'as-needed' basis. QDG will leverage the Technology Foresights Centre, established under the Digital Agenda 2030, to support with future-orientated studies and scenario testing.

Anchored in National Strategies

- The strategy is aligned with the following national strategies:
  - **Qatar National Vision 2030 (QNV 2030)**
  - **Third National Development Strategy (NDS 3.0)**
  - **Qatar Digital Agenda 2030 (DA 2030)**

- The strategy focuses on serving the following national priorities:
  - **Strategic Outcome 7:** Government Excellence (NDS 3.0)
  - **Pillar 4:** Seamless Digital Government (DA 2030)

- QDG is further supported by a series of key national enablers, including:
  - **National Artificial Intelligence Strategy**
  - **National Data Program**
  - **National Cybersecurity Strategy**

Alignment with the Local Ecosystem

- Strategic direction and oversight are provided by the **Smart Government and Digital Excellence Committee,** chaired by **His Excellency the Prime Minister.**
- A **robust governance model** orchestrates coordination across the ecosystem bringing together policymakers, implementers, operators, and innovators. It ensures ongoing alignment with entities across government, ensuring their transformation plans are aligned with W-o-G priorities.
- The governance model addresses the **gap between strategic planning and implementation**, ensuring alignment between vision, execution, and operations.

Voices of Beneficiaries

- Consultations have been held with beneficiaries to better understand their evolving needs, expectations, and challenges.
- Throughout the strategy's lifecycle, there will be continuous engagement with beneficiaries, leveraging **Sharek** (e-Participation Platform) and guided by the refreshed **E-Participation Policy**.
- New capabilities will be developed as part of this strategy to further enable **ongoing dialogue** with beneficiaries.

Guided by Global Bodies and Trends

- The strategy is aligned with global bodies and best practices, including:
  - **United Nations Sustainable Development Goals (SDGs)**
  - **UN E-Government Development Index (EGDI)**
  - **World Bank GovTech Maturity Index (GTMI)**

- Continuous alignment with **global think tanks and international partnerships** enables QDG to:
  - **Adopt an AI-First approach.**
  - Rapidly test, validate, and adopt **emerging global trends** and practices.

THE EVOLUTION OF QATAR'S DIGITAL GOVERNMENT

2003 - 2025

STRATEGY & GOVERNANCE

• Smart Government & Digital Excellence Committee (Chair by H.E. the Prime Minister)
• Digital Government Maturity Assessment Pilot (11 Entities)
• National Strategy for Digital Documentation and Trust Services (2024–2026)
• Government Enterprise Architecture

DIGITAL SERVICES

• Digital Factory Program (Digital services development hub)
• 3,000 Digital Services Launched
• Hukoomi Portal (Qatar's official digital government services portal)
• Government Contact Centre (Providing 24/7, unified support)

DATA & EMERGING TECHNOLOGY

• Government Data Exchange (Secure platform for inter-entity data exchange)
• National Data Program (Orchestrating national data management)
• Open Data Portal
• Partnerships with Scale AI & Microsoft (OpenAI) to Empower Government Innovation

CLOUD & INFRASTRUCTURE

• Government Network
• Government Data Centre
• Cloud First Policy
• Microsoft Open First Global Datacenter Region in Qatar
• Google Cloud Strategic Partnership Formed

CAPACITY BUILDING & TALENT DEVELOPMENT

• Qatar Digital Government Training Program (Delivered 15,000 seats & 1,053 courses)
• Chief Technology Officer Training Program (Graduated 41 executives from 13 government entities)

SHARED BUSINESS PLATFORMS AND SYSTEMS

• UGRP Platform Blueprint
• Morasalat (Government Correspondence System)
• SMS Gateway
• Unified e-Payment Platform
• Mawarad (Government Resource Planning System)
• Malia (Financial Management Information System)
• Tawtheeq (National Authentication Service)

BENEFICIARY COLLABORATION

• Sharek Platform (e-Participation Platform)
• eParticipation Policy

THE FUTURE OF **QATAR'S** DIGITAL GOVERNMENT

A digital government that's reimagined from the inside out - designed to meet people where they are, while being powered by aligned leadership, modern tech, seamless data, and smart policies.

PEOPLE & BUSINESSES:

The future is personal, proactive, and effortless.

✓

DESIGNED WITH YOU:
Beneficiaries shape services and policies through active participation.

✓

ALWAYS INFORMED:
Proactive updates keep beneficiaries in the loop from start to finish.

✓

ONE GOVERNMENT:
Services are unified and centered on people and businesses, not government structure.

✓

PERSONALLY CONNECTED:
Tailored services and communications that feel human, not bureaucratic.

✓

FULLY DIGITAL:
All services accessible end-to-end online - no paper, no queues.

✓

INCREASED BENEFICIARY SATISFACTION:
Provide a high-quality life for all and an ease of doing business.

GOVERNMENT:

The future is unified, data-powered, innovation led, and purpose-driven.

✓

EXECUTIVE BACKING:

Leadership commitment drives collaboration and momentum.

✓

OPERATE AS ONE:

Internally unified through seamless data sharing, digitalized operations, shared platforms and applications, elevating government efficiency.

✓

CLEAR PRIORITIES & TARGETED SUPPORT:

Advisory support tailored to transformation priorities.

✓

HARMONIZED POLICIES & COMPLIANCE:

National IT policies are aligned, relevant, and adopted.

✓

POWERED BY INNOVATION:

Fostering a culture of innovation, driven by emerging tech and an AI-First agenda.

✓

RATIONALIZED ICT SPENDING:

Maximizing value for money on investments, reducing duplication, and promoting reusability.

VISION

"PLACE PEOPLE FIRST"
emphasizes putting the interests of
beneficiaries at the centre of all government
decisions, operations, and services

"DIGITAL"
emphasizes adoption of data and innovation
as a means to advance government
transformation

A **PEOPLE-DRIVEN DIGITAL** GOVERNMENT, **UNITED** TO DELIVER **PROACTIVE AND SEAMLESS** SERVICES

"UNITED"
emphasizes the digital unification of
government to work as one, transforming the
way public officers collaborate to deliver better
services and optimize operations

"PROACTIVE AND SEAMLESS"
emphasizes anticipating the needs of
beneficiaries, delivering responsive,
integrated services, ensuring smooth and
efficient interactions

OUR GUIDING COMPASS: TRANSLATING OUR VISION INTO ACTION

The 'compass' focusses on the actionable elements of the strategic framework, guiding the day-to-day implementation of the strategy, with a focus on serving and working closely with QDG's stakeholders.
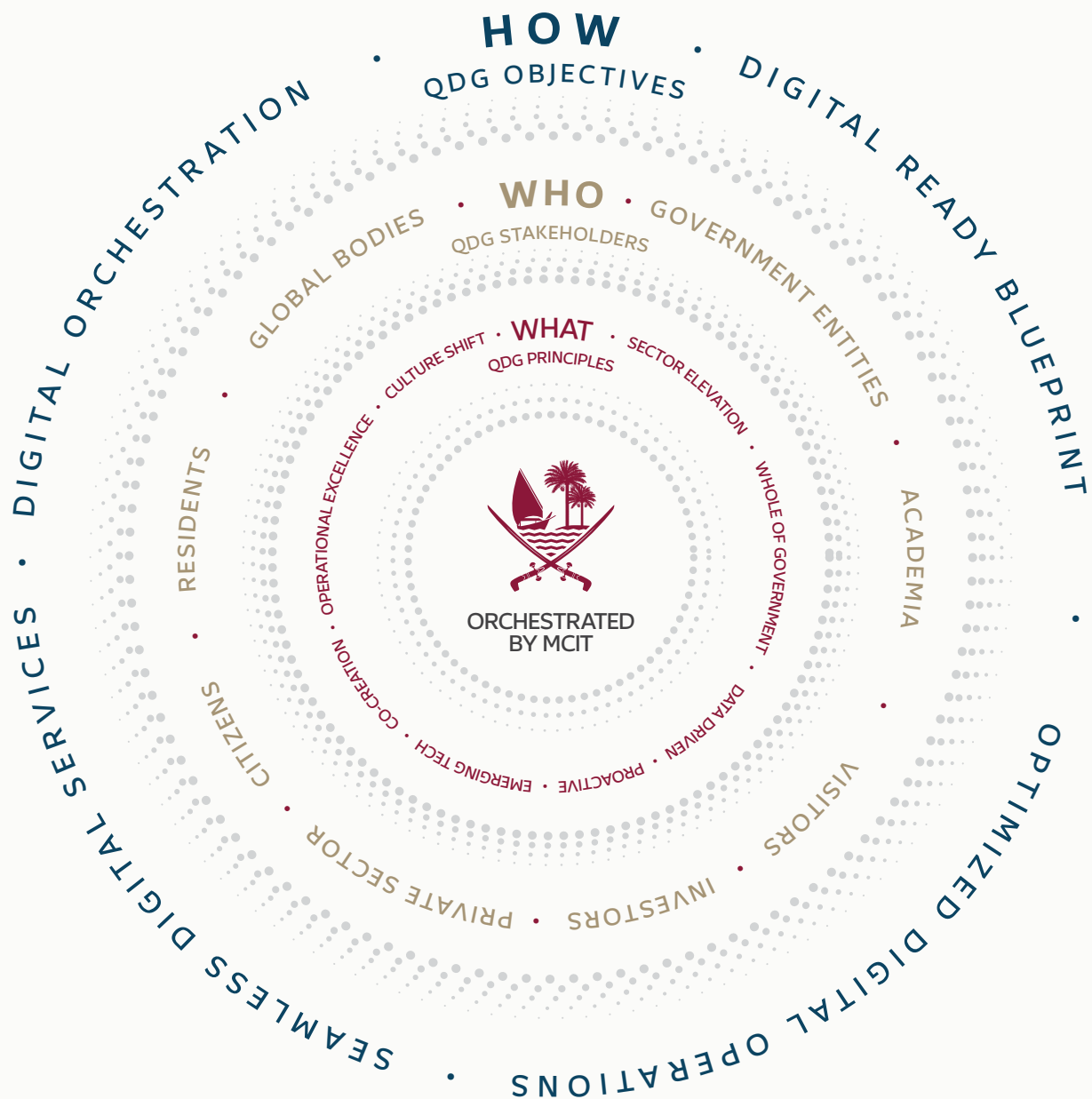
PRINCIPLES
'WHAT'

EMERGING TECH

Identify and adopt emerging technology use cases, including establishing AI as an ultimate strategic priority for the next evolution of all QDG digital solutions.

CO-CREATION

Enhance beneficiary participation and strengthen collaboration with IT vendors to foster a more transparent, inclusive government that achieves exceptional results.

PROACTIVE

Promote the concept of agility in an evolving landscape, enabling seamless services with personalized experiences where the needs of beneficiaries' are anticipated.

DATA-DRIVEN

Use data to optimize operations, improve outcomes, and aid decision making, while ensuring secure, ethical use of data in compliance with national legislation.

WHOLE-OF GOVERNMENT

Realize the W-o-G concept by enhancing collaboration and compliance, elevating strategic alignment, and working towards common ambitions.

OPERATIONAL EXCELLENCE

Continuous pursuit of operational transformation across government, through process digitalization and technology modernization.

CULTURE SHIFT

Transform the culture of Qatar's public sector towards excellence and innovation, advancing QDG to become an innovation leader.

SECTOR ELEVATION

Breaking down silos, identifying synergies and unique priorities for transformation across sectors, continuously monitoring digital maturity.

OBJECTIVES
'HOW'

01

DIGITAL ORCHESTRATION

Orchestrate W-o-G digital transformation, facilitating agility, culture change, and innovation to elevate maturity.

03

OPTIMIZED DIGITAL OPERATIONS

Optimize government operations through the modernization of centralized services and applications.

02

SEAMLESS DIGITAL SERVICES

Equip the public sector to deliver experience led, seamless government-to beneficiary services.

04

DIGITAL READY BLUEPRINT

Refresh and simplify policies, frameworks, and legislation, ensuring they remain up to date and relevant, promoting W-o-G compliance.

OBJECTIVE 01

DIGITAL ORCHESTRATION:
Orchestrate Whole-of-Government digital transformation, facilitating agility, culture change, and innovation to elevate maturity.

MEASURE OF SUCCESS
(2030 TARGET):
70% digital maturity achieved across all government entities.

Government entities have made significant strides in digital transformation, advancing twenty-five places in the global EGDI rankings in 2024. This progress has been further reinforced by the establishment of the Digital Government Transformation Office (DGTO), which continuously monitors strategic priorities, ensuring QDG remains proactive and adaptable. However, digital transformation is an evolving journey, and further progress is essential.

To elevate digital transformation across government, the role of Qatar Digital Government must evolve towards becoming an orchestrator - driving transformation, breaking down silos, and accelerating the incubation and execution of innovative solutions.

Key priorities include:
- Generating comprehensive digital transformation maturity data to clearly define priorities, guide entities in making the right investment decisions, and provide tailored support to drive progress.
- Fostering co-creation across stakeholder groups - government, people, and businesses - by empowering them to actively shape and champion the digital transformation agenda.
- Strengthening marketing and awareness of digital services, practices, and initiatives, to encourage adoption and increase engagement.

STRATEGIC ACTIONS TO ACHIEVE THIS OBJECTIVE

01. ELEVATING DIGITAL MATURITY:
Advancing towards a next-generation digital government

The Qatar Digital Government Maturity Model pilot was conducted in 2024, laying the foundation for a comprehensive digital transformation assessment and recognition program. As part of this initiative, an enhanced assessment framework will be introduced, supported by the necessary governance and capabilities to conduct annual evaluations.

This framework will provide a holistic view of digital maturity across government entities, assessing key domains such as:

- Strategy and transformation agenda
- Leadership and buy-in
- End-to-end service digitalization
- Data management
- Adoption of shared capabilities
- Digital upskilling (incl. ICT training and digital literacy for government officials).

QDG will collaborate with entities to provide tailored support, ensuring they have the necessary resources to implement remedial actions and progress in their digital transformation journey.
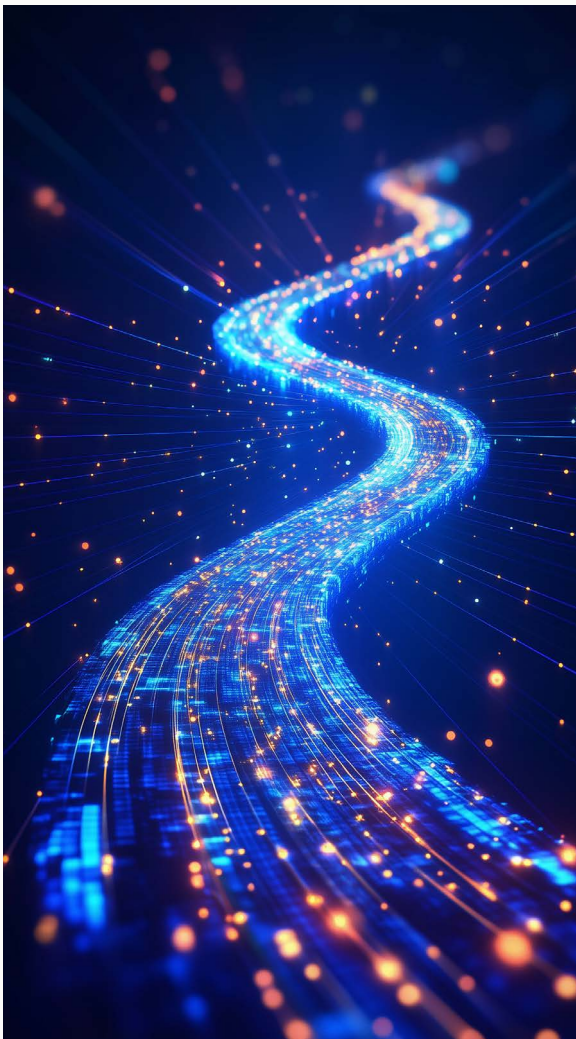
02. ORCHESTRATING EXCELLENCE:
Establishing a central digital advisory hub

A core advisory team will be established as the 'face of QDG,' serving as a consolidated point of contact for government entities. This team will:

- Provide expert guidance based on digital transformation assessments, ensuring entities take the right steps to enhance digital maturity.

- Enable rapid onboarding of digital experts to address challenges and leverage opportunities. This includes harnessing the opportunities emerging technologies bring (incl. AI, Blockchain, IoT, Robotics, 5G). Government entities will be enabled to develop and implement emerging technology use cases, connecting them with the broader innovation ecosystem to move from concept to PoC and deployment.

- Provide entities with the necessary support and guidance to build in-house capabilities and capacity to pursue ambitious transformation agendas.

03. EMPOWERING BENEFICIARIES:
Fostering inclusive engagement & enhanced satisfaction

The recent refresh of Qatar's e-Participation policy and the launch of the Sharek e-Participation portal has strengthened the government's ability to engage with people and businesses. Further action will be taken to ensure inclusivity and equity across all demographics, supporting vulnerable groups, and encouraging co-creation. A government-wide beneficiary engagement masterplan will be developed, encompassing:

*   Enhancements to collaboration channels (incl. social media and Sharek), governance, and standards. This includes ensuring clear, actionable guidelines are in place for government officials.
*   Targeted initiatives such as hackathons to integrate public input into service and policy development.
*   Satisfaction monitoring mechanisms, gathering feedback across government across government policies and services and triggering consultations for continuous improvement.

These actions will ensure beneficiary voices are actively considered in shaping policies and services.

04. EXPANDING DIGITAL REACH:
Strengthening marketing & awareness for government, people, & businesses

To drive alignment and adoption across government and society, marketing and awareness efforts will be reinforced for government entities, people, and businesses:

*   Government entities: Initiatives will focus on promoting G2G services, Whole-of-Government policies, and national digital transformation objectives, ensuring tailored transformation plans remain aligned with national priorities.
*   People & businesses: Initiatives will focus on promoting the adoption and use of digital services, along with encouraging people and businesses to participate in collaboration events and consultations, to voice their opinions and ensure policies and services are beneficiary centric.

05. OPTIMIZING ICT PROCUREMENT:
Streamlining operations for efficiency & impact

To accelerate transformation and maximize impact, ICT procurement review and approval operations will be optimized.

*   Government entities will receive enhanced support in scoping and making effective sourcing decisions, with Qatar Digital Government engaging earlier in the procurement cycle to minimize approval delays.
*   Supporting technologies will be implemented, including a national UGRP platform and the adoption of emerging technologies, including AI, to streamline operations.
*   ICT procurement demands across government will be monitored holistically, promoting reuse and knowledge-sharing, ensuring successes achieved by a single entity can be scaled efficiently across government.

These efforts will enable faster execution of digital initiatives, better resource allocation, and greater value realization for government and beneficiaries alike.

OBJECTIVE 02

SEAMLESS DIGITAL SERVICES:
Equip the public sector to deliver experience led, seamless government-to-beneficiary services.

MEASURE OF SUCCESS
(2030 TARGET):
• 85% of satisfaction with digital government services
• 90% of services digitalized end-to-end

Qatar Digital Government has built a strong legacy of over 3,000 digital services developed and launched to date. A key milestone in this journey was the launch of Hukoomi, Qatar's official e-government portal, which provides individuals and businesses with access to select digital services, as well as information on public programs, events, news, and government initiatives.

The future of digital services goes beyond end-to-end digitalization. It envisions personalized, seamless, and proactive service delivery through a centralized 'one-stop-shop' government portal. This approach shifts the focus from interacting with multiple government entities to engaging with 'one government'- where services are seamlessly integrated around key life moments experienced by beneficiaries, rather than government structures.

For example: Today, parents of a new-born need to interact with several government entities to complete essential tasks, including obtaining a birth notification letter, a birth certificate, a health card, a national ID, and baby care and immunization services. In the future, parents will be able to interact with a single life moment service, reducing bureaucratic complexity, saving time, providing greater convenience and accessibility.
To achieve this next-generation unified delivery model, Qatar must invest in advanced, future-proof capabilities, equipping entities to make the bold transformational changes required.

Key priorities include:
• Establishing a Digital Factory, including a unified platform for digital services infused with emerging technologies, along with an in-house team driving the selection, co-creation, development, and continuous monitoring of digital services.
• Activating best-in-class digital services quality management, putting the right checks and balances in place.
  Embedding continuous improvement into the fabric of digital government culture, ensuring the ongoing advancement and reliability of beneficiary-centric services.

STRATEGIC ACTIONS TO ACHIEVE THIS OBJECTIVE

06. ESTABLISHING A DIGITAL FACTORY:
A central hub driving the development of integrated government-to-beneficiary services

The Digital Factory will serve as the powerhouse for the development of seamless digital services across Qatar Government, with a focus on delivering services integrated around key life moments. Established in-house, the Digital Factory will include:

- A Unified Digital Factory Platform - An advanced, centralized, digital platform providing government entities with the foundational layer for building integrated digital services. Enabling seamless data sharing and the adoption of emerging technologies, including artificial intelligence, to power a smart, more connected digital government.
- A Next-Generation Hukoomi Portal - The Hukoomi portal will be reimagined as Qatar's national digital services hub, built on the advanced digital factory platform. The portal will provide a personalized, frictionless, and anticipatory experience across both web and mobile, ensuring a seamless omnichannel engagement.
- In-House Digital Factory Team - A dedicated team will lead the selection, development, enhancement, and continuous optimization of digital services, guided by the principles of agile delivery, beneficiary centricity, and innovation. The Digital Factory will create high-value career opportunities for Qataris at the heart of Qatar's digital transformation.
- Whole-of-Government Approach to Governance - Promoting inter-entity collaboration in the delivery of digital services. Focussed on reducing bureaucracy, with the ultimate goal of ensuring beneficiary interactions with the government are efficient, intuitive, and hassle-free.

07. ENSURING THE QUALITY OF DIGITAL SERVICES:
Delivering consistent, world-class digital services across government

Government entities will be provided with a consolidated set of standards to be applied throughout the service delivery lifecycle. The activation and adoption of these standards will be driven by a dedicated digital services quality team, equipped with tools, methods, and best practices to sustain service delivery excellence.
This includes:
- Digital Service Design Standards and Assessment Framework - Providing government entities with a consolidated set of simplified standards to be applied across every stage of the service delivery cycle, across all channels (incl. web and mobile) - from design to implementation and ongoing operations. The standards will ensure consistency, security, reliability, accessibility, and beneficiary satisfaction underpinned by the principles of digital-by-design and inclusion-by-design.
- An accompanying assessment framework will enable scheduled and ad-hoc service quality evaluations, evaluating key areas including performance, security, accessibility, and user experience.
- Quality Management Platform - A dedicated platform that supports service quality assessments through real-time monitoring, automation, and AI-driven insights. It will include advanced analytics, auditing, and monitoring features - enabling predictive issue detection and proactively enhancing the performance and reliability of digital services.

OBJECTIVE 03

OPTIMIZED DIGITAL OPERATIONS:

Optimize government operations through the modernization of centralized services and applications.

MEASURE OF SUCCESS (2030 TARGET):

85% use & adoption of centralized services for enhanced operational efficiency across government

Over the years, Qatar has implemented a wide range of centralized government-to-government (G2G) services, including Government Data Exchange Platform, National Authentication System, e-Payment Gateway, Government Network, and Government Contact Center. These services have streamlined operations, reduced redundancy, enhanced security, and improved efficiency across government entities.

Looking ahead there is opportunity to modernize, consolidate, and introduce new services and applications, with a focus on the digitalization of core and back-end government operations. This involves identifying reusable, interoperable, and monetizable capability components and consolidating them based on common service and functionality demands. The next generation of centralized services and applications will focus on the adoption of emerging technologies, spearheading the AI-First agenda.

To achieve this, QDG will strengthen its collaboration with government entities, businesses, and the public to better understand evolving needs.

- From a government perspective, QDG will maintain close engagement with entities, continuously monitoring opportunities, and co-creating services and applications that are practical and widely adoptable.
- From the perspective of businesses and the public, the focus will be on implementing centralized services and applications that enhance user experience through standardized interfaces, processes automation, unified communication channels, and improved data sharing.

Key priorities include:
- Implementing shared services where demand has already been identified, such as the Unified Government Resource Planning (UGRP) system.
- Establishing business-as-usual (BAU) capabilities to maintain ongoing strategic oversight, enabling continuous monitoring, selection, prioritization, and implementation of central services and applications.
- Standardizing government enterprise architecture through a modern and unified approach to drive interoperability, enhance efficiency, and ensure long-term sustainability at scale.

STRATEGIC ACTIONS TO ACHIEVE THIS OBJECTIVE

08. LAUNCHING A UNIFIED DIGITAL ACCESS AND IDENTITY SOLUTION:
A globally accredited solution offering unified access to services across Qatar, a secure digital vault, a trusted digital identity and signature

In today's fast-moving digital world, managing personal documents and accessing essential services should be seamless, secure, and convenient. The unified digital solution will securely store and manage essential documents, official digital IDs, digital signature, and payment cards - providing people and businesses with a seamless, all-in-one solution. Features include:

- One Secure Wallet - Store and access the most important documents and payment cards in one place.
- Digital Identity - A legally recognized digital version of official ID documents.
- Seamless Access to Services - Fast, hassle-free verification for people and businesses.
- Advanced Security - Multi-factor authentication and encryption to keep data safe.
- Digital Signature - A legally recognized digital signature for electronic transactions.
- Recognized Across Qatar & Globally - Trusted for both government and private sector services, providing a convenient solution across sectors.

09. UNIFYING GOVERNMENT RESOURCE PLANNING (UGRP):
Transforming government operations for efficiency, integration, and transparency

Government resource planning is currently fragmented, with multiple systems managing finance, supply chain, and human resources independently. This increases costs, reduces efficiency, and limits integration and transparency.

To address this, a unified yet adaptable platform will be implemented, offering:

- Standardized finance, procurement, and HR functions for operational consistency.
- Enhanced security and compliance, aligning with national and international standards while accommodating sector-specific regulations.
- Real-time data and analytics for informed decision-making and resource optimization.
- Rapid deployment across government entities, tailored to specific needs.
- Automated workflows to reduce administrative overhead and improve efficiency.
- Greater transparency and accountability through consolidated reporting and tracking.

10. DRIVING THE CONTINUOUS MODERNIZATION OF CENTRALIZED SERVICES:
Through ongoing assessment of opportunities to enhance, consolidate, and implement new services

Identifying opportunities for improvement is not a one-time exercise within this strategy, but a continuous effort to enhance government efficiency and elevate the beneficiary experience through digitalization.

To achieve this, modernization will become business-as-usual, including:

- Establishing strategic oversight to drive continuous improvement, remove barriers across government entities, and promote co-creation for widely adopted, fit-for-purpose services.
- Implementing a common framework for identifying and prioritizing the next generation of services, guided by the principles of reusability, interoperability, monetization, and beneficiary centricity.
- Promoting and raising awareness of new shared services while providing advisory support to help entities understand use cases and drive adoption.

11. STANDARDIZING GOVERNMENT ENTERPRISE ARCHITECTURE:
Introducing a modern target reference architecture for a smart digital government

To realize Qatar's ambitions to become a world-class digital government, enterprise architecture across government must evolve to accelerate digital transformation across both services and operations. A modern, consistent approach will play a critical role in driving interoperability, efficiency, and sustainability at scale.

While the enterprise architecture landscape will ultimately support a broader set of priorities, the immediate focus is on delivering a modern target reference architecture to enable the next generation of digital services - advanced, proactive, and seamlessly integrated services. A robust and reliable reference architecture is essential to ensure efficient, scalable, and secure service delivery.

This includes:

- Establishing a reference framework to guide government entities in adopting a best-in-class architecture for digital services.
- Developing and implementing a transition roadmap to evolve architectures from the current state to the target state, emphasizing incremental capability building.
- Driving adoption and uptake through awareness initiatives and advisory support for government entities.
- Ensuring continuous oversight, proactively providing guidance and recommendations for ongoing improvements.

OBJECTIVE 04

DIGITAL READY BLUEPRINT:
Refresh and simplify policies, frameworks, and legislation, ensuring they remain up to date and relevant, promoting W-o-G compliance.

MEASURE OF SUCCESS (2030 TARGET):
65% of government entities that are fully compliant with the defined polices and frameworks

The digital government landscape in Qatar spans multiple domains, each playing a vital role in delivering seamless digital services and driving operational excellence. These domains include data management, government innovation and emerging technologies, ICT procurement, cloud and infrastructure, government-to-beneficiary services, e-participation, digital skills, and centralized services.

This broad digital ecosystem results in a complex regulatory landscape that forms the blueprint for digital government transformation, guiding continuous maturity advancements. For regulations to be effective, they must be harmonized, practical, and tailored to Qatar's context to ensure successful adoption.

As the digital ecosystem evolves rapidly, ongoing monitoring and periodic updates to the regulatory framework are essential. Since the inception of Qatar Digital Government, significant progress has been made in developing Whole-of-Government (W-o-G) regulations aligned with global best practices while catering to Qatar's unique needs. However, challenges remain in ensuring regulatory coherence, maintaining an integrated blueprint, and effectively supporting entities in adoption and compliance.

Key priorities include:
- Implementing policies and standards where immediate demand has been identified, particularly in Whole-of-Government (W-o-G) data management, by driving greater conformity across government to unlock the full value of data.
- Re-engineering the regulatory lifecycle to ensure it remains dynamic, fit-for-purpose, future-ready — supporting continuous digital transformation. This includes establishing the necessary capabilities to effectively operationalize the lifecycle.

STRATEGIC ACTIONS TO ACHIEVE THIS OBJECTIVE

12. RE-ENGINEERING THE REGULATORY LIFECYCLE:
Underpinned by agility, co-creation, and compliance management

An effective regulatory environment relies on a proactive and adaptive regulatory lifecycle that responds to rapid digital advancements. Each stage of the cycle will be strengthened - from identifying the need for a new or refreshed regulation, to compliance management, and advisory support. This will ensure regulations remain relevant, effective, and aligned with strategic objectives.
This includes:
- Implementing the principle of 'regulatory sunsetting', setting expiry dates to ensure there is a periodic review and refresh of regulations, maintaining their relevance and sustained impact.
- Simplifying policies, standards, and frameworks, ensuring clarity on interrelationships and synergies.
- Experimenting with policies ahead of their publication, ensuring they are fit-for-purpose (incl. leveraging our Innovation Lab and Regulatory Sandbox)
- Establishing robust compliance management capabilities, with clear governance structures and standardized procedures.
- Encouraging adoption through enhanced awareness initiatives and advisory support.
- Expanding manpower and expertise to accelerate regulatory updates with greater agility.

13. BUILDING A DATA-DRIVEN GOVERNMENT:
Harnessing the power of data, to break down barriers, improve decision making, and deliver seamless, efficient services

Data is the cornerstone of digital transformation, enabling seamless services, innovation, and informed decision-making. Without a modern, standardized data management lifecycle that ensures quality, security, interoperability, and ethical use, the full potential of data cannot be realized.

To address this, we will:
- Review and enhance the existing data governance framework to ensure comprehensive coverage of the data management lifecycle.
  - This includes enhancing the Whole-of-Government data management policy, and establishing a supporting set of standards to drive conformity, control, security, privacy, and interoperability across government. The refreshed governance framework will also promote the principles of 'data-once-only' and' single source of truth' to both increase efficiency, and improve the experience of beneficiaries.
- Co-create the policy and standards in collaboration with government entities and beneficiaries to ensure they are practical, aligned with priorities, and facilitate meaningful adoption.
- Work closely with government entities to implement the policy and standards, prioritizing key datasets for cataloguing and focusing on high-impact areas to accelerate tangible results.

IMPLEMENTATION ROADMAP

Each of the strategic actions set out across the QDG Strategy have been sequenced into a multi-year roadmap, guided by prioritization, interdependencies, and balanced delivery effort.

The successful delivery of all strategic actions requires a unified effort across government entities, co-creating outcomes through close engagement with beneficiaries.

ID	Strategic Action	2025	2026	2027
01	Elevating Digital Maturity			
02	Orchestrating Excellence			
03	Empowering Beneficiaries			
04	Expanding Digital Reach			
05	Optimizing ICT Procurement			
06	Establishing a Digital Factory			
07	Ensuring the Quality of Digital Services			
08	Launching a Unified Digital Access and Identity Solution			
09	Unifying Government Resource Planning			
10	Driving the Continuous Modernization of Centralized Services			
11	Standardizing Government Enterprise Architecture			
12	Re-engineering the Regulatory Lifecycle			
13	Building a Data-Driven Government			

LEGEND:

- Digital Orchestration (Build)
- Seamless Digital Services (Build)
- Optimized Digital Operations (Build)
- Digital Ready Blueprint (Build)
- Operations

GOVERNANCE

Strategic direction and oversight are provided by the Smart Government and Digital Excellence Steering Committee, chaired by His Excellency the Prime Minister.

Robust governance mechanisms have been established to continuously monitor roadmap implementation and guide the overall strategic direction of Qatar Digital Government. This approach ensures that the strategy remains agile, regularly reviewed, and aligned with Qatar's evolving needs and the changing global digital landscape.

The Steering Committee is responsible for:

- Ensuring integration and optimal execution by coordinating digital initiatives across stakeholders.
- Approving executive plans derived from the government's digital strategy.
- Endorsing digital initiatives and projects aligned with the strategy.
- Issuing decisions and policies to enable the strategy's effective implementation and achieve digital excellence.
- Enhancing the economic and social impact of digital transformation in line with Qatar National Vision 2030.

Smart Government and Digital Excellence Steering Committee			
Chair: His Excellency the Prime Minister / Minister of Foreign Affairs			
Deputy Chair: Minister of Interior			
Committee Members			
Governor of Qatar Central Bank	Minister of Communications and Information Technology	Minister of State for Cabinet Affairs	Minister of Municipality
Minister of Commerce and Industry	Secretary General of the National Planning Council	Undersecretary of the Ministry of Interior	President of the National Cyber Security Agency	Director General of the Civil Service and Government Development Bureau

Working Groups
Working groups will be formed at the discretion of the steering committee to support specific priority outcomes for Qatar Digital Government. They will bring together a diverse range of stakeholders from across government, providing a structured platform to engage, address challenges and opportunities, and ensure cohesive and efficient delivery.

وزارة الاتصـــــالات وتكنولوجيــــا المعلومــــات
Ministry of Communications and Information Technology
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