



**Local Government Questionnaire (LGQ) for the
United Nations E-Government Survey**

The objective of this questionnaire is to gather information from local governments/municipalities in preparation for the upcoming United Nations E-Government Survey. For the first time in 2018, the United Nations E-Government Survey assessed 40 pilot cities. The 2020 Survey featured 100 cities/local government websites assessment and the upcoming survey of 2022 has increased to 193 cities. The responses will be shared online in the [UN E-Government Survey Knowledgebase](#) unless otherwise requested. For any question about this questionnaire, please contact dpidg@un.org.

Doha

State of Qatar

I. Institutional Framework

1. What is the official **e-Government¹ portal** of the city/municipality? If more than one exists, please list all.

The State of Qatar (Qatar) is geographically a small country (approximately 11,000 km²), with a small and highly urbanised population of around 99% out of around 3 million inhabitants. Qatar has only eight municipalities, with around 95% of the population living in the Doha and five immediately surrounding municipalities. The capital city of Doha is completely urban and is the country's financial hub. As a small country, the majority of service delivery is the responsibility of central government ministries and entities with few exceptions. This is, therefore, reflected throughout this questionnaire.

Local government services are mainly delivered by central government. <https://hukoomi.gov.qa/en/> is the URL to the official e-government portal for all eight municipalities, including the Doha municipality. A unified portal approach is more effective and cost-efficient taking into account Qatar's context. The centralised model avoids fragmentation between national and local levels and resulting service gaps, service duplications, and duplicate costs.

Where relevant, Hukoomi is complimented with specific local government services. Some key examples include (see also #2 below):

- a. Information and services for Doha (and seven other municipalities) are found on the Ministry of Municipality portal. The ministry hosts and manages the key municipality information and e-services on behalf of the country's eight local authorities. This increases cost efficiency, ensures a minimum but consistent level of online service offers as well as a common look and feel across

¹E-government or digital government will be used interchangeably in this Survey and is defined as delivering services online and engaging people by using Information and Communication Technologies (ICTs).

all eight Qatari municipalities.

- i. Information about the Doha municipality, including the legal basis, key services, key responsibilities and relevant contact details are provided (in Arabic and English) on https://www.mme.gov.qa/webcenter/portal/MM/pages_municipalities/dohamunicipality
- ii. Doha municipality services can be found (in Arabic and English) on https://www.mme.gov.qa/webcenter/portal/MM/pages_eservices (filter municipality services). Services are for citizens, residents, and businesses. Citizen and resident services include building permits, waste collection, rodent control, park and infrastructure maintenance and issues, etc. Various business e-services include licenses, company representatives, agricultural permits etc. Note that transactional services are also found in the Oun app from the Ministry of Municipality (see #b below), or other specialised national portals such as Hukoomi, Ministry of Interior, and their associated apps (see point below).
 - a. The Oun app ([IOS](#), [Android](#)) of the Ministry of Municipality provides access to key municipality services for Doha and other municipalities, such as building permits, waste collection, rodent control, park and infrastructure maintenance and issues, etc. The services in the Oun app are the same as those on the Ministry of Municipality portal (see #a.ii above).
 - b. The Metrash2 app ([IOS](#), [Android](#)) of the Ministry of Interior provides access to residence permits, driver licenses, car registration, etc.
 - c. The Nar'aakom app ([IOS](#), [Android](#)) of the Primary Health Care Corporation, Qatar's main primary healthcare provider, is an app where you can reserve medical appointments, access medical records, etc.

As a one-stop hub, Hukoomi is the online gateway to all government information and services (one- and two-way transactional service). It is available in Arabic and English and provides access to over 2,200 services, catering equally to citizens and residents (2,140 services), businesses (1,865), and visitors (1,055). It can be accessed via a Qatar identity document (QID). Hukoomi has 3.5+ million users (around half from non-Qatar IP addresses). There are 798,514 unique registered users (around 34% of the population), with a similar number returning monthly between 1 January and 31 May 2023 (722,852 on average). The extent of repeat visits indicates Hukoomi's added value.

While the Hukoomi portal is developed in responsive HTML, it is complimented by designated [IOS](#) and [Android](#) apps (12,000+ downloads). The apps focus on highlighting the latest services, events, and e-government news.

As the population of Qatar are avid mobile users, Qatar pursues a hybrid service delivery model online. A number of specialised service apps have therefore been developed (see #2 below for key examples).

2. Please provide **URLs** for **portals** providing specific services/features

Portals providing the following specific services and features for Doha city and municipality have been unified with national ones for effectiveness (see #1 above).

a. E-services²:

<https://hukoomi.gov.qa/en/service> is the URL to the official and unified e-service portal of Qatar. This portal hosts e-services directly or redirects the user to specialised portals for specific services and features. As set out in #1 above, Hukoomi (portal and apps) has a comprehensive offering and following.

Other major portals providing information and/or services to the city/municipality level for Doha and all other municipalities include the following:

- i. Information and services for Doha (and seven other municipalities) are found on the Ministry of Municipality portal. Information about the Doha municipality is provided (in Arabic and English) on https://www.mme.gov.qa/webcenter/portal/MM/pages_municipalities/dohamunicipality. Doha municipality services can be found (in Arabic and English) on https://www.mme.gov.qa/webcenter/portal/MM/pages_eservices (see #1 above). Note that transactional services are also found in the Oun app (see #1 above).
- ii. The Oun app ([IOS](#), [Android](#)) of the Ministry of Municipality provides access to key municipality services for Doha and other municipalities (see # above).
- iii. <https://portal.moi.gov.qa/wps/portal/en> is the URL to the Ministry of Interior's specialised e-service portal for people living in Qatar, including moving to and from Qatar (in Arabic and English). This is considered a key e-service due to Qatar's predominantly migrant population. UN estimates indicate that Qatar's population has the world's highest share of international migrants. There were 2,358,537 users on 31 May 2023, or over two-thirds of Qatar's population. A total of 7,539,151 service transactions and 30,992,605 queries were processed between 1 January and 31 May 2023. The portal is complemented by the Metrash2 app ([IOS](#), [Android](#)), a unified app available for all citizens and residents. The app covers core central and local government services across all municipalities, such as residence permits, driver licenses, car registration, etc. The app can only be accessed via a QID. The Ministry of Communications and Information Technology (MCIT) will be happy to arrange a test access to the UN's assessor team when conducting the review. There were 3.8+ million app downloads between 1 January and 31 May 2023.
- i. <https://www.mol.gov.qa/En/Services/Pages/default.aspx> is the URL to the Ministry of Labour's website for employment-related e-services (in Arabic and English). This is also considered a key e-service due to Qatar's predominantly working population. UN estimates indicate that Qatar has the world's lowest unemployment rate. This website focuses on entitlements and requirements such as job transfers, work injuries, and complaints, and whistleblowing.

² A specific portal where you can see the list of all online services available to the public.

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- II. <https://www.almeezan.qa/default.aspx?language=en> is the URL to the national government gazette and archive (in Arabic and English). This is considered a key service because it enables e-participation through civic awareness and engagement.
 - III. <https://portal.moi.gov.qa/shura/procedures.html> is the URL to parliamentary elections (in Arabic). This also enables e-participation. The portal contains information on elections and voter registration for parliamentary elections and enables online voting processes as well as e-petition services. [Objectives, grievances](#) and [appeals](#) to the parliament are explained on the site although they must be submitted on paper.
- b. E-participation³: <https://www.sharek.gov.qa/en/> is the URL to Sharek, the specialised national e-participation portal covering all levels of government, including Doha (in Arabic and English). Launched in May 2023, Sharek consolidates all previous engagement and participation initiatives including those previously found on Hukoomi. The portal provides tools for all government entities to provide e-information on engagement activities (e.g., calendar), user satisfaction (e.g., national index), e-consultations (e.g., votes, surveys, policy consultations), and activities related to e-decision making. The focus is on all topics, including health, education, social services and social security, business and finance, environment, tourism etc.
- c. Open government data⁴:
- i. <https://www.data.gov.qa/pages/home/> is the URL to the official unified open government data portal covering all levels of government, including Doha (in Arabic and English). This portal provides access to a comprehensive selection of key public sector data.
 - ii. <https://www.psa.gov.qa/en/statistics1/Pages/Overview.aspx> is the URL to the national government statistics agency covering all levels of government, including Doha (in Arabic and English). This portal provides detailed and historical statistics on the population and all economic sectors, such as vital statistics, censuses, and nationwide surveys. It is complemented by the Qatar Statistics app ([IOS](#), [Android](#)).
- d. Public procurement:
<https://monaqasat.mof.gov.qa/?AspxAutoDetectCookieSupport=1> is the URL to the official unified public procurement portal covering all levels of government, including Doha (in Arabic and English). The portal contains all key public procurement information and data. It is mandatory for government agencies to publish specific tender steps on this website, such as cancelling or awarding bids. Bidding entities can purchase tender documentation, submit proposals, and check the status of their proposals.
- e. Other major portals at the city/municipality level: Not applicable

³ **E-Participation** is about fostering civic engagement and open, participatory governance through Information and Communications Technologies (ICTs).

⁴ **Open Government Data** allows citizens to monitor data streams and thereby improves the accountability and transparency of government. OGD also allows citizens to be aware of important issues and to be part of the decision-making process to address policy issues (e-participation).

3. Does your city/municipality have a **Chief Information Officer (CIO)**⁵ to manage its e-Government programs/strategies?

Name: Mr. Hamad Abdulazizi Almadeed

Title: IT Director

E-mail: hamaadeed@mm.gov.qa

Phone: +97422274426

If yes, is the **city/municipality CIO linked** to any extent to the **national CIO** or with any government agency/department/ministry at the national level in charge of e-government? (by mandate or other type of relation)

The Doha city/municipality CIO is linked to the national CIO by both mandate and function. Each government entity has a dedicated CIO. This model is established through Amiri Decree No. (34) of 2022 Regarding the Organizational Structure of Ministries in the State of Qatar (in Arabic). This Decree established dedicated functions and mandates for each ministry's information technology department. See (in Arabic): <https://www.almeezan.qa/PDF/2022/12.pdf>.

The national CIO at the MCIT leads the work to achieve integration of work activities with other ministries. This role is established through Amiri Decree No. (57) of 2021 Setting Ministries' Competencies (in Arabic). This Decree established the requirement for MCIT to coordinate work with other ministries in order to achieve alignment and integration. See (in Arabic): <https://almeezan.qa/LawView.aspx?opt&LawID=8766&language=ar>.

A government committee of national and sub-national CIOs collectively oversee the coordination and integration of relevant work including the execution of the national e-government strategy. See here for the legal instrument establishing this committee (in Arabic): <https://almeezan.qa/LawView.aspx?opt&LawID=8766&language=ar>.

National CIO Contact Details are as follows:

Name: Ms. Mashael Ali Yousef Al-Hammadi

Title: Assistant Undersecretary of Digital Government

Organization: Ministry of Communications and Information Technology

E-mail: maalhammadi@mcit.gov.qa

⁵ CIO or a similar senior official with a leadership role, sometimes referred as Chief Technology Officer (CTO) or Chief Digital Officer (CDO)

II. Legal Framework

1. Is there any **legislation/regulations** on **digital government** such as law on digital service provision or on access to information or data privacy at the:

National level? Yes No

Local level? Yes No

If Yes, how do you adopt these in your organization?

National legislation and regulations for digital government also apply to local level authorities (see #1, Section I). Compliance with national legal and regulatory frameworks is mandatory for all entities at central and local levels. Key examples include:

a. Digital Service Provision

Various legislative and regulatory tools have been established on digital government focusing on specific aspects, such as e-procurement services, open government data, digital identity services, and digital signature service. MCIT adopts these requirements as relevant, such as by sharing and publishing data related to usage and satisfaction with our digital services and issuing requirements around digital service design and layout, such as the following:

- Electronic transactions and e-commerce
<https://almeezan.qa/LawPage.aspx?id=2678&language=en>
- Data protection and privacy
<https://www.almeezan.qa/lawpage.aspx?id=7121&language=ar>
- Procurement (tenders and auctions),
<https://almeezan.qa/LawPage.aspx?id=6812&language=ar>
<https://www.almeezan.qa/LawView.aspx?opt&LawID=8957&language=ar>
<https://www.almeezan.qa/LawView.aspx?opt&LawID=8957&language=ar>
- Design standards i.e., [Government Website and e-Services Framework](#)

b. Access to Information

The legal and regulatory framework apply to both central and local authorities. Law No. (9) of 2022 on Regulating the Right to Access Information (in Arabic) provides for the entire population to access public information from any entity for both the national and local levels. The MCIT has detailed area-specific policies such as on data management, open data, smart city policies through the TASMU Smart City Program, as well as publishing comprehensive information in the official e-government portal. Through the overarching regulatory framework established by consecutive TASMU strategies, the TASMU Smart City Program facilitates the adoption of smart and sustainable solutions (environmentally and socio-economically) for communities, Doha, and Qatar at large. In doing so, TASMU also focuses on eliminating regulatory barriers and ensuring institutional deployment readiness. These include policies on data, electronic commerce and transaction, experience, security, and societal impact. Between 2023 and 2030, the TASMU Strategy 2.0 looks to accelerate the foundations laid by the TASMU Smart Qatar Strategy 1.0 between 2017 and 2023. The TASMU Smart Qatar Strategy 1.0 focused on setting the

environment, building the technology foundation, and developing smart sector capabilities. It is currently undergoing closure and its vision, mission, targets, and roadmap are available here (in English): <https://tasmu.gov.qa/what-is-tasmu>. The TASMU Strategy 2.0 is expected to be finalised and published later this year and the Program’s key policies and regulations are available here (in English): <https://tasmu.gov.qa/policy-and-regulations>

- Right of information access (in Arabic)
- [الميزان | البوابة القانونية القطرية | التشريعات | قانون رقم \(9\) لسنة 2022 بتنظيم الحق في الحصول على المعلومات \(almeezan.qa\)](https://www.almeezan.qa)
- Open data policy (in English)
https://www.mcit.gov.qa/sites/default/files/p002_opendata_v.1.0.2_en_v2-2_2.pdf
- Data policy (in English)
https://www.mcit.gov.qa/sites/default/files/tasmu_data_policy_v1.0.pdf
- Data management (in English)
https://www.mcit.gov.qa/sites/default/files/p001_data_management_v.1.0.2_en_v2-2_1.pdf
- Data dashboard (in English)
<https://lookerstudio.google.com/reporting/78da98fe-261c-4cbd-8c26-1453f704d240/page/S9oHD>

c. Data Privacy

Data privacy and protection are governed through a national provision with subsequent national guidelines, and sectoral regulation. These cover both the national and local levels. Our organisation adopts them by complying with all requirements, such as protecting user privacy when publishing usage data on our e-service portal.

- National Provision: Law No. (13) of 2016 on Personal Data Privacy Protection (in Arabic) establishes the national provisions.
<https://www.almeezan.qa/lawpage.aspx?id=7121&language=ar>
- Supplementing National Guidelines: Data Protection Regulations and Rules 2021 Guidance (in English) accompany the national provisions with detailed guidelines.
<https://www.qfc.qa/-/media/project/qfc/qfcwebsite/documentfiles/resource-center/data-protection/regulations-and-rules/qfc-data-protection-regulations-and-rules-2021-guidance.pdf>
- For additional information, including the downloadable QFC Data Protection Office Data Subject Complaint Form (in English), see here:
<https://www.qfc.qa/en/resource-centre#doccat=1240445d1dd142aaa87dfba6e4c88aa0>

III. Strategy and Implementation

1. Is there a city/municipality **e-Government Strategy** or equivalent? If yes, please provide link and/or further details.

Yes, the Doha city/municipality e-government strategy is integrated with the national one for effectiveness (see #1, Section I). Doha city and municipality do not have a designated e-government strategy as this is covered in large parts by national strategies.

The Qatar e-Government 2020 Strategy and Qatar Digital Government NextGen Strategy (QDG Strategy) are the national's two sequential e-government strategies and aim to accelerate digital transformation of the public sector's service production and delivery.

The QDG Strategy builds on the foundations set through the earlier one. The Qatar e-Government 2020 Strategy focused on achieving the following between 2016 and 2020: 100% e-service availability, with 80% of services delivered online, but also focused on increasing re-use of data within the public sector, increased publication of open data, and increased public participation in decision making and digital engagement by respectively 10% and 20% annually. This focus included local government, including Doha See (in English): <https://services.hukoomi.gov.qa/assets/downloadables/en/qatar-e-government-2020-strategy-en.pdf>.

The current QDG Strategy focuses on next-gen proactive and personalised services, increased civic engagement, co-design, innovative and data-driven government, sustainable investments and solutions, consolidation and optimisation of back- and front-end service production, and delivery ecosystem on a whole-of-government principle, skills and capacity development between 2023 and 2025. This focus includes local government, including Doha. See (in English): <https://hukoomi.gov.qa/en/strategy>.

Note that the intermediate period of 2021 and 2022 between national e-government strategies focused on business continuity as a result of the COVID-19 pandemic, reorganisation and transition to a new governance model. The MCIT was established in 2021.

Qatar also has four specialist strategies complementing the QDG Strategy. The QDG Strategy is fully aligned with all four. All four complementary strategies cover all levels of government, including municipalities such as Doha. The four strategies cover cyber security, artificial intelligence, digital society, and digital inclusion.

- National Cyber Security Strategy – State of Qatar 2023-2028 (see #2 below)
- National Artificial Intelligence Strategy (see #2 below)
- TASMU Strategy 2.0 (see #2, Section II)
- Digital Inclusion Strategy (see #2 below)

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2. Please check whichever applies to the city/municipal e-Government Strategy or equivalent and provide link, details and/or specific references for the checked area.

has an implementation plan.

The QDG Strategy document includes an implementation plan. This plan details deliverables and key performance indicators for 21 projects.

is aligned with the national development strategy.

The QDG Strategy is aligned with Qatar National Vision 2030. Published in 2008, the Vision 2030 sets the overall strategic direction for Qatar by 2030. It is framed around ten strategic outcomes which envisage a vibrant and prosperous country with economic and social justice for all and where nature and humankind are in harmony, thus aligning with SDG 2030 goals of a just, equitable, prosperous, and sustainable society and economy.

The QDG Strategy directly supports the achievement of six of the Vision 2030's strategic outcomes. Specifically, through its projects on shared digital infrastructure, platforms, innovation capabilities, and digital diplomacy, the strategy supports outcomes on an educated population, a healthy population, a capable and motivated workforce, economic diversification, international cooperation, and balanced development. Link to Vision 2030 (in English): <https://hukoomi.gov.qa/en/strategyn/qatar-national-vision-2030-en.pdf>

The QDG Strategy is also aligned with National Development Strategy 2023-2030 (NDS3). NDS3 is the last of three sequential implementation roadmaps to deliver Vision 2030. NDS1 focused on establishing the foundation, NDS2 focused on delivering infrastructure, and NDS3 focuses on transitioning Qatar to a knowledge-based economy. Within NDS3, e-government is an emerging theme. All QDG Strategy projects align with strategic NDS3 outcomes and directly support many of its specific projects. A more detailed mapping summary is not yet possible. NDS3 is being finalised is expected to be published in August 2023.

is aligned with the sustainable development goals (SDGs).

The QDG Strategy aligns with eleven SDGs. The overall aim of the SDGs on strong and capable institutions (SDG16) is at the core of the QDG Strategy's vision of "an excellence-driven digital government, working together to place people first", but also services aligned with "beneficiary needs and engagement" including no poverty (SDG1) and achieving equality (SDG5 on gender, 10 on inequalities). This includes equitable access to services in health (SDG3) and education (SDG4) across cities and communities (SDG6, 7, 11). Sustainability is covered by the aim of "sustainable and improved ICT investments through engaging the private sector and optimizing common shared offerings" thus underpinning both financial and environmentally sustainable economic growth (SDG8, 9, 12).

Qatar and the MCIT actively monitor Qatar's contribution to the SDGs. The Qatar Sustainable Development Goals Portal is a joint governmental initiative to summarise and monitor Qatar's commitment to the UN SDGs for 2030. The portal provides keys information and dashboards. For transparency and educational purposes, users can click on any SDG and view all indicators. This includes

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the latest indicators, historical ones, and their definitions, methodology, and sources. Qatar's SDG Portal also provides other key contextual information, such as Qatar's SDG governance model, and international SDG summaries. See (in English): <https://sdg-en-psaqatar.opendata.arcgis.com/>.

Qatar and the MCIT also actively monitor Qatar's contribution to its climate action commitments, such as the Volunteer National Report in 2021. See (in English): https://sustainabledevelopment.un.org/content/documents/280362021_VNR_Report_Qatar_English.pdf

is aligned with national digital development strategy.

Digital and e-government strategies are anchored in Qatar's overall vision and agenda. The QDG Strategy is anchored in a larger digital agenda. The Digital Agenda 2030 (DA2030) sets the direction for the country's overall digital transformation and is framed around six objectives: digital infrastructure, digital government, digital innovation, digital economy, digital society with governance, benefit realisation, capacity and skills development being enabling activities. Its projects for each objective are complementary and aligned with those in the QDG Strategy. The DA2030 is currently being finalised and expected to be published between August and September 2023.

indicates the existence of shared solutions/platforms provided at the national/regional level.

The QDG Strategy integrates solutions at the national and regional levels due to Qatar's small size (see #1, Section 1). One of its projects is dedicated to enhancing and optimising common shared offerings and developing new services.

makes specific reference to SDG 11 (New)

The QDG Strategy covers access and education across cities and communities (SDG11).

makes specific reference to the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels (New)

makes specific reference to e-Participation and/or digital inclusion/engagement.

The QDG Strategy makes specific reference to e-participation, engagement, and digital inclusion. Specifically, they comprise the first of four QDG Strategy strategic aspirations. Its aspiration on digital services and beneficiary engagement is supported by three projects dedicated to enhancing the e-participation portal, expanding engagement standards, and ensuring an immersive and policy and technology experience centre. Further digital inclusion commitments are detailed in the relevant strategy. The Digital Inclusion Strategy covers the years 2021-2027.

makes specific reference to co-creation mechanisms for citizens.

The QDG Strategy projects on e-participation also cover co-creation mechanisms.

makes specific reference to social media.

The QDG Strategy has dedicated a project to digital service design standards which sets out social media standards as one of its explicit deliverables.

makes specific reference to a local digital ID.

One of the projects of the QDG Strategy has a dedicated initiative for the national digital identity. This project aims to enhance current digital identity capabilities for the eID and e-signature functions imbedded in the Qatar ID and Tawtheeq Public Key Infrastructure (PKI). A national Digital Pass will be device independent, digitally store expanded identity information such as personal biometric data, digital signature, and bank cards will be used as single sign-on (facilitated by Tawtheeq PKI) for all public services, including for local government authorities such as Doha city. It is expected to be added onto the current national authentication system, Tawtheeq, later this year. There are currently nearly 2.2million active Tawtheeq users, with 81,463 new users registered between 1 January and 31 May 2023.

makes specific reference to new technologies such as artificial intelligence, blockchain, big data etc. Adequate adoption of emerging technologies is a central theme of QDG Strategy. The QDG Strategy looks to enhance the focus and approach to identifying and testing emerging technologies. Specific emerging technology areas such as AI and robotics are referenced as part of these technologies.

The National Artificial Intelligence Strategy established Qatar’s regulatory AI blueprint in 2018 focusing on leveraging AI effectively. Its focus areas include tailored education, data, employment, business, research, and ethics supported by an effective regulatory foundation. The next strategy is already under development and focuses on detailing the specific roadmap toward accelerated AI adoption and regulation. This is expected to be finalised and published later this year.

https://www.mcit.gov.qa/sites/default/files/national_artificial_intelligence_strategy_for_qatar.pdf

Adopting these technologies is also referenced in the overarching DA2030. As part of the digital innovation pillar, DA2030 will establish a technology foresight center to support the experimentation and piloting of new technologies as they evolve, including the various forms of AI, robotics, distributed ledger technology, block chain and the metaverse. Similarly, the DA2030 initiative on new regulatory and legal frameworks will look at digitisation-ready legal principles, impact assessment and regulatory sandbox concepts to facilitate risk minimising experimentation with new technologies and concepts while strengthening the public sector capacities in this area. A roadmap has been defined for further policies on AI, 5G, IoT, and other new and emerging technologies through the TASMU Smart City Program (see #2, Section II).

provides other specific measures to ensure e-Government is used by the most vulnerable groups⁶. All measures in the QDG Strategy apply to vulnerable and non-vulnerable population groups.

provides other specific measures for ICT training and digital literacy by government officials. The QDG Strategy commits to building on the public sector training delivered during the earlier strategy. There is a specific deliverable for entity training on the enhanced beneficiary collaboration portal, innovation and e-participation capabilities.

⁶ Poor, immigrants, older persons, persons with disabilities, women, youth, indigenous people

makes specific reference to cyber security.

The National Cyber Security Strategy – State of Qatar 2023-2028 is the dedicated specific digital and cyber security for crisis/emergency response and recovery. It builds on Qatar National Cyber Security Strategy 2014-2018 which established the foundation for cyber protection. The new strategy focuses on innovation and adaptation to stay ahead and thrive amidst constantly evolving threats and cutting-edge technology. The intermediate period between strategies focused on business continuity as a result of the COVID-19 pandemic, reorganisation and transition to a new governance model. A new agency dedicated to cyber security was established in 2021. National Cyber Security Strategy – State of Qatar 2023-2028 will be finalised and made available online this year. See (in English) for previous strategy: <https://services.hukoomi.gov.qa/assets/downloadables/en/national-cyber-security-strategy-en.pdf>

makes specific reference to mobile government.

One of the QDG Strategy projects is designated to enhancing current mobile apps for e-services.

3. Does your city/municipality have a dedicated budget for digital government? Please explain by informing on the percentage compared to the total municipality budget.

The 2022 budget for the communication and transportation sector was approximately USD1.5billion (QAR5.4billion). This represents 5.0% of national government expenditure for 2022, and includes all municipalities including Doha. For the full 2022 budget (in English) please see the [Public Budget Statement Report Full Report 2022.pdf \(mof.gov.qa\)](#)

4. Do you publish the city/municipality budget online on the portal? Please explain further and provide links.

Yes. The 2022 and 2023 integrated budgets are available here: [Public Budget Statement Report Full Report 2022.pdf \(mof.gov.qa\)](#) and here: <https://www.mof.gov.qa/en/Pages/StateBudget2023.aspx>.

5. Are there any digital initiatives in place in your city/municipality focused on sustainability issues and/or a green economy? Please explain further and provide links.

Yes, Microsoft Azure and Google have launched their first cloud regions in Doha city and municipality. The QDG Strategy focuses on the further adoption of cloud technology.

6. Are there any digital initiatives in place in your city/municipality focused on affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons? Please explain further and provide links.

Yes. The Transportation Master Plan for Qatar 2050 specifically focuses on an accessible and sustainable transport system for all. It looks to strike a balance between the requirements of economic growth and environmental protection and contributing to reducing climate change by putting into effect long-term initiatives that contribute to transitioning to sustainable transportation (linked to SDG11 for smart sustainable cities but also SDG9 for economic growth and decent job opportunities for all). See (in English): [Transportation Master Plan for Qatar 2050](#).

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The Public Bus Infrastructure Program aims at providing an integrated, sustainable public transit network that covers all urban areas across the country and forms a coherent transportation unit that includes public buses, Doha Metro, and tram networks (linked to SDG11 and SDG8). See (in English): [The Public Bus Infrastructure Program](#).

7. Are there any digital initiatives in place in your city/municipality focused on affordable housing and basic services to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons? Please explain further and provide links.

Yes. There are many digital initiatives in the form of e-services provided by the Ministry of Social Development and Family for such groups (linked to SDG aim of leaving no one behind but also SDG5 and 10 for reduced inequalities and gender equity). See below for some examples:

- [Request Usufruct of Housing Under Loan for Divorced Woman](#)
- [Request Housing Under a Loan for a Qatari Woman Married to a Non-Qatari Man](#)
- [Request Housing Under a Loan for a Widowed Woman with Children](#)
- [Request Demolition and Reconstruction of Council Housing for People with Limited Income](#)
- [Housing Installments Exemption Request](#)

8. Are there any digital initiatives in place in your city/municipality focused on universal access to safe, inclusive, and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities? Please explain further and provide links.

Mada, established as a partnership between various government agencies with non-governmental ones, works to ensure access for people with disabilities (linked to the SDG aim of leaving no one behind but also SDG5 and 10 for reduced inequalities and gender equity, and SDG8 on decent job opportunities). Measures are structured around capacity building, assistive technology services, digital accessibility services, innovation, research, awareness building, and policy advocacy.

- a. Mada has a digital platform specialized in assistive technology in Arabic. The portal provides a wide range of information, resources and assistive technology services to enable and support the independence of persons with disabilities through accessible information and communication technology ICT. See (in English): [Mada Assistive Technology Portal](#).
 - b. Mada is the first repository that provides a wide range of information and resources around ICT accessibility, in Arabic and English, for web developers and content creators across various sectors, to ensure designing accessible digital platforms for all members of society, especially persons with disabilities. See (in English): [Mada Digital Accessibility Portal](#).
9. Does your city/municipality include partnerships with other national or international cities and/or private sector, civil society? Please explain further and provide links.
- Some of the key partnerships include those with Mada (see #8 above), Google Cloud (see #5 above), and Microsoft Azure (see #5 above).

IV. Usage of online services

1. What is the percentage of city/municipality services offered online (municipality website)? Please explain and provide links.

The QDG Strategy which sets the direction for efficient and effective Doha public service production and delivery (see #1, Section I, and #1, Section III) references the full automation and 100% digitisation of those public services which do not require human interaction. Predictive, proactive, and personalised next gen services are key and a number of the high-frequency, high-volume services based on objective (i.e., binary) eligibility criteria will be completely automated in this process. This is as part of the QDG Strategy's strategic context about retaining the momentum created by the previous national e-government strategy. The Qatar e-Government 2020 Strategy had achieved its target for the 100% digitisation of all existing services.

2. What is the percentage of city/municipality services offered through dedicated mobile means (mobile applications)? Please explain and provide links.

As part of the integrated delivery at Doha city and municipality and wider country level, the government targets 100% online offering for relevant services (see #1 above) and these services are developed with responsive web design allowing use across multiple devices.

3. Do you collect usage statistics of e-Government services?

Yes No

4. If yes, do you publish the results online and share those with the public institutions concerned?

Yes. A report is published and shared online. Dashboard link:

<https://lookerstudio.google.com/reporting/78da98fe-261c-4cbd-8c26-1453f704d240>.

Hukoomi monitoring is based on measurement metrics incorporating factors such as popularity of a given service, service usage categorized by gender and geographical location, the most commonly used devices by users, preferred languages of users, popular search queries, and user satisfaction survey results, among other relevant information. See (in English):

<https://hukoomi.gov.qa/en/entity-services-statistics>

<https://hukoomi.gov.qa/en/website-analytics>

<https://hukoomi.gov.qa/en/services-feedback>

V. User satisfaction

1. Do you measure the satisfaction of citizens with the e-Government services provided?

Yes No

If yes, do you publish the results online and share those with the public institutions concerned? Please explain further.

The government monitors and collects usage statistics of the Hukoomi portal services to identify gaps and enhance services. Some key metrics include popular services, service usage, most used devices, popular search queries, most used sections, preferred language (Arabic or English), and countries where users are accessing the portal from. Common statistics are published online: <https://lookerstudio.google.com/reporting/78da98fe-261c-4cbd-8c26-1453f704d240>.

- a. Popular services and service usage: help prioritise services for optimisation.
 - b. Most used devices: help optimise portal design, device responsiveness, and introduction of dedicated mobile applications.
 - c. Popular search queries: help improve the search functionality and optimise content organisation.
 - d. Most used sections: help simplify navigation and improve visibility/accessibility of services of highest user interest and need.
2. What is the percentage of the population⁷ satisfied with their last experience of online public services? Please explain further.

90.9% of respondents between January 2022 and May 2023 found content easy to find and are satisfied. See dashboard (in English): [Analytics: Hukoomi - Qatar eGovernment Portal \(google.com\)](#).

VI. Social Media

1. Do you use social media at the city/municipality level to interact with and engage people in e-government activities? Please explain further.

- a. Yes, the public sector in Qatar uses social media extensively at the integrated Doha city/municipality/national level (see #1, Section I). The government extensively uses social media for e-information and increasingly e-consultation, and e-decision-making.
- b. For Doha city in particular:
 - Facebook (via Ministry of Municipality [in Arabic]): <https://www.facebook.com/albaladiya/> (82,000+ followers as of 31 May 2023)
 - Twitter (via Ministry of Municipality [in Arabic]): <https://twitter.com/albaladiya>

⁷ Related to SDG Indicator 16.6.2 Proportion of population satisfied with their last experience of public services. See for all indicators: https://unstats.un.org/sdgs/indicators/Global%20Indicator%20Framework%20after%20refinement_Eng.pdf

- c. Other social media accounts are coordinated as follows:
- The Government Communications Office coordinates communication across governmental agencies. Its primary use is for e-information but also e-consultation and e-decision-making as needed. The main social media channel is:
 - Twitter: <https://twitter.com/GCOQatar/>

 - The official e-government portal, Hukoomi, uses a wider array of social media platforms. Its primary use is also for e-information but not exclusively so. Social media channels are:
 - Twitter: <https://twitter.com/HukoomiQatar>
 - Facebook: <https://www.facebook.com/HukoomiQatar>
 - Instagram: <https://www.instagram.com/hukoomi.qatar/>
 - LinkedIn: <https://www.linkedin.com/company/hukoomi-qatar/>

 - The official e-participation portal, Sharek (see #2 and #40), aims to accelerate the government's use of social media platforms for e-consultation and e-decision-making. By unifying the conversation from offline and digital sources, Sharek provides citizens, residents, businesses, and non-governmental organisations with convenient and accessible channels to provide feedback on government services and contribute to public discussions. Social media channels are:
 - Twitter: <https://twitter.com/cgbqatar>
 - Instagram: <https://www.instagram.com/cgbqatar/>
 - LinkedIn: <https://www.linkedin.com/company/cgb-qatar/?originalSubdomain=qa>
 - Snapchat: <https://www.snapchat.com/add/cgbqatar>
 - YouTube: <https://www.youtube.com/@cgbqatar>

 - Each government agency also uses social media for e-information as well as increasingly for e-consultation and e-decision-making as needed. The MCIT recently undertook a survey to assess and encourage all types of e-participation and it found that 80% of respondents agreed that social networking sites have a greater influence on society than traditional media. Social media channels are:
 - Twitter: <https://twitter.com/MCITQatar>
 - Facebook: <https://www.facebook.com/MCITQatar>
 - Instagram: <https://www.linkedin.com/company/mcitqatar/>
 - LinkedIn: <https://www.linkedin.com/company/mcitqatar/>
 - Directory of all Ministries: <https://hukoomi.gov.qa/en/ministries>
 - Directory of Additional Government Agencies: <https://hukoomi.gov.qa/en/directory?path=government-offices>

VII. Crisis/Emergency Response and Recovery

1. Is there a specific local government portal or a dedicated section of the city/municipality portal addressing crisis/emergency situations (e.g. natural disasters, pandemics and similar) Please explain further and provide links.

<https://portal.moi.gov.qa/NCC/> is the link to the National Command Center (NCC) for all of Qatar. The NCC integrates with the city/municipality/national portal addressing crisis/emergency. It unifies e-services for all types of crises and emergencies with particular emphasis on vulnerable populations such as older people and people with disabilities.

VIII. Smart City and New Technologies

1. Do you have a specific city/municipality strategy on new technologies? (e.g. Artificial Intelligence, IoT, Blockchain, Smart City, 5G, Virtual/Augmented Reality, Robotics, 3D Printing) If yes, please explain further and provide links.

Adequate adoption of emerging technologies is a central theme of the QDG Strategy. The QDG Strategy looks to enhance the focus and approach to identifying and testing emerging technologies. Specific emerging technology areas such as AI and robotics are referenced as part of these technologies.

Adopting these technologies is also referenced in the overarching DA2030. As part of the digital innovation pillar, DA2030 is looking to establish a technology foresight center to support the experimentation and piloting of new technologies as they evolve, including the various forms of AI, robotics, distributed ledger technology, and the metaverse. Similarly, the DA2030 initiative on new regulatory and legal frameworks will look at digitisation-ready legal principles, impact assessment and regulatory sandbox concepts to facilitate risk minimising experimentation with new technologies and concepts while strengthening the public sector capacities in this area.

Finally, the national strategies complementing the QDG Strategy also reference the use of new emerging technologies as relevant. These refer to governance, data governance, legal and regulatory framework, standards, data capture, maintenance and quality assurance, as well as cyber security, data and privacy protection.

- AI: Facilitating and expanding the governance of AI adoption is specifically referenced under the QDG Strategy project on data management standards. The overarching DA2030 and national strategy on AI reference the appropriate adoption of AI (see #2, Section III). The government provides a suite of AI data and services allowing use case providers to make AI models supporting their decision-making. It provides technical capabilities for both public and private sector entities that are supported by Qatar's regulatory frameworks and policies.

<https://platform.tasmu.gov.qa/en/productsandservices/list?category=Products%20%26%20Services&searchterm=>

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- IoT: referenced as part of the emerging technology theme of the QDG Strategy, and the overarching DA2030 (under the digital infrastructure, digital government, and digital innovation pillars).
 - Block chain: Block chain or distributed ledger technology is referenced as part of the emerging technology theme of the QDG Strategy, and the overarching DA2030 (under the digital government, digital innovation, and digital economy pillars).
 - Smart City: The TASMU Smart Qatar Central Platform enables use case providers to create solutions that leverage AI, and ML. These capabilities are made possible through the functional blueprint of the platform, which consists of five building blocks: National Smart Qatar Data, National Integration Layer, Platform Services, Platform Operations, and National Platform Security.
 - 5G: is referenced as part of the emerging technology theme of the QDG Strategy.
 - Robotics: is referenced as part of the emerging technology theme of the QDG Strategy, overarching DA2030 (under the digital government, digital innovation, and digital economy pillars) and the strategy on AI.
 - Others: Metaverse is referenced in DA2030 together with an emphasis on not yet known emerging technologies. Invisible/anticipatory/proactive/seamless services are covered by five projects of the QDG Strategy, such as the project on the central government portal (i.e., Hukoomi) and next-gen proactive and personalised services based on persons, events and co-designed with end users. Both the QDG Strategy and DA2030 adopt a comprehensive approach to emerging technologies and do not limit their scope only to the examples in this question to allow for adaptation.
2. Does your city/municipality strategy plans for the use of big data analytics or AI in their decision-making processes?
- Yes No

If Yes, please explain further and provide links.

Doha city does not have an independent strategy for big data or AI usage in their decision-making processes as the municipality is cooperating with the MCIT in its upcoming activities for the QDG Strategy as with a number of other strategies (see #1 above).

IX. Contact and Additional Information

- Name: Mrs. Noor Al-Kuwari
- Title: Director, Planning, Quality and Innovation Department
- Email: noalkuwari@mcit.gov.qa
- Organization: Ministry of Communications and Information Technology
- Submission Date: 8 June 2023

Please select whichever applies:

- I am authorized and fully knowledgeable to respond to this questionnaire.
- I did not have the full information to respond to this questionnaire
- I mostly provided my own opinion/assessment rather than official information.
- Other:

Thank you for taking the time to fill out the Local Government Questionnaire (LGQ) 2022. We appreciate your participation.